Tenacious Change:

Unlocking the Potential of Collective Change Leadership

Tom Klaus, PhD, President, Tenacious Change, LLC

THE BEGINNING

Tenacious Change had its beginning in 1991 when Ed Saunders and I first met. I was a Program Director for a community-based nonprofit in Des Moines, Iowa. Ed was on the faculty of the University of Iowa School of Social Work. Ed's office was on the Des Moines campus and he was contracted to be the evaluation researcher for my program.

In those early years, we worked together to develop and replicate a school-based adolescent pregnancy prevention program. Our efforts were successful and eventually the *It Takes Two* program was replicated in more than 20 states. Those early efforts required the program to have a baseline of community support. Our research and experience taught us the value of community engagement and mobilization in creating that baseline and an environment where the program could take root, survive, and thrive.

Our collaboration continued despite professional changes. I took on the leadership of a statewide organization in Iowa and eventually moved to Washington, DC to work for a global youth advocacy organization. Ed remained with the University of Iowa and moved to the main campus in Iowa City where he would eventually become the Director of the School of Social Work.
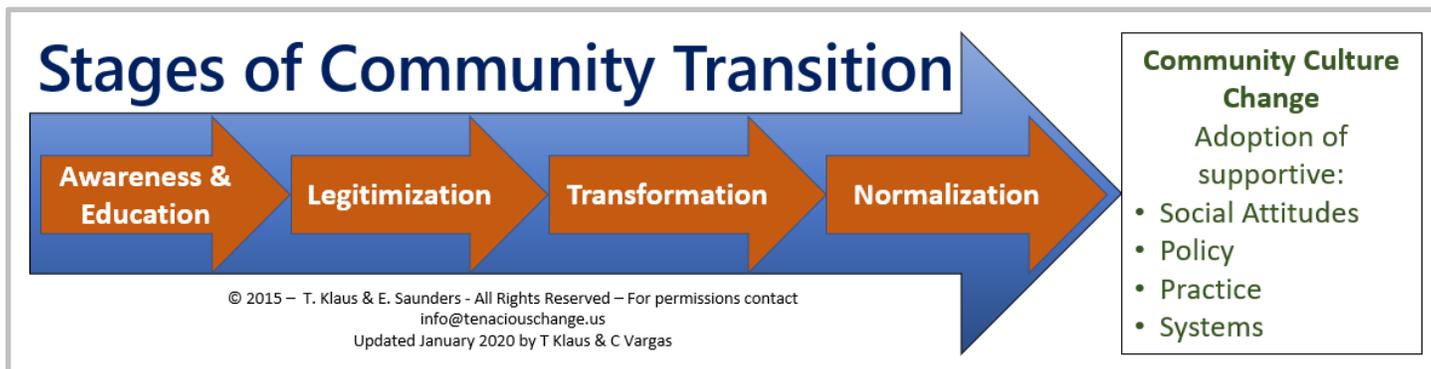
STAGES OF COMMUNITY TRANSITION

In the next phase of our collaboration, we began to work on the challenge of measuring community engagement and mobilization, and then ensuring program sustainability. However, we were missing a measurable framework that considered these factors.

BRIEFLY STATED

Tenacious Change is a set of operating principles for inclusive, broad-based collective change leadership. It offers a way to organize and catalyze the work of leading change for long-lasting impact in communities, organizations, and whole systems. Tenacious Change was created through research, testing, and the practical experience of its developers. It draws on the insights of FSG's collective impact and extends Tamarack Institutes' *Collective Impact 3.0* yet stands apart in its contribution to the field of community, organization, and system change. Additional information, training, tools, and consultation are available upon request.

So, we decided to create one. We researched the professional literature, examined both successful and failed initiatives, talked to people, and reflected on and discussed our experiences together. What emerged was a framework which is known today as the ***Stages of Community Transition***. It describes the process of community change through four distinct, measurable stages. Successful movement through the stages results in sustained (long-lasting) community change.

Stages of Community Transition

Awareness & Education → Legitimization → Transformation → Normalization →

© 2015 – T. Klaus & E. Saunders - All Rights Reserved – For permissions contact
info@tenaciouschange.us
Updated January 2020 by T Klaus & C Vargas

Community Culture Change
Adoption of supportive:
- Social Attitudes
- Policy
- Practice
- Systems

The four stages are:

1. *Awareness and education* through relationship building and engagement that informs community members about the issue, the need for change, and invites participation in the change.

2. *Legitimization* which occurs as those leading the change gain the reputation as the "go to" group in the community on the issue as a result of continuous engagement with the community.

3. *Transformation* which occurs as a critical mass of community members align with the change and actively support the effort. This includes those who were late adopters, some resistors, and even some who had been opponents.

4. *Normalization* is the final stage as it is the point when the community as a whole has embraced the change and it has become unthinkable to "snapback" to the way things were before. Normalization is the point at which the change has become integrated, embedded, and actualized into the community as the "new normal."

Normalization is achieved as a result of having built a movement in the community. When Normalization is achieved, it means that positive community attitudes toward the change have been adopted, there is a greater commitment of resources, and programs, policies, and practices supporting the change have become institutionalized within systems. Overall, it means the community culture has changed.

DRIVING COMMUNITY CHANGE

The completion of the Stages of Community Transition model was a major step forward in our original task. Still, an important question remained: ***what drives the process through the stages?*** Again, we turned first to the scientific literature. Specifically, we reviewed organizational, coalition, and collaboration literature. We also continued reflecting on our own experiences of participating in and leading collaborative efforts.

From that research and our reflection, the need for a high-performing infrastructure emerged as a key factor in driving change. An infrastructure needed to be in place to orchestrate the community change. It needed to be high-performing (work very well together) and it needed to be consistent with good community development theory and practice. We concluded it is not enough to simply *have* an infrastructure, but that *its nature and how it functions* are important.

What is "Infrastructure?"
The term "infrastructure" refers to any ***collective change leadership group*** collaborating for change. Its actual structure can vary. It can be a coalition, a task force, a steering committee, a stewardship council, actions teams, etc. Through the lens of collective impact, it might be the "backbone," (FSG); the "container for change" (Tamarack); or the "orchestrater" (Tenacious Change).

Tenacious Change

First, the infrastructure needs to be born out of broad community readiness, willingness, and capacity to engage in change. Lasting change cannot be imposed from outside the community but needs to "bubble up" from within the community to the point at which it is ready, if not eager, to embrace the challenge of change.

Second, the infrastructure itself needs to reflect broad, inclusive, meaningful community participation. Recruiting participants in the infrastructure is a strategic task because the infrastructure typically does much of the critical decision making for the change effort. We observed most infrastructures are populated and controlled by professionals in the community with substantial power, influence, status, and resources. They have **content expertise** though they may not have **context expertise**. Those with context expertise are community members who are most directly and personally impacted by the issue being addressed and the proposed change. It is essential for the infrastructure to have meaningful participation from both content and context experts. Extraordinary efforts may be needed to include context experts. Age, race, ethnicity, gender, socio-economic status, health, education level, work status and schedule, and ability are just a few factors which can make participation difficult for some community members. Achieving this "right mix" of participants in the infrastructure is a key factor in success.

Third, the infrastructure needs to use governance and decision-making policies and practices which ensure all participant voices are heard and considered fairly. Equal participation is not a substitute for equitable participation. Once the right mix is at the table, intentional efforts need to be made to ensure equitable participation. Participants may need to learn different interpersonal communication skills and methods of decision making. Those who are typically never invited to the table may need to be empowered and coached on how to engage with and understand those who have long had seats at the table. Those with more experience at the table may also need to learn and be coached on how to engage with and understand those who have more direct, personal experience with the issue which is the focus of change. Participants may also need to learn new decision-making processes. Determining who makes which decisions and how decisions are made is important to ensure inclusion and equity at the table.

Fourth, the infrastructure needs to continuously assess and monitor its own performance, its adherence to the previous principles, and its progress through the Stages of Community Transition. This led us back to our original task and this conclusion: "***community engagement guided by a high-performing infrastructure leads to sustainable community change progressing through a measurable sequence.***" (Klaus & Saunders, 2016, p. 1). An instrument was created (described more fully later) to help community change initiatives continuously strengthen their infrastructures and improve their efforts to move through the Stages of Community Transition.

SYNERGY WITH COLLECTIVE IMPACT

As we were finalizing our work on the infrastructure, the Boston based consultancy FSG introduced the concept of collective impact in the *Stanford Social Innovation Review*

Content Expertise v. Context Expertise

Both Content Expertise and Context Expertise are needed for community change. Content Expertise means having the technical know how and capacity to plan, resource, and implement solutions. Context Expertise means directly, personally knowing about the issue because of lived experience with it. Too often, collaborative community change efforts prioritize Content Expertise to the exclusion of Context Expertise.

Community & System Change

"Community" is the reference point for this document and, typically, it refers to a group of people residing in the same geographic area. For simplicity, this is how it is used in this paper. However, "community" can also refer to people in the same organization or system connected by common work, values, or beliefs. For this reason, the principles described here have also been used by and found to apply in organizations and larger systems.

(Kania & Kramer, 2011). We were initially drawn to FSG's collective impact framework by the language and the hope it could articulate more clearly the work of the infrastructure. The FSG framework, with simple elegance, **described the management tools** of a collective impact effort in its Five Conditions:

- ♦ common agenda,
- ♦ shared measurement systems,
- ♦ mutually reinforcing activities,
- ♦ continuous communications, and
- ♦ "backbone" support.

Unfortunately, the uptake of FSG's collective impact was so swift globally that it was frequently misunderstood, misinterpreted, and misapplied. In many locales, traditional collaboration structures simply adopted the name. Others did not see or understand the values and assumptions underlying the formation of collective impact initiatives. Hence, they applied collective impact in a way inconsistent with community development theory and practice. These were a point of some frustration and disappointment at FSG for the consultants who originally identified the collective impact pattern. Liz Weaver of Tamarack Institute and I documented this, as well as FSG's process in identifying collective impact, in a 2019 book chapter (Klaus & Weaver, 2019). Overall, though, Ed and I found the FSG collective impact framework to be useful as it helped us move closer to our goal.

Shortly after being introduced to FSG's collective impact framework, Ed and I were also introduced to the work of the Tamarack Institute, a social change organization in Canada with deep experience in community change and development initiatives. The Tamarack Institute partnered with FSG in pioneering the "Champions for Change" events that introduced collective impact to a broader audience. I was invited by FSG to participate in the first "Champions for Change" in Cincinnati, Ohio and it was there that I met Paul Born and Liz Weaver of the Tamarack Institute. As I got to know them through conversations and attendance at their organization's events, I found that Ed's and my work was closely aligned with Tamarack's interpretation of collective impact. In fact, our work and Tamarack's had even been evolving in similar directions over the same timeframe.

BECOMING TENACIOUS CHANGE

When Tamarack Institute introduced its "upgrade" to collective impact, **Collective Impact 3.0** (Cabaj & Weaver, 2016), Ed and I found a much closer fit with our work. Rather than only describing the products of collective impact, the Tamarack Institute offered a change in paradigms from management to **movement building**. Using this lens, the Tamarack Institute could more clearly **define the functions of the infrastructure**. Tamarack Institute proposed that the "backbone" became a "container for change" that performed these functions:

- ♦ identifying and working toward community aspirations,
- ♦ facilitating strategic learning,

Aligning & Defining Collective Impact Models for Community Development		
Describing	Defining	Doing
FSG (Collective Impact)	Tamarack Institute (CI 3.0)	Tenacious Change
Paradigms		
Management	Movement Building	Operational
Conditions	Components	Processes
Common Agenda	Community Aspiration	Achieving Community Readiness
Shared Measurement Systems	Strategic Learning	Monitoring and Adapting
Mutually Reinforcing Activities	High Leverage Activities	Leading and Working Collaboratively
Continuous Communications	Authentic Community Engagement	Facilitating & Increasing Community Participation
Backbone Support Organizations	Containers for Change	Orchestrating

Tenacious Change

- focusing on implementing high leverage activities which made the greatest impact,
- authentically engaging the community, and
- as a container, holding the components and energy for change in place.

The Tamarack Institute's *Collective Impact 3.0* definitions provided more solid footing for the work that would become Tenacious Change. Even more, it provided a pathway to expand upon the concept of collective impact and, more broadly, understand how change happens.

Ed's and my work together finally coalesced around a new **operational** paradigm for collective impact. As an operational paradigm it focuses on the **processes** needed to move a community change initiative through the *Stages of Community Transition* to achieve long-term change. Or, put more simply: how to "do" collective impact. In Tenacious Change, the infrastructure is a high-performing **collective change leadership group**. The collective change leadership group, unlike many other traditional community collaborations structures, is intentionally designed and structured to include people with both context and content expertise. It draws equally upon four sectors, or perspectives, of a community to prioritize and ensure meaningful participation from the whole community. This puts the "collective" in collective change leadership. The collective change leadership group

Community Sectors and Perspectives

Context Experts (Know about) →

Citizens, Populations, or Groups **Most Directly Impacted**

"Grass Root" Influencers Indirectly Impacted

Content Experts (Know how) →

"Grass Top Influencers"

System Leaders

© 2016 – Thomas W. Klaus - All Rights Reserved – For permissions contact info@tenaciouschange.us
Updated January 2020

works together to orchestrate the five processes that support and ultimately lead to Tamarack Institute's *Collective Impact 3.0* components. Those five processes are:

- **achieving community readiness**: in achieving readiness for change, a new aspiration or vision for the community emerges
- **monitoring and adapting**: a process of continuous assessment, monitoring, and improvement, created specifically for Tenacious Change, contributes to the strategic learning needed for successful community change
- **leading and working collaboratively**: formation of a high-performing collective change leadership group will bring a sharper focus to identifying and empowering the high leverage activities of the initiative
- **facilitating and increasing community participation**: the process of increasing meaningful broad community participation requires authentic community engagement
- **functioning as an orchestrater of these processes**: the high-performing collective change leadership group works for the whole collaborative initiative to orchestrate these processes through the power of relationships, facilitation, and leadership

WHAT'S IN A NAME?

The infrastructure that Ed and I originally conceptualized served as the foundation upon which the Stages of Community Transition were established. We saw the infrastructure as a kind of "root" system that needed to be in place for the Stages of Community Transition to finally bear the "fruit" of community change. Hence, the original name of the model was "Roots to Fruit of Sustainable Community Change." Unfortunately, it was hard to say and even harder to remember. In 2018 it was replaced with the "Tenacious Change Approach."
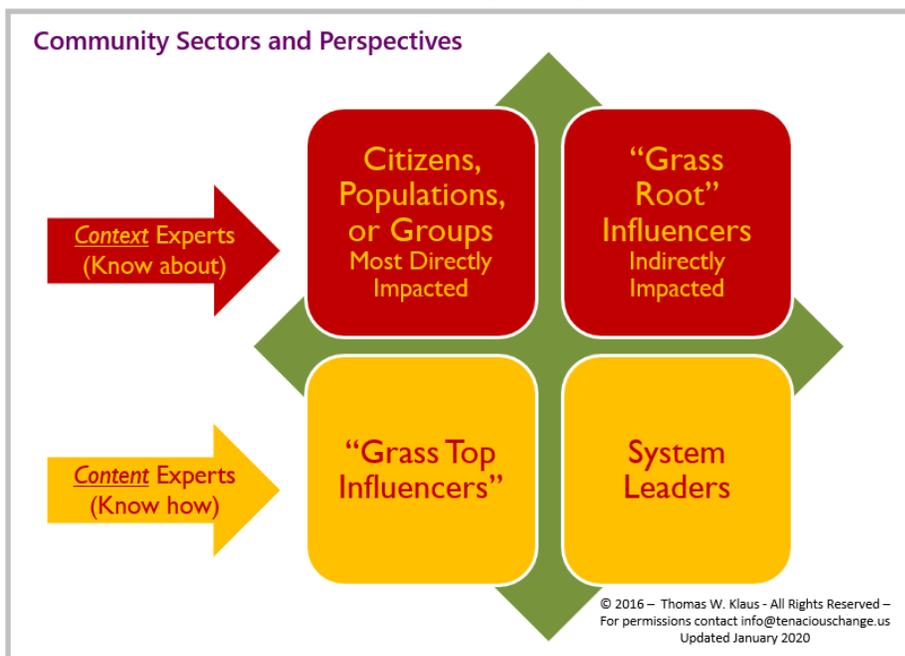
Tenacious Change was selected because it reflects the nature of change and what it takes to cause change to happen without reverting back to the way things were before. Change is rarely easy. It is rarely welcome. It is never "one and done," which is to say that it is continuous and never quite finished. Just when we think we've finished, it is time to change again if we want to be better. In this way change itself is tenacious—never stopping. Change asks us to be resilient and willing to adapt to current conditions and circumstances. Because change is continuous, we have to be tenacious or risk being left behind, becoming irrelevant, missing opportunities, or, even worse, allowing the "snapback" to the previous conditions in our community.

Because change is continuous, Tenacious Change is focused on building the capacity of a community to be resilient so it can change and adapt as needed. It is neither a recipe or formula and the change is not dependent on any individual but the whole community. Specifically, we focus on building the capacity of the collective change leadership group to facilitate the change—now and in the future.

However, tenacity is not just about our willingness to engage in the work of continuous change. It is to be tenacious about how we do the work and who we include in it. Tenacious Change is tenacious about including as many community members as possible in meaningful participation in the change. This means people from all four sectors—context and content experts. It means everyone who agrees with the change. It means those who aren't sure about the change. It even means finding a way to work with those who oppose it, and bringing them along.

ASSESSMENT AND MONITORING

The Tenacious Change Assessment & Monitoring tool, or TCAM, is a developmental evaluation designed for Tenacious Change. Developmental evaluation is "an approach to understanding the activities of a program operating in dynamic, novel environments with complex interactions…it focuses on innovation and strategic learning rather than standard outcomes and is as much a way of thinking about programs-in-context and the feedback they produce" (Norman, 2011). As a developmental evaluation tool, it is also useful for "fidelity monitoring" to ensure faithful implementation of Tenacious Change.

The TCAM was originally developed and field-tested by Ed Saunders and me. We described it under its "working title" (Continuous System Learning and Improvement Tool) in the journal *Community Development* (Klaus & Saunders, 2016). The TCAM was developed for the purpose of monitoring and assessing community change in response to the "movement building" activities of community engagement and mobilization. It is not designed for outcome evaluation.
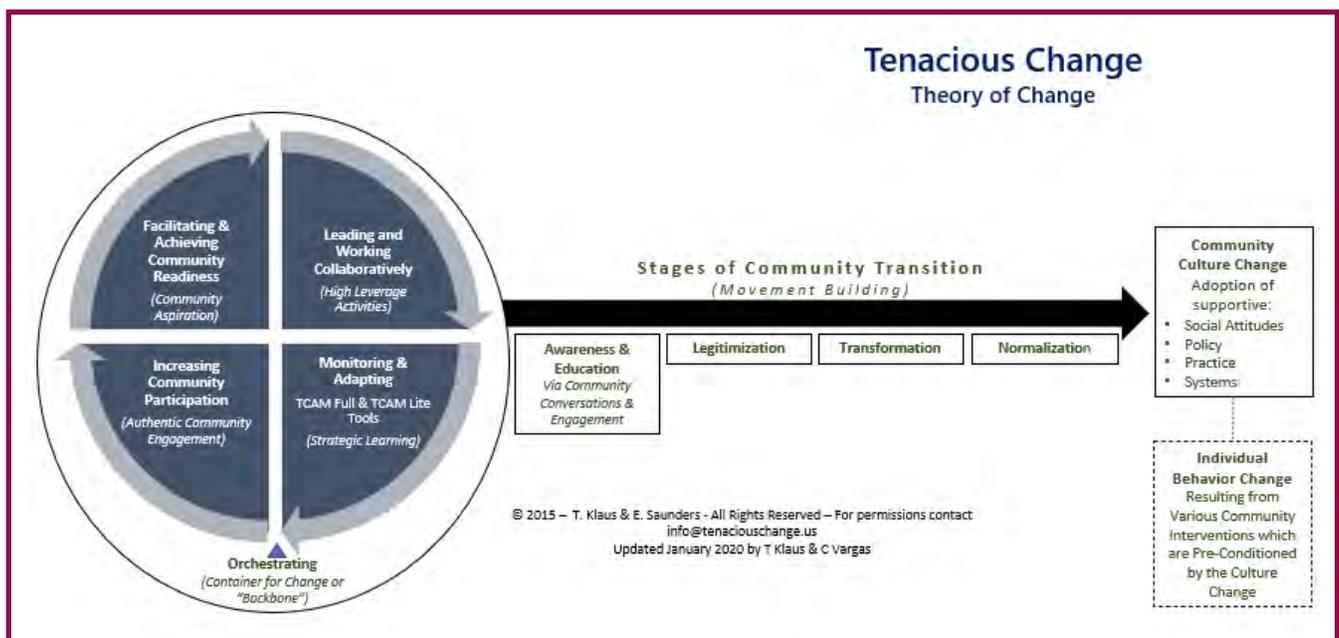
WHAT IS BEING MEASURED BY THE TCAM?

Community culture change is a process that can take several, sometimes many, years. The theory of change describes the process of community culture change using Tenacious Change. The TCAM is designed to monitor and measure both the <u>orchestrating</u> efforts of the collective change leadership group and the <u>movement building</u> efforts in the Stages of Community Transition. When the efforts of the collective change leadership group have been successful, it results in community change evidenced by the adoption of social attitudes, policies, practices, and systems which support and sustain the desired community culture change regarding the issue being addressed (e.g., teen pregnancy, behavioral health, adolescent health and wellness, homelessness, poverty reduction, etc.). In turn, the new, emerging community culture will make it easier for the community to participate in programmatic interventions which have the potential of impacting individuals and their behavior. To be clear, Tenacious Change creates or strengthens the foundation for individual change in a community. Hence, the most appropriate use of the TCAM is to assess community-level culture change, not individual change.

HOW DOES THE TCAM WORK?

Since publication of the introductory *Community Development* article, two versions of the TCAM have emerged – the TCAM Full and the TCAM Lite. The TCAM Full is a mixed methods tool, using both a quantitative survey and open-ended qualitative questions. The TCAM Full can be completed by hand or online. It has approximately 97 survey items, including Likert scales, multiple choice, and open ended questions. Eight factors impacting community mobilization for change, described in the 2016 article, are assessed using multiple items within each factor. The eight factors have been tested and found to have good to high reliability. Several survey items also have open ended follow-up questions to capture further information or add clarity to participant responses. Ideally, the TCAM Full is also paired with key informant interviews to more fully examine and clarify the survey responses. The TCAM Full is the more rigorous of the two tools. It requires more time and resources to use. However, it also produces more robust data which clearly pinpoints areas for improvement and can offer insights on how to make those improvements.

The TCAM Lite is shorter, simpler, and less rigorous than the TCAM Full. It is designed to provide community change leaders with a sense of whether the initiative is tracking in a positive direction. It responds to the need for a tool to quickly and regularly provide general insights about community engagement and change as well as guide continuous quality improvement of the processes of community change. The TCAM Lite is also a mixed method tool, using both a quantitative survey and qualitative open-ended questions. It can be administered using a handwritten or online instrument or in a facilitated group discussion. The same eight factors impacting community mobilization for change are also measured. However, it uses only one item for each factor on a five-point Likert scale.

Comparison	TCAM Full	TCAM Lite
Method	Mixed	Mixed
Data Collection	Survey + Key Informant Interviews	Survey or Discussion/Focus Groups
Number of Questions	Approx. 97	16
Use in Setting Baseline	Preferred	Not preferred
Follow Up After Baseline	Intervals of 12 to 24 months	Intervals of six to 12 months
Reliability	Good to High	Unknown
Administration	Via Contract with Tenacious Change LLC	Self-Administered (requires tailoring and training by Tenacious Change LLC)

Either the TCAM Lite or TCAM Full can be used alone, though they are ideally used in tandem. Doing so provides a more complete understanding of what and how change is occurring. When used in tandem, the TCAM Full is administered in the early days of a community initiative to establish a baseline with follow ups conducted every 12-24 months to capture indications of change. The TCAM Lite is used every six months to provide a general assessment of direction and progress, identify change factors needing additional attention by the initiative, and provide an opportunity for stakeholders to strategize and implement needed improvements to their efforts .

Both the TCAM Full and TCAM Lite need to be tailored to each initiative for which they are used. Tailoring and consultation are provided exclusively by Tenacious Change, LLC. Data collection, analysis, and reporting services are also available. The TCAM Full or TCAM Lite can be used separate from the use of Tenacious Change though it is not recommended as they are designed to be used together. On large scale projects, either the TCAM Full or TCAM Lite can be included with the use of Tenacious Change. Cost information is available upon request.

HOW IS TENACIOUS CHANGE USED?

Tenacious Change is used by community collaborations committed to collectively leading change to address a community issue or problem. The collaboration can go by any name: coalition, collective impact, leadership team, stewardship council, task force, or just plain collaboration. More importantly, it is a group that is committed to working together and inclusively. To help them do this they can use Tenacious Change operating principles and create a movement for change.

Many tools and resources have been created over the past few years to help community change initiatives use Tenacious Change. These are accessed through training, consultation, and facilitation services provided by Tenacious Change, LLC, a consultancy I founded in 2013 and based in Maryland, just outside of Washington, DC USA. I have also partnered with experienced colleagues on large scale change initiatives. These have included 1000 Feathers (South Carolina); Metrix Marketing (New York); and Tamarack Institute (Ontario, Canada).

HOW DOES TENACIOUS CHANGE WORK?

Tenacious Change has been developed to help communities solve "wicked problems" (Rittel & Webber, 1973). Wicked problems are also known as complex problems. A complex problem is unique among types of problems because solutions are unknowable. Science has largely evolved to provide answers to "tame" problems (simple and complicated) but those that have no definitive or objective answers are complex and require a different approach (Rittel & Webber, 1973).

No two communities are the same, even if they have similar complex problems begging to be solved. Too often, the same "best practices" and evidence-based efforts that worked in one community are applied to others with similar complex problems, expecting they will work just as well. Hardly, if ever, are the solutions the same when the problem is complex. The solutions that do ultimately work

A Quick Course in Complexity and Collaboration

Three Types of Problems, Solutions, and Approaches:

Simple Problem
Providing School Supplies
- Solution: Known
- Right "recipe" essential gets the same results every time
- Approach: Cooperation

Complicated Problem
Providing Breakfast for Food Insecure Students
- Solution: Knowable
- "Formula" built over time can be repeated with success.
- Approach: Coordination

Complex Problem
High School Completion
- Solution: Unknowable
- No recipes, protocols, or "best practices"
- Context has influence; Experience helps but is no guarantee of success
- Approach: Collaboration

(Zimmerman, 2014)

Tenacious Change

will be unique to each community. These solutions are usually the "better practices" for a community which emerge through a collaborative effort.

Tenacious Change is both a framework and a set of operating principles that create the optimal conditions for the "better practices" to emerge through collective change leadership. As a framework, it offers a way to think about, organize, and catalyze the work of leading change for long-lasting impact. It also identifies key processes for collective change leadership groups, such as coalitions, collaborations, and steering committees. These include:

- ♦ achieving community readiness
- ♦ facilitating and increasing community participation
- ♦ leading and working collaboratively
- ♦ monitoring and adapting
- ♦ functioning as an orchestrater of these processes

Tenacious Change responds to several questions related to the work of community change including, but not limited to:

1. What does it take for a collaborative group of people to create lasting change in a community?
2. How can a community "do" collective impact?
3. How does long-term (sustainable) community change happen?
4. How is movement building organized and accomplished?
5. How can we observe change and know when it is happening?

As a set of operating principles, Tenacious Change guides community initiatives through the most critical tasks of collective change leadership. However, it does so in a way that prioritizes and facilitates meaningful participation from the whole community. It offers a clear-cut way to "do" collective impact which is informed by and consistent with community development principles and practices (Community Development Society, 2020).

To date, there are ten operating principles, described as critical tasks, in Tenacious Change. The operating principles, however, are not a "check list" of tasks which, if completed, lead to success. They represent a particular mindset and they require a mind shift away from traditional models of community change. The Tenacious Change mindset is anchored in the conviction that communities can solve their most complex problems when they have the capacity and the will. The Tenacious Change mind shift is to believe in and embrace collective change leadership which intentionally includes all sectors and perspectives in the community through meaningful participation. In doing this, a movement is created within the community to innovate,

Orchestrating
The Work of Collective Change Leadership
© 2015 – T. Klaus & E. Saunders - All Rights Reserved –
For permissions contact info@tenaciouschange.us

Tenacious Change
Operating Principles/Critical Tasks

- ★ Engaging the whole community
- ★ Increasing participation from all community sectors and perspectives
- ★ Nurturing common community understanding
- ★ Facilitating inclusive decision making
- ★ Sharing ownership of the change initiative and co-creating solutions
- ★ Supporting use of "better practice" high-leverage change activities
- ★ Managing controversy over core issues and values
- ★ Leading collaboratively while maintaining high performance
- ★ Evaluating for continuous learning and improvement
- ★ Sustaining change through resilience practices

co-create, implement, support, and sustain changes. The topic or focus of change matters little but mindset matters a great deal. Tenacious Change asks community change leaders to accept a different vision and approach for how change happens. The framework and operating principles of Tenacious Change help them with this transition.

WHEN IS IT BEST TO USE TENACIOUS CHANGE?

Operating Principle in Action: *Nurturing common community understanding*
BeWellPBC, in West Palm Beach, Florida, came into being in 2018 to orchestrate a collective county-wide effort to improve behavioral health. In 2018, in partnership with the Tamarack Institute, we facilitated a behavioral health summit for over 160 people. Using Appreciative Inquiry we led a diverse, inclusive group of community participants through a process of discovering and affirming their understanding of the issues and claiming the vision and the aspiration to be *a community in which every person in Palm Beach County feels hopeful, supported, connected, and empowered*.

The best time to <u>use</u> Tenacious Change is when your community is facing a complex problem within a complex system. Complex problems cannot be solved by any one person, agency, or organization. The best time to <u>reach out</u> for Tenacious Change is as soon as the community has come to realize the problem is larger and more complex than previously imagined. Tenacious Change helps a community collaboration create a movement for change which prepares the way for interventions aimed at addressing specific aspects of the problem. Creating a movement is an intervention itself as it eventually leads to culture change in the community which can normalize continuous and evolving efforts to address the problem.

Operating Principle in Action: *Sharing ownership of the change and co-creating solutions*
A county public agency in New York has been challenged to recruit and retain staff over the past few years. A hostile environment in the community, created by a dissatisfied client, has also weakened the morale and culture of the agency. This, in turn, makes recruitment and retention even more challenging. Working in partnership with Metrix Marketing we have created a collective change leadership group within the agency. The group, comprised of senior leadership, management, front line staff, and office personnel, collaborated to identify, test, and apply innovations to strengthen the culture and aid in staff retention.

WHY USE TENACIOUS CHANGE?
Tenacious Change has evolved over several years through research, experience, testing, and improved redesign. While it is anchored in good theory, it is not theoretical. It is a practical approach that can be led by a collective group of change leaders who are from the community and of the community. It not only allows adaptation, it values it. The operating principles are guardrails to keep a change initiative focused and on track—they are not a checklist, recipe, or formula. Finally, training, consultation, tools, facilitation, and support are available to help your collective change leadership group use Tenacious Change.

Operating Principle in Action: *Managing controversy over core issues and values*
HOPE Buffalo, Buffalo, NY, successfully brought together a diverse group of community members to participate in a collaborative planning and leadership group to address teen pregnancy. However, controversy over core values related to equality and equity threatened to derail the group. Working closely with the group's facilitator, we focused on providing training and consultation to strengthen the group's capacity for dialogue. The collaborative group was able to discuss the issues and resolve them sufficiently to allow it to work together and continue its forward progress.

READY TO LEARN MORE?

For information, including pricing, on training, consultation and facilitation services, and the TCAM Full and TCAM Lite contact Tenacious Change LLC

CONTACT US
For More Information, Including Pricing, Contact Tenacious Change, LLC at:

Email: info@tenaciouschange.us

Phone: 240-319-8525

Text Only: 240-583-1754

Website: www.tenaciouschange.us

Operating Principle in Action: *Sustaining change through resilience*
In 2017 the Youth Programs team at the Community Action Partnership of San Luis Obispo County (CAPSLO), in San Luis Obispo, California, faced the abrupt and total loss of program funding. A new Federal administration had come to power with new priorities related to adolescent health and wellness. Working in partnership with 1000 Feathers we helped the Youth Programs team adopt a resilience posture and begin adapting to the new conditions. They were able to re-think their program and re-vision it for the future. In doing so, they identified new opportunities for the program which improved its outlook for long-term sustainability.

Tenacious Change

REFERENCES

Cabaj, M. & Weaver, L. (2016). *Collective impact 3.0: An evolving framework for community change.* Tamarack Institute. https://www.tamarackcommunity.ca/

Community Development Society. (2020, February 21). Principles of good practice. Retrieved from: https://www.comm-dev.org/about/principles-of-good-practice

Kania, J. V., & Kramer, M. R. (2011). Collective impact. *Stanford Social Innovation Review*. 36-41.

Klaus, T. & Weaver, L. (2019). Progress, challenges, and next steps in collective impact: Collective impact as disruptive illumination. In N. Walzer & L. Weaver (Eds.), *Using collective impact to bring community change* (pp. 175-193). DOI: 10.4324/9781315545073

Klaus, T. W., & Saunders, E. (2016) Using collective impact in support of communitywide teen pregnancy prevention initiatives. *Community Development*. DOI: 10.1080/15575330.2015.1131172

Norman, C. D. (2011, November 19). What is developmental evaluation? *Censemaking*. https://censemaking.com/2011/11/19/what-is-developmental-evaluation/

Rittel, H. W. J. & Webber, M. M. (1973). Dilemmas in a general theory of planning. *Policy Sciences, 4*, 155-169.

Zimmerman, B. (October 8, 2014). *Leadership in Complex Times.* Collective Impact Summit: Toronto, ON, CANADA

Tenacious Change is a limited liability corporation (LLC) based in Laurel, Maryland USA, just outside the Washington, DC beltway. The Tenacious Change LLC mission is to animate people, organizations, and whole communities to lead collective change for the greater good. Our change initiatives include: organizational change (private nonprofit and public agencies) and community change initiatives on a variety of topics.

Visit **www.tenaciouschange.us** for more information about services and clients served.

To request an estimate or proposal for services, email **info@tenaciouschange.us or call 240-319-8525.**

About the Author

Tom Klaus, PhD is the founder and president of Tenacious Change LLC. In addition to his consulting practice, he is a Certified Appreciative Inquiry facilitator, a Thought Leader with the Tamarack Institute (a Canadian social change organization), and an adjunct faculty member at Eastern University (Philadelphia) in the PhD in Organizational Leadership program.

Tom specializes in senior leadership, nonprofit board, program, and organizational development as well as research and evaluation. His clients include local, state-wide, regional, national, and international organizations. He has extensive experience with community engagement and mobilization, intractable controversy management, nonprofit board development and strategy planning, and the management of government funded health and human services grants and projects that are national in scope. With his long-time colleague, Ed Saunders (Retired, Director of the School of Social Work at the University of Iowa), Tom is the creator and keeper of Tenacious Change.

He is also the author, with Liz Weaver (Co-CEO of the Tamarack Institute), of the closing chapter in the 2019 book, **Using Collective Impact to Bring Community Change** from the *Community Development Society.* Tom and Liz' chapter, *Progress, Challenges and Next Steps in Collective Impact: Collective Impact as Disruptive Illumination,* focuses on emerging models for the use of collective impact in community development. The chapter highlights Tenacious Change, which is being formally introduced in the United States through Tenacious Change LLC. It was introduced internationally in Canada at the Tamarack Institute's Collective Impact Summit and Community Change Institute and through the 17th Annual Global Conference of the International Leadership Association in Barcelona, Spain.

Tom has earned degrees from William Penn University and Drake University in Iowa, and his doctor of philosophy in (nonprofit) organizational leadership, from Eastern University in Philadelphia.