CROSS-SECTOR COLLABORATION PART I

Creating the shift to a network mindset

PRESENTED BY
Renée Faulkner and Ana Bertha Gutierrez
The American labor market is broken. Our rapidly changing economy demands skilled and adaptable workers, but many people lack the education and training employers require. JFF is transforming the workforce and education systems to accelerate economic advancement for all.

JFF designs innovative solutions, scales proven programs, and influences industry action and policymaking to drive the most transformative impact.
What do you need to do differently to get different outcomes?
SHIFT THE PARADIGM TO START

RETHINKING REGIONAL
## Rethinking Regional

<table>
<thead>
<tr>
<th>Defined by Geography</th>
<th>Defined by a network</th>
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<tbody>
<tr>
<td>Based on one-to-one partnerships</td>
<td>Based on multiple, cross-sector partnerships</td>
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<td>Relies on individual relationships</td>
<td>Relies on infrastructure</td>
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<tr>
<td>Focused on programmatic outputs</td>
<td>Focused on systems change outcomes</td>
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<tr>
<td>Subject to grant funding</td>
<td>Designed for scale and sustainability</td>
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MEASURE PROGRESS TOWARD

SYSTEMS CHANGE OUTCOMES

**POWER**
People who have formal authority and responsibility for new activities

**MONEY**
Funding is available and reliable

**HABITS**
People and organizations interact with each other to carry out new activities as part of their normal ongoing routines

**TECHNOLOGY & SKILLS**
Skilled practitioners at all levels can effectively deliver results

**IDEAS & VALUES**
A new understanding of the problem to be solved and new definitions of performance or success are widely shared
What would systems change look like for your work in your action team?
**SYSTEMS CHANGE**

**EMPLOY THREE LEVERS OF**

**STRENGTHENING LEADERSHIP**

Empowering more players to lead development of pathways, including players in education, business and workforce development

**DEVELOPING PARTNERSHIPS**

Demonstrating the value gained by districts, postsecondary institutions and businesses that work together to create pathways

**TRANSFORMING SYSTEMS**

Developing processes for new collaborative action to create and sustain pathways, and helping partners grow their capacity to fully participate in these collaborations
PRESENTED BY
CROSS-SECTOR COLLABORATION PART II
Leadership strategies for systems change
PRESENTED BY
Renée Faulkner and Ana Bertha Gutierrez
What are the characteristics of effective systems leaders, and how can they be cultivated?
ACTIVITY:

CHALK & TALK

Consider the following:

1. What are your initial reactions to this characteristic?
2. What resonates with you about this characteristic?
3. What questions do you have about this characteristic?
Read the full report at: EqualMeasure.org
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How might you begin to act differently as a result of what you just heard?

How is this shaping the way you are thinking about strategies to advance your team’s vision for the work?
Leaders adopt strategies and tactics to achieve the mission, not necessarily to stimulate organizational growth.

Trust and shared values are far more important than formal control mechanisms such as contracts or accountability systems.

Organization work alongside their peers as equals and willingly take a backseat when their partners are in a better position to lead.

Each organization is one part of a larger web of activity directed toward a cause, not the hub of the action.
How might you apply these principles as you engage with your new partners to achieve your shared vision for the collaborative work?