

Phase	What works well?	What is challenging?	What is missing?
Phase 1: Generate Ideas and Dialogue	<ul style="list-style-type: none"> <li>Engage the community in conversation</li> <li>Identify the value proposition, common ground, shared values</li> <li>Have a core group of dedicated people to lead</li> <li>Spend time on relationship and trust building by inviting usual and unusual suspects</li> </ul>	<ul style="list-style-type: none"> <li>Competing priorities and competing agendas</li> <li>Developing a laundry lists of activities but not focusing on the core goal</li> <li>Identifying who needs to be at the table and keeping them there – legitimacy of decision-makers</li> <li>Agreement around the issue and early milestones</li> </ul>	<ul style="list-style-type: none"> <li>Dealing with the tension of being the convener without being the driver</li> <li>Identifying an urgent issue that has community 'buzz'</li> <li>Managing community engagement and action</li> <li>Establishing shared leadership from the beginning</li> </ul>
Phase 2: Initiate Action	<ul style="list-style-type: none"> <li>Using data to inform work</li> <li>A focus on building engagement</li> <li>Funder works with you</li> <li>Invest in incubation</li> </ul>	<ul style="list-style-type: none"> <li>Working across different systems and timelines</li> <li>Agreement on a common agenda and shared measurement</li> <li>Building collective capacity</li> </ul>	<ul style="list-style-type: none"> <li>Skilled facilitators to help navigate this phase</li> <li>Embedding data and communications in the process</li> <li>Dealing with impatience</li> </ul>
Phase 3: Organize for Impact	<ul style="list-style-type: none"> <li>Early adopters and champions</li> <li>Process experts and funders at the table</li> <li>Leveraging community assets</li> <li>A backbone with capacity</li> </ul>	<ul style="list-style-type: none"> <li>Building and maintaining trust and commitment</li> <li>Managing expectations</li> <li>Decision-making, governance and sustainability</li> <li>Finding balance</li> </ul>	<ul style="list-style-type: none"> <li>Defining communications strategies</li> <li>Governance structure</li> <li>Evaluating resistance</li> <li>Managing multiple stages and phases of work</li> </ul>
Phase 4: Sustaining Action and Impact	<ul style="list-style-type: none"> <li>Communicate results often through stories and data</li> <li>Focus on renewal with strategies to re-motivate and re-energize</li> <li>Being an open, welcoming table</li> <li>Being nimble and responding quickly</li> </ul>	<ul style="list-style-type: none"> <li>Power dynamics and politics</li> <li>Negativity and pessimism</li> <li>Losing champions</li> <li>Information overload and fatigue</li> <li>Mission/vision drift</li> <li>Managing transitions</li> </ul>	<ul style="list-style-type: none"> <li>Need for innovation and adaptability</li> <li>Sustaining and integrating community interest</li> <li>Building capacity for others to step forward</li> <li>Continued community support for backbone and collective impact effort</li> </ul>