

# Collective Impact

## Description

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by John Kania and Mark Kramer, Stanford Social Innovation Review, Winter 2011. Available [online](#) and as [pdf](#)

The same work has also been the subject of a New York Times article [Coming Together to Give Schools a Boost](#) By DAVID BORNSTEIN March 7, 2011. And further material is also available on [the FSG website](#), a consultancy group involved in the process.

Excerpts:

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations

The social sector is filled with examples of partnerships, networks, and other types of joint efforts. But collective impact initiatives are distinctly different.

Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives. And it requires the creation of a new set of nonprofit management organizations that have the skills and resources to assemble and coordinate the specific elements necessary for collective action to succeed.

Our research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

## Category

1. Uncategorized

## Tags

1. complexity
2. coordination

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