10:25:10 From Philipos Gile : Hello.Philipos from Ethiopia.

10:25:30 From Lauren Hajjar : Hi Philipos. Is your speaker working?

10:43:40 From Cady Landa : I forgot to say that I have to leave at 11:00 for a previously scheduled meeting. I am sorry for that!

10:45:57 From Vasilica Maria Margalina : Hello

10:46:04 From Vasilica Maria Margalina : No, my speaker is not working

10:55:49 From Lauren Hajjar : Just a reminder to mute your speakers when you’re not talking

10:56:15 From Jody Hoffer Gittell : bill are you on mute?

11:12:39 From Tony Suchman : Any observations about why Comp Site A had higher RC to begin with?

11:13:06 From Philipos Gile : From this interesting presentation and discussion I found RC concept and itsC approachand philosophy would also add values in reducing youth violence inAfrica , which is a serious problem now a days due to inefficienciesand lack of good governance and corruption practices of Africangovernment/civil service, leadership(many parts of Africa are infectedwith this virus or corruption..all are my premature ideas and thoughtswhich need to be supported by research evidence ...). Gang issue not as such vivudly observed in our country/Ethiopia (may be some other parts of Africa like S.Africa.., may be in a clandestine form)

11:18:46 From Tony Suchman : What are exammples of specific forms of leadership support that enhanced RC? In our work, it was that there was buy-in and practical steps taken by the city leadership (in a hierarchical structure) to address the problem. There was also active participation in monthly meetings, which included collecting partner performance measurement data for sharing and review.

11:19:09 From Philipos Gile : Hey everyone..nice to meet you today. This is interesting topic. I am working with higher education sector on social, health and management issues. I have shared my observation and reaction. It is a pity my conectivity is almost none..may be sign and symptom of inefficiencies and poverty??

11:21:29 From Jody Hoffer Gittell : yes it’s great to hear your observations Phillipos and I’m so glad you can hear and see even though we can’t see or hear you - maybe next time? Would love to introduce you to Wale Olaleye from Nigeria, here at Brandeis, who has talked about these issues in his country as well and the potential impact of RC

11:22:55 From Tony Suchman : Great presentation; great project! Exciting innovative work!

11:23:39 From sarah hean : Who designs/designed the content of the interventions and where their any difficulties in gaining access to the different stakeholders who would participate…e.g everyone willing and able to participate? We grounded our approach in best practices and evidence from RC, organizational change theory and collaboration. We then designed the intervention in an action-research model where we examined their needs and continually asked them what they needed. There already was a structure in place of who addressed youth and gang violence in the city through the Comprehensive Gang Model, so we used that as a springboard.

11:24:31 From Philipos Gile : Thanks Jody. Hey Wale..nice to hear that you are part of RC Group with very wonderful supportive people (Gurus of RC). Africa should cascade RC approach (contextually as different contexts could bring different outcomes). RC is new concept here in Ethiopia. I am interested to undertand, explain and apply it in hospitals and education sector but how part is still a "black box"

11:24:38 From Purna Nepali : Good work and I learnt how to employ RC as methodological approach. I am able to pick up key tenents of RC

11:25:09 From Lauren Hajjar : Very interesting project- and highlights some key areas for us to examine further as we implement RC in the broader community context particularly around the role of shared protocols, systems of accountability, boundary spanners, team meetings and leadership

11:26:03 From Jody Hoffer Gittell : agreed - I am eager to hear what the systems of shared accountability look like and how they take shape - in this case the shared funding would be part of it? One accountability tool is shared funding and performance reporting requirements for those funding streams. This may only include collaborators who receive funding though, thus broader accountability tools, such as monthly performance indicator reports, are needed to support system-wide approaches.

11:26:12 From Philipos Gile : RC could also be intermarried with team work research in hospitals for better team performance outcocmes and patient outcomes?

11:26:49 From Jim Best : How did seeing the RC Survey data move them to action? Answered during webinar

11:27:34 From Tony Suchman : Important goals of relational intervention are to strengthen shared goals and plan; to strengthen system perspective so each agency can see how it's work fits in to larger whole; and to enhance capacity to manage interdependence - to talk about what they need from each other and how to coordinate their work. Was there evidence that those processes were changing more in intervention sites than control sites? Good question Tony. We are still collecting the data to see how processes in the comparison sites are changing, or not. This is part of our plan for the coming months.

11:28:14 From Jody Hoffer Gittell : yes I would be interested to know what was happening in the comparison sites - were they also adopting these tools, or less so? Not that we can tell, as we didn’t share the tools with them, but did share RC results in broad strokes. Thus, if the RC survey itself is considered an intervention, they had a small dose. We will know more about what comparison sites have been doing once we complete post-intervention data collection.

11:29:04 From Jim Best : Was the capacity to learn together enhanced by the interventions? In what way did collective sensemaking take place (or not)? We did not measure learning per se, but we believe the capacity to plan together was enhanced as we observed and participated in a lot of collective planning as part of their intervention. Perhaps through their planning and the intervention, which were grounded in RC and change applied to their expressed needs, participants made sense of what their challenges were and opportunities for collective change. We conducted a small number of key informant interviews, so we will revisit with this question in mind. Great question.

11:31:06 From Ragnhild Kvalshaugen : Thank you Erika and Brenda for a super interesting presentation and study. I have to leave to catch a meeting a Stanford. Looking forward to hear more about this.

11:31:34 From Dusan Stojicic : I am courous to find out how did you build capacity within different stakeholders to continue with RC after intervention? Answered on webinar.

11:31:39 From Jody Hoffer Gittell : to get to the “learning together” we could measure “reciprocal learning” in these studies as an add on to the RC survey - they have been shown to be related and it’s a really important outcome for adaptive capacity going forward

11:31:47 From Lauren Hajjar : Thanks Ragnhild. Glad you could join us today!

11:32:00 From Jody Hoffer Gittell : thank you Raghnild - bye!

11:37:28 From Philipos Gile : Thank you Erika and Brenda for timely and innovative work. I am curious about practical issues (steps, entry process)and challenges accessing of crime data analysis on a yearly basis? Answered on call.

11:40:02 From Jim Best : Brenda & Erika: Where do you think the greatest leverage points are? The conversation/interaction element (power-leveled, all input, etc.)? Seeing the system (RC survey, conversations of interdependence, etc.)? Leadership support of the activities? It seems as though the intersection between leadership, shared protocol and accountability, together are key. Any one element on its own isn’t as powerful, but together, they can be make change happen.

11:42:06 From Nancy Whitelaw : Thank you Brenda and Erika - great presentation and innovative, important work. I see many similarities in health care field that I work in in terms of your findings; I learned a lot today- wonderful

11:42:06 From Tony Suchman : Financial support incentivizes against collaboration...

11:43:49 From Lauren Hajjar : Yes Tony- and how that impacts smaller agencies differently in this type of community initiative

11:44:16 From Dusan Stojicic : City/state need to invest in collaboration...in long term ROI could be magnificent

11:44:19 From Tony Suchman : Each agency can be accountable to different metrics.

11:45:37 From Jim Best : Effect of deeper commitment to u-shared goals … program targets … public safety, prison-pipeline, individuals opportunity, youth development …

11:45:47 From Jim Best : un-shared goals

11:45:50 From Tony Suchman : Will you be able to study which of the 7 RC dimensions changed most, and which were most associated with qualitative improvements in collaboration/coordination and reduction in gang violence? Answered on call.

11:53:04 From Jody Hoffer Gittell : could ask two things of your RC data - how strong are the RC networks and how comprehensive are they

11:55:09 From sarah hean : any challenges in getting people into the same room a the same time+? Any methods to help knowledge transfer or discussion between groups that didn’t involve face to face contrct

Some challenges, though they set monthly meetings and tried to stick to that. In City A, knowledge transfer also happened through key meeting personnel who would then go back to working groups to share information. There were notes taken and disseminated through an online platform that also contained other key pieces of information in their youth violence reduction efforts.

11:55:59 From Dusan Stojicic : Great question

11:56:00 From Jim Best : You talked about the inter-org networks. Did you do any inter-org network mapping and use that as a way of seeing the system? (something like <http://www.liberatingstructures.com/23-social-network-webbing/>) We did not map out the networks in a formal way beyond the strength of ties identified via RC.

11:56:10 From Dusan Stojicic : 1-1 coaching maybe

11:56:54 From Jim Best : Did you use conversations of interdependence between orgs? We utilized this technique in our initial RC intervention workshop. We then referred back to this experience in our intervention discussions, but we did not re-introduce interdependence exercises.

11:58:00 From Jim Best : We’re you ever able to get a perspective from gang members and those affected by gang violence to get feedback on the CGM interventions in the communities? Our work centered on those working with gang members themselves and on organizational change. Thus, we did not get input from gang members themselves for this study. We focused on the workers.

11:58:11 From David Christenson : I’ll be very interested to see more about relational leadership development THANKS!

11:58:28 From Tony Suchman : Thank you Erika, Brenda, Anna and Tanya - great session!

11:58:35 From Lee Ann Avery : Thanks so much for doing this important and messy work and sharing it with us!

11:58:40 From sarah hean : very interesting. Thanks so much. Bye