

# Mistakes I've Made So You Don't Have To:

## From Mistakes to Models and Building on the Momentum

**PADDY MCKENNA**

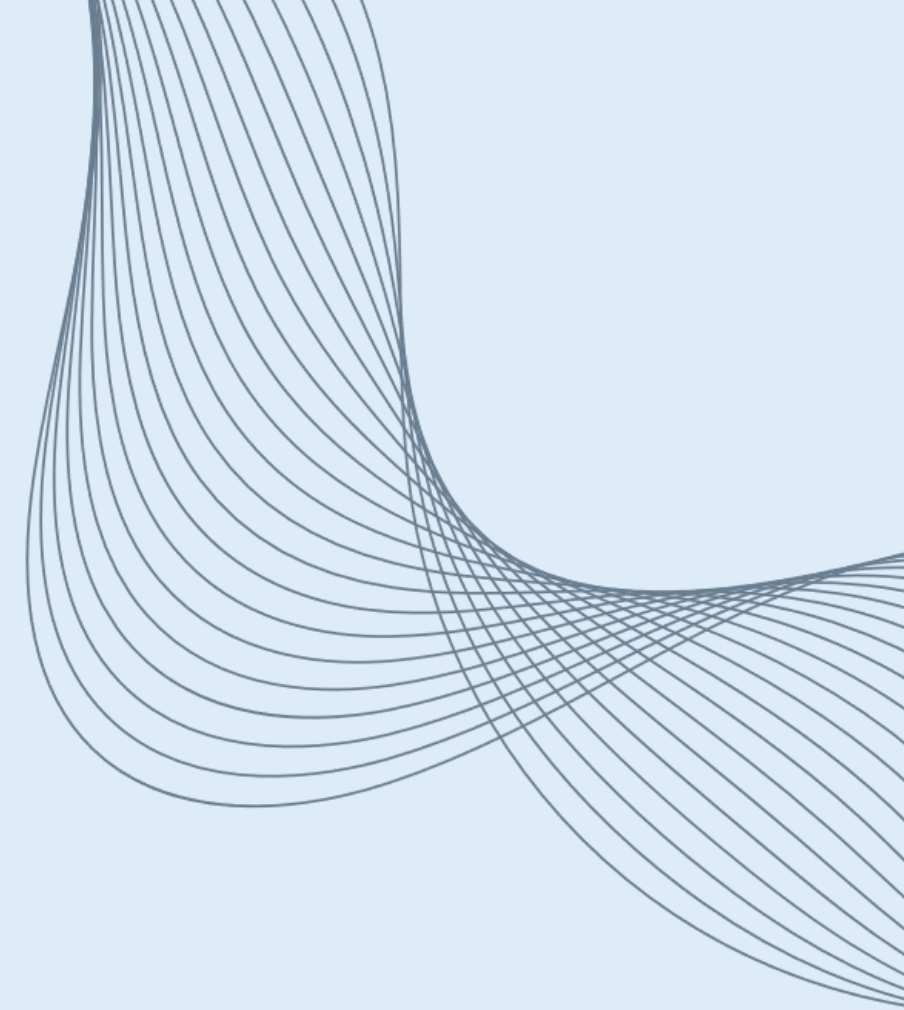


**Freelance Community Development Collaborator & Third Sector Consultant**

**[paddy@delvecollab.org](mailto:paddy@delvecollab.org)**

**[www.delvecollab.org](http://www.delvecollab.org)**

**delve.**





HOW MIGHT  
CASH-FIRST  
APPROACHES BE  
IMPLEMENTED IN  
COMMUNITY FOOD  
INITIATIVES?  
insights and  
recommendations  
from Glasgow

 **delve**  
[www.delvecollab.org](http://www.delvecollab.org)



Organisations  
often  
~~don't~~  
Work  
Together

you're  
pulled  
from  
pillar  
to  
post

*“From our  
experience,  
organisations  
often **don't**  
**work**  
**together.**”*

***!! A lack of a  
collaborative and  
joined-up approach  
among stakeholders  
can also present a  
barrier to effective  
community led  
initiatives. !!***



## **Cold Spots of Community-led Activity**

November 2024

With thanks to our funders



**WILLIAM GRANT  
FOUNDATION**

***“It would be good to have more **collaboration** with other services and exchange more ways to offer support !”***

Survey Respondent 39

# CASH-FIRST IN COMMUNITY FOOD SETTINGS RESEARCH REPORT

Insights from Glasgow

MAY 2024



**delve.**

[www.delvecollab.org](http://www.delvecollab.org)





**Mistakes I've Made When Working  
Collaboratively And Been Complicit In  
Through Watching Mistakes Happen But  
Not Preventing It Because I Was So Busy I  
Couldn't Give It The Headspace or Time**

**So You Don't Have To:**

From Mistakes to Models and Building on the Momentum

# Mistake 1

**Assumed we all have a shared  
understanding**

**of 'collaboration', 'partnership', 'project',  
the issue, even 'community'**

# Mistake 2

**Taken on too many roles**

**initiator, co-ordinator, minute-taker,  
funding application lead, monitoring and  
evaluation etc etc**

# Mistake 3

**Not paused to plan & strategise**

**and got caught up in the doing.**

# Mistake 4

**Too quick to the solution**

**and not sat with the problem long enough.**

# Mistake 5

**Not had intentional & open  
conversations & agreements on**

**how we will give & receive feedback**

**what decision-making model we will use**

**what challenges we anticipate**

***why are we all here?***

# Mistake 6

**Not decided on how we know if what we're doing is having any impact**

**what are we trying to achieve?**

**how will we do this?**

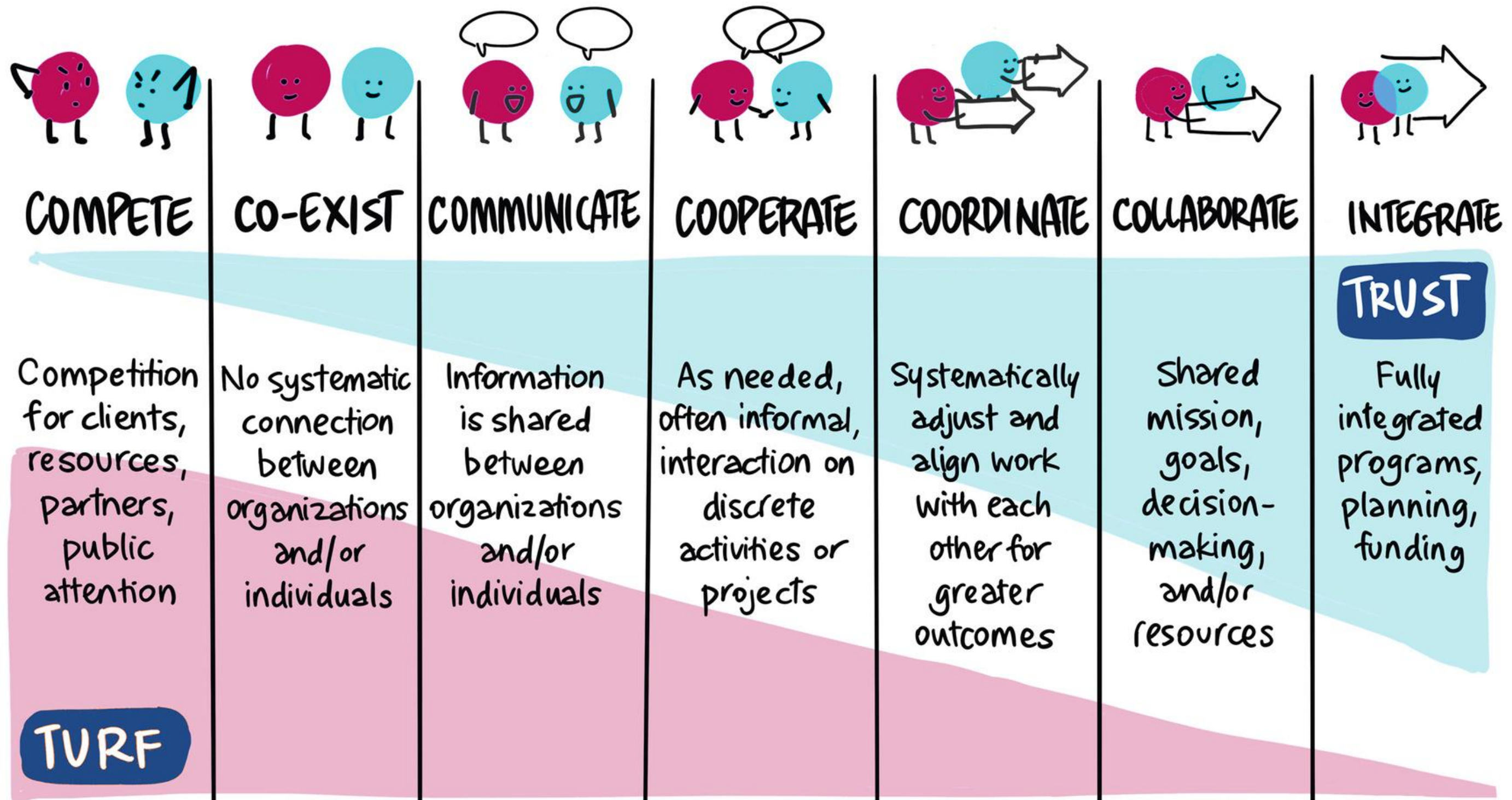
**how do we embed reflection?**

***again, why are we all here?***



# **From Mistakes to Models**

# THE COLLABORATION SPECTRUM



Adapted from the Tamarack Institute

# Overall Problem Statement

Are we solving the right problem?

Promise  
design tools



## Problem Basics

What is the general problem?

How do you know it is a problem?

Who is it a problem for?

Where and when is it a problem?

What social and cultural factors affect the issue?

## Overall Problem Statement

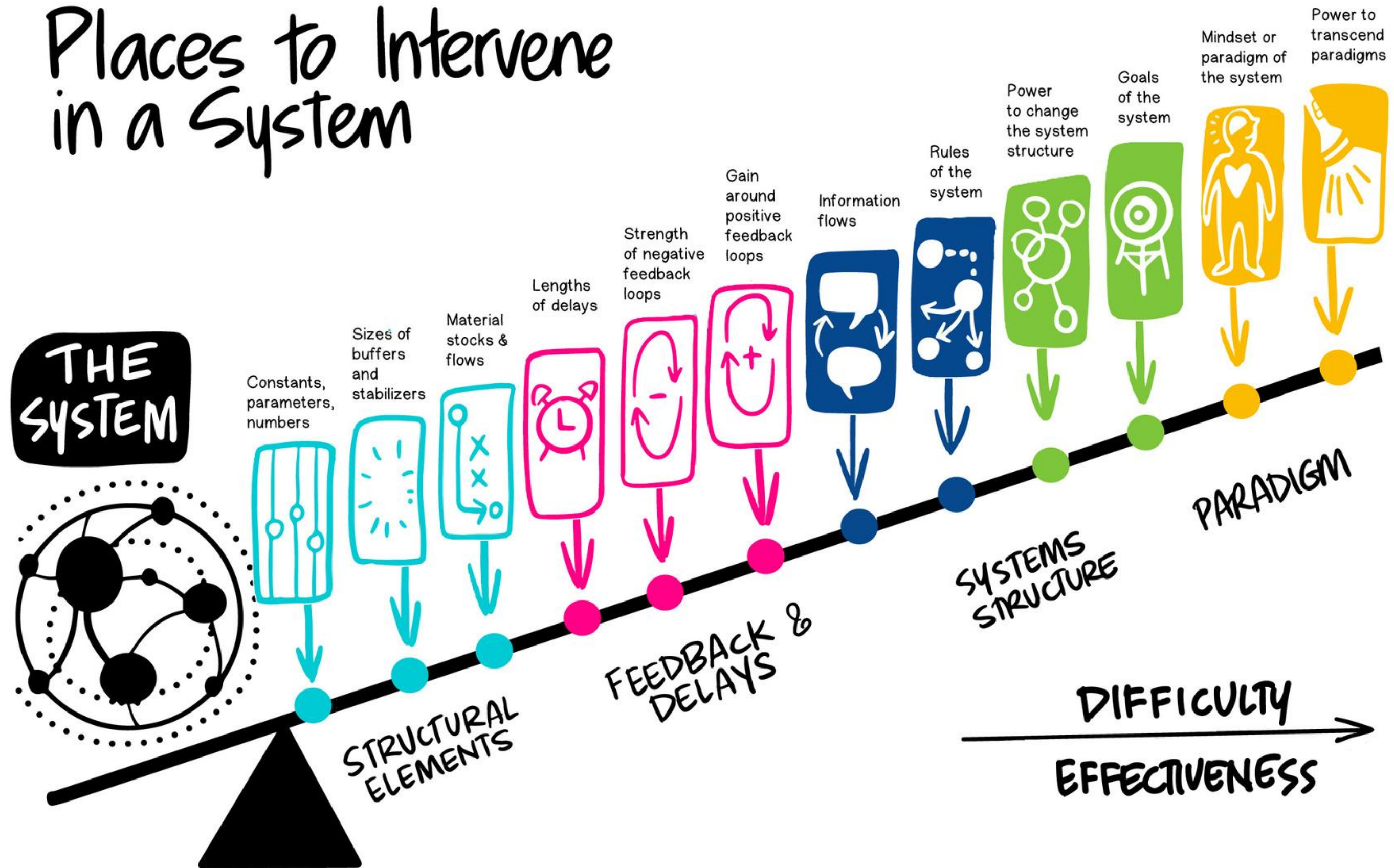
The problem is...

It affects...

We plan to change...

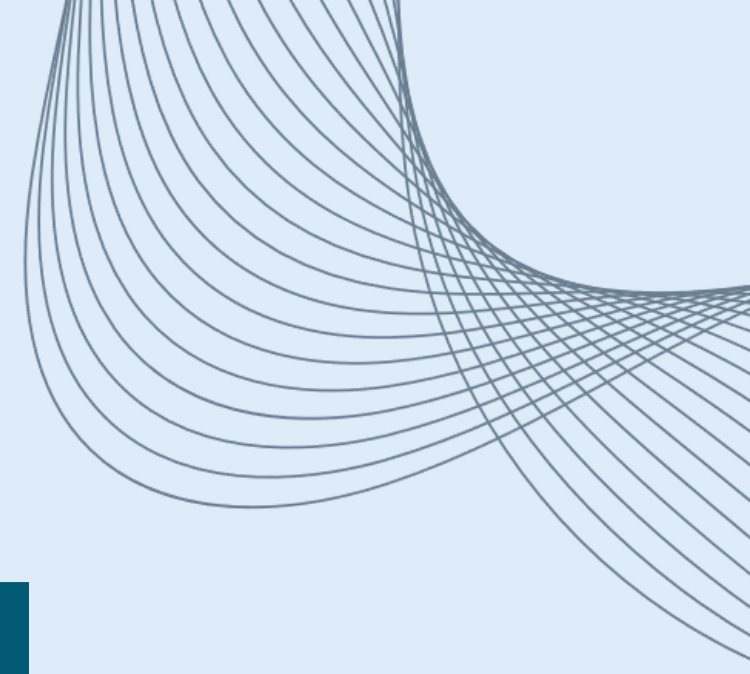
So that...

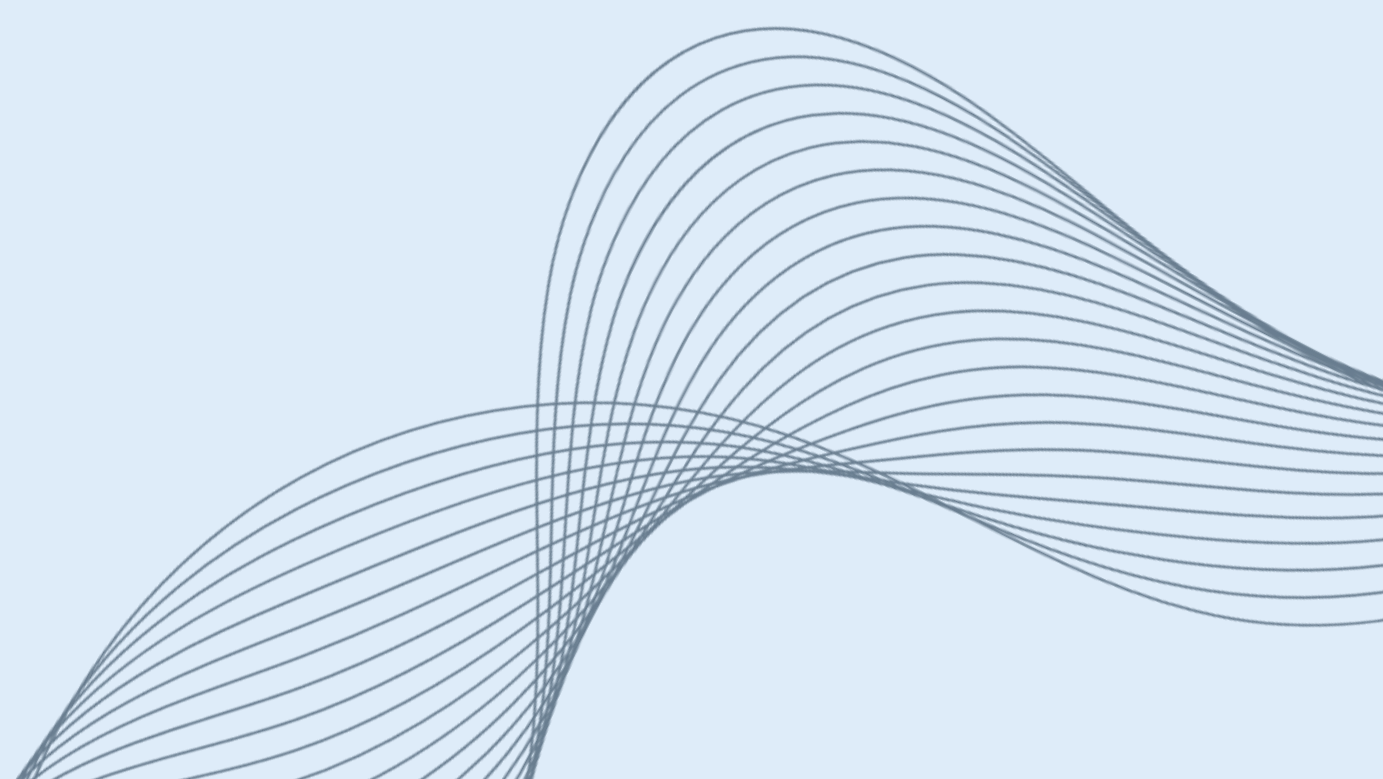
# Places to Intervene in a System



Adapted from Donella Meadows

**What model of  
collaborative working  
would best help us solve  
this problem at the right  
intervention point?**



- **Formal or informal partnership**
  - **Working groups**
  - **Networks/forums/alliances**
  - **Consortiums**
  - **Mergers**
- 
- A decorative graphic in the bottom right corner consisting of multiple thin, overlapping, wavy lines that create a sense of motion and flow.

# The Impact to Effort / Resource Matrix



www.delvecollab.org

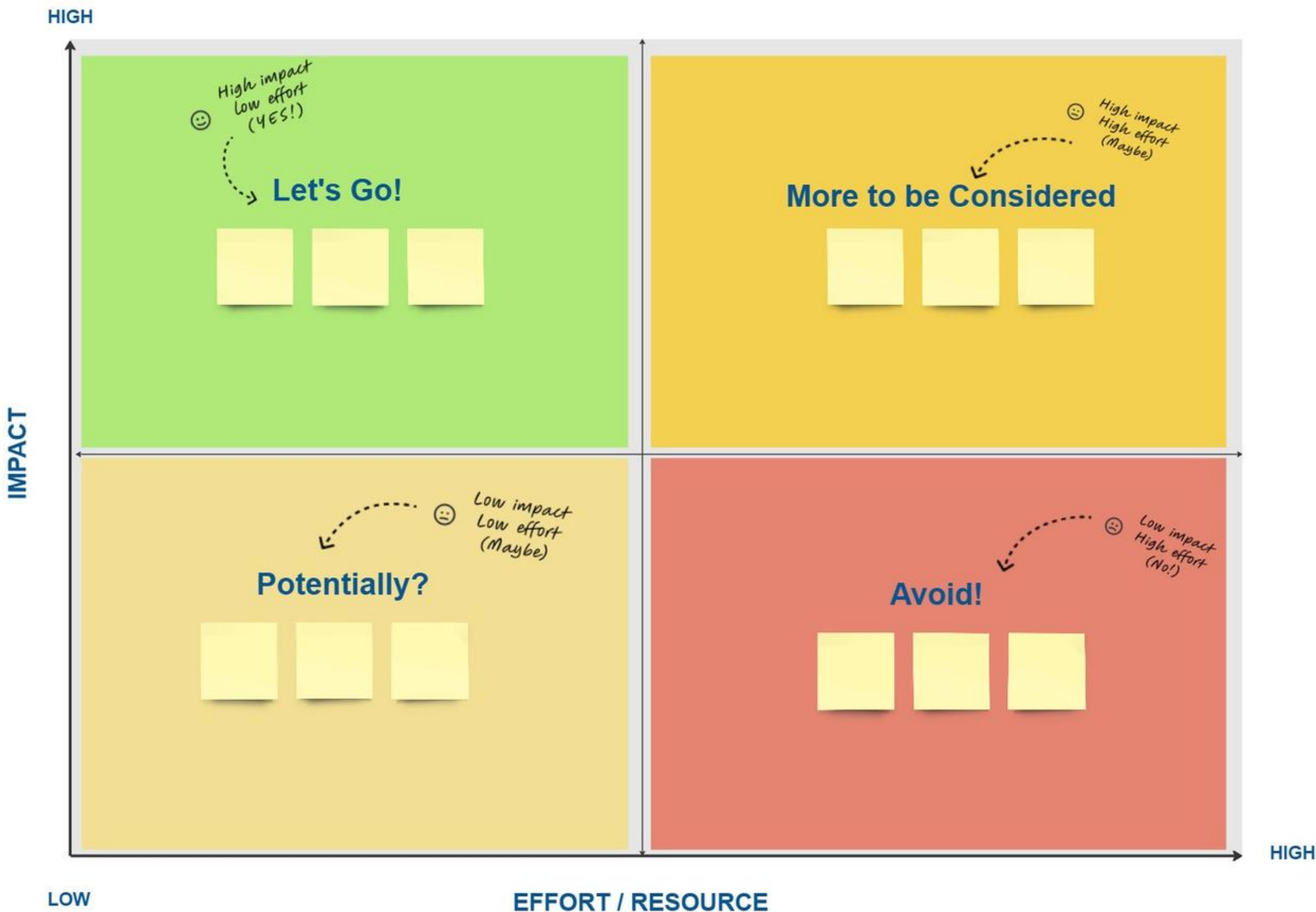
## A Simple Matrix For Priortising Tasks / Ideas

### HOW TO USE:

- Step 1:**  
List Potential Ideas
- Compile a comprehensive list of ideas, solutions and projects currently under consideration. Include historical ideas, new ideas, 'out there' ideas.
- Step 2:**  
Prioritise and Plan
- Place each idea in the appropriate quadrant based on your evaluation. This visual representation helps visualise where to focus efforts and resources, and where to place on the Project Plan (if at all)

### CATEGORIES:

- Let's Go!**
- Low resource & high impact.
  - These are the type of ideas that could be trialled soon
  - Ideas that can be progressed and evaluated for positive outcomes relatively quickly
- More to Be Considered**
- High impact & high resource
  - Larger / more complex ideas / projects to consider.
  - Requires substantial effort and resources however that may result in significant long-term benefits. Resources can include, money, time, people
  - These can still be considered and should be scheduled over a longer period of time with another Project Plan or Roadmap
- Potentially?**
- Low resource & low impact.
  - Ideas that are to be considered and a maybe.
  - Perhaps 'nice to have' ideas or those with unknown impact that could be tested and improved upon, if have capacity
- Avoid!**
- Low impact & high effort.
  - Time and resource heavy without having the potential to meet outcomes
  - It *could* be that these ideas are just too dependent on the success of other 'Let's Go' or 'Potentially' ideas that they need parked for maybe a significant amount of time, or it may be that they're just not feasible / possible / priority



### IDEAS



## Action Plan:

What will you do differently next time?



## Conclusion

What else could you have done?



## Analysis

What sense can you make of the situation?



# Gibbs' Reflective Cycle

## Description:

What happened?



## Feelings

What did you feel?



## Evaluation

What went well?  
What didn't go well?



*Gibbs, G. (1988)*

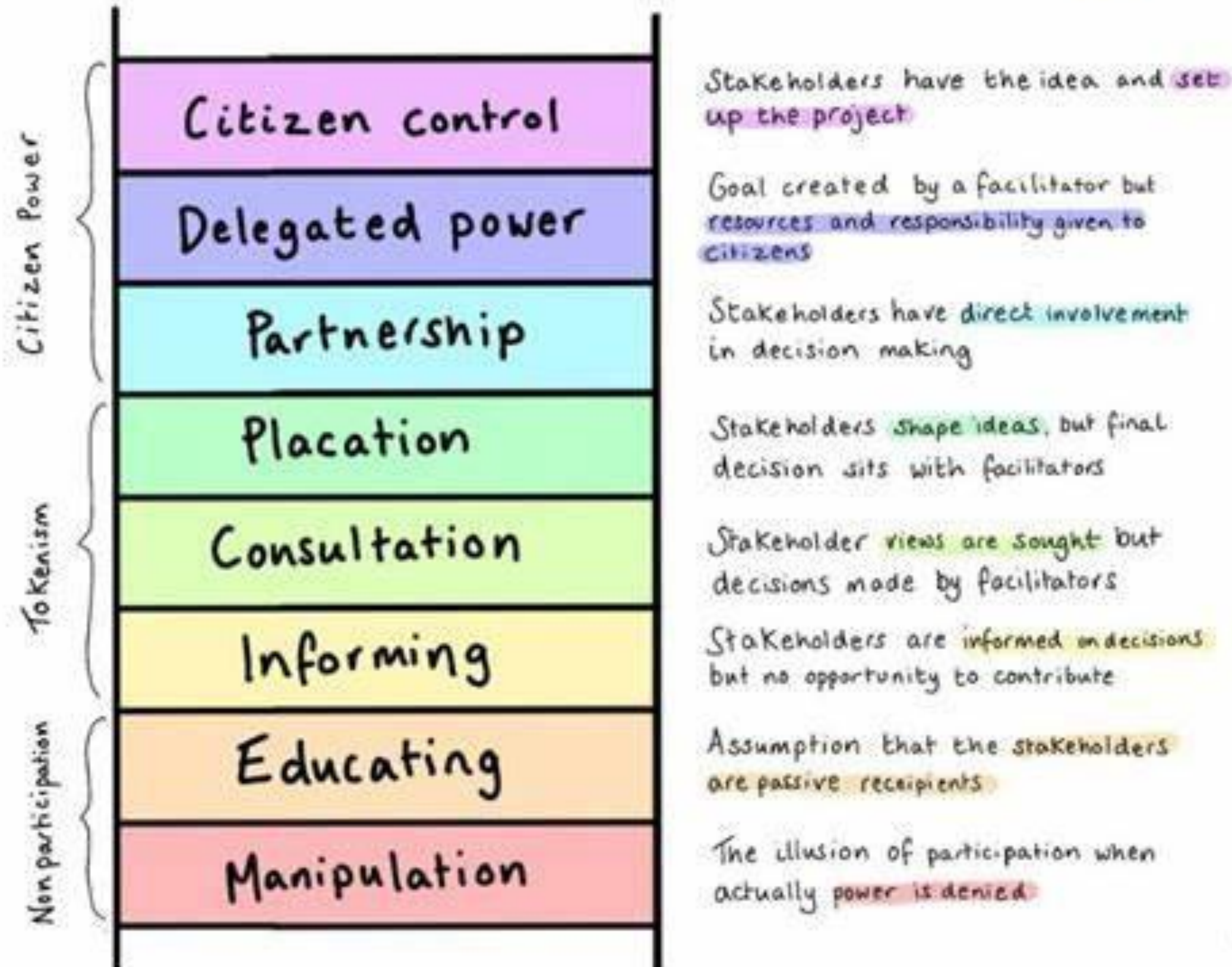


Is there someone you could talk this over with?

Are there general insights from this that you could share more widely?

# Ladder of Participation

(Arnstein, 1969)



@creative.clinical.psychologist

Drawn by Juliet Young

# And Building on the Momentum





**(Leave your email  
if you'd like a copy)**

# **Collaborative Working**

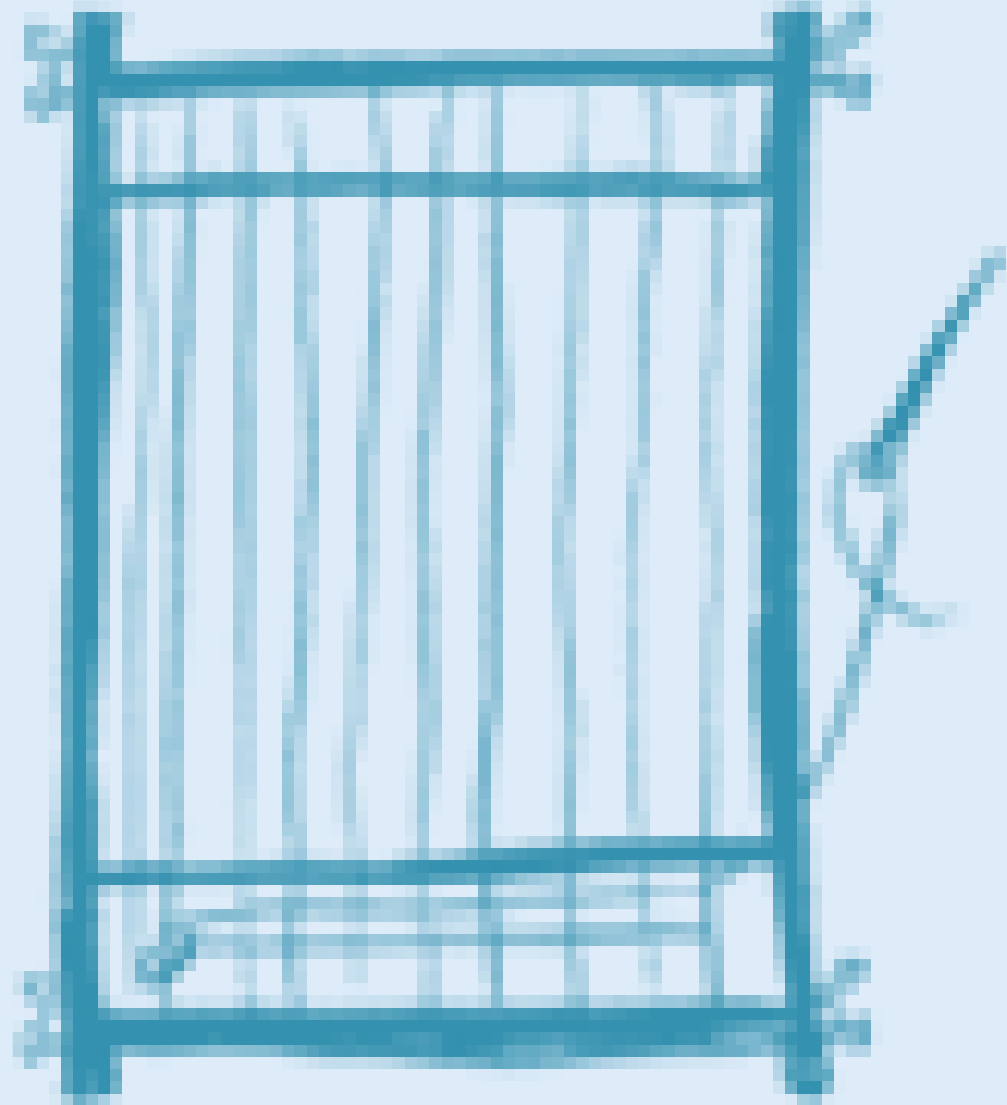
**A resource for the third sector**

**delve**

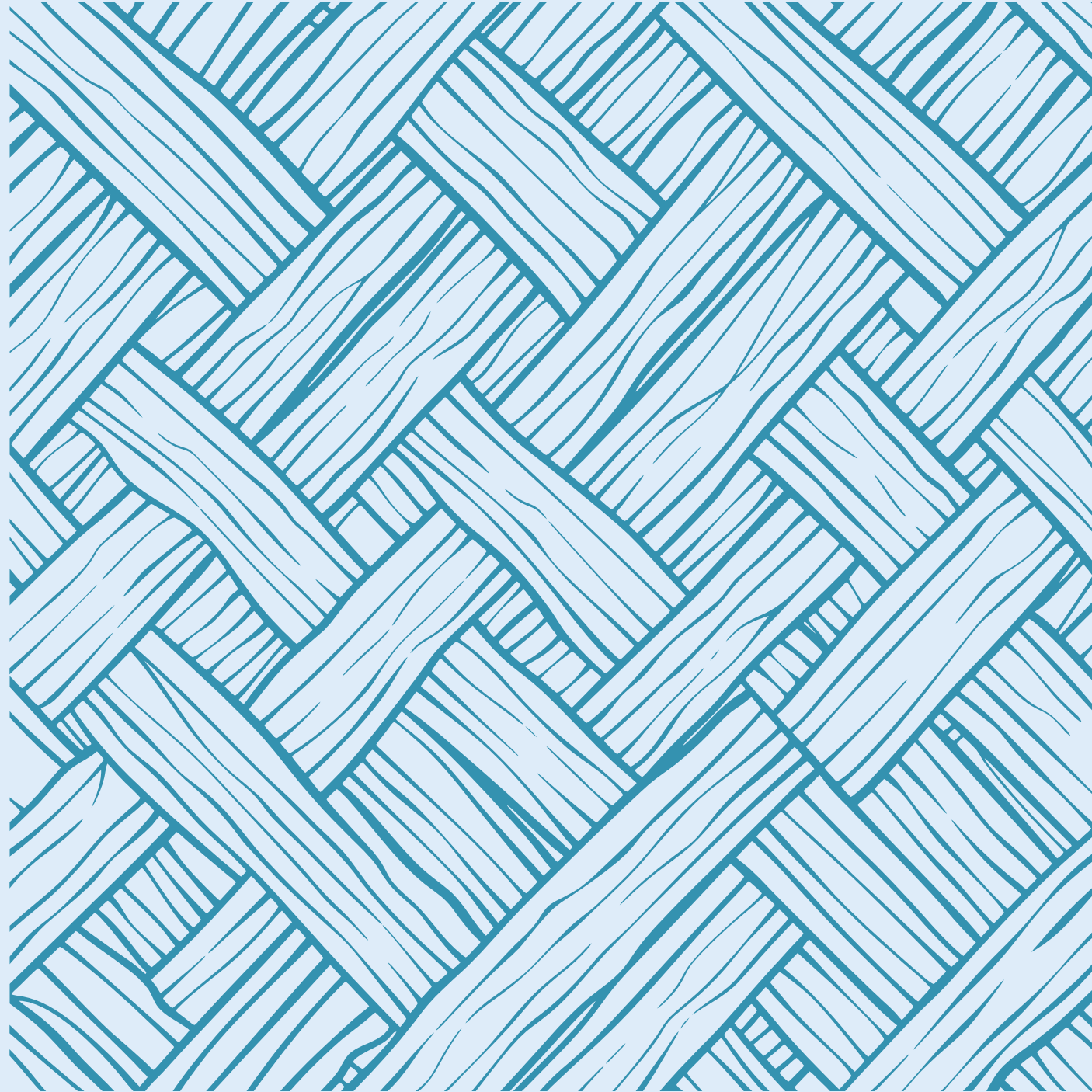
[www.delvecollab.org](http://www.delvecollab.org)



**Community development  
takes all these strands**



**and weaves them together**



**to create something strengthened,  
useful and adaptable**

# Organisations. Often Don't re-*imagined* Work Together

Organisations work together by creating spaces for **collaboration** and **celebration**. The ethos is one of **supporting what already exists** in communities and of **involving people who live there** and who access these supports.

Organisations **view each other as supports** and **partners** as opposed to competitors. They **openly share** what has worked well and what hasn't worked well. This approach means **better cash-first supports** and more equitable access for community members.

It will also **build trust in communities** resulting in **people accessing a wide variety** of organisations and not just those that are in their area, while feeling excluded from those in another area.



# Thank You

**PADDY MCKENNA**



**Freelance Community Development Collaborator  
& Third Sector Consultant**

**paddy@delvecollab.org**

**www.delvecollab.org**

**delve.**

