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 Content adapted from Bowen et al, *When Suits Meet Roots*. 2010
 Sample Metrics adapted from Pastor et al, *TRANSACTIONS, TRANSFORMATIONS, TRANSLATIONS: Metrics That Matter for Building, Scaling, and Funding Social Movements*. 2011

Transactional engagement is about informing the community and bringing about awareness of the partnership. It typically involves one-way communication through the dissemination of information and it has the potential to reach a broad audience, however the depth of engagement is very limited. An example of a transactional engagement strategy would be holding a community information meeting to inform the broader community about the work of the Partnership.

Transitional engagement is a more active form of engagement that is about involving the community in activities within the Partnership. This type of engagement typically involves two-way communication; however the Partnership often still determines the purpose which the community is mobilized around. An example of transitional engagement would be a campaign that mobilizes community members to become tutors, a strategy that data shows helps improve 3rd grade reading- a community level outcome.

Transformational engagement is the deepest level of engagement and involves integrating the community into the decision-making and problem-solving of the Partnership. This type of engagement involves equal communication from the community and the Partnership; however the number of people who can be involved in this type of deep engagement is limited. An example of transformational engagement is involving community experts and practitioners in the collaborative action networks to use data and expertise to identify what is working and build strategies to continuously improve the work. Additionally, collaborative action networks often have feedback loops

to test whether their identified strategies resonate with community members who are impacted by the work, engaging both community experts and community members in the decision-making, and problem-solving functions of the partnership.

It is important to note that while it is often necessary to build trust and relationships through transactional and transitional engagement strategies before getting to transformational strategies, a combination from across the categories should be considered in building a comprehensive engagement approach. Since the different categories of engagement include varying levels of depth, reach, and involvement, this combined approach can also provide the necessary flexibility to involve the right individuals, at the right level, for the right purpose. A major lesson learned in this work has been around making sure the purpose of the engagement is appropriate for the audience and at the appropriate depth. A partnership would be able to engage a small group of teachers at a much deeper level around curriculum alignment than they would a large group of business leaders around the same subject.