

WORKSHOP:  
A Get 'Er Done Guide  
For Transforming Communities

Brenda Herchmer

RiPAP  
Alberta's Rural Health Professions Action Plan

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Upon completion of this workshop participants will be better able to:

1. help oneself and others learn and grow as community leaders
2. articulate the value and importance of community building
3. apply a planning framework that uses a community development approach
4. utilize a number of facilitative tools and techniques

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9:00 - 10:15	Introductory Activities Leadership From The Inside Out: Tools For Leadership Development
10:15 - 10:30	Refreshment Break
10:30 - 12:15	Embracing the Value and Importance of Community Building
12:15 - 1:15	Buffet Lunch
1:15 - 2:45	Applying a Community Development Approach
2:45 - 3:00	Refreshment and Networking Break
3:00 - 3:30	Wrap Up and Next Steps

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# Tools for Community Builders

*In other words we will facilitate an understanding of:*

**1. The Context**

**2. How to Facilitate the Development of a Cohort of Local Leaders**

**3. Why Community Building?  
How to Engage Stakeholders (including citizens)**

**4. Community Development Planning  
(Future Focused, Builds on Local Assets)**

**INCREASED QUALITY OF LIFE AND ECONOMIC DEVELOPMENT**

**BUILD A FOUNDATION OF TRUSTED RELATIONSHIPS**



## Getting to Know You

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1. Introduce yourself to the room sharing your name and community/organization
2. Introduce yourself using one of the introductory questions provided





### Yesterday's Keynote

1. What took place in the session? Issues discussed?
2. Overall, how did you feel about the session? Feelings? Gut reactions? Emotions? Images?
3. Were there new or reinforced learnings that have meaning, significance and/or implications? If so, are there decisions, actions, or next steps that need to be taken?
4. What information needs to be shared with others?

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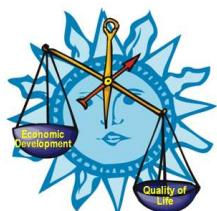
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### Its About Balance

1. Context

If there is a greater balance of power between **economic development** and **quality of life**.... personal, social, and environmental health and well-being will be prioritized in our communities.



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### The Power and Potential of Community-Driven Initiatives

1. Context



(Herchmer, 2017)

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 **Three Interacting Economies**

1. Context



1. Industrial Economy
2. Knowledge Economy
3. Connections Economy\*

\* Also referred to as the Human Economy, the Network Economy, the Creative Molecular Economy, the Organic Economy

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 **What's Changed?**

1. Context

ERA	KEY DRIVER	WORK DEFINED BY:
Industrial Economy	• Access to capital and location	• Hand
Knowledge Economy	• Ability to recruit creative people	• Head
Connections Economy	• Organic resiliency • Distributed intelligence in a local area • Skills to create own networks and innovation	• Heart

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 **Types of Change**

1. Context

1. Change that reforms
2. Change that transforms



*"You never change things by fighting the existing reality. To change something, build a new model that makes the old model obsolete."*  
Buckminster Fuller

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 **Change that Reforms**

1. Context

Change that modifies, improves, and makes ideas and methods (that have typically existed for many years) more efficient and effective

Your example?



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 **Change That Transforms**

1. Context

redefines and turns upside down

profound and fundamental

enduring radical change from one form to another

reflects a system, holistic approach

relies on collaboration

need to build "capacities for transformation" in our communities

adjust public policy to create an "environment for transformation"

focus on trends and how they impact community life

your example?

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 **Overcoming Resistance**

1. Context

develop cognitive flexibility (a mindset of openness, curiosity, creativity, and a willingness to admit that you don't know everything)

expose, challenge, and test assumptions about the present and the future

create a culture of collaboration, innovative and intelligent risk taking, strategic thinking and open and constructive feedback

prioritize a compelling vision and values



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1. Context

*"Change is difficult. ... But change eventually happens when the consequences of standing still look worse than the consequences of taking a chance on change... Standing still is not an option."*  
- D Pombrant

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## The Challenges

1. Context

- Requires "systemic thinking within a futures context for a world not yet invented"
- Need new ways of learning:
  - asking appropriate questions
  - connecting disparate ideas
  - accepting there is no transformation without new language
- Subconsciously we don't want to struggle
- Requires leadership that is:
  - open to new ideas
  - understands interdependence
  - can nurture a culture of innovation
  - values networks and webs

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## What's the Connection between Leadership, Community Building and attracting Health Practitioners?

1. Context

- community building or community development is a *process*
- a critical foundation for everything else we do
- reverses our typical *top-down approach* and instead ensures citizen-led, *grassroots-up* strategies
- this foundation of community building (not imposing what we think are the solutions) is what will facilitate the trusted relationships, networks, and webs necessary for the change and "meshwork" required to implement vision and direction

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1. Context

7 ESSENTIAL ELEMENTS FOR TRANSFORMATIONAL CHANGE

	When It Exists...	When It is Missing...	Current Situation in Our Organization/Community	Suggested Action
Trusted Relationships	Synergy	Sabotage		
Future Focused Vision and Values	Inspiration	Confusion		
Leadership for Capacity Building	Progress	Inefficiencies		
Community Driven Planning	Ownership	Resistance		
Short Term Project(s)	Action	Inertia		
Long Term Planning	Impetus	Stalled		
Resources and Infrastructure	Confidence	Frustration		

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1. Context

WHY Your Community?

- Why should health practitioners move to your community?
- If you aren't aiming for ongoing growth and development it will be a challenge to recruit and retain health practitioners (or new businesses or residents), youth outmigration will continue, tourists won't visit, investors won't be interested in you, and locals won't have the pride and engagement that will be essential for making your community a good place to live, work, play and visit.

• 80/20

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**The Golden Circle**  
(Simon Sinek)

http://www.ted.com/talks/simon\_sinek\_how\_great\_leaders\_inspire\_action

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**1. Context**

In other words....

**Emphasize the FORTUNE**  
being provided by your organization or community -  
not just the COOKIE

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**1. Context**

ALPHABET BRAINSTORMING:  
"WHAT should health practitioners have in your community? What will they have that they don't have now?"

A	
B	
C	
D	
E	
F	
G	
H	
I	
J	
K	
L	
M	

Using the form provided, work with your group to brainstorm the benefits or outcomes (the fortune!) of a small rural community. If you can, identify one word for each letter of the alphabet.  
Make sure it answers WHY the community is a good place for health practitioners to live, work and play not WHAT you offer.

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 *If you don't already think of yourself as one...*  
**We're Here To Recruit You As a  
Community Leader**

2. Facilitate the Development of a Cohort of Local Leaders



- "leadership is a voluntary position"
- formal leadership is "authorityship"

-- Peter Bishop

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**Key Shifts Impacting Leadership**

2. Facilitate the Development of a Cohort of Local Leaders

hero leaders	➤	hero teams
fixed and predictable	➤	dynamic and disruptive
hierarchies	➤	networks
change that reforms	➤	change that transforms
linear	➤	holistic
efficiency	➤	innovation

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 *Feedback:*  
**How would you describe your  
community leadership style?**



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 **Why Emphasize Community Leadership?**

2. Facilitate the Development of a Cohort of Local Leaders



- time of rapid change
- issues and challenges are complex
- solutions require multiple lens and sectors working together for *collective impact and community transformation*
- leadership needs to happen at all levels
- need for a culture that facilitates the empowering of individuals and groups of people to effect change

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“Community development, or community building, depends on identifying, developing and sustaining relationships. Central to being successful in those relationships is community leadership.”

—Center for Collaborative Planning



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**Community Leadership: The Missing Matrix**

2. Facilitate the Development of a Cohort of Local Leaders

Conventional Leadership	Community Leadership
• power = formal position	• power = sharing and giving it away
• symptoms	• root causes
• top down solutions	• bottom up solutions
• sometimes gather and listen	• always gather and listen
• prove importance first	• empower stakeholders first
• info on an “as needed basis”	• openly share info and knowledge
• more likely to accept as-is	• challenge the status quo

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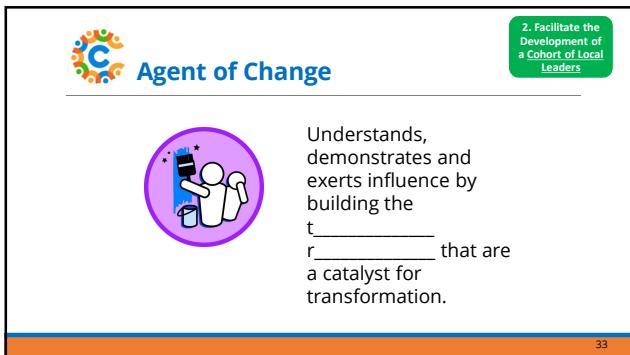
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# Commitment to Continuous Improvement

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Practices  
ongoing personal  
and professional  
growth and  
development that results  
in \_\_\_\_\_.

2. Facilitate the  
Development of  
a Cohort of Local  
Leaders

A slide titled 'Big Picture Thinking' with a 'C' logo and a central illustration of hands holding a tablet with a lightbulb icon.



The slide features a blue header 'Catalyst for Citizen Responsibility' with a 'C' logo made of colorful dots. A green box on the right contains the text '2. Facilitate the Development of a Cohort of Local Leaders'. Below the header is a pink circle containing a white illustration of two people watering a small plant in a pot.

Places a priority on  
engaging and  
cultivating  
community  
o\_\_\_\_\_ and  
responsibility.

 **Quality of Life Advocacy**



Promote programs and initiatives that will enhance and balance e\_\_\_\_\_ development.

2. Facilitate the Development of a Cohort of Local Leaders

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 **Community Development Planning**



Has the capacity to implement a c\_\_\_\_\_ development approach to planning.

2. Facilitate the Development of a Cohort of Local Leaders

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**Understanding Yourself as a COMMUNITY LEADER**



Today communities face challenges in environments that are continually impacted by forces that are beyond their control. These challenges can be internal or external. The role of a community leader is to ensure that the community is prepared to respond to these challenges. In order to do this, a community leader must have a clear understanding of the community and the challenges it faces. This understanding will help the community leader to identify the strengths and weaknesses of the community and to develop a plan to address these challenges.

**2. Facilitate the Development of a Cohort of Local Leaders**

<http://www.campusforcommunities.com/tools/products/item/understanding-yourself-as-a-community-leader>



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COMPETENCY AREA	INDICATORS TO HELP YOU UNDERSTAND WHAT ENCOMPASSES THIS COMPETENCY	1 = I AM NOT AT ALL LIKE THAT	5 = I AM 100% LIKE THAT
<b>1. AGENT OF CHANGE</b> 	<p>1.1. I understand the differences others in my community, and the world</p> <p>1.2. I can adapt my communication style to different cultures</p> <p>1.3. I demonstrate awareness that people have a variety of ways</p> <p>1.4. I understand that individuals are different and individual differences are differences of</p> <p>1.5. I can facilitate the removal of obstacles barriers to change</p> <p>1.6. I can apply knowledge of change to transform</p> <p>1.7. I can apply knowledge for building coalitions</p> <p>1.8. I understand political processes at local, regional, provincial, and national levels</p> <p>1.9. I facilitate positive relationships with elected officials and community and community leaders</p> <p>1.10. I apply media media strategies</p> <p>1.11. I utilize the power of storytelling</p> <p>1.12. I apply communication media platforms</p> <p>1.13. I enable groups and organizations to collaborate and achieve synergy</p> <p>1.14. I facilitate the application of models, skills, and resources</p> <p>1.15. I evaluate best practices and media trends</p> <p>1.16. I make a commitment to continue to improve</p>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

**A Community Leader**  
Understands, demonstrates, and exercises leadership by building the healing needed to move the world as a catalyst for transformation.

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**2. Facilitate the Development of a Cohort of Local Leaders**

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Competency Area	Indicators to help you understand what encompasses this competency	1 = I AM NOT AT ALL LIKE THAT	10 = I AM 100% LIKE THAT
<b>2. Commitment to Continuous Improvement</b> 	<p>2.1. I am open to feedback from others regarding my performance</p> <p>2.2. I participate in new opportunities to expand and develop my skills</p> <p>2.3. I enjoy a priority in learning for friends, family, and myself</p> <p>2.4. I actively seek information, resources, and opportunities to enhance my knowledge and enhance my personal development</p> <p>2.5. I maintain and maintain networks with other professionals, peers, and community leaders</p> <p>2.6. I am able to present myself using a formal professional presentation style (e.g. dress, language, body language, etc.)</p> <p>2.7. I am able to articulate my personal values</p> <p>2.8. I model integrity and ethical behavior</p> <p>2.9. I understand that my heritage and the experiences of others are important</p> <p>2.10. I promote the value of learning for myself and others</p> <p>2.11. I set and review goals and a plan for attaining them</p> <p>2.12. I have a professional development plan for learning and development for the enhancement of my leadership</p> <p>2.13. I participate in opportunities for learning</p> <p>2.14. I have a healthy balance and practice self-care</p> <p>2.15. I actively participate in professional development opportunities and relevant professional certificates</p> <p>2.16. I attend to registration costs of conferences, workshops and professional development courses</p>	1 2 3 4 5 6 7 8 9 10	1 2 3 4 5 6 7 8 9 10

**A Community Leader**  
Promotes and creates personal & professional growth and development that results in innovation.

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**2. Facilitate the Development of a Cohort of Local Leaders**

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**Observations:**  
Based on the above assessment, my areas of strength as a community leader are:

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- 
- 

Based on the above assessment, my areas for growth and development as a community leader are:

- 
- 
- 

**Reflections:**  
What has this exercise told me about my ability as a community leader?

**Actions:**  
What can I do to (a) capitalize on my strengths and (b) strengthen or compensate for my challenges?

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**2. Facilitate the Development of a Cohort of Local Leaders**

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**Feedback:**  
**Understanding Yourself as a Community Leader**

2. Facilitate the Development of a Cohort of Local Leaders

- What did "Understanding Yourself as a Community Leader" teach you about yourself?"
- What value would using this assessment bring to building your leadership team? (Path 1)

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**Understanding Your LEADERSHIP STYLE**

2. Facilitate the Development of a Cohort of Local Leaders

- each of us has traits that influence how we perceive the world and make decisions
- knowing our own, as well as those of others, can help us adapt and strengthen the impact of our leadership
- impossible to categorize the entire population
- generally people have preferences

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Assessing Your Community Leadership Style		
	<i>People-Focused</i>	<i>Task-Focused</i>
<i>Extroverted</i>	<b>ENERGIZER</b>	<b>ORGANIZER</b>
<i>Introverted</i>	<b>NURTURER</b>	<b>RESEARCHER</b>

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**UNDERSTANDING YOUR COMMUNITY LEADERSHIP STYLE**

Formerly known as the art of inspiring leaders and those the energy and talent of others who want to make a difference in their community, this book and every one of us is a community leader and leader in our community.

Being able to lead a dynamic team—a group of individuals capable of pooling creativity in the same direction—is especially important for community leaders wanting to ensure collective impact and ultimately success. By understanding the different leadership styles and how they can work together, and how different and unique differences are essential for innovation and change, they can better manage their team and ensure success.

Every successful community development initiative requires a team with a variety of leadership styles. By understanding the different leadership styles and how they can work together, it is important to staff shift and volunteers to the task at hand and also to ensure a successful outcome.

This exercise can help you to consciousness, and better understand, not just your own approach to work, but also the approaches of others. It can also help you to better understand the needs of your team members as well as gain insights that will reduce misunderstands and friction arising from differences. Of course it is important to remember that this exercise is not a test, but a learning exercise, so the assessment should consider a guidance to understanding rather than an exact science.

This exercise focuses on four temperament groups that affect leadership and team styles. These are represented by the four leadership styles: Energizer, Organizer, Nurturer, and Researcher. Each represents a person's temperament as more extroverted or extroverted and private by nature.

PEOPLE-FOCUSED	TAN-FOCUSED	
EXTRAVERTED	ENERGIZER	ORGANIZER
INTROVERTED	NURTURER	RESEARCHER



**2. Facilitate the Development of a Cohort of Local Leaders**

CAMPUS communities LEADERSHIP		UNDERSTANDING YOUR LEADERSHIP STYLE			2. Facilitate the Development of a Cohort of Local Leaders	
STYLE SCORES Sheet A						
Check <input type="checkbox"/> if all the words that best describe you in each column. Check all that apply.						
For each column, add up the number of checkmarks. The higher the number, the more likely you are to exhibit that leadership style.						
Guidelines for Interpreting Your Scores						
Column 1		Column 2		Column 3		Column 4
1. Authoritarian	2. Authoritative	3. Authoristic	4. Authorless	5. Authorless	6. Authorless	7. Authorless
8. Authorless	9. Authorless	10. Authorless	11. Authorless	12. Authorless	13. Authorless	14. Authorless
15. Authorless	16. Authorless	17. Authorless	18. Authorless	19. Authorless	20. Authorless	21. Authorless
22. Authorless	23. Authorless	24. Authorless	25. Authorless	26. Authorless	27. Authorless	28. Authorless
29. Authorless	30. Authorless	31. Authorless	32. Authorless	33. Authorless	34. Authorless	35. Authorless
36. Authorless	37. Authorless	38. Authorless	39. Authorless	40. Authorless	41. Authorless	42. Authorless
43. Authorless	44. Authorless	45. Authorless	46. Authorless	47. Authorless	48. Authorless	49. Authorless
50. Authorless	51. Authorless	52. Authorless	53. Authorless	54. Authorless	55. Authorless	56. Authorless
TOTAL = # IN COLUMN 1		TOTAL = # IN COLUMN 2		TOTAL = # IN COLUMN 3		TOTAL = # IN COLUMN 4
INTERPRETATION OF YOUR LEADERSHIP STYLES						
For each column, add up the number of checkmarks. The higher the number, the more likely you are to exhibit that leadership style.						

UNDERSTANDING YOUR LEADERSHIP STYLE			
SO WHAT'S YOUR LEADERSHIP STYLE?			
PRESENCE YOUR STYLE: Bring your ideas to light from the previous last page and begin below.			
Column A	Column B	Column C	Column D
TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)
<hr/>	<hr/>	<hr/>	<hr/>
TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)
<hr/>	<hr/>	<hr/>	<hr/>
TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)	TOTAL = $\times$ 9 (Score)
<hr/>	<hr/>	<hr/>	<hr/>
<b>My Total Score:</b>	<b>Predominant Style</b>	<b>My Ranking (s.a. 1,2,3,4)</b>	<b>Dominant Style (strength)</b>
Column A	ENERGIZER		
Column B	ORGANIZER		
Column C	RESEARCHER		Recessive Style (area for growth)
Column D	NURTURER		

# Understanding Your Leadership Style

The free full version of "Understanding Your Community Leadership Style" can be found at Campus for Communities www.campusforcommunities.com

## Understanding Your Community Leadership Style

The full version of "Understanding Your Community Leadership Style" can be found at Campus for Communities www.campusforcommunities.com. This full version includes additional activities to help individuals learn more about their leadership style and how to use it effectively.

It is a complete tool designed to help you better understand your own leadership style and how to use it effectively. It includes a leadership style assessment, a leadership style inventory, a leadership style guide, and a leadership style action plan.

Identify a full version would be useful to you? Use this handbook provides practical and easy exercises for how you can succeed in a growing setting when others are not available.

Details on these areas are in the following sections. Back to the top of this module (Chapter 1).

**PROFOUND**

Envisioned	ENERGIZER	ORGANIZER
Innovated	NURTURER	RESEARCHER

**SELECT YOUR LEADERSHIP STYLE**

Inside the following instructions and ask participants to place the markers in the area they think best describes their leadership style.

**Imagine** that you're driving down the highway and you've just passed your other colleagues. The car has been shaped to the office and manager of your organization. You're the one who has helped to get you here.

**You open it up**

3. You are the one person out of one and only excited about what you could do with these markers. You are the one who has the most fun with them. You are the one who thinks that even though the markers did not meet your expectations, if they had, they'd be the best markers ever.

2. You are the first for the instructions. You quickly review everything you can do with the type of leadership style you are.

1. You like the markers, but you don't know exactly what to do with them. You are the type of person who likes to have fun with them, but you don't know exactly what to do with them.



## Guidelines for Use

2. Facilitate the Development of a Cohort of Local Leaders

- there is no way to divide the entire population into 4 styles
- no "style-bashing"
- there is no "right" style but understanding them increases the potential for suspending judgment
- can reduce much of the conflict on a team because it reinforces that it is not personal when someone approaches situations differently
- helps build a stronger and more diverse team



 **Activity: Exploring the Impact of Leadership Styles**

2. Facilitate the Development of a Cohort of Local Leaders

What 3 words describe your greatest strengths?  
 What 3 words describe your greatest challenges?  
 What motivates you?  
 Describe your ideal supervisor.  
 What is your ideal role when implementing a new initiative?



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 **Organizers**

2. Facilitate the Development of a Cohort of Local Leaders



extroverted and task oriented  
 fast thinkers, want bottom line first  
 looking for the executive summary  
 confident, competitive, decisive  
 known for taking charge and getting things done  
 can be known to intimidate others in a group with their direct, action-oriented style  
 won't be afraid to take charge even if it's someone else's show in order to ensure things get done

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 **Nurturers**

2. Facilitate the Development of a Cohort of Local Leaders



introverted and people-oriented  
 will want to know how others feel about the idea  
 care deeply about relationships with others  
 team players who can generate support and smooth rough waters  
 informal chatty style may at times appear un-businesslike  
 build consensus and get the group working together

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 **Energizers**

2. Facilitate the Development of a Cohort of Local Leaders

- extroverted and people-oriented
- will want to know how an idea or project will position one for the future
- confident, optimistic, and enthusiastic
- care about innovation and being on the leading edge
- interested in new thinking and new ways of doing things
- like data but use it to project or connect ideas
- intensity and enthusiasm may be annoying to some
- qualities are valued during times of change and upheaval



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 **Researchers**

2. Facilitate the Development of a Cohort of Local Leaders

- introverted and task-oriented
- seeking the "facts", not small talk up front or getting too personal
- want to know, "How much will it cost? What will I gain? When will it be done?"
- serious and analytical people who thrive on details and discipline
- often prefer to communicate in writing in order to be allowed time to think and reason
- too much data can result in "analysis paralysis" and an ability to move forward
- will produce excellent results but may sometimes appear aloof or distant



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 **Feedback:**  
**Understanding Your Leadership Style**

2. Facilitate the Development of a Cohort of Local Leaders

- What did it teach you about yourself?"
- What value would using this assessment bring to building your Leadership Team? (Path 1)



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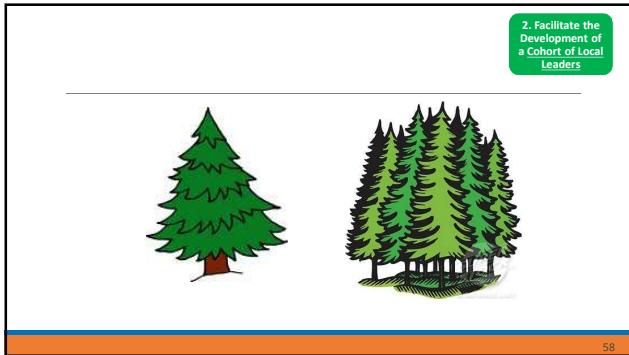
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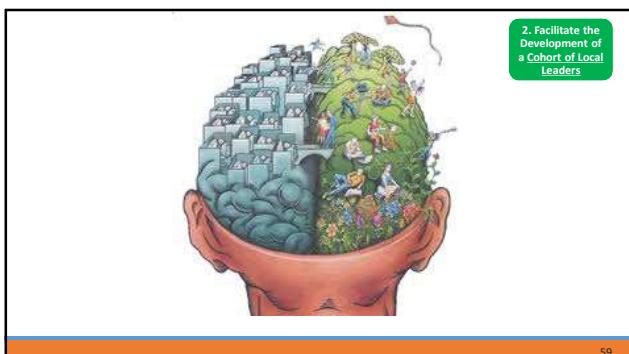
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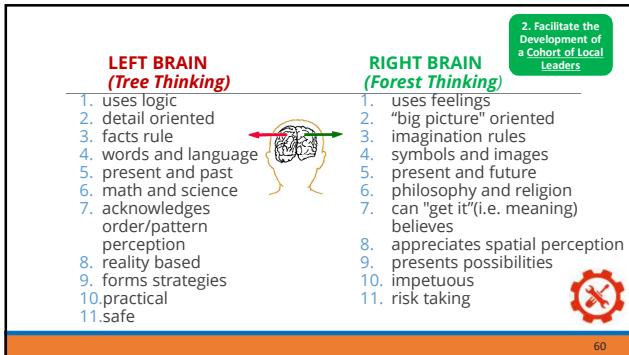
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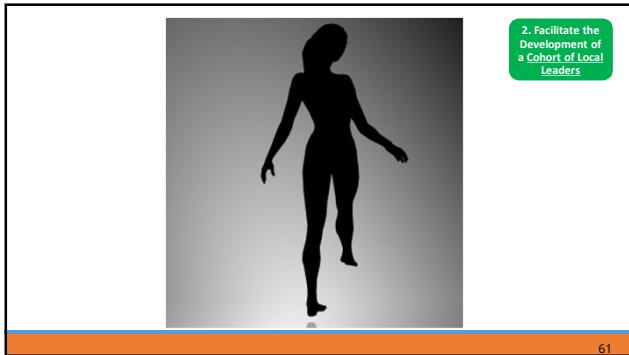
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 **PREFERRED LEARNING STYLES:  
The VARK Modalities**

2. Facilitate the Development of a Cohort of Local Leaders

- Visual (V)
- Aural / Auditory (A)
- Read/write (R)
- Kinesthetic (K)
- Multimodality (MM)



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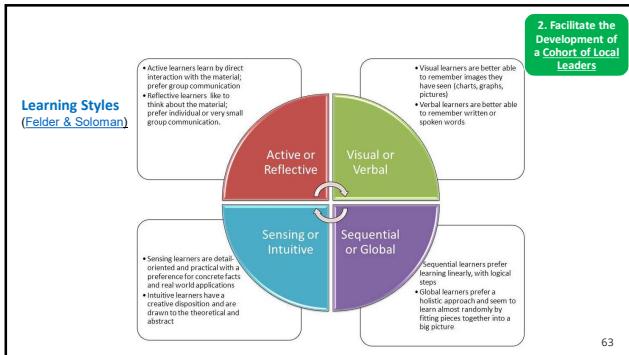
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 **Multiple Intelligences**  
(Howard Gardner)

2. Facilitate the Development of a Cohort of Local Leaders



- logical-mathematical (number/reasoning smart)
- linguistic (word smart)
- spatial (picture smart)
- musical (music smart)
- bodily-kinesthetic (body smart)
- interpersonal (people smart)
- intrapersonal (self smart)
- naturalist (nature smart)
- existential (spiritual smart)
- moral (ethical or right from wrong smart)

*'Everyone's a genius. But if you judge a fish by its ability to climb a tree it will go through its whole life thinking that it's stupid.'*  
... Albert Einstein



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 **Values Identification**

2. Facilitate the Development of a Cohort of Local Leaders

**Value top 5 values**

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 **Pulling It All Together**

2. Facilitate the Development of a Cohort of Local Leaders

- Use the information gathered from your assessments and the craft materials provided to design a poster, coat of arms, medicine wheel, or infographic that paints a picture of you as a leader. Be sure to convey what you've learned about your strengths and what you do well. If possible include a motto, logo, or quote.



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 **Essential Requirements  
for Community Building**

1. stakeholder ownership  
2. belief in citizens' capacity to lead  
3. letting go of control  
4. living with the reality of chaos  
5. leadership teams and networks  
6. collaboration and collective impact  
7. embrace the possibilities



3. Community Building: How to Engage Stakeholders (including citizens)

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**Community Development Planning Framework**

A Planning Framework Using a Community Development Approach

1. Large Gathering and Set the Story  
2. Stakeholders and Planning  
3. Information Gathering  
4. Identify Needs  
5. Engage Stakeholders  
6. Create Vision, Values, and Principles  
7. Develop Plan  
8. Refine Plan  
9. Refine Plan  
10. Large Gathering and Set the Story

3. Community Building: How to Engage Stakeholders (including citizens)

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*People often measure a community's strength by its resiliency...I think we should measure a community's strength by their capacity to welcome people from the edge to the centre ...because we need their gifts.*

- Cormac Russell

3. Community Building: How to Engage Stakeholders (including citizens)

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Community development ensures we:

*"Move from what's wrong to what's strong."*

- Cormac Russell



## Trusted Relationships are a Critical Foundation for Change and Growth



3. Community Building:  
How to Engage Stakeholders  
(including citizens)

A cartoon illustration of a diverse group of people standing together, including a person on a bicycle, a person with a dog, and a person with a child, symbolizing community.

 **Community is about Feelings**

3. Community Building:  
How to Engage Stakeholders (including citizens)

- a feeling of BELONGING to something or some group
- a feeling of PRIDE in that group
- a feeling of being part of something IMPORTANT and of being INCLUDED
- a feeling of NOT BEING ALONE, of knowing that others in our community will help us even if they don't know us

- Ed Everett

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 **Kevan Lyons, Poet of Churchill Square**

3. Community Building:  
How to Engage Stakeholders (including citizens)

*"It's a sense of belonging... there is nothing worse than not belonging to something."*



Kevan Lyons, shown on the Tree of Churchill Square in his office in Churchill Square in Edmonton on Thursday Sept. 13, 2012. Photograph by John Lucas, Edmonton Journal.

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3. Community Building:  
How to Engage Stakeholders (including citizens)

- *"...a community is good if it offers people a chance to enjoy as many aspects of their lives as possible, while allowing them to develop their potential in the pursuit of ever greater challenges"*
- -- Flow: The Psychology of Optimal Experience by Mihaly Csikszentmihalyi

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# Qualities of Character in Flourishing Communities

(Schaeffer, J.)

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- genuine interest
- acknowledgement
- deep empathy
- altruism
- mutual trust



3. Community Building:  
How to Engage Stakeholders  
(including citizens)

A cartoon illustration of two people, a man and a woman, standing behind a wooden fence. The man is on the left, looking over the fence with a surprised expression. The woman is on the right, looking over the fence with a neutral expression. The fence is made of vertical wooden planks and has some small flowers at the base. In the top right corner, there is a blue rounded rectangle containing the text: "3. Community Building: How to Engage Stakeholders (including citizens)".



## Benefits of “Community”

- increased community pride and spirit
- people work together to get things done
- community looks for solutions
- more diversity friendly
- stronger and more diverse leadership
- belief in the value of education
- local economy and tax base is strong and sustainable
- opportunities for all residents to:
  - live active and healthy lifestyles
  - exercise creativity
  - develop abilities and skills necessary for a changing economy



3. Community Building:  
How to Engage Stakeholders  
(including citizens)

 **Benefits of "Community" (cont'd)**

3. Community Building: How to Engage Stakeholders (including citizens)

- care and protection of natural environment
- community supports those in need
- invests in the 'infrastructure' required to retain and attract business and industry (physical, human resources, and quality of life magnets)
- ensures the safety and security of its residents and their property
- welcomes and supports newcomers
- recognizes the uniqueness and contribution of every resident
- prepare their community for "meshwork"

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 **Benefits of "Community" for Citizens**

3. Community Building: How to Engage Stakeholders (including citizens)

people learn to:

- identify and define assets and gaps
- diagnose and analyze community practices
- establish priorities
- organize and develop action groups
- find, leverage, and utilize resources
- become learners who continuously grow and improve
- strengthen their leadership ability

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 **Feedback: Increasing Importance of Community**

3. Community Building: How to Engage Stakeholders (including citizens)



- Robert Putnam suggests a significant \_\_\_\_% of us believe there should be more emphasis on community even if it puts more demands on us
- When a community has a strong level of social capital, it will also have increased \_\_\_\_ performance, decreased \_\_\_\_ and improved \_\_\_\_ and \_\_\_\_

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 **Roseto Effect**



3. Community Building:  
How to Engage Stakeholders  
(including citizens)

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 **Men's Sheds**



3. Community Building:  
How to Engage Stakeholders  
(including citizens)

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 **Changing Roles of Municipal Government**  
- Ed Everett



- townhall approach
- political bosses during the 1800s to 1930s
- city fathers during the 1940s to 1960s
- today a vending machine

3. Community Building:  
How to Engage Stakeholders  
(including citizens)

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**Why is it so complicated?  
We Haven't Always Evolved**

3. Community Building: How to Engage Stakeholders (including citizens)

- our systems and approaches were designed primarily for the industrial era
- after WW1 and WWII we've professionalized and in many ways "bought" our way out of community and citizen responsibility
- planning approaches need to change if we are to ensure we are relevant and meaningful for a rapidly changing world

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**Why is it so complicated?  
Different Planning Approaches**

3. Community Building: How to Engage Stakeholders (including citizens)

Type of Strategy	Conflict-Driven (social action)	Expert-Driven (strategic planning, direct service delivery, social planning, industrial growth model)	Community-Driven (community building / community development approach)	Future Focused (adaptive planning, interdependency or ecosystem approach)
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**Social Action**

3. Community Building: How to Engage Stakeholders (including citizens)

- assumes making a change will require advocacy or activist role
- a segment of the population is overlooked or oppressed
- some form of conflict tactic, confrontation, or direct action is viewed as being necessary
- practitioner assumes the disadvantaged population needs to be organized if resources are to be made equitable

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## Social Planning

3. Community Building:  
How to Engage Stakeholders  
(including citizens)

- task-oriented process
- uses the knowledge and expertise of professionals to plan, organize, and deliver services
- belief: altering social conditions requires expertise and knowledge
- typically involves use of consultants who gather facts, analyzes, and make decisions
- community members viewed as *consumers* or *clients*



## Community Development (community building)

3. Community Building:  
How to Engage Stakeholders  
(including citizens)

- process of working within a community, sharing skills and resources to assist community residents in identifying and responding to their needs, interests, and aspirations
- emphasis is placed on voluntary cooperation, consensus, self-help, development of leaders, education
- citizens viewed as a potential source of strength and knowledge
- community accepted and viewed as the *experts*

## Future-Focused

- new type of planning for a rapidly changing era where new structures, new economies, and new ways of being together and organizing are required
- replaces typical linear planning
- accommodates uncertainty and ambiguity in terms of direction as well as a need for multiple outcomes and answers
- pays more attention to trends as well as early or weak signals
- places a growing emphasis on the importance of comprehensive community transformation and the need to build the capacity of diverse community members to work together as future-focused leaders
- focused on deep collaborative and co-creative efforts that connect ideas, people, and processes without a preconceived solution in mind

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## Defining Community Development

William and Flora Hewlett Foundation:

- “...it emerges from a rich interaction among complementary approaches that actively and meaningfully engage the community and foster mutually supportive partnerships while focusing on a whole-community perspective.”

3. Community Building:  
How to Engage Stakeholders  
(including citizens)



The slide features a blue header with the text 'Advantages of Community Development'. To the left of the header is a logo consisting of a stylized 'C' formed by a series of colorful, overlapping circles in shades of orange, yellow, and green. To the right of the header is a blue callout box containing the text '3. Community Building: How to Engage Stakeholders (including citizens)'. The main content area contains a bulleted list of nine advantages, each preceded by a blue circular icon. The list is as follows:

- increased user satisfaction
- enhanced community spirit and pride
- a diversity of ideas leading to quality decisions
- responsive and relevant programs, services, and facilities
- optimal use of resources
- greater community support and credibility
- improved trust and dialogue between staff and volunteers
- increased emphasis on communication, growth, and learning



**Advantages of Community Development (cont'd)**

- facilitation of change
- promotion of self-help
- obtains more value for dollars spent
- increases citizens' responsibility for implementing solutions
- develops leadership
- increases business and tourism potential
- reduces inequities
- promotes co-operation and partnerships among individuals and community groups

3. Community Building:  
How to Engage Stakeholders  
(including citizens)

 **Disadvantages of Community Development**

3. Community Building: How to Engage Stakeholders (including citizens)

- power shifts and community conflicts may occur
- difficult to quantify for political success
- staff and volunteer "burnout"
- community development will likely take more time



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 **Feedback: What is the Approach Most Commonly reflected in Your Community?**

3. Community Building: How to Engage Stakeholders (including citizens)

Type of Strategy	Conflict-Driven (social action)	Expert-Driven (strategic planning, direct service delivery, social planning, industrial growth model)	Community-Driven (community building / community development approach)	Future Focused (adaptive planning, interdependency or ecosystem approach)
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 **What Needs to Be Done? Ideal Approach**

3. Community Building: How to Engage Stakeholders (including citizens)

- everyone views the community as a partner
- people who live there as citizens rather than customers
- leads to greater commitment and accountability to the well-being of the entire community



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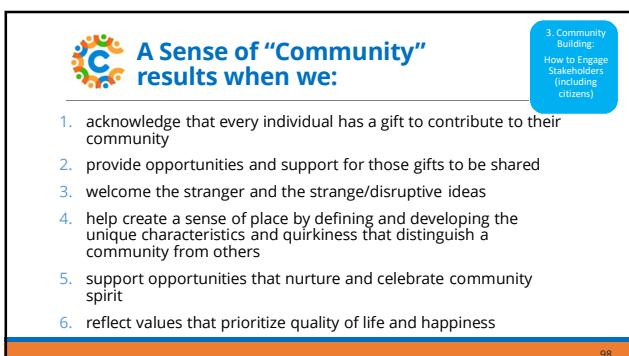
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**Feedback: What has been your most important learning about planning?**

4. Community Development Planning (Future Focused, Builds on Local Assets)

A cartoon illustration shows three characters: a woman with a red headband and a man with a clipboard, standing next to a man with a mustache who is holding a wrench. They are looking towards the right. The background is white with a blue decorative border at the bottom.

**What is Planning?**

- "preparing for tomorrow today"
- determining outcomes or goals and how they can be reached
- planning is:
  1. *where you are now*
  2. *where you want to go*
  3. *the steps for how you are going to get there*

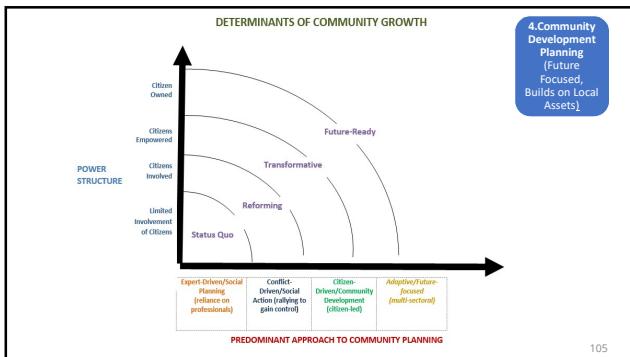
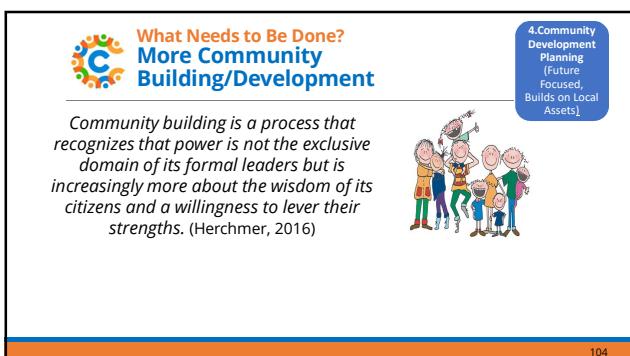
4. Community Development Planning (Future Focused, Builds on Local Assets)

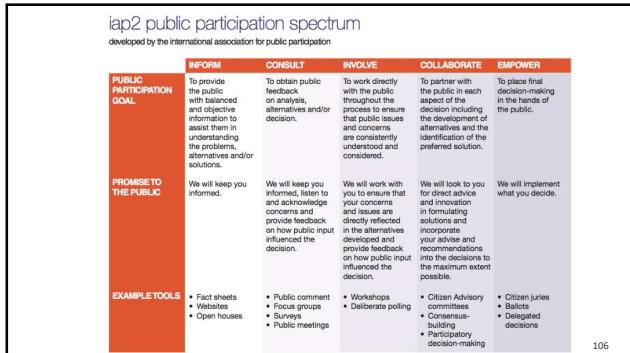


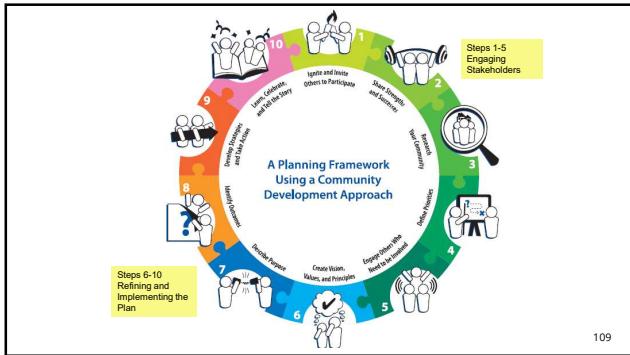
## Feedback: Has Planning Changed?

4. Community Development Planning  
[Future Focused, Builds on Local Assets]










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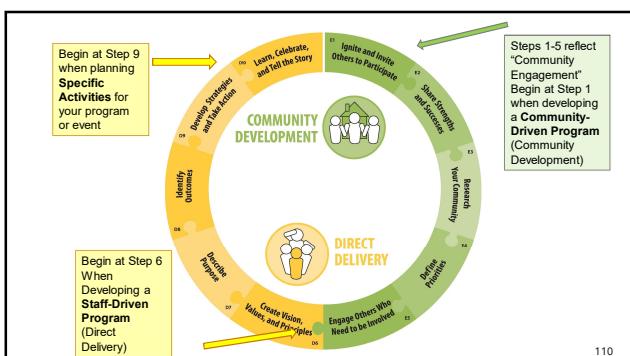
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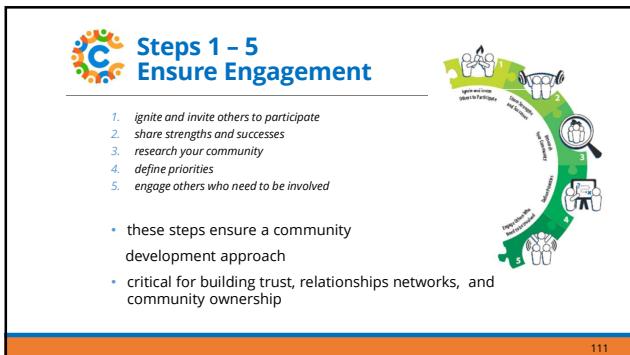
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## Step 1: Ignite and Invite Others to Participate

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- begins in different ways:
  - crisis
  - general discontent and the identification of gaps, needs, issues, or trends not being addressed
  - being proactive (call the meeting)
- questions being asked (typically by early adopters) are the impetus for individuals to come together
- early adopters may be elected officials, citizens, government staff, community organizations, or representatives from the business sector



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## Step 2: Share strengths and successes

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- planning initiatives are more successful when initiated and built from strengths and successes (the *assets*) rather than a *needs* perspective
- begins from a positive perspective therefore building trust and relationships
- reinforces concept that wisdom is within



The image contains four photographs illustrating the use of post-it notes in classroom environments:

- Top Left:** A group of students are gathered around a whiteboard, looking at a map and writing on post-it notes.
- Top Right:** A circular display board with a blue background and green foliage. A sign reads: "Everyone is good for this... in a learning place!" and is decorated with colorful post-it notes.
- Bottom Left:** A circular display board with a map of Carstairs, Alberta, Canada. The map is covered with numerous post-it notes of various colors.
- Bottom Right:** A display board with a blue background and a photo of a person. The board is covered with numerous post-it notes, some of which read "PRIDE IN LEARNING" and "PRIDE IN LEARNING & LEARNING TO LEARN".



## Step 3: Research your Community

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- obtain a solid and objective understanding
- holistic perspective
- review or scan of existing plans, ideas, research
- informal information gathering
- often a focus on underlying causes rather than reacting to symptoms
- take a “pulse” and zero in on priorities



## Step 4: Define Priorities

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- research and scan begins to shape priorities
- could be broad or more narrowly focused
- somewhat like pouring concrete
- helps determine the planning approach and the type of plan needed (program plan, proposal, strategic plan, master plan, etc)



Define Priorities

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Types of Plans

Inter Municipal Development Plan

Community Strategic Plan/  
Municipal Development Plan

Official Plan/Landuse Plan

Comprehensive/Master Plan

Strategic Planning for Organizations

Project/Program/Event Planning

Operational Review

Feasibility Study

Meeting Planning

<b>Terms of Reference Worksheet</b>	
GROUP OR COMMITTEE TERMS OF REFERENCE WORKSHEET	
<b>Name of Committee:</b> <input type="text" value="Planning Timeline (i.e. Jan - Dec 2015)"/>	
<b>Date:</b> <input type="text" value="Planning Timeline (i.e. Jan - Dec 2015)"/>	
<b>Chair/Lead Contact:</b> <input type="text" value="Name of Chair/Lead Contact"/>	
<b>Members:</b> <input type="text" value="List of members"/>	
<b>Report to Board/Members:</b> <input type="checkbox"/> Monthly <input type="checkbox"/> Bi-monthly <input type="checkbox"/> Quarterly	
<b>Purpose or Mission of the Group or Committee:</b> <input type="text" value="A concise or mission statement describing the purpose of the group or committee. This should be brief, clear, and include a public description, mission statement, and simple enough to be easily understood by every individual involved."/>	
<b>Benefits of Serving on the Group or Committee:</b> <input type="text" value="What's in it for the group or committee member? What will they gain by being part of it?"/>	
<b>Outcomes(s):</b> <input type="text" value="What are the end results/outputs of your committee or group's activities? What will your stakeholders have that they didn't have when you started? What will be different?"/>	
<b>Goals:</b> <input type="text" value="Describe how the group or committee will achieve the above outcomes? What role of the group or committee is critical to success? How will these goals help further the mission of the group or committee?"/>	
<b>Objectives for the Upcoming Year:</b> <input type="text" value="Identify what steps the group or committee will take to achieve the above goals. Set realistic, sensible goals and timelines for each."/>	
<b>Immediate:</b> <input type="text" value="e.g. recruit a member, end year"/>	
<b>Medium:</b> <input type="text" value="e.g. produce a brochure, apply for grant, conduct research"/>	
<b>Long term:</b> <input type="text" value="e.g. new CEO, seek partnership for committee"/>	
<b>Financial Requirements:</b> <input type="text" value="Estimate annual operating costs and any potential sources of revenue"/>	

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### Step 5: Engage others who need to be involved

- go broader at this step
- bring together partners and other stakeholders with a vested interest in working together to address the priorities/actions identified (or who may have resources)
- today's issues are complex requiring knowledge and resources from varying sectors, organizations, businesses and individuals
- use more than one strategy to make sure you have optimal diversity and representation



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### Sangudo at Step 5




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## Steps 6 – 10 Traditional Approach



**Step 6: Define Vision, Values and Priorities**

- Creation of a positive vision of the future ideal state.
- Identification of ideas and beliefs that serve as a filter for prioritizing.

**Step 7: Describe Purpose**

- Description of the “reason for being” or the mission.

**Step 8: Identify Outcomes**

- Outcomes are the desired results or impact of a process, program, project, or activity initiated by stakeholders.



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**A Planning Framework Using a Community Development Approach**

1. Identify Assets and Needs

2. Assess Assets and Needs

3. Identify Assets and Needs

4. Identify Assets and Needs

5. Identify Assets and Needs

6. Identify Assets and Needs

7. Identify Assets and Needs

8. Identify Assets and Needs

9. Identify Assets and Needs

10. Identify Assets and Needs

**Needed to MEASURE THE DIFFERENCE** in the planning process  
has made in the community, as well as how our work improved

**Needed to DIVERSE and INNOVATIVE THINKING** to identify and access **NEW ASSETS** from potential partners and others. Supports the concept of building assets rather than debt/assets

**Needed to TRUSTED RELATIONSHIPS** to identify and access **NEW ASSETS** from potential partners and others

**Needed:**  
**REDUCE** **DURATION OF EFFORTS** with the community to **PREPVENT** **REINVENTION** of resources that may already exist in other organizations or communities

**Needed:**  
**CLARIFY** the community priorities that would provide the greatest return on investment

**Needed:**  
**PROVE** the initiative has the one set of resources that can be used in marketing and social media/meetings

**Needed for the INSPIRATION** that will clarify directions, possibly through a community funding etc.

**Needed to ensure COMMUNITY OWNERSHIP** in designing and implementing the emergency measures



# Putting the Plan Into Action



**PLANNING WORKSHEET:**  
Using the 10 Step Community Development  
Planning Framework

Start Planning! As a community leader who wants to make a difference, your initiative begins with this planning framework. It is a process that can be used by any community leader who wants to successfully build a process to involve stakeholders so they can solve it as their own.

**STEPS 1-5: ENGAGING YOUR STAKEHOLDERS TO BUILD TRUST, RELATIONSHIPS, AND DIVERSITY**

**Step 1: Ignite and Encourage Others to Participate**

What would you like to do to engage others for your cause or organization? Is your community? Who will be involved by the community? Decide the best way to engage others and what tools or techniques would be helpful? Then decide what tools or techniques would you use at this stage?

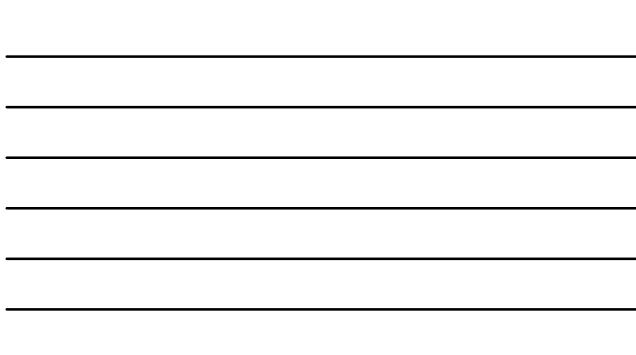
**Step 2: Share Strengths and Successes**

What can your community do to share its strengths and successes? Who is involved? What is their role? What is their perspective? In looking at the plan, "What" and "Who" will be involved? What information needs or includes others in your plan?

**Step 3: Research Your Community**

What research already exists? What research is still to be done with your community? Add outside (non-community) resources that address and inform research and different tools and strategies.







### It Will be Messy

- planning for a hyper-connected and constantly changing future will be complicated
- adaptive planning
- values are going to be a critical filter for decision making and priority setting
- conversations will be important
- embrace chaos and act in a spirit of hope
- be willing to examine situations carefully, take risks, embrace creativity, and contribute significant effort
- be open to backing off, changing, or stopping some of what you do
- embrace being a lifelong learner and explorer who is comfortable with asking questions and not always having the answers

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### You Will Transform Community

- *Real people do real things. A collective of a whole bunch of people who do things in their own locale, in their own neighborhoods - the sum is bigger than the parts, and the parts will grow.*  
- Chuck D, emcee, author, producer
- *Unlike any other leader, those who empower others using a community development approach will be able to tap into the individual slices of genius that each of us has the potential to give. These individual slices combine and grow and ultimately lead to innovative solutions and initiatives representing the very best of our hearts, our spirit, and our collective genius.*  
- Brenda Herchmer

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### Questions?




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