



Tools for Community Builders

Tool	Where to Find It
1. Introductory Activities	Handout
2. 7 Essential Elements for Transformative Change	Handout
3. Alphabetical Challenge	Handout
4. Understanding Yourself as a Community Leader	Manual
5. Understanding Your Community Leadership Style	Manual
6. Understanding Your Community Leadership Style (mini version)	Handout
7. Left Brain or Right Brain?	Manual
8. Learning Styles (VARK)	Manual
9. Learning Styles (Felder)	Manual
10. Values Identification	Manual
11. Terms of Reference Template	Manual
12. CD Planning Worksheet	Handout
13. Readiness for Change and Growth	Handout



INTRODUCTORY ACTIVITIES

- What might we be surprised to know about you?
- If you could go anywhere in the world, where would you go?
- If you were an animal, what would you be and why?
- Do you have a pet? If not, what sort of pet would you like?
- Name a gift you will never forget.
- Name one thing you really like about yourself.
- What's your favourite thing to do in the summer?
- Who's your favourite cartoon character, and why?
- Does your name have a special meaning and or were you named after someone special?
- What is the hardest thing you have ever done?
- What was the best thing that happened to you this past week?
- If you had the past week to do over again what would you do differently?
- What's the weirdest thing you've ever eaten?
- What book, movie or video have you seen/read recently you would recommend? Why?
- Share what you consider to be your personal "claim to fame".
- Provide one word describing how you feel today.
- Share one of your special talents.
- Share one of your hobbies.
- What is the riskiest thing you've ever done?
- What job would you never want to have?
- Who do you consider to be a hero or heroine?
- What's your most favourite food?
- What is your favourite childhood memory?
- If you could have dinner with anyone (alive or deceased) who would it be?
- What is the greatest advice you ever received?
- If you could travel to any country what would it be?
- Who would you want with you if you were stranded on a desert island?
- What's your superhero name?
- Tell us something about yesterday.
- Tell us something about your childhood.
- What's the most important thing you've learned this year?
- If you had a time machine that would work only once, what point in the future or in history would you visit?

7 ESSENTIAL ELEMENTS FOR TRANSFORMATIONAL CHANGE

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

ALPHABET BRAINSTORMING:

“WHY should health practitioners move to your community? What will they have that they don’t have now?”

A	N
B	O
C	P
D	Q
E	R
F	S
G	T
H	U
I	V
J	W
K	X
L	Y
M	Z



Understanding Your Community Leadership Style

The full version of "Understanding Your Community Leadership Style" can be found at <http://www.campusforcommunities.com/tools/facilitative-tools/item/community-leadership-style-assessment-tool>.

It is a copyright-free tool designed to help you better understand, not only your own approach to work and interpersonal relationships, but also those of others.

Ideally the full version would be used, however this handout provides a quick and easy exercise for how it can be used in a group setting when there isn't a great deal of time.

Divide the floor space into four quadrants (think of these as matching the diagram below).

	PEOPLE-FOCUSED	TASK-FOCUSED
EXTROVERTED	ENERGIZER	ORGANIZER
INTROVERTED	NURTURER	RESEARCHER

SELECTING YOUR LEADERSHIP STYLE



Provide the following explanations and ask participants to place themselves in the one they think best describes their own leadership style.

Imagine that a generous donor bought and donated two portable basketball stands for your after school program. The boxes have been shipped to the office and a number of your colleagues and friends have offered to help you assemble them.

You open it up and . . .

*1. You pull all the pieces out at once and get really excited about what you could do with these pieces and the difference it is going to make. Your **enthusiasm** is contagious and everyone dives in even though the direction is not immediately clear to everyone. If that's you, stand in the top left quadrant **(ENERGIZER)***

*2. You search first for the instructions. You carefully remove everything from the box and lay the parts by type on the floor around you. You follow the **instructions** carefully. You are happy to do this on your own, but if you*

are working with someone, you'd prefer they be as methodical as you. If that's you, stand in the lower right quadrant. **(RESEARCHER)**

3. You search first for the instruction sheet. Then you get your colleagues **organized** – maybe assigning each a part of the project, maybe even setting up an assembly line. If that's you, stand in the upper right quadrant. **(ORGANIZER)**

4. You peer inside the box and say to your friends, "I don't understand how this works – but if it helps, I'll go get the coffee." While you realize you're not much good at building things, you want everyone to have fun while they're **working together**. No fights, please! **(NURTURER)**

DIALOGUE ABOUT THE DIFFERENCES

Use the talking points below with the entire group to discuss and better understand the four leadership styles. Consider asking them where they see the greatest potential for synergy as well as conflict.

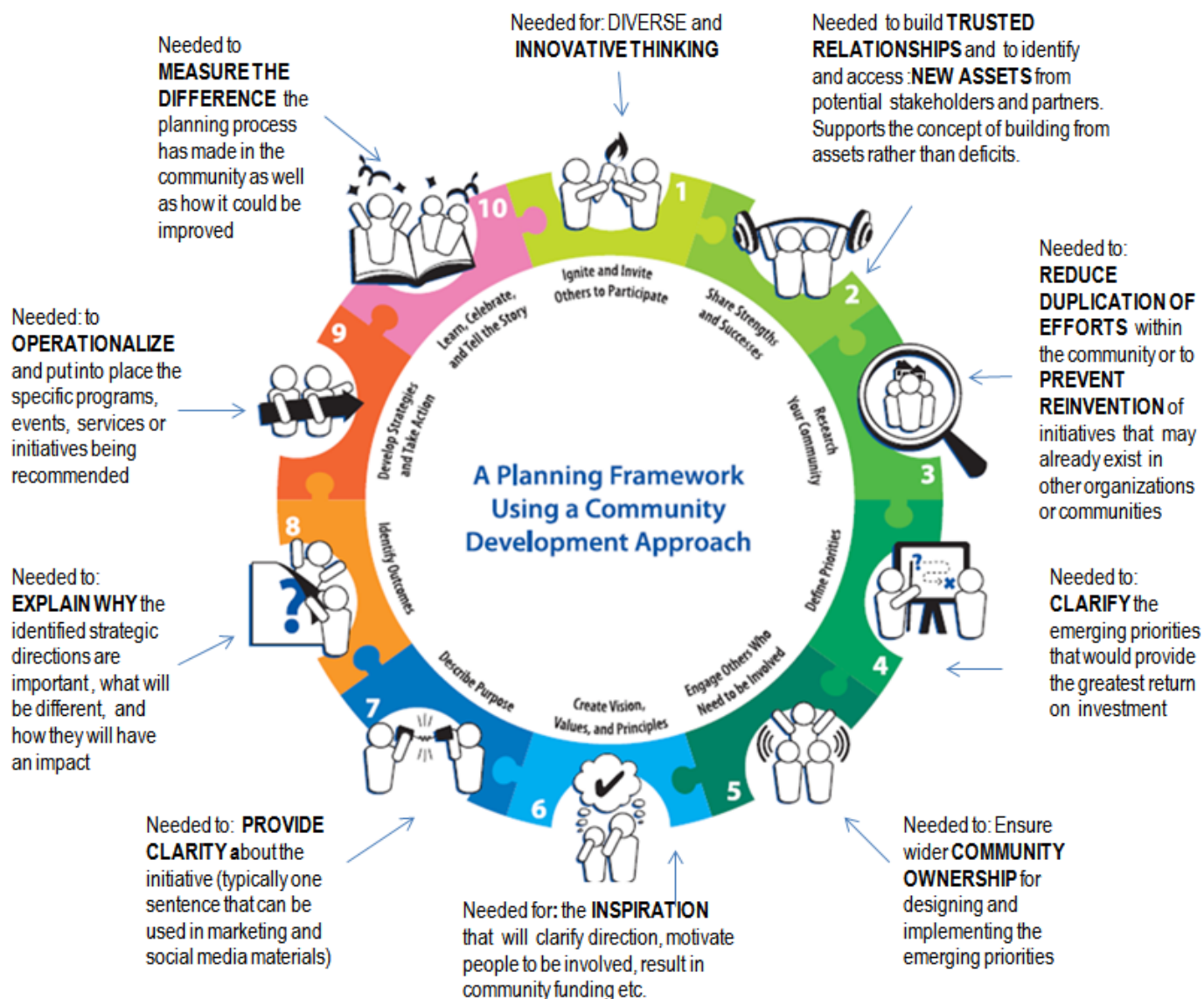
- Understanding these different leadership styles will also help you understand the tensions that typically surface in a group.
- For example, to the **RESEARCHER** and the **ORGANIZER**, the **ENERGIZER** may appear disorganized and easily distracted bringing chaos to the project; to the **ENERGIZER**, the **RESEARCHER** takes the fun out of the project. To the **NURTURER**, the **ORGANIZER** seems bossy, sometimes hurting people's feelings to get the job done. To the **ORGANIZER**, it's nice that the **NURTURER** is making coffee and giving people a pat on the back, but the Nurturer hasn't lifted a screwdriver all afternoon.
- Although the **ENERGIZER** is an extravert/public and the **NURTURER** is introverted/private, both place a priority on people and will therefore often be aligned in their thinking.
- The **NURTURER** and the **RESEARCHER** are content to work in a low-key way one-on-one setting or in the background (both are private, more introverted and focused on tasks).
- The **RESEARCHER** and the **ORGANIZER** are both focused on getting the job done (both are goal or task-focused) although the **RESEARCHER** is more private and the **ORGANIZER** more outgoing or extroverted.
- Although they are both extroverted or publicly focused, the **ORGANIZER** and the **ENERGIZER** often provide the greatest conflict in a group. This is largely due to the **ORGANIZER** being focused on goals or tasks and the **ENERGIZER** placing the priority on the people involved.

GO DEEPER

Time permitting, facilitate an even deeper understanding of the leadership styles by asking each group to answer questions such as the examples below or design your own:





1. What words describe your greatest strengths?
2. What words describe your greatest challenges?
3. Describe the elements of your ideal position?
4. What motivates you?
5. How do you prefer to be recognized?
6. Describe your ideal supervisor.




A Planning Framework Using a Community Development Approach






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Step Number	Outcome (why is this step important?)	Description
Step 1: Ignite and Invite Others to Participate	Involving others from the beginning will ensure diverse and innovative thinking about the issue or challenge.	<p>Convene a small informal meeting or meet individually with others in your community.</p> <p>Keep the numbers small at this point but look to meet with those you know enjoy and are good at examining the “big picture” and looking at using new and different strategies to find success.</p>

Step Number	Outcome (why is this step important?)	Description
		<p>They will likely be people who are serving the same target audience or have expertise or resources that would enhance the planning initiative.</p>
<p>Step 2: Share Strengths and Successes</p> 	<p>This step helps identify and access new and existing resources in the community (time, talent, dollars, in-kind contributions).</p>	<p>Rather than be driven by a needs perspective which implies outside remedies are needed and programs should be delivered by “experts”, an asset-based approach identifies the strengths and successes a community already has and builds from there.</p> <p>For example, at this step people and organizations involved would be invited to share their skills, talents, passions, resources, successes etc.</p> <p>Rather than building from the lack or need in the community, this approach instead recognizes the valuable assets each individual or organization can contribute. By doing so, it suggests the solutions are within the community and not reliant on outside experts.</p>
<p>Step 3: Research</p> 	<p>This step helps to reduce duplication of efforts within the community or to prevent re-inventing a program or event that might already exist in another community. It is also important for making better use of scarce resources e.g. volunteers, grants.</p>	<p>Involve participants in researching and gathering information both inside and outside your community.</p> <p>Review existing research and plans. Consider both informal and formal research e.g. underlying root causes of an issue, promising practices, potential funding etc.</p> <p>Consider both formal and informal research and different tools and techniques.</p>
<p>Step 4: Define Priorities</p> 	<p>This step is needed to: clarify the emerging community direction that will provide the greatest return on the investment of resources.</p>	<p>Up until this point, the process may feel somewhat “messy” and unclear however, at this point in the planning process, ideas and priorities and a direction will begin to emerge. The small group who have been leading the planning until now will be able to describe the priorities, even though there may not be a lot of detail yet about how it will be put into place. The steps needed for moving forward as will who else will need to be involved will become clearer.</p>

Step Number	Outcome (why is this step important?)	Description
<p>Step 5: Engage Others Who Need to be Involved</p> 	<p>This step ensures community ownership for designing and implementing the plan rather than having it be the sole responsibility of paid staff.</p> <p>It will also contribute to the development of partnerships and collaboration.</p>	<p>Quality programs, services, events, and facilities will require knowledge and resources from varying individuals, organizations, funders, businesses, and sectors.</p> <p>As this point in the planning process, only a general direction has been determined so it is important to “go wider” and involve others to fill in the details of the plan that is emerging for your initiative.</p> <p>A useful metaphor is to think of this as it relates to pouring concrete. A frame has been built to contain the cement however it is still wet enough that when participants and other organizations are invited to be part of the next step, it is wet enough that they are able to write their own ideas in it.</p> <p>In other words, participants will be involved in designing the details of the direction, recommendations, and implementation of the plan. Because stakeholders are involved at this stage, they are more likely to make the future direction their own.</p> <p>Engaging others will lead to staff, volunteers, organizations, businesses, and other partners working together. It will also facilitate the potential for more partnerships and collaboration between individuals, organizations, funders, and businesses.</p>
<p>Step 6: Create the Vision and Values for the Plan</p> 	<p>The vision is needed to ensure the inspiration that will make your community want to be part of the program or event</p>	<p>At this step of the planning process, a positive and ideal vision will have emerged. Rather than being a vision of one person’s experience, it will be an expression of vivid possibilities or an ideal future state that describes in a very broad sense, what citizens see as inspiring possibilities.</p> <p>This vision can be communicated through an inspiring description and the success, values, and principles it reflects. It is a compelling description of what you want to happen and the impact it will make. It should resonate with everyone and make them feel proud and excited to be part of something worthwhile and much bigger than themselves.</p>
<p>Step 7: Develop a Mission or Purpose Statement</p> 	<p>A mission or purpose statement is needed to provide clarity. It is typically one sentence that can be used in marketing and social media materials as a concise and accurate description.</p>	<p>A purpose or mission statement evolving from the plan will ultimately describe the “reason for being” for the initiative. Usually one sentence, it will describe the direction, often become the public description, remain constant, and is simple enough to be readily articulated by every individual involved.</p>

Step Number	Outcome (why is this step important?)	Description
Step 8: Identify Outcomes 	<p>Outcomes are of critical importance because they: explain why what you are planning to do is important and the impact it will have on the individual and/or broader social good.</p>	<p>Outcomes are the desired results or impact that will be delivered by your initiative e.g. program, event, facility.</p> <p>Outcomes are about individual, organizational, and community change and what is going to be different as the result of your work.</p> <p>For individuals, outcomes can include change in knowledge, status or condition, behaviours, attitudes, or values, or skills.</p> <p>At a broader level, outcomes can deliver health, social, environmental, and economic benefits.</p> <p>Any activity can have more than one outcome, and some outcomes may even be unanticipated. However, effective identification of desired outcomes is essential for successful planning.</p> <p>Outcomes answer these distinct questions:</p> <ul style="list-style-type: none"> • What will stakeholders and the community have that they don't have now? or • What will be lost if this is not done? <p>It will be critical to always begin with the end in mind.</p>
Step 9: Develop Strategies and Take Action 	<p>This step is all about operationalizing the plan and the priorities that have been identified by the community.</p>	<p>Strategies are broad actions moving toward the vision, purpose, and outcomes that have been identified. They provide a general direction that will take time to accomplish.</p> <p>Strategies start from <i>where the collective is</i> and moves them toward the <i>outcomes wanted in the future</i>.</p> <p>Strategies recognize and address the challenges that prevent the achievement of the target outcomes.</p> <p>Once a challenge has been identified and an initiative undertaken by engaging others, generating a vision, establishing values, and developing outcomes and measures; the identified strategies can be implemented by developing action steps, roles, costs, and timelines.</p>
Step 10: Learn, Celebrate, and Tell the Story 	<p>This step is needed to measure the difference your planning process has made or is making in the community as well as how it could be improved.</p>	<p>It is always important to review and renew your planning process as it will bring significant benefits.</p> <p>Holding a meeting to reflect on the successes and challenges will surface learnings, stories, and reasons for celebrating.</p> <p>It will also lead to new outcomes and strategies for continuing to move forward.</p> <p>Participants will also be inspired and energized by what has been achieved.</p>

Find hundreds of free facilitative techniques and tools that can be used at each of the above 10 steps at <http://www.campusforcommunities.com/tools>.

Training and certification is also available.

For more information contact: Brenda Herchmer at bherchmer@www.campusforcommunities.ca



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 planning a **PROCESS**. Resist the temptation to solve the problem or address the issue yourself. Instead design a process to involve stakeholders so they can solve it on their own!

STEPS 1 – 5: ENGAGING YOUR STAKEHOLDERS TO BUILD TRUST, RELATIONSHIPS AND OWNERSHIP

Step 1: Ignite and Invite Others to Participate

Who would you invite to begin to discuss this issue or opportunity in your community? Who will be impacted by the initiative? Describe the kind of contribution(s) you need? How could the first meeting be designed? What facilitative tools or techniques would you use at this stage?

Step 2: Share Strengths and Successes

What could this process look like? How can you encourage others to work from an “assets” (rather than a “needs”) perspective to look at the glass “half full”? What facilitative tools or techniques would you use?

Step 3: Research Your Community

What research already exists? What research could be done *within* your community and *outside* your community? Consider both informal and formal research and different tools and techniques.

Step 4: Define Priorities

What have steps 1-3 told you about where the focus should be? What are you planning for? Begin to develop the parameters for your plan. What facilitative tools or techniques would you use?

Step 5: Engage Others Who Need to be Involved

Now that you have better defined the themes, who has a vested interest and may want to be involved? Who has resources that would be helpful? What tools or techniques would you use?

STEPS 6 – 10 REFINING AND IMPLEMENTING TO MAKE IT HAPPEN

Step 6: Create Vision, Values, and Principles

Step 7: Describe Purpose

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Step 8: Identify Outcomes

Step 9: Develop Strategies and Take Action

Step 10: Learn, Celebrate, and Tell the Story

**For more information contact Brenda Herchmer at
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Are We *Ready* for Change and Growth?

Please review the following statements. Then circle the response that best indicates the extent to which you agree that the statement reflects your view of this community (Circling '1' indicates you strongly disagree with the statement whereas circling each of the higher numbers toward '7' indicates the extent to which you accept the statement related to your experience in the community.) If you have no opinion or don't know about a specific statement, simply circle the 'don't know' response.

The following statements assess your view of the community as a whole.	Your level of agreement with the statement							
	Disagree Strongly						Agree Strongly	
a. This community is a good place to live.	1	2	3	4	5	6	7	Don't Know
b. Residents have pride in this community.	1	2	3	4	5	6	7	Don't Know
c. This community has a positive future.	1	2	3	4	5	6	7	Don't Know
d. People work together to make decisions and get things done in this community.	1	2	3	4	5	6	7	Don't Know
e. This community is an excellent place to raise a family.	1	2	3	4	5	6	7	Don't Know
f. Our local economy and tax base is strong and sustainable.	1	2	3	4	5	6	7	Don't Know
g. This community continually looks for solutions to local problems rather than being satisfied with things the way they are.	1	2	3	4	5	6	7	Don't Know
h. This community has good leaders at all levels and in all sectors.	1	2	3	4	5	6	7	Don't Know

<p>What are the top 3 reasons for celebration in this community?</p> <ul style="list-style-type: none"> • • • 	<p>What are the top 3 areas that need our attention?</p> <ul style="list-style-type: none"> • • •
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Section 2: A Look at Community Initiative

Please review the following statements. Then circle the response that best indicates the extent to which you agree that the statement reflects your view of this community (Circling '1' indicates you strongly disagree with the statement whereas circling each of the higher numbers toward '7' indicates the extent to which you accept the statement related to your experience in the community). If you have no opinion or don't know about a specific statement, simply circle the 'don't know' response.

The following statements assess your view of community initiative in several key areas:	Your level of agreement with the statement							
	Disagree Strongly							Agree Strongly
i. This community supports and nurtures leadership.	1	2	3	4	5	6	7	Don't Know
j. This community provides many opportunities for all residents to live active and healthy lifestyles.	1	2	3	4	5	6	7	Don't Know
k. This community provides many opportunities for every resident to develop and exercise their creativity.	1	2	3	4	5	6	7	Don't Know
l. This community cares about and protects the natural environment.	1	2	3	4	5	6	7	Don't Know
m. This community provides many opportunities for every resident to develop the abilities and skills critical to success in the changing economy.	1	2	3	4	5	6	7	Don't Know
n. This community supports those in need.	1	2	3	4	5	6	7	Don't Know
o. There is a willingness to invest time, talents, and money in the future of this community.	1	2	3	4	5	6	7	Don't Know
p. This community works together to ensure the safety and security of its residents and their property.	1	2	3	4	5	6	7	Don't Know
q. This community knows how to look after its young people.	1	2	3	4	5	6	7	Don't Know

The following statements assess your view of community initiative in several key areas:	Your level of agreement with the statement							
	Disagree Strongly							Agree Strongly
r. This community has a strong belief in the value of education and lifelong learning.	1	2	3	4	5	6	7	Don't Know
s. This community welcomes and supports newcomers.	1	2	3	4	5	6	7	Don't Know
t. This community has a strong belief in the value of education and lifelong learning.	1	2	3	4	5	6	7	Don't Know
u. This community recognizes the uniqueness and contribution of every resident.	1	2	3	4	5	6	7	Don't Know
v. This community accepts women and ethnic minorities in leadership roles.	1	2	3	4	5	6	7	Don't Know
w. There is a willingness to transfer power to younger leaders.	1	2	3	4	5	6	7	Don't Know
x. We have access to information and new technology.	1	2	3	4	5	6	7	Don't Know

Please suggest two or three initiatives (not yet underway) that could really make a difference to the quality of life in this community:

The following statements assess your view of community initiative in several key areas:	Your level of agreement with the statement	
	Disagree Strongly	Agree Strongly

Section 3: Building on Community Assets

What community assets can we utilize and leverage to launch significant initiatives that can really make a difference? The questions below will help get the discussion started.

Consider each of the following ‘asset categories’	Your level of agreement with the statement									
	Disagree Strongly			Agree Strongly				Please identify key community assets we can build on – where will we find the social, physical and economic capital		
a. We can easily find the individual leaders to commit and get the job done.	1	2	3	4	5	6	7	Don't Know		
b. Our public/government sector will be ready and willing to help out.	1	2	3	4	5	6	7	Don't Know		
c. Our businesses and corporations will be ready and willing to help out.	1	2	3	4	5	6	7	Don't Know		
d. Our non-profit groups will be ready and willing to help out.	1	2	3	4	5	6	7	Don't Know		
e. We can easily find the financial resources for a demonstration or pilot project.	1	2	3	4	5	6	7	Don't Know		
f. We can easily find the public space (indoor or out) to house a new initiative.	1	2	3	4	5	6	7	Don't Know		
g. It will be easy to get groups/organizations to collaborate to get the job done.	1	2	3	4	5	6	7	Don't Know		

Consider each of the following ‘asset categories’	Your level of agreement with the statement								
	Disagree Strongly			Agree Strongly				Please identify key community assets we can build on – where will we find the social, physical and economic capital	
h. This community is ready and willing to try something new.	1	2	3	4	5	6	7	Don't Know	
i. This community is open to ideas and participation from diverse population groups and both internal and external expertise.	1	2	3	4	5	6	7	Don't Know	

Comments: