Leading Collaborative Change in Communities

Rural Community Economic Development Conference
Illinois Institute for Rural Affairs
March 7, 2018
Workshop Objectives

Explore community change approaches
1) Examine types of change processes
2) Range of public involvement
3) Processes for creating change
4) Role changes during the process
Traditional approaches to guiding community change

**Technical Assistance**
(professional/technical/social planning): Connect information, resources, and expertise to community needs and goals. Often led by Experts or persons in positions of authority, frequently not from within the community.
Traditional approaches to guiding community change

**Self-Help** (Locality-driven/counter cultural): is an approach that assumes the wisdom and capacity for change is with the local people. Focus lies in local engagement and leveraging of resources.

**Conflict or Social Action**: Efforts to push back on existing power structures. Frequently under-represented audiences or groups feeling dis-empowered.

Robinson, J., & Fear, F. (2011)
CED Program Delivery Perspectives

To
- Template
- Present
- Advise
- Expert
- Inform
- Technical Assistance

For
- Customized
- Present with high involvement
- Consult
- Involve
- Conflict

With
- Co-Creat
- Guide
- Support
- Collaborate
- Empower
- Self Help
Example of working with the community to identify, prioritize and create change.
# IAP2 Spectrum of Public Participation

## Increasing Level of Public Impact

<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Collaborate</th>
<th>Empower</th>
</tr>
</thead>
<tbody>
<tr>
<td>To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.</td>
<td>To obtain public feedback on analysis, alternatives and/or decisions.</td>
<td>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.</td>
<td>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.</td>
<td>To place final decision-making in the hands of the public.</td>
</tr>
</tbody>
</table>

### Promise to the public

- We will keep you informed.
- We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.
- We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.
- We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.
- We will implement what you decide.
<table>
<thead>
<tr>
<th>Level</th>
<th>Purpose</th>
<th>Structure</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Networking</td>
<td>• Dialog and common understanding&lt;br&gt;• Clearinghouse for information&lt;br&gt;• Create base of support</td>
<td>• Non-hierarchical&lt;br&gt;• Loose/ flexible link&lt;br&gt;• Roles loosely defined&lt;br&gt;• Community action is primary link among members</td>
<td>• Low key leadership&lt;br&gt;• Minimal decision making&lt;br&gt;• Little conflict&lt;br&gt;• Informal communication</td>
</tr>
<tr>
<td>Cooperation or Alliance</td>
<td>• Match needs and provide coordination&lt;br&gt;• Limit duplication of services&lt;br&gt;• Ensure tasks are done</td>
<td>• Central body of people as communication hub&lt;br&gt;• Semi-formal links&lt;br&gt;• Roles somewhat defined&lt;br&gt;• Links are advisory&lt;br&gt;• Group leverages/raises money</td>
<td>• Facilitative leaders&lt;br&gt;• Complex decision making&lt;br&gt;• Some conflict&lt;br&gt;• Formal communications within the central group</td>
</tr>
<tr>
<td>Coordination or Partnership</td>
<td>• Share resources to address common issues&lt;br&gt;• Merge resource base to create something new</td>
<td>• Central body of people consists of decision makers&lt;br&gt;• Roles defined&lt;br&gt;• Links formalized&lt;br&gt;• Group develops new resources and joint budget</td>
<td>• Autonomous leadership but focus in on issue&lt;br&gt;• Group decision making in central and subgroups</td>
</tr>
<tr>
<td>Coalition</td>
<td>• Share ideas and be willing to pull resources from existing systems&lt;br&gt;• Develop commitment for a minimum of three years</td>
<td>• All members involved in decision making&lt;br&gt;• Roles and time defined&lt;br&gt;• Links formal with written agreement&lt;br&gt;• Group develops new resources and joint budget</td>
<td>• Shared leadership&lt;br&gt;• Decision making formal with all members&lt;br&gt;• Communication is common and prioritized</td>
</tr>
<tr>
<td>Collaboration</td>
<td>• Accomplish shared vision and impact benchmarks&lt;br&gt;• Build interdependent system to address issues and opportunities</td>
<td>• Consensus used in shared decision making&lt;br&gt;• Roles, time and evaluation formalized&lt;br&gt;• Links are formal and written in work assignments</td>
<td>• Leadership high, trust level high, productivity high&lt;br&gt;• Ideas and decisions equally shared&lt;br&gt;• Highly developed communication</td>
</tr>
</tbody>
</table>

Source: The National Network for Collaboration [http://crs.uvm.edu/nnco/]
Collaboration is a mutually beneficial and well-defined relationship entered into by two or more organizations to achieve common goals. The relationship includes a commitment to mutual relationships and goals; a jointly developed structure and shared responsibility; mutual authority and accountability for success; and sharing of resources and rewards.


Elements that support effective collaboration:
- Environment
- Communication
- Membership Characteristics
- Purpose
- Process and structure
- Resources

Winer & Ray(1994)
Context of Group Formation

(Baghai, Quigley, Aijalla, Challa, & Vorster. 2011)

The nature of individual tasks, and how work is organized

How power is exercised in the organization

Scripted

Directive

Creative

Emergent
Organizing Archetypes  

(Baghai, Quigley, Aijalla, Challa, & Vorster. 2011)
Organizational Change Initiatives (Rowland and Higgs, 2008)
Descriptions of Types of Leadership

• **Shaping Leadership** – Change led directing through position, power and authority.

• **Framing Leadership** – work with others to establish a vision, giving people space for figuring out how to reach goals, leader is a firm yet guiding architect of the change process.

• **Creating Capacity Leadership** - develops peoples skills for change, gives feedback and coaches change, helps people work across boundaries, makes certain systems support change.
LEADING SOCIAL CHANGE

Generally in Leadership Studies:

• Attention has shifted away from leadership as being purely associated with position, and tends to focus more on the processes by which anyone who needs to engage followers achieves such engagement.

• Leadership is seen less as an individually centered activity and more as a collective activity or team experience.

• For sustained change initiatives, power is being seen as less of an individual asset to a collectively generated asset.

• Control (along with power) tends to be seen as less effective when used top-down as opposed to expressed from bottom-up.

- **Agitator**: Brings the grievances of individuals or groups to the forefront of public awareness.

- **Innovator**: creates and actionable solution to address the grievances.

- **Orchestrator**: coordinates across action groups, organizations, and sectors to scale the proposed solution.
The role of the Agitator

• Should a Community Developer be an agitator?

• What ways can you be an agitator within your professional role?
The role of the Innovator

• Is it expected for your position to be an innovator?

• How do you advance an issue as an innovator?
The role of the Orchestrator

• Is it ok to be an Orchestrator, and if so, when?

• How do you engage the public as an orchestrator?

• What ways does being an orchestrator align with your role as a CED professional?
<table>
<thead>
<tr>
<th></th>
<th>Agitator</th>
<th>Innovator</th>
<th>Orchestrator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Articulate a critique and mobilize diverse parties around it</td>
<td>Develop an actionable solution and demonstrate its superiority to the status quo</td>
<td>Mobilize all parties around the solution and ensure its adoption</td>
</tr>
<tr>
<td><strong>Communicating</strong></td>
<td>Highlight a problem that needs to be solved</td>
<td>Connect the innovation to the problem and explain why it is a superior solution</td>
<td>Tailor the message to different constituents while maintaining overall coherence</td>
</tr>
<tr>
<td><strong>Organizing</strong></td>
<td>Launch collective action against the status quo</td>
<td>Build a coalition of supporters behind the proposed solution</td>
<td>Broaden and sustain collective action toward change</td>
</tr>
<tr>
<td><strong>Evaluating</strong></td>
<td>Assess the extent to which agitation resonates with movement participants and establishes common purpose</td>
<td>Assess the extent to which the solution actually addresses the problem in a feasible way</td>
<td>Assess progress toward change adoption</td>
</tr>
<tr>
<td><strong>Traps</strong></td>
<td>Fragmented agitation and stalled solution</td>
<td>Blindness to negative consequences and impractical elegance</td>
<td>Mission drift and dilution</td>
</tr>
</tbody>
</table>
Model for Driving Organizational Change

Healthy Ecosystems, Healthy Communities in Kansas

Application process generated awareness
Guiding Coalition
Rooted in community vision
Volunteer led
City supported
Planned momentum
Multiple success investments
Supporting vs Leading

One alternative to being an Orchestrating Leader is to support the local leadership in their change processes.

Through reflective coaching, a Community Coach focuses on the community change process while the coalition focuses on the products of the intended change.
Phases of Formation and Coalition Work

- Start up
- Gear up
- Action and learning phase,
- Acceleration and momentum building phase
- Sustaining
Coaching for change

- Draw attention to the issue
- Strengthen their coalition and collaborative efforts
- Articulate their vision and Establish clear goals
- Reflect on group structure and participation
- Reflect on group process and address needs
- Generate short term wins
- Reflect on community awareness and engagement processes to sustain their action
- Codify their processes to secure their work
Key Take-Aways

• There are a number of “Roles” that can support Community change Initiatives

• The ‘best” role is determined by the needs of the group you serve and the community situation.

• The “best” approach to leading community change will likely change with the situation and initiative.
What Key Take-Away Ideas Were Most Important to You?

Poster by Ken Hubbell, Coaching for Community Change; An Evolving Practice. 2014 CDS Annual Conference
References and Resources – P1


  https://ssir.org/articles/entry/should_you_agitate_innovate_or_orchestrate

  http://www.kenhubbell.com/publications

• Kotter, John, & Rathgeber, Holger (2016). That’s Not How We Do It Here! Portfolio/Penguin. New York, New York

