Three Ways to Encourage Successful Engagement and Implementation

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Objectives

- Learning from successes – Using Appreciative Inquiry in our ways of thinking and doing
- Thinking about systems change – the Community Capitals
- Moving from an expert model to an engagement model – coaching for community change
Share stories

- Pair off to interview someone you don't know very well.
- Briefly share a story about how being connected to colleagues has helped you do your job better.
- What factors contributed to this success?
Appreciative Inquiry “4-D Model”

- **Discovery**
  “What gives life?”
  (The best of what is)
  *Appreciating*

- **Dream**
  “Envisioning what could be?”
  *Innovating*

- **Design**
  “What should be—the ideal organization?”
  *Co-constructing*

- **Destiny**
  “How to learn, empower, execute, and improvise?”
  *Sustaining*

- **Strategic Focus: Topic Choice**
Appreciative Inquiry is a Shift

“No problem can be solved from the same level of consciousness that created it. We must learn to see the world anew.”

~ Albert Einstein
Peter Drucker in his last book, “The Next Society”

“The task of leadership is to create an alignment of strengths so that our weaknesses become irrelevant.”
10 Ways to Use AI

- Introduction to meetings
- Teaching or workshops
- Strategic Planning for CD
  Example – Longmont, CO
  http://www.ci.longmont.co.us/focus/
- Team Building
- Coaching
10 Ways to Use AI (continued)

- Evaluation
- Research Design
- Mediation or Negotiation
- Appreciative Leadership


- Appreciative Living or Positive Psychology
  [http://www.ppc.sas.upenn.edu/](http://www.ppc.sas.upenn.edu/)
Resources for AI

AI Commons  http://appreciativeinquiry.cwru.edu

Corporation for Positive Change www.positivechange.org


Healthy Ecosystem
Vital Economy
Social Well-Being
Strong evolving cultures
Capital:

Resources invested to create new resources over a long time horizon.
The Community Capitals Framework

- The importance of Place
- Balanced investment and use of the assets in the capitals
- Interdependence of capitals
- Ripple effect of disasters and interventions
Focus on Cultural Capital?

- **Back pack:** heritage, language, traditions.
- **Conventions:** Institutionalized ways of thinking and doing.
- **Everyday life:** common ways of thinking and doing.
- **Feedback loops** are determined by cultural capital.
Focus on Cultural Capital?

- Future is created - not defined – one room and one gathering at a time.
- Critical wisdom resides in the community.
- Advice is replaced with curiosity.
- Shift occurs as citizens face each other in conversation about possibility and ownership.
- Conversation about context, language and thinking about possibility

- Peter Block, 2008
Focus on Cultural Capital?

- What are the cultural capital assets that support sustainable change?
- What aspects of cultural capital hinder successful change efforts?
- What feedback loops might you strengthen to grow the bright side of cultural capital?
Dimensions of Social Capital: Implications for Drought Planning

**Bonding**
- Extreme individualism
  - Rich solve problems through financial capital;
  - Poor have few options

**Bridging**
- Top down decision making
  - Change driven by goals of outsiders
- Progressive Participation
  - Regional change driven by community-determined goals

**Strong Boundaries**
- Resistance to change, groups within the regions don’t trust each other and do not cooperate

**Extreme individualism**
- Rich solve problems through financial capital;
- Poor have few options
Spiraling of Capital Assets

- Less access to water
- Political conflicts; less trust
- Increase in cost of water
- Decline in mfg.
- Loss of jobs
- Decline in population
Asset Mapping Using CCF

- Identify social capital resources
  - Individuals who can link you to assets
  - Organizations and networks that can mobilize
  - Institutions that have resources

- Other assets related to the capitals
  - Intangibles such as a good work ethic
  - Tangibles such as building, trails, etc.
What the community capitals can do for you:

- Use the Community Capitals assessment tool to gather perceptions about the strength of the capitals in your community or in the region.
- Use the Community Capitals Framework to map assets in the community.
- Use the Community Capitals Framework to map strategies or the results of strategies.
- [http://www.ncrcrd.iastate.edu/projects/commcap/7capitals.htm](http://www.ncrcrd.iastate.edu/projects/commcap/7capitals.htm)
Traditional Rural Economic Development Strategies

- Focus on Natural Resources
- Universal Service
- External subsidies
- Industrial attraction: (1% of jobs come from relocation; 55% from expansion, 44% from new business start ups)
Results of Those Strategies...

- Out migration
- Aging populations
- Declining income levels
- Rising poverty rates
- High rates of unemployment
- Shrinking economic diversity
- OR, fast growing, high value real estate and focus on service jobs
Paradigm Change in CD

Expert Model
- Problem focused
- Expert initiated
- One size fits all
- Solutions come from outside the community
- Focus on financial and built capital
- Importance of knowledge/expertise

Engagement Model
- Solution seeking
- Community-based
- Place specific applications that emerge from community discourse
- Focus on cultural, human and social capital
- Importance of knowledge management and learning systems
- Privileges local wisdom
Community Coaching is...

- Community coaching is an adaptive process tailored to unique community contexts to guide systemic change via participant empowerment. (Ken Cohen)
- A community coach is a guide who supports communities in identifying and achieving their goals. (Boise Roundtable)
Different Types of Coaching

Focus on individual
- personal coaching
- life, sports coaching
- Executive coaching

Focus on group
- team coaching
- Organizational coaching
- Community coaching

Mentoring/expert model

Co-learning, values based
The Intentional Use of Coaching as a Capacity Building Approach

- Coaches work over the long term, building capacity to:
  - Improve communication.
  - Resolve conflicts.
  - Strengthen relationships.
  - Identify and connect to resources, both internally and externally.
  - Provide opportunities for individual and collective learning.
  - Respond to change.
COMMUNITY COACHING: 6 CONNECTED PIECES

unleashing potential, power & possibility

Community Coaching Project/Ken Hubbell 2007
Principles of Good Practice: CDS

• Promote active and representative participation toward enabling all community members to meaningfully influence the decisions that affect their lives.

• Engage community members in learning about and understanding community issues, and the economic, social, environmental, political, psychological, and other impacts associated with alternative courses of action.
Incorporate the diverse interests and cultures of the community in the community development process; and disengage from support of any effort that is likely to adversely affect the disadvantaged members of a community.

Work actively to enhance the leadership capacity of community members, leaders, and groups within the community.

Be open to using the full range of action strategies to work toward the long term sustainability and well being of the community.
“Never Give Advice”

- Peter Block
  Communities: the Structure of Belonging
Questions?
Keep the Flame Burning!

What three ideas did you find most striking?

What one specific thing are you going to do as a result of this session?
Resources

- Appreciative Inquiry commons: http://appreciativeinquiry.case.edu/
- http://appreciativeinquiry.case.edu/intro/classicsDetail.cfm?coid=742
- Community coaching: www.communitycoaching.com
- Principles of good practice: www.comm-dev.org
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