

# Three Ways to Encourage Successful Engagement and Implementation

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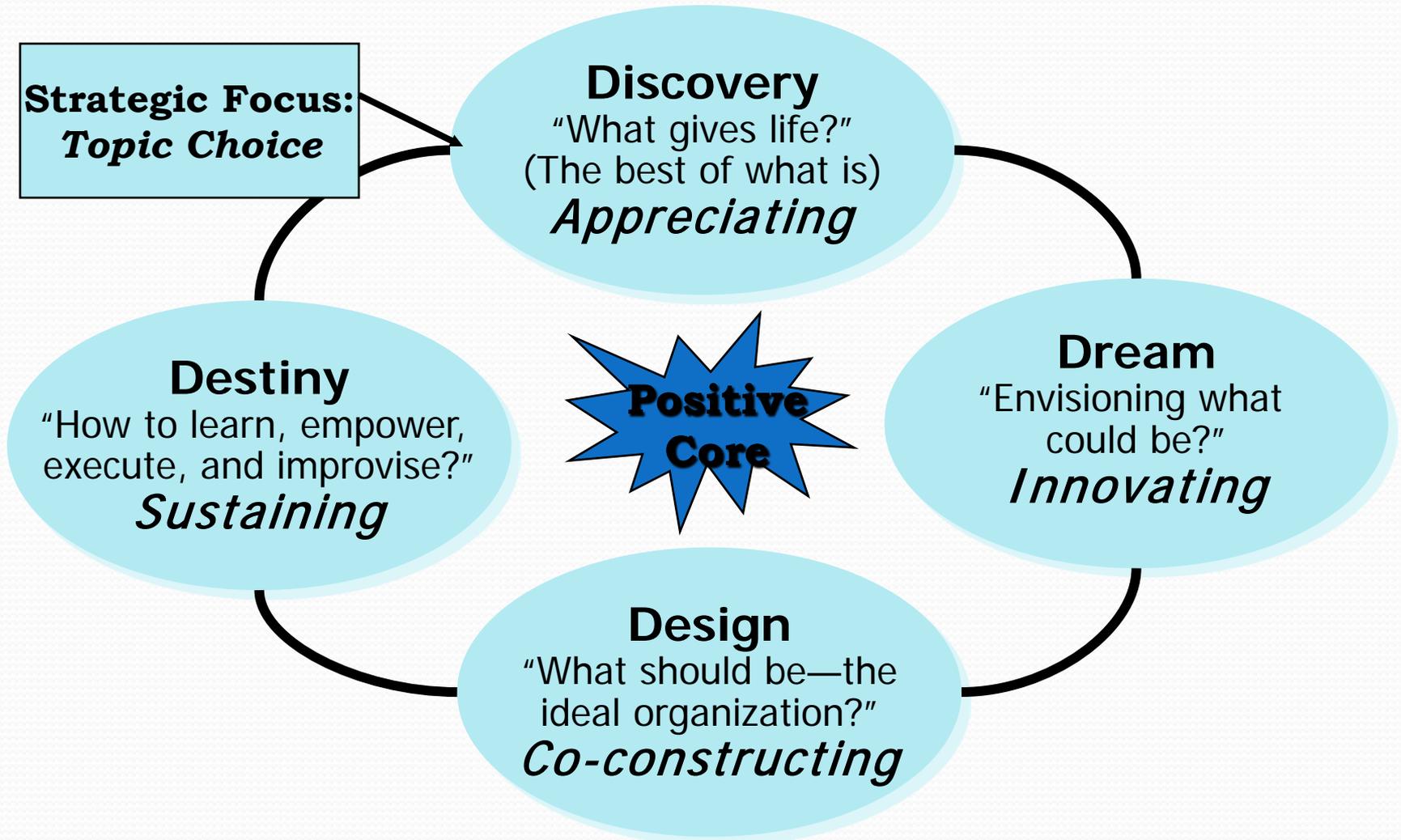
# Objectives

- 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”



# 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  
*Whitney et. al. (2004) Appreciative Team Building: Positive Questions to Bring Out the Best of Your Team, iUniverse, Inc.*
- Coaching

# 10 Ways to Use AI (continued)

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

*Appreciative Leadership: Focus on What Works to Drive Winning Performance and Build a Thriving Organization*, Whitney et. al. (2010). McGraw Hill.

- Appreciative Living or Positive Psychology

<http://www.ppc.sas.upenn.edu/>

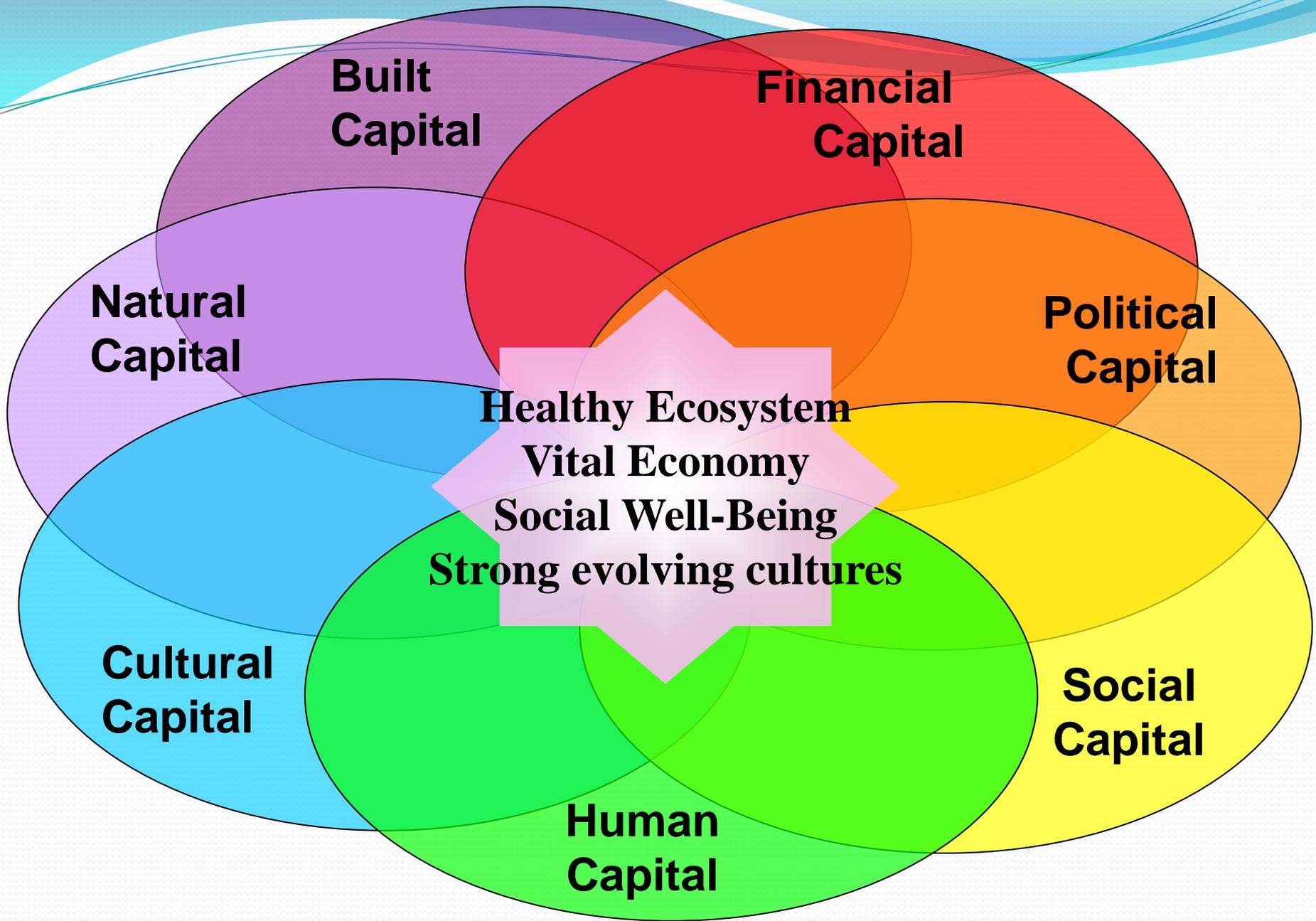
# Resources for AI

AI Commons <http://appreciativeinquiry.cwru.edu>

Corporation for Positive Change [www.positivechange.org](http://www.positivechange.org)

Whitney, Diana and Amanda Trosten-Bloom (2010, second edition). *The Power of Appreciative Inquiry: A Practical Guide to Positive Change*. San Francisco: Berrett-Koehler.

Cooperrider, Whitney, and Stavros (2008). *Appreciative Inquiry: Handbook, Premium Edition, Second Edition* Crown Custom Publishing (with CD).



# 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

**Bridging** +

***Top down decision making***  
Change driven by goals of outsiders

***Progressive Participation***  
Regional change driven by community-determined goals

+

**Bonding**

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

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

-

# Spiraling of Capital Assets

Spiraling  
down

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>

# 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

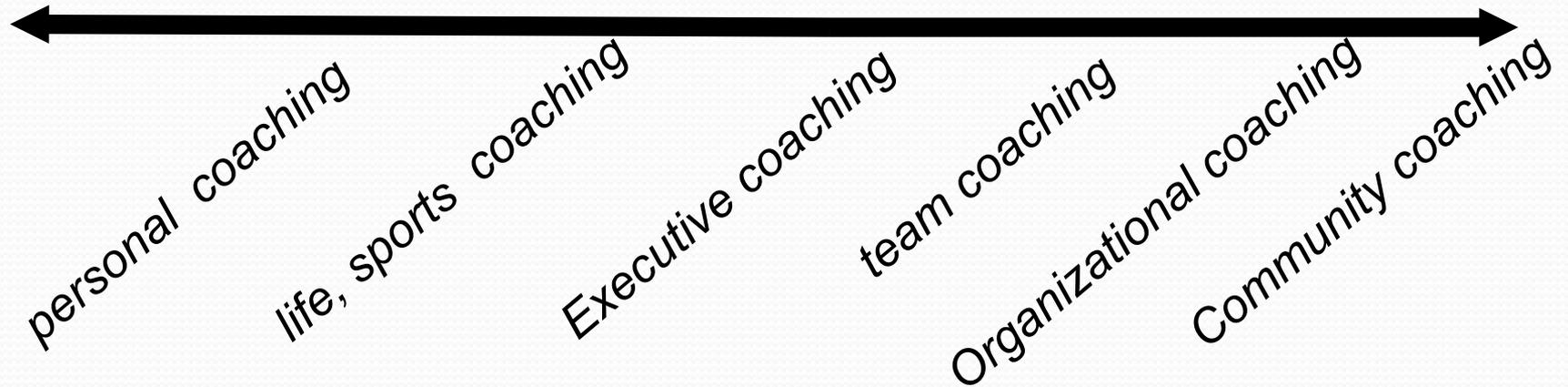
# Community Coaching is...

- 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*

*Focus on group*



*Mentoring/  
expert  
model*

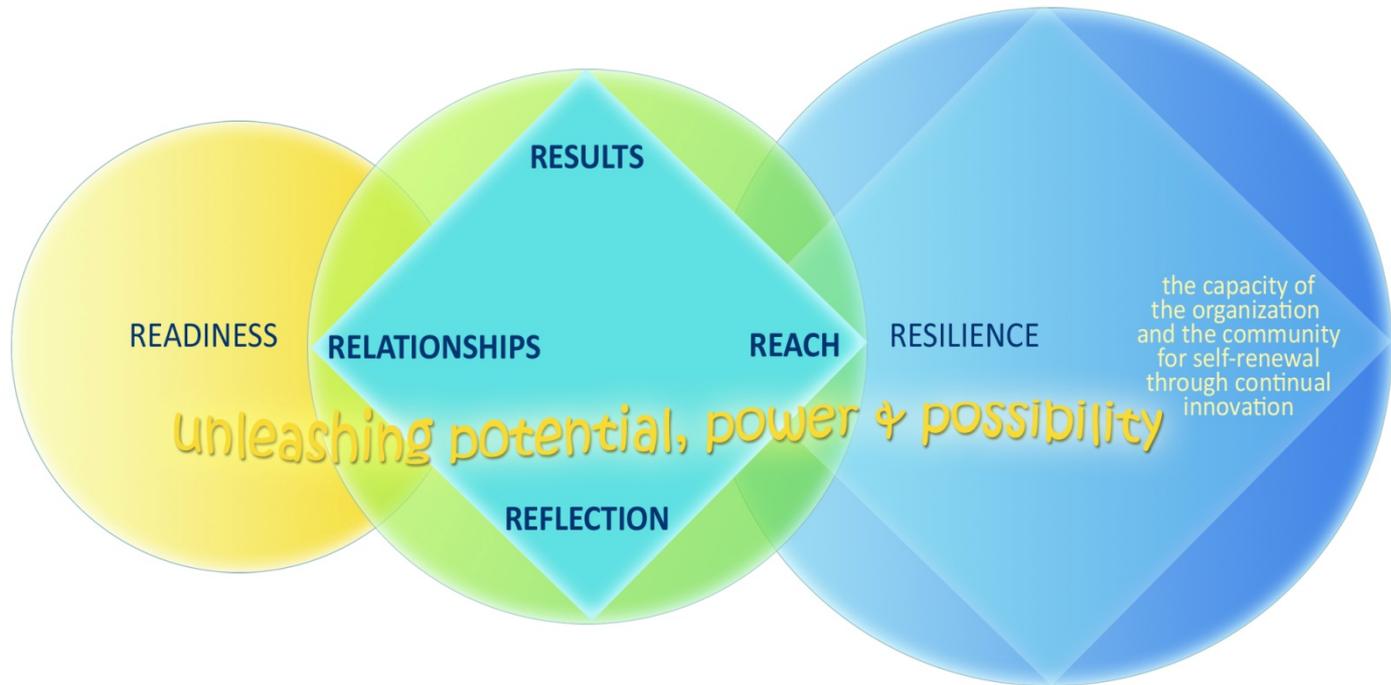


*Co-  
learning,  
values  
based*

# 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



READINESS. . . .

PERFORMANCE. . . SHIFT. . . .

RESILIENCE. . . .

# 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](http://www.communitycoaching.com)
- Community capitals: <http://www.comm-dev.org/commdev/collection/2006%2013.pdf>
- Principles of good practice: [www.comm-dev.org](http://www.comm-dev.org)

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