Session Seven

Community Development Process

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Understanding Communities and their Dynamics

1. Basic Understanding of Community
2. Community Demographics
3. Community Economics
4. Community Power Structure
5. Community Situational Analysis
6. Community Sustainability
7. Community Development Process
Learning Objectives

- Think about community development as a process.
- Understand community interaction and action.
- Identify community development power tools.

What is Community Development?

- Process of creating change in a community.
- Planned and organized process through which people and communities learn how they can help themselves.
- Process through which people and communities acquire the skills, attitudes and abilities for active participation:
  - Creating meaningful future
  - Dealing with community issues
What is Community Development?

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What Does the CD Process Look Like?

- **Set the Stage**
  - Create urgency or purpose
  - Pull together team or steering committee
  - Identify and invite stakeholders
  - Homework – collect and analyze data, education
Make A Plan…
• Develop vision and goals
• Expand organization, include diverse stakeholders
• Problem solve
• Develop action plan

Make It Happen!
• Implement strategies
  – Create short term wins
  – Build momentum for long term
• Evaluate and tweak
• Celebrate success
• Share your story

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Community Interaction

• Three elements of geographic community:
  – Place where people live and interact
  – Network of social organizations and institutions providing structure for interaction
  – Process of place oriented collective actions


Community Interaction

• Community is characterized by local social interaction.
• Community is dynamic and organized around changing fields of interacting socioeconomic forces.

Community Interaction

• Not always smooth and harmonious
• Social, economic, cultural, political, environmental issues can create tension
• Community development can involve:
Community Interaction

• Not always smooth and harmonious
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• Community development can involve:

CONFLICT

Community Action

• Community development can only occur where there is community action.
• Community action can only occur where there is community involvement (interaction).
• Without community involvement (interaction), no community development can take place.

Community Action

Individuals & organizations can either encourage or block community action.

By blocking community action, individuals & organizations can block community development.
Community Action
Which of the following is an appropriate response in the community where individuals or organizations are blocking community action?

– Give up, quit wasting your time.
– Ignore those individuals and organizations and move on.
– Use power tools.

Learning Objectives

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Your Basic Toolkit
You need tools for:
1. Setting the stage – issue identification
2. Making a plan – visioning and strategic planning
3. Making it happen – creating and measuring impact
4. Resolving Conflict
Your Basic Toolkit

All four tools can be used individually, but work best when used together

• You WILL need to:
  – Have a sense of humor
  – Be aggressively neutral
  – LISTEN; hear diverse voices
  – Encourage interaction and action
  – Build consensus
  – Cultivate

Tool One: Issue Identification

Nominal group technique as an alternative to brainstorming

• Pros:
  – Get input from many people at once
  – Better for hearing diverse voices
  – Stimulates dialogue and creativity
  – Allows for clarification
### Nominal Group Process

- **Cons:**
  - Needs skilled facilitator
  - Inappropriate for large groups
  - Time consuming
  - No convergence of ideas
  - May be too mechanical

### Nominal Group Process: Steps

- Small groups of 5-7 members
- State open-ended question
- Individual and silent reflection; jot down ideas
- Share – usually round robin process and brief discussion
- Individual evaluation and prioritization all ideas
- Vote!!

### Tool Two: Strategic Planning

- Process of working with community leaders and stakeholders to identify future goals and processes for accomplishing them.
- One size does NOT fit all.
- Plan is specific to community – considers local environment.
- Written in pencil.
Pros:
- Tailored to community
- Engages community and volunteers
- Provides a blueprint for moving forward
- Encourages ownership
- Provides a template for measuring success

Cons:
- Needs trained facilitator
- Must be realistic and do-able
- Lack of buy-in will derail
- Resistance to change will derail
- Time consuming and labor intensive
- Danger of “shelving”

Strategic Planning: Steps
- Engage stakeholders
- Visioning
- ID goals and objectives
- ID who – cannot plan for someone else
- Determine available resources
- Decide how
- Set timeline
Tool Three: Implementation

- Process defined by strategic plan.
- Most important part of community development process.
- Plans that sit on shelves are worthless.
- Inadequate implementation will not result in desired outcomes.

Implementation

- Requires additional interaction
  - Follow-up
  - Technical assistance
  - Facilitated relationships with other sources of assistance
- Comprehensive evaluation necessary
  - Success
  - Failure

Reasons for Program Failure

- Poor model – no research base
- Inappropriate methodology
- Inadequate implementation
- Deviation from plan
- Failure to monitor process
- Unrealistic expectations
- Poor evaluation criteria
Conflicts are a part of all organizations and communities. Tool Four: Conflict Resolution

Find ways that:
- Enhance its positive contributions to organizations and people and
- Minimize the destructive elements of conflict.


Most of us dislike conflict, but...

"Conflict is a predictable social phenomenon and should be channeled to useful purposes."


“Dying” communities and organizations avoid conflict or work on it in ways that destroy relationships...

Successful communities and organizations anticipate conflict and work on it in ways that keep relationships intact …

Source: Ronald J. Hustedde, Steve Smutko, Jarad J. Kapsa.
DISCUSSION:
What are some of the ways that conflict is positive?
What are some ways conflict is negative?

Conflict's Positives
- Problem addressed/action taken
- Participatory
- Strengthens long-term relationships
- Creative and more honest
  - Avoids false consensus
  - Avoids group-think

Positives, Continued
- Change for common good – most can live with solution
- Leadership emerges
- Community/organization/personal growth
Conflict’s Negatives

- No results
- Zero sum game – winners and losers
- Little shared problem solving
- Destructive
  - Relationships
  - Democratic process

Negatives, continued

- Community and leadership divided; splintered
- Lost opportunities – now and in future
- Litigation $$$
- Frustration
- Lack of ownership of process

Responses to Conflict

Which of the following responses to conflict attempts to fully address concerns of all parties?

- Accommodating
- Forcing
- Avoiding
- Compromising
- Collaborating
Conflict Resolution: Key Steps

- Setting stage
- Planning
- Collaborative problem solving
- Collaborative implementation
- Evaluation

LOOK FAMILIAR?

Conflict Resolution Process

- SET STAGE
- MAKE A PLAN
- MAKE IT HAPPEN!
Community Development ...

- Is a PROCESS.
- Community Development power tools are processes.
- Processes build on same basic elements:
  - Setting stage
  - Planning
  - Implementing (and evaluation)
- Understanding these simple relationships will help you manage processes.

Questions? Comments?

Thank you!

Evaluation Link
http://www.surveymonkey.com/s.aspx?sm=0eNSoSPo9A Wke9wfFg3YAw_3d_3d

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