



**FOUNDATIONS OF PRACTICE**  
IN COMMUNITY DEVELOPMENT

**LEVEL 1** Understanding Communities and Their Dynamics

Session Seven  
**Community Development Process**

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**FOUNDATIONS OF PRACTICE**  
IN COMMUNITY DEVELOPMENT

**LEVEL 1** Understanding Communities and Their Dynamics

**Presenter: Deborah Tootle**

- Associate Professor Community Economic Development University of Arkansas 2006
- Rural Sociologist
- Research and outreach in rural and community development, disasters, entrepreneurship




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**FOUNDATIONS OF PRACTICE**  
IN COMMUNITY DEVELOPMENT

**LEVEL 1** Understanding Communities and Their Dynamics

**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**

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FOUNDATIONS OF PRACTICE  
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LEVEL 1 Understanding Communities and Their Dynamics

### Learning Objectives

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




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FOUNDATIONS OF PRACTICE  
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LEVEL 1 Understanding Communities and Their Dynamics

### 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

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FOUNDATIONS OF PRACTICE  
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LEVEL 1 Understanding Communities and Their Dynamics

### What is Community Development?

- **Process** of creating change in a community
- Planned and organized **process** (e.g. which people are involved, how they can help themselves).
- **Process** (e.g. which people and community) require the will and participation of...
  - Creating meaningful future
  - Dealing with community issues

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### What Does the CD Process Look Like?

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### Set the Stage

- Create urgency or purpose
- Pull together team or steering committee
- Identify and invite stakeholders
- Homework – collect and analyze data, **education**

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### Make A Plan...

- Develop vision and goals
- Expand organization, include diverse stakeholders
- Problem solve
- Develop action plan




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### 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



Source: Kenneth P. Wilkinson.1991. The Community in Rural America.

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### Community Interaction

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




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### Community Interaction

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

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**Community Interaction**

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

**CONFLICT**

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**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.




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**Community Action**

Individuals & organizations can either encourage or block community action.

By blocking community action, individuals & organizations can block community development.




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### 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.

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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**




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### Your Basic Toolkit



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




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### Your Basic Toolkit

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

VBG youth we creativity great idea! elders

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### 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




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### Nominal Group Process

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




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### 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!!

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### 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.




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### Strategic Planning



Pros:

- Tailored to community
- Engages community and volunteers
- Provides a blueprint for moving forward
- Encourages ownership
- Provides a template for measuring success

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### Strategic Planning



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"

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### Strategic Planning: Steps

- Engage stakeholders
- Visioning
- ID goals and objectives
- ID who – cannot plan for someone else
- Determine available resources
- Decide how
- Set timeline




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### 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.




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### Implementation

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




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### 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




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**Tool Four: Conflict Resolution**

Conflict is a part of all organizations and communities...



Find ways that:

- **Enhance** its positive contributions to organizations and people and
- **Minimize** the destructive elements of conflict.

Source: Ronald J. Hustedde, Steve Smutko, Jarad J. Kapsa. Turning Lemons into Lemonade: Public Conflict Resolution. (SRDC Series #221).

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**Conflict Resolution**

Most of us dislike conflict, but...



“Conflict is a **predictable social phenomenon** and should be **channeled to useful purposes.**”

Sources: Gordon Lippitt, et al., 1989. "Cutting Edge Trends in Organization Development"; Ronald J. Hustedde, Steve Smutko, Jarad J. Kapsa. Turning Lemons into Lemonade: Public Conflict Resolution. (SRDC Series #221).

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**Conflict Resolution**

“**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.

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### Conflict Resolution

DISCUSSION:

What are some of the ways that conflict is **positive**?  
What are some ways conflict is **negative**?




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### Conflict's Positives

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




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### Positives, Continued

- **Change** for common good – most can live with solution
- **Leadership** emerges
- Community/organization/personal **growth**




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### Conflict's Negatives

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




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### Negatives, continued

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




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### Responses to Conflict

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

- Accommodating
- Forcing
- Avoiding
- Compromising
- Collaborating




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### Conflict Resolution: Key Steps

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




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### Conflict Resolution: Key Steps

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

## LOOK FAMILIAR?

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### Conflict Resolution Process




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### 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.

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*Questions? Comments?*



**Thank you!**

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### Evaluation Link

[http://www.surveymonkey.com/s.aspx?sm=0eNSoSPo9AWke9wIFq3YAw\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=0eNSoSPo9AWke9wIFq3YAw_3d_3d)

### Want CEUs?

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