Session Seven

Community Development Process
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- Rural Sociologist
- Research and outreach in rural and community development, disasters, entrepreneurship
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.
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• **Think about community development as a process.**
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  • 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?

MAKE STAGE

MAKE A PLAN ....

MAKE IT HAPPEN!

SET STAGE
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
Learning Objectives

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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:
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.
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.
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
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.
Strategic Planning

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

Conflicts 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.”;
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.
Conflict Resolution

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
Conflict Resolution: Key Steps

- Setting stage
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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=0eNSoSPlPo9A
Wke9wlFg3YAw_3d_3d

Want CEUs?