

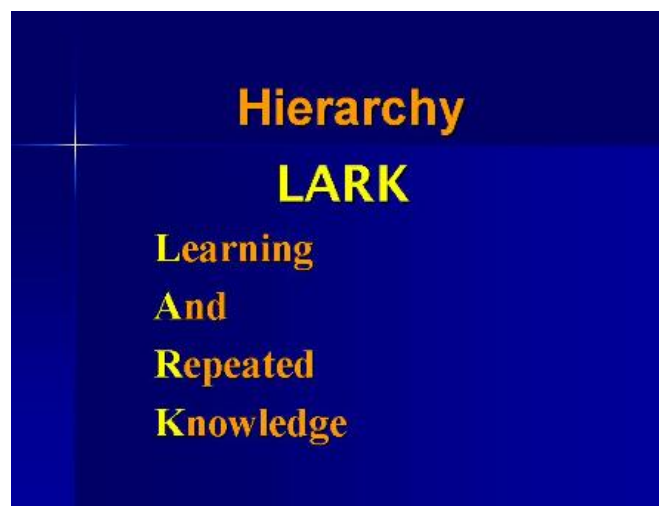
Chapter 10. Principles of Working Together: Developing Relationships That Support Community Development Initiatives

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BEHAVIOR OBJECTIVES

After studying this chapter and completing the online learning activities, students should be able to

1. Understand the importance of people working together in a community to address complex public issues.
2. Understand the challenges of people working together as they work to bring about change in a community.
3. Identify the major changes in community that affect the way people work together in communities.
4. Understand the basic principles of collaborative problem solving.
5. Understand collaborative problem-solving processes and how to apply them in a community.
6. Apply the principles of collaboration to their own initiatives and projects.
7. Use a collaborative process to help individuals, organizations, and government work together in the community.



LARK Activity 10.1

Step 1. For the following multiple choice questions, check every answer which is correct.

1. Major changes facing communities include:
More emphasis on clearly defined jurisdictions.
More problems with specific causes that require specific solutions.
*More local impacts from events external to the community.
Increased difficulty in finding information relevant to the issue.
2. When people work together, the community:
Can refine its perspective to eliminate outliers.
*Accommodates divergent views.
*Is more likely to create contacts with resources from outside the community.
*Is more likely to identify new leaders.
3. Working together is difficult because:
Fewer ideas survive the discussion process.
*People become discouraged and feel powerless to make change.
Elected officials are ultimately responsible for creating a vision and making decisions.
Elected officials always welcome questions and community participation.
4. A traditional mindset means:
*Community members expect elected officials and authorities to solve problems.
*Community members feel powerless to influence decisions or outcomes.
*Community members do not question authority figures or decisions.
*Elected officials and authorities define the issues and identify the solutions.
5. Stakeholders in a community are:
*Individuals and organizations with the authority to make decisions.
*Anyone who is affected by the decision or the project.
Only those who identify themselves as interested in the decision.
Only those who are involved in making or implementing the decision.
6. Turf battles:
Help a community protect and conserve resources.
Define the boundaries of the community and thus identify appropriate issues.
Are productive discussions when they focus on limiting the scope of issues.
*Can render a community powerless as leaders struggle over who has responsibility for the issue.
Can be changed readily when the issues change.

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7. Arrange these concepts along a continuum from the *least* amount of inter-organizational structure, common mission, and allocation of resources to the *most*:
Coordination, Cooperation, Collaboration
Cooperation, Collaboration, Coordination
*Cooperation, Coordination, Collaboration
Collaboration, Coordination, Cooperation
8. Characteristics of collaboration include:
*Building consensus
Competing over turf
Clearly defining turf and boundaries
Identifying correct views and building awareness regarding those views
9. In a collaboration, _____ are the greatest resource.
Funds
Powerful connections
*People
Strategies
10. Shared power means that:
Power should be granted to others who have less power.
Leaders must create a powerful vision to rally support for their ideas.
*Power is infinite, and grows when it is shared.
For the powerless to have more power, the powerful must agree to diminish their power.
11. The four major components of a collaborative problem solving process include all but:
Leadership
*Strong advocacy for positions
Stakeholders
Process for problem solving
Common goals and action
12. A collaborative process involves:
* Gaining support of established leaders for the process.
* Creating an open and credible problem solving process.
* Creating opportunities for all stakeholders to speak freely.
* Setting priorities and taking action.

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Step 2. Work with a group of 4 or 5 classmates to reach consensus on best answers.





SOAR Activity 10.1

Discussing key issues on your a county of your choice

Instructions: Work in groups of about five persons each. Allocate the questions so that each group has a few questions to discuss. Choose a discussion leader and a recorder. Read the case study in the chapter and discuss the following questions. Every group should discuss and report on the last question. After 15-20 minutes of discussion, be prepared to summarize your discussion to the class.

1. What changes from the external environment are affecting this county?
2. How is the county changing internally?
3. What were the clues to indicate if the community was ready to try a collaborative approach?
4. Who initiated the effort?
5. How were established leaders brought into the effort?
6. What collaborative process was used?
7. How were people, “stakeholders”, brought into the process?
8. What small group techniques might have been used to enable everyone to participate?
9. What was the role of the steering committee?
10. How were resources obtained to support the effort?
11. How did the group organize to learn more about the issues?
12. How were action plans developed?
13. How were people kept informed?
14. What were some of the achievements?

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15. How did the group organize to move forward on issues?
16. What elements of this effort were collaborative?
17. Do you feel people were empowered to take action?
18. What do you think are the strengths of this process?
19. What may be some weaknesses of this process?
20. What would you have done differently?

One question for everyone to discuss:

21. Based on what you learned from this case study, describe one strategy or idea that you can use.



LIFE Activity 10.1

A Community Service Learning Activity

Instructions: Identify a community project. Evaluate the community’s readiness for a collaborative effort, who would be involved, what process you would recommend, and how you would go about developing a collaborative effort. The following questions can guide your thinking.

Considerations
Community readiness 1. Are people in the community talking about issues? If so, briefly label and define the issue(s) which are most prominent in discussions. _____ _____ _____
2. Are there ongoing efforts to address this issue? Does it make sense to build upon existing efforts or design a new initiative? If community leaders and residents are satisfied with their efforts to address the issue, then you should probably contribute to the existing effort. If community groups are frustrated with a lack of progress, then explore the idea of developing a collaborative approach.
3. Do community residents want to be involved in making things happen? No ___ Yes If so, how? _____ _____ _____

<p>4. How urgent are the issues? That is, are deadlines for decisions approaching? Or are there other reasons for taking action, and by when? _____ _____ _____</p> <p>5. As you talk with community residents, do they agree that the time is “right” to proceed with a collaborative effort? _____</p> <p>6. Briefly outline a unifying theme or interest that is shared: _____ _____</p> <p>7. Is there leadership in the community to make this happen? _____ If so, who are the three or four leaders who are interested in the issue, and how would each become involved? _____ _____</p>

<p>Stakeholder analysis</p> <p>1. Who are the people in formal positions of leadership who need to be involved in this effort? What are their interests?</p> <p>2. Who are the informal leaders who could help start a collaborative effort? What are their interests?</p> <p>3. Who are the key decision makers in the community? (<i>if different from the formal and informal leaders listed above</i>)</p> <p>4. Is there evidence that people are willing to work together to address important issues?</p> <p>5. Do community residents use collaborative principles as they work together?</p> <p>6. Are people interested enough to take action to address any of these issues?</p> <p>7. How would you bring people together? In other words, what process would you use? (<i>creating an advisory committee or steering committee, holding a public meeting, creating a public awareness campaign, etc.</i>)</p>

<p>Considerations</p> <p>Community readiness</p> <p>8. Are people in the community talking about issues? If so, briefly label and define the issue(s) which are most prominent in discussions. _____ _____ _____</p> <p>9. Are there ongoing efforts to address this issue? Does it make sense to build upon existing efforts or design a new initiative? If community leaders and residents are satisfied with their efforts to address the issue, then you should probably contribute to the existing effort. If</p>
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community groups are frustrated with a lack of progress, then explore the idea of developing a collaborative approach.

10. Do community residents want to be involved in making things happen? No ___ Yes If so, how? _____

11. How urgent are the issues? That is, are deadlines for decisions approaching? Or are there other reasons for taking action, and by when? _____

12. As you talk with community residents, do they agree that the time is “right” to proceed with a collaborative effort? _____

13. Briefly outline a unifying theme or interest that is shared:

14. Is there leadership in the community to make this happen? _____ If so, who are the three or four leaders who are interested in the issue, and how would each become involved?

Stakeholder analysis

8. Who are the people in formal positions of leadership who need to be involved in this effort? What are their interests?

9. Who are the informal leaders who could help start a collaborative effort? What are their interests?

10. Who are the key decision makers in the community? (*if different from the formal and informal leaders listed above*)

11. Is there evidence that people are willing to work together to address important issues?

12. Do community residents use collaborative principles as they work together?

13. Are people interested enough to take action to address any of these issues?

14. How would you bring people together? In other words, what process would you use? (*creating an advisory committee or steering committee, holding a public meeting, creating a public awareness campaign, etc.*)

Organizing for collaboration

1. Would you form a steering committee to guide the collaborative process? ___ yes ___ no

2. What would be the role of the steering committee?

3. Who would serve on the steering committee?

4. What resources are needed to create this collaborative effort?

5. How will these resources be obtained?
6. Will the steering committee agree to ground rules about how they will work together?
7. How will the collaborative effort be structured?
8. Are there specific roles that need to be filled?
9. How will the group deal with differences and conflict?

Problem solving process

1. What problem-solving process will be used?
2. What is the timeline for the effort? Is there a decision that must be made? By when?
3. Will a group facilitator be used? Is this someone from the community or must it be someone from outside the community?
4. What processes will be used to identify and clarify issues?
5. How will priorities be established?
6. How will specific, concrete goals be established?
7. Will short-term and long-term goals be identified?
8. Will plans of action be developed for each goal?
9. How will information be obtained?
10. How will alternative solutions be identified and evaluated?
11. How will decisions be made?
12. How will people in the collaborative effort communicate with each other?
13. How will constituencies be kept informed?
14. How will the larger public be kept informed?
15. How will decision makers and stakeholders be kept informed?

Implementation

1. Have action plans been developed for each goal?
2. Have resources to achieve each goal been identified?
3. Who is responsible for each goal?
4. What is the role of the collaborative group during implementation, i.e., does the group implement actions or work with other groups to take action?
5. How will the group monitor implementation?
6. How will the group manage implementation?
7. How will the group keep people informed during the implementation phase?
8. How will the group foster motivation among themselves and others during the implementation phase?
9. How will the group confront and resolve non-performance issues?
10. What does success look like? How will the group measure its success?
11. How will the group evaluate its effort?
12. How will the group recognize achievements?
13. How will the group celebrate?

LIFE Activity 10.2

A Service Learning Activity



Instructions: After working through LIFE Activity 10.3, use the information you have collected to assess your community’s readiness to develop a collaborative approach to a community issue. The matrix, below, can help you identify strengths and areas of weakness or undeveloped strength.

Assessment →	We rarely do this ... this area needs attention	We sometimes do this ... we can focus on this and improve.	We often do this ... pay attention to do it always.	We always do this! It is a strength.
Framework ↓				
Leaders:				
Model the use of shared power				
Respect other perspectives				
Are respected by stakeholder groups				
Encourage stakeholder groups to become involved				
Stakeholders(groups and individuals):				
Are involved and committed to addressing the issue as a collaboration				
Have developed effective systems of communication				
Are sharing information				
Process for problem solving:				
Decision making process agreed				

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upon				
Participation encouraged and roles identified				
Developing common goals and action plans. Group agrees upon:				
How to identify and define the issue(s)				
How it will develop alternative approaches				
How it will set priorities				
How it will develop an action plan and assign roles				
Evaluating progress and celebrating milestones. Group agrees upon:				
Goals and milestones				
How to celebrate milestones				