

CHANGE LEADERSHIP SYMPOSIUM

- **Everybody brings something different to the gathering**
- **All change begins with one person**

January 14, 2010

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Opening – One Minute Consultant

- Materials – paper & pen
- Form groups of 6-8 around a table
- Think of a current “generic” problem and write it down
 - “How can I get a ‘loner’ to participate?”
- Pass your paper to the person to the right
- 60 seconds to respond – top of mind
- Repeat till paper completes the circle

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Opening - debrief

- Any novel solutions not identified earlier?
- Did any suggestion trigger another idea?
- Did any alternate perspectives surface?
- How might you use this activity in your work?

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Community Building

Change Leadership Symposium
January 14, 2010

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What is “Community?”

- Unified body of individuals with a common interest
- Having a “shared meaning” of
 - History that brought us to this place
 - Informal practices for interaction
 - Vision for the future
- Community brings up commitment, involved, team-spirit, cooperation, and fun
- In contrast “corporation” brings up compliance, authority, hierarchy, power, and control

Identify a Community for discussion and action learning



Source: Senge, et. al. (1994)

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Impact of being a “Community”

- Seeing organizations as a mechanism for determining “meaning”
- Leaders treat members as volunteers who give their time to the organization
- Members focus on what they can contribute, not what they can get

Source: Senge, et. al. (1994)

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Approach to this discussion

- Six core processes to build community
- 6 Key principles for getting it done
- 15 design principles
- 8 key points
- Best Practices

Need to approach through Action Learning
using real examples &
develop an action plan

Workshop format – not a Cookbook

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Core processes to create and sustain community

All six are needed for engagement

- Capability
- Commitment
- Contribution
- Continuity
- Collaboration
- Conscience

Source: Senge, et. al. (1994)

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Capability Building

- Skills, knowledge, and ability to reinvent the future
- Collective learning about what members **want** to learn (just-in-time)
- Reflection on how we might improve next time (double-loop learning)
- Dialogue as a mechanism for gaining common understanding

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Commitment

- Originates from creating something of value together
 - Larger than themselves, with an implied exchange of being valued themselves

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Contribution

- People want to give, especially if they see that their work is needed and appreciated (line-of-sight)
- Each person's "gifts" are unique
- Consider a volunteer "sign-up" where anyone could contribute what they thought useful to the common mission
 - Talents that no one had asked about before

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Continuity

- Required for knowledge retention within the community (institutional memory)
- Acculturation of new members
- Leadership succession
 - Ideally rotating leadership for continuity

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Collaboration

- Move with a shared vision at all scales
 - Interconnected individuals & groups
- Web of information that flows freely
- Humans require *personal* relationships
 - Develops a web of mutual trust

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Conscience

- Finding ways to embed guiding principles, ethics, and values
 - Drive daily decision-making
- Be seen as a critical part of a larger web of concern for a positive future

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Design Principles (handout)

- Shared intention
- Shared contribution
- Shared governance
- Shared boundaries
- Freedom to leave
- Freedom of choice
- Freedom of expression
- Community mobility
- Representative democratic leadership
- Size limitations
- Proximity
- Shared economic participation
- Agility
- Resilience
- Diversity

Source: www.twine.com/item/126yywfv-mc

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8 Key Points

- Someone to connect with (no isolation)
 - "Owner" role to engage others
- Noise does not make a community
 - Activity must be coherent
- Respect the contributions of others
- Keep dialogue active, but on target
 - Treat it as an ongoing focus group
- Have a single point of focus
 - Don't get spread too thin with multiple places
- Support community managers with resources
- Allow a unique culture to develop
- Share leadership responsibilities

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6 Principles for Getting it Done

- Communicate a compelling message
 - Simple messages
- Build a guiding coalition (core leadership team)
 - Those aligned with key community goals
- Principle-based guidelines require internalization
 - Compliance-based explicit negative consequences
- Identify early engagement indicators
 - Observe building toward tipping point conditions
- Generate opportunities for dialogue at all levels
 - Listening alone does not generate buy-in
- Plan assimilation strategies for newbies
 - Also, leadership development for succession

Source: Gravenkemper (2007)

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Bean Suppers

- Food & conversation
 - No agenda
(but personal agendas are welcome)
 - No requirement to attend
 - Value in simply coming together

Source: Senge, et. al. (1994)

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Best Practices

- Focus on real work (things people care about)
- Keep it simple
- Be optimistic
- Action learning – learn by doing
- Seek what unifies
- Timing is everything – people must be ready

Source: Senge, et. al. (1994)

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Best Practices

- Consider physical (or virtual) space to gather
- Find informal leaders with passion
- Capture key points & decisions made
- Acknowledge people's contributions
- Use multiple learning processes
 - Whole person
- Celebrate success, even if small

Source: Senge, et. al. (1994)

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References

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