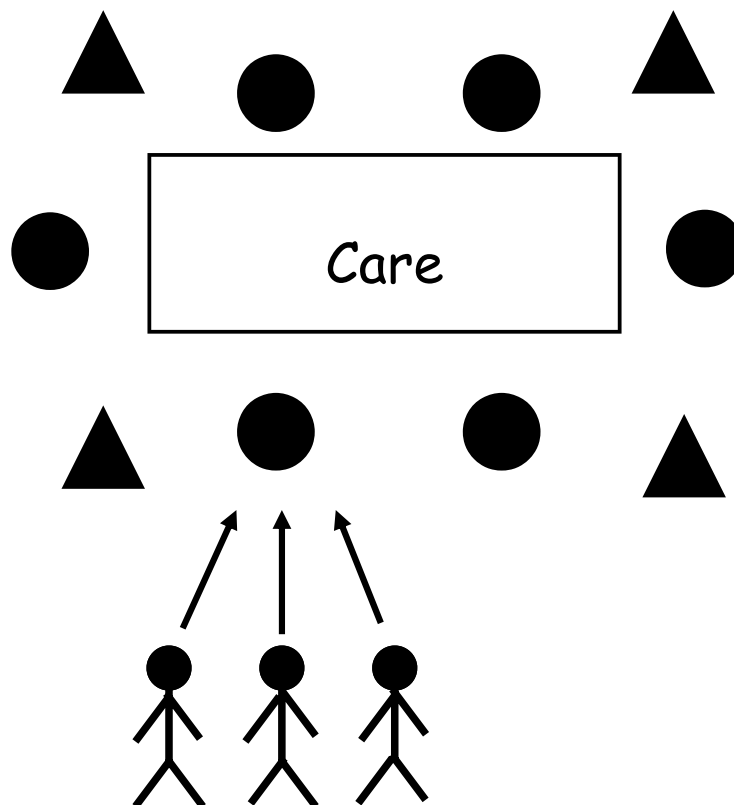




## Community Partnerships That Really Work



WELL CONNECTED LEADERS CAN  
ENGAGE THE WIDER COMMUNITY  
TO ACT ON WHAT THEY CARE ABOUT



## ABCD COMMUNITY ORGANIZING

### GETTING STARTED

- 1) INITIATING GROUP-INSTITUTIONAL SUPPORT
- 2) HIRE ABCD COMMUNITY ORGANIZER
- 3) ONE TO ONE MEETINGS TO BUILD LEADERS GROUP OF WELL CONNECTED PEOPLE
- 4) CITIZEN CENTERED ORGANIZATION WITH STRONG LEADERS ENROLL MORE MEMBERS OF GROUP
- 5) ONE TO ONE MEETINGS TO FIND GOOD ISSUE
- 6) ISSUE LEADERS GROUP FORMS
- 7) INTO ACTION



## ABCD COMMUNITY ORGANIZING PROCESS

- 1) GETTING STARTED—1:1 VISITS LISTENING
- 2) FORM ORGANIZING GROUP OF LEADERS (community partnership group)
- 3) BUILD MORE RELATIONSHIPS
- 4) DISCOVER ISSUES
- 5) CHOOSE PRIORITY ISSUE TO WORK ON
- 6) RESEARCH
- 7) ACTION (ABCD and SOCIAL CHANGE)
  - \*WHAT DO WE HAVE TO DO IT WITH? (mapping)
  - \*WHO DO WE KNOW THAT CAN DO IT? (connection)
  - \* HOW DO WE GET THEM TO DO IT?  
(‘motivation to act’ connected to right opportunity)
- 8) EVALUATION and CELEBRATE OUR WORK TOGETHER
- 9) 1:1 VISITS AND MORE RELATIONSHIP BUILDING
- 10) CONTINUE TO BUILD POWER AND LEADERSHIP



## LEARNING CONVERSATION: LISTEN AND ASK

### A GOOD PROSPECT- WITH WILLINGNESS TO ACT:

A leader "*with a following*"

In an organization "*with capacity*"

Having "*motivation to act/self interest*"

With a possible "*interest in common*" with your group.

You also need "*a connector*" to this person/group who has "*trust and influence*" with them to have the conversation or to endorse your having the conversation. No cold calls.

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### OUTLINE OF AN EFFECTIVE CONVERSATION

- 1) Credential "who we are"
  - 2) Purpose "why we are meeting"
  - 3) Introduction "getting to know each other"
  - 4) Motivation to Act "what will they do?"
    - \* Concerns to address
    - \* Dreams and goals to realize
    - \* Gifts to contribute
  - 5) Ask "Next step to engage them?"
  - 6) Others "Who else do they know that might be a partner for us?"
  - 7) Thanks and follow up report on conversations
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### GOALS OF LEARNING CONVERSATION:

- Develop a stronger relationship
- Discover "*Motivation to Act*" of person and her/his organization.
- Discover whether the person/group has a mutual self interest with your group or community partnership.
- Clarify next action step and discover other prospects.



## LEARNING CONVERSATION NOTES (1:1 ) -Sample

Name:

Date:

Address:

Phone:

Fax, Email:

Occupation:

Interviewer:

Who suggested the contact:

1) Gifts, capacities, skills to contribute?

2) Issues and concerns to work on?

3) What about public safety— do you have concerns? And what should we do that you would work on?

4) Strong relationships with others (individuals, associations, or institutions)

5) Possible roles in organization (board, issues, other)

6) Contacts for us to see? (name and phone)



## TEACHING—1:1 CONVERSATIONS

- 1) Welcome
- 2) Goal of meeting: learn skills to build new relationships for your organization and for ABCD organizing work.
- 3) Describe purpose of 1:1 conversation: find and mobilize "motivation to act".
- 4) Listening pairs
- 5) Discuss what is good listening
- 6) Demonstrate 1:1 conversation
- 7) Practice 1:1 conversations in pairs
- 8) Discuss conversations
- 9) Make list of 1:1 conversations for each person to do (who, what, by when)

\* Meet again in 2-3 weeks to discuss completed 1:1 conversations: What did you hear about possible new leaders and members, about issues, and further prospects.



## SETTING THE TABLE FOR A COMMUNITY *PARTNERSHIP* – Getting the Right Ducks!

### SETTING THE TABLE

- 5-15 people who are leaders.
- Follow relationships to leaders.
- Leaders have a network of relationships to involve in ABCD work through influence and trust. 15 leaders can involve 200 people in your work!
- Enroll leaders from different sectors of everyday life who are local leaders of business, associations, neighborhoods, religion, government, and non profits.

### KEY QUESTIONS FOR SETTING THE TABLE:

- 1) Whom do we know to invite?
- 2) Who should make the invitation: person with best connection?
- 3) Who do we need "to get to know"?
- 4) Who do we know that knows this person (that we need to get to know)?
- 5) What is this person's "motivation to act"?
- 6) How is our work an opportunity for this person (and her/his group) to act on her/his motivation to act?

**MAKE A PROSPECTS LIST! HAVE 1:1 MEETINGS!**



## WHAT IS A GOOD ABCD COMMUNITY ORGANIZER?

- \* RELATIONSHIP BUILDER
- \* GOOD SALES PERSON
- \* "NOT" A LEADER — Good at getting other people to do it!
- \* TEACHER
- \* CRITICAL THINKER
- \* SEES POTENTIAL — relentlessly "glass half full"
- \* TOUGH MINDED AND DISCIPLINED
- \* CAN BE CHALLENGING AND CAN BE SUPPORTING

ABCD Community Organizers organize citizen centered organizations to do ABCD!

Organizers "don't do it" but get others "to do it"- Connectors and Mobilizers!

## QUESTIONS TO EVALUATE AN ABCD ORGANIZER:

- 1) Is membership and leadership growing as I work?
- 2) Is our action agenda set by members and leaders not by staff?
- 3) Do we include marginalized people in all our activity as contributors?





## ABCD INTO ACTION

### FIND AND MOBILIZE ASSETS OF THE COMMUNITY:

- RESIDENTS
- ASSOCIATIONS AND CONGREGATIONS
- BUSINESS, NON PROFITS, GOVERNMENT
- LOCAL ECONOMY
- PHYSICAL WORLD

1) WHAT DO WE WANT TO DO?

2) WHAT DO WE HAVE TO DO IT WITH?

- Find assets
- Connect assets

3) HOW DO WE GET THEM TO DO IT?

- Relationships
- Discover self interest "motivation to act"
- Self interest to common interest

4) HOW ARE WE DOING?

- Evaluation
- Celebration



## WHAT IS A GOOD ORGANIZING ISSUE?

- 1) CONCRETE- You know when you succeed.
- 2) WINNABLE- We believe we can succeed.
- 3) IMMEDIATE- We know from 1:1 conversations that people will act on this.
- 4) BUILDS OUR ORGANIZATION- Brings us together and adds new people.
- 5) HAS TWO TRACKS—Inside the community and outside the community



## ISSUE CAMPAIGN GROUP: INTO ACTION

**DECIDE ISSUE-** Citizen Centered Organization (CCO) Leaders group decides issue campaign theme based on 1:1 conversations.

**RECRUIT MEMBERS-** Invite campaign group members who have a following and want to work on issue.

**ACTION RESEARCH-**What is the situation? What are possible solutions?

**GOAL (S)-** What is the best answer?

**PLAN OF ACTION-** What do we do? Action steps?

**RESOURCES-**What do we have to do it with? (inside the neighborhood and outside the neighborhood)

**EVALUATION-** How are we doing? Revise goals and action steps.

**CELEBRATION—**Our success!



## ABCD ISSUE CAMPAIGN PLANNING MEETING

Leaders lead meeting not organizer  
Organizers organize the meeting

- 1) Statement of purpose for meeting
- 2) Introductions
- 3) Reports—research and progress
- 4) Decisions to make (1-3 decisions)
- 5) Next steps (list--who, what, by when)
- 6) Summary of the meeting
- 7) Evaluation of meeting (what worked, what did not work, and what did we learn)

Other possible agenda items: reflection, training, and celebration.

REMEMBER: Sign-in sheet, written agenda with time for each item; start on time; end on time; never a meeting longer than 1.5 hours; mail out next steps list.



## HOW TO BUILD A SCHOOL (CITY) COMMUNITY PARTNERSHIP THAT WORKS

- School with parents and neighbors group
- City government with residents group
- Agencies with community members group

1) **START WITH YOUR QUESTION NOT YOUR ANSWER:** Put goal of partnership in the form of a question not an answer. "What do you want to do to build more literacy?" not "We want you to tutor." Do not recruit volunteers for your agenda but find what peoples' agenda is that you can support.

2) **RELATIONSHIP BUILDING CONVERSATIONS:** Have 1:1 conversations with community leaders (people with trust, influence, and a circle of relationships) "to ask" what they want to do about the question of literacy.

3) **DISCOVER THE SELF INTEREST OF THE COMMUNITY ABOUT THE QUESTION:** Do community leaders want to work on literacy? What do people think they want to do? Will you meet with other people who want to work on literacy?

4) **THE COMMUNITY GROUP WITH "MOTIVATION TO ACT" STARTS:** Leaders who want to act meet and start to develop their answer to the question.

5) **THE COMMUNITY HAS AN ORGANIZED VOICE:** plan, act, reflect. Stands on the chair!

6) **INSTITUTIONAL SUPPORT FOR THE COMMUNITY GROUP:** How can we help you? How? Stands off the chair! From lord to servant.

7) **A REAL PARTNERSHIP:** shared power, authority, and responsibility.



## TWELVE GUIDING PRINCIPLES FOR COMMUNITY ENGAGEMENT ABCD IN ACTION

Most communities address social and economic problems with only a small amount of their total capacity. Much community capacity is not used and is needed! This is the challenge and opportunity of community engagement. Everyone in a community has something to offer. There is no one we don't need.

**1) EVERYONE HAS GIFTS.** With rare exception people can contribute and want to contribute. Gifts must be discovered. Gift giving opportunities must be offered. Strong communities know they need everyone. There is unrecognized capacity and assets in every community. Find it.

**2) RELATIONSHIPS BUILD A COMMUNITY.** See them, make them, and utilize them. An intentional effort to build and nourish relationships is the core of ABCD and of all community building.

**3) CITIZENS AT THE CENTER** can engage the wider community. People in leadership in everyday life (associations, congregations, neighborhoods, and local business) must be at the center of community initiatives rather than just helping agency leaders. It is essential to engage the wider community as actors (citizens) not just as recipients of services (clients).

**4) LEADERS INVOLVE OTHERS AS ACTIVE MEMBERS OF THE COMMUNITY.** Leaders from the wider community of voluntary associations, congregations, neighborhoods, local business, can engage others from their sector. Community building leaders always need to have a constituency of people to involve. This "following" is based on trust, influence, and relationship. Strong community leaders invite a growing circle of people to act.

**5) PEOPLE CARE ABOUT SOMETHING.** Agencies and neighborhood groups often complain about apathy. Apathy is a sign of bad listening. People in communities are motivated to act. The challenge is to discover their motivation to act.

**6) MOTIVATION TO ACT** must be identified. People who are not paid as staff will only act when it is very important. People will act on certain themes strongly felt; concerns to address, dreams to realize, and personal talents to contribute. Every community is filled with invisible "motivation for action". Listen for it.



# Asset Based Community Development (ABCD) Community Organizing

Mike Green

**7) LISTENING CONVERSATION** In 1:1 dialogue or in small group conversations is how to discover motivation and invite participation. Forms, surveys and asset maps can be useful to guide intentional listening and relationship building. Mapping is not a substitute for listening and talking face to face.

**8) ASK, ASK, ASK.** Once a person's possible 'gifts to give' and 'motivations to act' are recognized; an opportunity to act must be offered. Asking and inviting are key community building actions. "Join us. We need you." This is the song of community.

**9) ASKING QUESTIONS RATHER THAN GIVING ANSWERS INVITES STRONGER PARTICIPATION.** People in communities are usually asked to follow outside expert's answers for their community problems. Agencies usually ask community members to help with the agency's answer. A more powerful way to engage people is to invite communities to address 'questions' finding their own answer-- with agencies following to help.

**10) A CITIZEN-CENTERED "inside-out" ORGANIZATION IS THE KEY TO COMMUNITY ENGAGEMENT.** A "Citizen centered" organization means is one where local people control the organization and set the organization's agenda. Community engagement initiatives rarely succeed without residents as leaders organized to do intentional relationship building. It takes an organization of citizens to organize a community. It is also very valuable to have a staff person to assist relationship building as a 'community organizer' following the citizen leaders' agenda.

**11) INSTITUTIONS HAVE REACHED THEIR LIMITS IN PROBLEM-SOLVING.** All institutions such as government, non profits, and businesses are stretched thin in their ability to solve community problems. They can not be successful without engaging the rest of the community in solutions. We need to be more skillful in wider engagement. Everyone must do their part.

**12) INSTITUTIONS AS SERVANTS** – People better than programs engage the wider community. Institutions of government, non profits, and business can be of invaluable help supporting the work of citizens' to engage their fellow community members. Ask people what they need and offer help. Leaders in institutions have an essential role in community building as they lead by "stepping back" creating opportunities for citizenship, care, and real democracy.