Implementing Leadership Development For Community Development

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Outline
1. Define Community / Leadership Development
2. Principles of Good Governance
3. Perspective / Partnerships
4. Community Capitals
5. Vision
My Leadership Journey

- Graduate Research Assistant and Instructor, University of Montana
- Fulbright Scholar in Nepal
- Assistant / Associate Professor, Montana State University
- Extension Program Leader for Community Development
- Member of Community Development Society Board

Introductions

Who are you?
What do you do with USDA-RD?
Tell us one role you play related to community development.
What is Community Development?

Community Development Layer Cake Model

**Economic Base**
- Agriculture
- Manufacturing
- Mining
- Forestry
- Tourism

**Physical Infrastructure**
- Water & Sewer
- Roads & Streets
- Utilities
- Industrial Parks
- Telecommunications
- Intermodal Facilities
- Waste Recycling & Disposal

**Support Systems**
- Health Care
- Retail Sector
- Housing
- Education
- Recreation & Parks
- Community Foundations
- Economic Dev. Org.
- Financial Sector

**Human and Social Capital**
- Attitudes & Values
- Work Ethic
- Community Spirit
- Civic & Youth Clubs
- Family Stability
- Knowledge & Skills
- Social Trust & Cohesion

**Leadership Infrastructure**
- Strategic Vision
- Empowering Others
- Leadership Skills
- Local Government
- Leadership Training
- Community Dev. Org
- Knowledge of Resources & Major Trends

Source: Mark Peterson
University of Arkansas
What is Leadership?

Communication
  ↓
Vision
  ↓
Execution
TRUST

Public Trust in Government: 1958-2010

Trust government just about always or most of the time


Trust

Easy Come?

Or

Easy Go?
Good Governance Defined

‘Good governance’ means competent management of a community’s resources and affairs in a manner that is open, transparent, accountable, equitable and responsive to the public’s needs.

Good Governance Principles

<table>
<thead>
<tr>
<th>Principle</th>
<th>Application and Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legitimacy and Voice</td>
<td>Participation: individuals should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively. Consensus Orientation: good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</td>
</tr>
<tr>
<td>Direction</td>
<td>Strategic Vision: leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</td>
</tr>
<tr>
<td>Performance</td>
<td>Responsiveness: institutions and processes try to serve all stakeholders. Effectiveness and Efficiency: processes and institutions produce results that meet needs while making the best use of resources.</td>
</tr>
<tr>
<td>Accountability</td>
<td>Accountability: decision-makers in government, the private sector and civil society organizations are answerable and responsible to the public, as well as to institutional stakeholders. Accountability differs depending on the organizations and whether the decision is internal or external. Transparency: built on the free flow of information with processes, institutions and information directly accessible, and sufficient and applicable information provided.</td>
</tr>
<tr>
<td>Fairness</td>
<td>Equity: all have opportunities to improve or maintain their well-being. Rule of Law: legal frameworks are fair and enforced impartially.</td>
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Adapted from Graham, Amos and Plumptre (2003)
Principle #3: Performance

Responsiveness

Provide an example when you were responsive to a community’s unique or urgent need.

Did you go the extra mile?

What was the response from the community?
What was the end result?

Principle #4: Accountability

Transparency

Provide an example when transparency was critical to addressing a community’s unique or urgent need.

What was the response from the community?
What was the end result?
Thank you for your service!

USDA RD is where the rubber meets the road.
My Leadership Journey

- High School Ag Teacher & FFA Advisor
- Ag/Natural Resource/CD/4-H Extension Agent
- Mayor City of Choteau, MT
- Horizons Statewide Director
- Local Government Center Director
- MT Community Foundation Board Chair

Perspective
Dominant/Non-Dominant Signature

We are complicated!

Temperament
Gender
Birth Order
Generation
Conflict Style
Management Style
Leadership Style
Environment
PERSPECTIVE!!

Learn to speak in the language of the listener

Learn to listen in the language of the speaker

Taking the Initiative When There is a Gap
Partnerships

$____ Trillion Federal Deficit

• Reduction in funds and programs likely part of the solution
• Trickle down effect
  – Fed – State – Local
• Increase competition for available resources
• Partnering and collaboration will become essential
Organizational Hypothermia

Core Functions of Local Government
- Health
- Welfare
- Public Safety

Opportunity for Collaboration & Partnership

Quality of Life
Town of Brady, Montana – Wastewater Lagoon

Treasure State Endowment Program (TSEP) $770,000
Community Development Block Grant (CDBG) $322,000
MT Dept. of Natural Resources $115,000
USDA Rural Development Loan $439,000
USDA Rural Development Grant $1,131,500
Project Total: $2,771,500

Cost per month per user as funded: $37
Cost per month per user with RD/CDBG at 75%: $53
Cost per month per user with RD/CDBG at 50%: $70
Cost per month per user with RD/CDBG at 0%: $102.50

Local Government
Nonprofit
Community Foundation
Ravalli County, MT will potentially transfer $545,377,968 to the next generation within the next 10 years. If 5% of that wealth were put into a permanent endowment their community assets would equal $27,268,898. A 5% annual distribution equals $1,363,445.

Community Capitals Framework
Community Capitals

**Natural capital**
- Air
- Water (quantity and quality)
- Soil
- Biodiversity
- Landscape

Community Capitals

**Cultural capital**
- Values
- Symbols
- Language
- Food
- Customs, traditions, rituals
Community Capitals

**Human capital**
- Education
- Skills
- Health
- Self-efficacy/self esteem

**Social capital**
- Networks/ties
- Mutual trust
- Reciprocity
- Collective identity
- Sense of shared future
- Working together
- Leadership
Community Capitals

**Political capital**
- Government
- Political connections
- Voice
- Power

Community Capitals

**Financial capital**
- Investment capital
- Savings
- Grants
- Bonds
Community Capitals

**Built capital**
- Buildings
- Housing
- Sewers
- Water systems
- Roads
- Telecommunications infrastructure

Example of Interactions

A large hog processing facility (built) moves into a rural community (political) providing jobs and adding to the county’s tax base (financial). Water and sewer lines (built & political) are run from the nearby town to the facility. Water quality issues arose from the run-off of the facility and overflow of the sewer system (natural). Latino workers and families move into the community with educational needs (human). More money flows into the community (financial). A new restaurant opens (built). A local organization with many volunteers (social) initiates an “Old & New Settlers’ program” (cultural).
Framing Will Determine How People View the Issues

“Frames are organizing principles that are socially shared and persistent over time, that work symbolically to meaningfully structure the social world.”


Community Capitals Framework

Provide an example in a community you work where SOCIAL CAPITAL is lacking; tell us why and how other capital investments could lead to enhanced social capital?
Appreciative Inquiry
Finding the Bright Spots

• People change in the direction they inquire
• Inquire into problems = keep finding problems
• Discover that which is good
• Discoveries - build a new future where the best becomes more common!
• Engage the entire community: What is working well?

Theory of Change

• Complex problems call for many kinds of solutions
• When all kinds of people develop relationships, new ideas emerge
• When people consider an issue from different points of view, they uncover common ground and find better solutions
• When people have a voice they are more likely to participate in carrying out ideas for change (food pantry)
• Change is more likely to last when individual and collective actions are tied together
What does your community look like?

- Senior Citizens
- New Comers
- School/Educators
- Long Time Residents
- Faith Community
- Service Groups
- Business
- Elected Officials
- Youth

Levels of Change

1. New relationships and networks
2. Small-group action efforts
3. Changes made by organizations
4. Policy changes (community service, community development board)
5. Structural change
Principles

• Make inclusive participation a top priority
• Frame issues in ways that are relevant to a wide variety of people (fitness center)
• Use a process with neutral facilitation, ground rules, and balanced discussion
• Use a process that engages and empowers people to act (crusty old men)
• Connect talk with action and change (medical clinic)
Principles

- Make inclusive participation a top priority
- Frame issues in ways that are relevant to a wide variety of people (fitness center)
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- Connect talk with action and change (medical clinic)
- Tell the story throughout the process

Transparent
Inclusive
Diverse
Processionary Caterpillars

They were following:

- Instinct
- Habit
- Custom
- Tradition

Precedent
Past experience
Standard practice

They meant well—but got no place.

Need for Leadership

VISION
Investment Follows Vision
Investment Follows Vision

“If you want to move people, it has to be toward a vision that’s positive for them, that taps important values, that gets them something they desire, and it has to be presented in a way that they feel compelled to follow.”

— Martin Luther King, Jr.
20 Attributes of Successful Communities

• Based on research from the Heartland Center for Leadership Development
Top 10 Attributes

1. EVIDENCE OF COMMUNITY PRIDE
   - Well kept public and private facilities (buildings - parks – gardens – lawns).
   - Support of community and private festivals celebrating history and heritage.

2. A WILLINGNESS TO INVEST IN FUTURE
   - Brick and mortar investments and improvements, both public and private.
   - Residents willing to invest time and energy on community improvements.
   - Paying attention to what is being done today and how it will effect future generations. Sustainable planning and implementation.

3. A PARTICIPATORY APPROACH TO COMMUNITY DECISION MAKING
   - Authoritarian models and “old boy” networks don’t exist. Power is shared.
   - Community leaders work through systems, formal as well as informal, to build consensus for what they want to do.

4. CREATIVELY BUILD NEW ECONOMIC OPPORTUNITIES
   - An active and organized approach to economic development.
   - Public and private sectors working hand in hand.
   - Strong emphasis on retaining and expanding existing business as well as developing new home grown businesses.
   - Embrace the “gardening not hunting” model of economic development.

5. SUPPORT LOCAL BUSINESSES
   - Thriving communities and their businesses know who the competition is.
   - Know what the next town is doing. Don’t lose hometown customers. Buy local.
   - Recognize community assets (people, associations and institutions).
   - Compare your town to other towns to spur improvements.

6. A DELIBERATE TRANSITION OF POWER TO NEW OR A YOUNGER GENERATION OF LEADERS
   - Young leadership within the community is more the rule than the exception.
   - People who grew up in town need to be able to lead earlier.
   - There must be reasons to stay.

7. A STRONG BELIEF IN AND SUPPORT OF EDUCATION
   - Good schools are a source of community pride.
   - Leaders very aware of education’s importance.
   - Successful rural communities also promote adult education for further job training as well as hobbies and recreation.
8. **A STRONG PRESENCE OF TRADITIONAL INSTITUTIONS THAT ARE INTEGRAL TO COMMUNITY LIFE**
   - Churches are often the strongest force in this characteristic but other community institutions such as newspapers, radio stations, hospitals, schools, service clubs, youth clubs and community improvement clubs play an important role.

9. **A WILLINGNESS TO SEEK HELP FROM THE OUTSIDE**
   - Community leaders have little reluctance to seek help from outside resources.
   - They understand the system of seeking grants and other financial support.
   - Achieving them is a source of community pride.

10. **COMMUNITIES ARE SELF RELIANT**
    - Although outside help is sought, when appropriate, thriving rural towns believe their destiny is in their own hands. They are not waiting for outside help to start.
    - No sitting and waiting for things to get better.
    - No one will take as good care of their town as those who live there.
    - Making a hometown a good place to live and work is always an ongoing proactive assignment.
THANK YOU!!

Please contact us with any questions:

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