

Brown County Leadership Co-Operative (BCLC) Guide

Support Services

DRAFT

Feedback, Question, Comments ?

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Background and History

The Hometown Collaborative Initiative (HCI) is sponsored by the Indiana Office of Community and Rural Affairs (OCRA). OCRA provides a \$5,000 matching grant. The County RDC provided the other \$5,000.

HCI is intended for self-identified communities with a total population of 25,000 or less that want to develop a new generation of local leaders; build a supportive community environment for small business and entrepreneurs; or invest in place through creative quality of life initiatives related to public spaces, design, local foods, and tourism among others. A core principle of HCI is that broad-based input and buy-in is vital to the long-term success and sustainability of all community development initiatives.

Brown County submitted the grant application in March 2017 and was selected for the program in May. The first task for the team was to conduct a county wide survey. Results were shared at a community forum on March 7, 2018 where additional input was also obtained.

The HCI team then attended six training sessions from June through July 2018. At the completion of the training and a review of the input from the surveys, the team selected “Leadership” as the area of greatest need and agreed to develop a Leadership Co-Operative. Our application was approved in December 2018. Since December, we have worked to develop and identify our strategy that is represented within this guide.

Program Description

Vision (1.0) *To partner with a diverse group of current and aspiring leaders to form a more collaborative Brown County that strives to address the needs and values of its citizens.*

Mission (1.0) *To engage the Brown County community to foster county-wide collaboration and leadership.*

Objectives: The BCLC will have three main objectives: (1) To engage and assist collaborative community leaders; (2) To improve the competency (leadership skills) of those in leadership positions; and (3) To model proven engagement and planning activities through identified community projects

Co-Operative. A cooperative (also known as co-operative, co-op, or coop) is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations. (Wikipedia)

Project. A project is a temporary endeavor undertaken to create a unique product, service or result.

Process. *All actions (projects) are accomplished through a process.* A process transforms inputs into **outputs** that meet the expectations (**outcomes**) of stakeholders. The **Plan, Do, Study, Act** (PDSA) Cycle is a template that is commonly used in the area of quality management to develop and improve processes.

- **Plan** a change. A “plan” is a written account of the intended future course of action (scheme) aimed at achieving the specific goal (s) or objective (s) within a specific timeframe. It explains in detail *what* needs to be done, *when*, *how*, and by *whom*.
- **Do.** Carry out the change
- **Study.** Examine the results
- **Act.** Adopt the change, abandon it, or run through the cycle again until you achieve the desired outcome.

Leadership Co-Op – Support Services

- Identify Stakeholder Communities
- Reinforce and leverage four components that are common to any success story
- Develop Program and Project Assessments – Identify the top three: Strengths, Weaknesses, Opportunities, Threats (SWOT)
- Develop PDSA based Project Plans
- Develop/Refine Strategic Plans

Four Common Components in Any Success Story

Any successful change includes four components. Think of a successful change, project or accomplished that you have achieved in your life.

1. Motivation. *Identified what you wanted and why.*

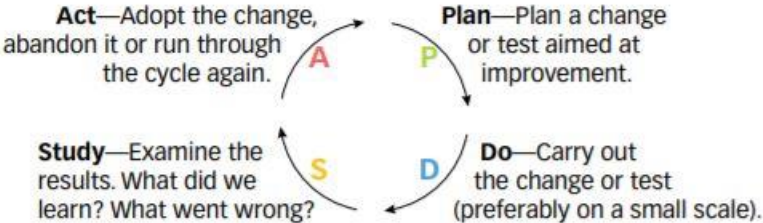
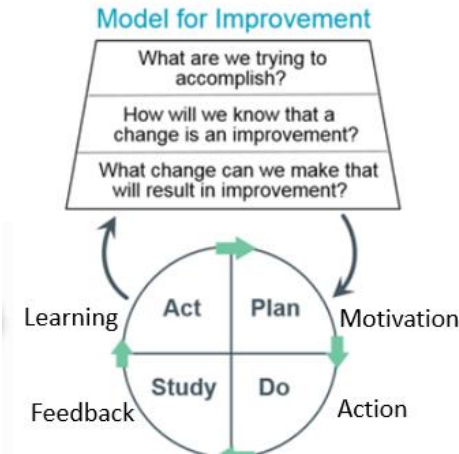
- Extrinsic – Driven by external rewards or punishments – generally short term
- Intrinsic – Driven by passion, enjoyment.

2. Action. *Took action until you achieved the desired outcome.* All action are accomplished through a process in context of a system (see stakeholder community).

3. Feedback. *Assessed progress.* Identify the measures or indicators that are needed to track progress. Continually assessed what was working and what was not.

4. Learning. *Implemented lessons learned and made the adjustments needed to achieve the desired outcome.* Learning lead to knowledge and knowledge to wisdom.

The Four Components and the PDSA Cycle



Identify Stakeholder Community

Stakeholders – everyone that will be effected by what we do over the near, mid, and long-term, e.g., over the life cycle of the program.

- **Direct Customers** – receive the service or product
- **Internal** – Provide the service or product
- **Indirect** – Others that support or have an interest in the production and delivery of the service or product

IDENTIFY STAKEHOLDER COMMUNITY MATRIX

Stakeholder Groups	Needs ?	Services/Product provided ?	Expectations ?	Feedback Measures?
DIRECT				
INTERNAL				
INDIRECT				

How to Conduct a SWOT Analysis

Strengths, Weaknesses, Opportunities, Threats

1. Select an individual to facilitate the SWOT analysis.

2. Brainstorm strengths

- Solicit ideas from participants. Capture as many as possible
- Record all suggestions on a flip chart. Avoid duplicate entries.
- At this point, the goal is to capture as many ideas on the flip charts as possible.

3. Consolidate ideas

- Post all flip charts pages on a wall. While every effort may have been taken to avoid duplicate entries, there will be some ideas that overlap. Consolidate duplicate points by asking the group which items can be combined under the same subject. Resist the temptation to over-consolidate—lumping lots of ideas under one subject. Often, this results in a lack of focus.

4. Clarify ideas

- Go down the consolidated list item by item and clarify any items that participants have questions about.
- It's helpful to reiterate the meaning of each item before discussing it. Stick to defining strengths. Restrain the team from talking about solutions at this point in the process.

5. Identify the top three strengths

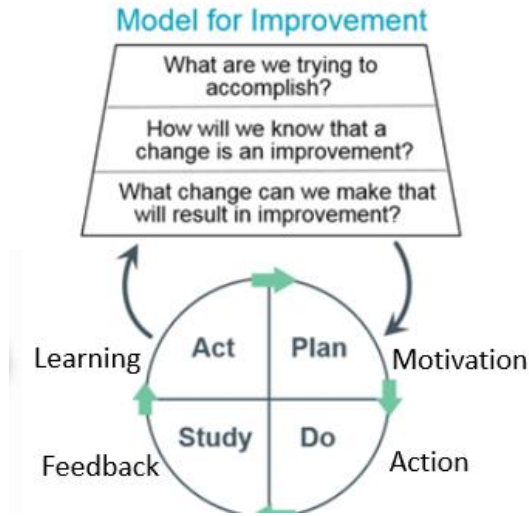
- Sometimes the top three strengths are obvious and no vote is necessary. Otherwise, give participants a few minutes to pick their top issues individually. Allow each team member to cast three to five votes (three if the list of issues is ten items or fewer, five if it is long).
- Identify the top three items. If there are ties or the first vote is inconclusive, discuss the highly rated items from the first vote and vote again.

6. Summarize strengths

Once the top three strengths are decided, summarize them on a single flip chart page.

7. Repeat Steps 2-6 for weaknesses, opportunities, threats (challenges)

Project Management



Project Plan of Action and Milestones (POAM)

Name: _____

Goal, Objective, Task: _____

	PLAN	DO			STUDY/ACT
No.	Action	Individual (Lead)	Start Date	Stop Date	Comments

Develop / Refine A Strategic Plan - PDSA

PLAN. Develop Strategic Plan. Identify: Organization, Description, Stakeholders, Vision, Mission, Values, Goals, Objectives, Plan of Action and Milestones (POAM)

Issue/Group/Organization Name: _____

Description of the Issue/Group/Organization. _____

Note: A supporting tool for developing and improving a strategic plan is a SWOT assessment. This includes identifying Strengths, Weaknesses, Opportunities, and Threats (Challenges).

Along with Stakeholders, develop a Stakeholder Matrix

- **Stakeholders** – everyone that will be effected by what we do over the near, mid, and long-term, e.g., over the life cycle of the program.
 - **Direct Customers** – receive the service or product
 - **Internal** – Provide the service or product
 - **Indirect** – Others that support or have an interest in the production and delivery of the service or product

STAKEHOLDER MATRIX

Stakeholder Groups	Needs ?	Services/Product provided ?	Expectations ?	Feedback Measures?
DIRECT				
INTERNAL				
INDIRECT				

Develop / Refine A Strategic Plan cont.

- **Vision.** *Develop a vision statement:* (Note: Vision should link to “needs” and “expectations”. A service/product is an **outcome** from a process,
- **Mission.** *Develop a mission statement”.* (Note: Mission should link to the support and services to be provided). A service/product is an **output** from a process.
- **Values.** Identify the values that will GUIDE decisions that are made by the organizations internal stakeholders.
- **Develop Goals, Objectives, Plan of Action and Milestones (POAM).**
 - Goals: The purpose toward which an endeavor is directed; The result or achievement toward which effort is directed or aimed; An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.
 - What are the “S.M.A.R.T.” Objectives for each Goal ? (Specific, Measurable Achievable, Relevant) Time-Oriented)
 - Develop a Plan of Action with Milestones (POAM)

2. **DO** – Execute the POAM and update status.

	PLAN	DO			STUDY/ACT
No.	Action	Individual (Lead)	Start Date	Stop Date	Comments

3. **STUDY** the results. Are expectations being met?

4. **ACT.** Take appropriate action based on the results from the Study phase. Adopt the change, abandon or run through the cycle again.