



**COUNCIL** *on* **FOUNDATIONS**

**Community Foundations Leadership Team**

# Framework for Community Leadership by Community Foundations

National Task Force on Community Leadership

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Community Foundations Leadership Team

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*Approved by the National Task Force on Community Leadership*

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*By Cindy Sesler Ballard*

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# **Framework for Building Community Leadership Capacity and Impact within an Individual Community Foundation**

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November 2008

## **The Case**

Leadership is plentiful in every community, but often narrow in focus and limited in reach. New forms of leadership are needed to kindle new forms of civic dialogue and engagement – leadership that is visionary and inclusive, capable of transcending single issues and partisan politics, grounded in clearly articulated values, and deeply committed to improving the quality of community life. Growing numbers of community foundations of all sizes are taking unprecedented leaps into this leadership breach, developing and using their knowledge, networks, reputation, ability to contribute and leverage resources, and growing political acumen to drive change in their communities. They are mindful of the privileged position they occupy and their obligation to attend to the well being of the entire community. They recognize that their endowments afford them the luxury of the long view in a society with a short attention span. They are harnessing the collective influence and access of their increasingly diverse boards, donors, grantees, partners and staff to tackle persistent problems that defy simple solutions. They are becoming the nexus where the energy, talent, ideas and resources of those who care passionately about their communities converge to meet the leadership challenges of this new century.

## **The Challenge**

There are few guideposts for community foundations that want to be intentional about building their skills and aligning their organizations for community leadership. Part of the challenge is providing structure and language to skill sets and activities that have multiple dimensions. Community leadership is a slippery concept, and without greater clarity and consensus on what it means and what it looks like, community foundations cannot reach their leadership potential. Without intentionality, community leadership will remain an ad hoc enterprise. It will never be institutionalized, much less become an institutional hallmark.

This framework is the first effort to bring clarity to the practice of community leadership by community foundations. It allows community foundations to take stock, analyze options, develop strategies, and measure progress. It is a necessary first – and giant – step in creating a practical knowledge base. Although the field is clamoring for stories that illustrate community leadership, this framework is the “what” that necessarily precedes the “how.” Future plans include making the elements in the framework come alive through stories that illustrate different approaches by different community foundations.

## **The Architects**

The National Task Force on Community Leadership (NTF) was convened in September 2007 to create frameworks and tools to make community leadership a defining characteristic of

community foundations and a core competency of the field. The National Task Force is staffed by CFLeads and the Aspen Institute Community Strategies Group. This framework was prepared with generous funding from the Council on Foundations' Community Foundations Leadership Team, the Ford Foundation, the Charles Stewart Mott Foundation, and the Annie E. Casey Foundation.

### **National Task Force Members**

Ivye Allen	President, Foundation for the Mid South Jackson, MS
Brian T. Byrnes	Senior Vice President Tides Foundation San Francisco, CA
Phyllis Campbell	President & CEO, The Seattle Foundation Seattle, WA
Emmett D. Carson	CEO & President, Silicon Valley Community Foundation San Jose, CA
Lauren Casteel	Vice President, Philanthropic Partnerships The Denver Foundation Denver, CO
Roger Doughty	Executive Director, Horizons Foundation San Francisco, CA
Lewis M. Feldstein	President, New Hampshire Charitable Foundation Concord, NH
Ellen Gilligan	Vice President Community Investment The Greater Cincinnati Foundation Cincinnati, OH
Sandra R. Hernández, MD	CEO, The San Francisco Foundation San Francisco, CA
Michael Howe	Chair, National Task Force on Community Leadership, John W. Gardner Center for Youth & Their Communities, Stanford University, Palo Alto, CA; former President, East Bay Community Foundation, Oakland, CA
Henry Izumizaki	Learning Director, The Russell Family Foundation Gig Harbor, WA

Douglas M. Jansson	President, Greater Milwaukee Foundation Milwaukee, WI
Benjamin Jealous	President & CEO, The NAACP Baltimore, MD
Felecia L. Jones	Executive Director, The Black Belt Community Foundation Selma, AL
Douglas F. Kridler	President & CEO, The Columbus Foundation Columbus, Ohio
Jennifer Leonard	President & Executive Director Rochester Area Community Foundation Rochester, NY
Kelly Lucas	President & CEO Community Foundation of South Wood County Wisconsin Rapids, WI
Milbrey W. McLaughlin	Professor, Stanford University Founding Director, the John W. Gardner Center for Youth and Their Communities Palo Alto, CA
Kathryn E. Merchant	President & CEO, The Greater Cincinnati Foundation Cincinnati, OH
Andrew J. Morikawa	Executive Director Community Foundation of the New River Valley Christiansburg, VA
Ruben Orduña	Vice President for Development, The Boston Foundation Boston, MA
Monica Patten	President & CEO, Community Foundations of Canada Ottawa, Ontario
Peter H. Pennekamp	Executive Director, Humboldt Area Foundation Bayside, CA
Henry Ramos	Principal, Mauer Kunst Consulting New York, NY
H. Walker Sanders	President, Community Foundation of Greater Greensboro Greensboro, NC

Robert Stark	Executive Director, New Mexico Community Foundation Santa Fe, NM
Nina Waters	President, The Community Foundation in Jacksonville Jacksonville, FL
Thomas E. Wilcox	President & CEO, Baltimore Community Foundation Baltimore, MD
Jeffrey G. Yost	President & CEO, Nebraska Community Foundation Lincoln, NE

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**COMMUNITY LEADERSHIP BY A COMMUNITY FOUNDATION**  
**Definition and Outcome**

The community foundation is a catalyzing force that creates a better future for all by addressing the community's most critical or persistent challenges, inclusively uniting people, institutions and resources, and producing significant, widely shared and lasting results.



**First-Level Building Blocks**

**A.** The community foundation manifests the **values, culture and will** to exercise community leadership.

**B.** The community foundation continuously builds the **relationships** to exercise community leadership.

**C.** The community foundation accesses and develops the **resources** necessary to exercise community leadership.

**D.** The community foundation accesses and develops the **understanding and skills** to exercise community leadership.

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK A:** The community foundation manifests the **values, culture and will** to exercise community leadership.

**Second-Level Building Blocks**

**Third-Level Building Blocks**

**1.** The community foundation is committed to effecting change that advances the common good.

- 1a. The community foundation’s mission includes community betterment.
- 1b. The community foundation consistently acts on clearly articulated values that undergird community betterment.
- 1c. The board, staff and volunteers are passionately committed to creating a better future for all.
- 1d. The community foundation subordinates the self interest of its board, staff, volunteers and donors to the common good.

**2.** The community foundation is fundamentally committed and organized to increase opportunity, diverse participation and fairness.

- 2a. The community foundation examines and articulates its values of increasing opportunity, diverse participation and fairness.
- 2b. The community foundation understands that diversity and inclusion enhance credibility and improve effectiveness.
- 2c. The community foundation’s internal policies and practices reflect and support diversity and inclusion.
- 2d. The community foundation uses inclusion and equity values in choosing its community leadership issues and actions.
- 2e. The community foundation recognizes and addresses class and other power imbalances in its work with diverse constituencies.
- 2f. The community foundation advocates for and commits resources to inclusion and equity in all of its work.
- 2g. The community foundation respects and accounts for the differences, needs, resources and interests of specific constituencies.

**3.** The community foundation is a results-driven learning organization.

- 3a. The community foundation focuses its community leadership efforts on issues with significant or long-term impact on the community.
- 3b. The community foundation determines the nature and duration of its community leadership engagement in terms of the outcomes it seeks.
- 3c. The community foundation examines itself and makes internal changes to increase its impact and effectiveness.
- 3d. The community foundation learns from and adapts its actions based on routine examination of successes and failures.

**4.** The community foundation is humble, respectful and transparent.

- 4a. The community foundation is prompt, courteous and caring in all of its interactions with the community.
- 4b. The community foundation is respectful when it disagrees with others.
- 4c. The community foundation shares or declines to take credit when necessary to advance community leadership goals.
- 4d. The community foundation accepts criticism and admits mistakes.

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK B:**

The community foundation continuously builds the **relationships** to exercise community leadership.



**Second-Level Building Blocks**

**Third-Level Building Blocks**

**1.** The community foundation is positioned to join with or convene those involved in, affected by or concerned about an issue.

- 1a. Relationship building and outreach are core expectations for community foundation staff, board and volunteers.
- 1b. The community foundation nurtures relationships and fosters trust throughout the community.
- 1c. The community foundation has access to a diverse group of leaders through its board, staff, donors, volunteers, grantees, and partners.
- 1d. The community foundation is actively and directly involved in those neighborhoods and places where it is doing community leadership work.
- 1e. The community foundation engages the vulnerable and voiceless in community problem-solving.
- 1f. The community foundation builds relationships with those outside the community whose connections, resources, interests and abilities may support community leadership work.

**2.** The community foundation engages and supports other community leaders.

- 2a. The community foundation follows or joins efforts initiated and led by others.
- 2b. The community foundation works to build the capacity of leaders throughout the community.
- 2c. The community foundation engages and supports new leaders, especially from groups underrepresented in the community's leadership structure, to succeed and gain influence.
- 2d. The community foundation believes that groups within the community should choose their own leaders.

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK C:** The community foundation accesses and develops the **resources** necessary to exercise community leadership.



**Second-Level Building Blocks**

**Third-Level Building Blocks**

**1.** The community foundation's internal information and implementation systems maximize its ability to influence community change.

- 1a. The community foundation integrates its community leadership efforts across all functional areas.
- 1b. The community foundation has a consultative process in place to identify emerging, critical or persistent community issues.
- 1c. The community foundation has a system to match donor interests with community leadership needs and issues.
- 1d. The community foundation aligns its grantmaking systems and operational processes to support community leadership.
- 1e. The community foundation is user-friendly in all of its processes.
- 1f. The community foundation's information systems are transparent and accessible.

**2.** The community foundation has the human resources to exercise community leadership.

- 2a. The board, staff, volunteers, donors, grantees and vendors are broadly reflective of the community and its shifting demographics.
- 2b. The board uses community leadership as a primary criterion in selecting and evaluating the CEO.
- 2c. The board and staff are entrepreneurial, take risks and learn from their mistakes.
- 2d. The board and staff take new or courageous stands, when necessary, to move an issue forward.
- 2e. The board reflects the diverse points of view and levels of influence necessary to effect change.
- 2f. The community foundation provides ongoing professional development for board, staff and volunteers around community leadership.
- 2g. The board, staff and volunteers are able to relate to the cultures that make up their community.

(continued with two more building blocks on next page)

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK C** *(continued)*



**Second-Level Building Blocks**

**Third-Level Building Blocks**

**3.** The community foundation engages donors and other co-investors in community leadership work.

- 3a. The community foundation systematically helps current and prospective donors deepen their understanding of community issues.
- 3b. The community foundation connects donors and potential co-investors to opportunities to increase the impact of their investments.
- 3c. The community foundation's donors use their influence and connections to advance community leadership efforts.
- 3d. The community foundation provides feedback to donors and other co-investors about the impact of their support.
- 3e. The community foundation encourages donors to structure gifts in ways that can flexibly address changing community needs over time.
- 3f. The community foundation provides donors with philanthropic options outside the community foundation when donor interests are incompatible with its values.

**4.** The community foundation's business model provides flexible financial resources to support community leadership efforts.

- 4a. Operations are efficient, freeing resources for community leadership.
- 4b. The community foundation has income-generating, budgeting and leveraging strategies to support community leadership, such as:
  - fees from donor funds
  - earned income
  - unrestricted endowment income
  - public sector funds
  - corporate and foundation grants
  - annual campaigns and special events.
- 4c. The community foundation knows the cost of each service it provides relative to the revenue it generates, and aligns subsidies as needed to serve community leadership efforts.
- 4d. The community foundation knows how to use community and portfolio investments outside of grantmaking to support community leadership efforts.

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK D:** The community foundation accesses and develops the **understanding and skills** to exercise community leadership.



**Second-Level Building Blocks**

**1.** The community foundation actively learns *about, with* and *for* the community.

**2.** The community foundation understands the processes that lead to community improvement:

- community development
- economic development
- community organizing
- cultural change
- systems change

**3.** The community foundation stimulates dialogue, promotes understanding and builds consensus.

**Third-Level Building Blocks**

- 1a.** The community foundation has current and historical knowledge of the institutions, leadership, economy, demographics, natural and built environment, and culture of its area.
- 1b.** The community foundation reaches out to people in the community to understand their perspectives, gain their knowledge and engage them in identifying solutions.
- 1c.** The community foundation finds or generates objective information it needs but may not have.
- 1d.** The community foundation looks beyond current strategies for solutions.

- 3a.** The community foundation has the skills and ability to use convening to produce results.
- 3b.** The community foundation has the skills, strategies and capacity to effectively tell community leadership stories.
- 3c.** The community foundation tailors its communications to diverse audiences.
- 3d.** The community foundation uses non-traditional communication outlets and new media to ensure community-wide reach.
- 3e.** The community foundation frames issues in ways that resonate with those who can make change happen.
- 3f.** The community foundation stays current with communication technology.
- 3g.** The community foundation is a trusted source and provider of information about the community.

(continued with three more building blocks on next page)

**FRAMEWORK for Building the Community Leadership Capacity and Impact of an Individual Community Foundation**

**BUILDING BLOCK D** *(continued)*



**Second-Level Building Blocks**

**Third-Level Building Blocks**

**4.** The community foundation strategically crafts and acts on community leadership opportunities.

- 4a.** The community foundation understands the multiple roles and range of tools it can use to leverage change.
- 4b.** The community foundation identifies the ways it is willing and able to add value to a community leadership issue.
- 4c.** The community foundation knows when to work behind the scenes, when to take a stand, when to partner, and when to build the capacity of others to effect change.
- 4d.** The community foundation nimbly anticipates and responds to emerging opportunities and challenges.
- 4e.** The community foundation sustains its efforts to achieve its outcomes.

**5.** The community foundation engages in public policy to advance the common good.

- 5a.** The community foundation understands the public policy process and resource streams.
- 5b.** The community foundation cultivates relationships in all three branches of government and at the federal, state and local levels.
- 5c.** The community foundation knows when and how to effectively participate in the policy process.
- 5d.** The community foundation knows and takes advantage of the range of advocacy options the law allows to 501(c)(3) organizations.

**6.** The community foundation evaluates the impact of its community leadership work.

- 6a.** The community foundation has a long range vision, plan and outcome-oriented goals for its community leadership work.
- 6b.** The community foundation gathers data, information and community feedback to measure, inform and adjust its community leadership work.

## Framework for Building the Capacity and Impact of an Individual Community Foundation

# User's Guide 1.0

*By Cindy Sesler Ballard*

### Introduction

This framework is the first effort to bring clarity to the definition and practice of community leadership by community foundations. Created by the National Task Force on Community Leadership, it represents a necessary first – and giant – step in creating a practical knowledge base.

The framework is extraordinarily versatile. It offers:

- ❖ A way to unpack complex issues and processes, focused on why things do or do not work
- ❖ A tool for planning that starts from analysis rather than intuition
- ❖ A tool for taking stock and evaluating progress
- ❖ A means to target exactly the right interventions to achieve desired results

This framework is specific to the practice of **community leadership by community foundations**. It breaks down into manageable bites what it takes for community foundations to make the shift from occasionally practicing community leadership to becoming community leadership institutions.

Can the framework be used in the design, implementation, and evaluation of specific projects and initiatives? Yes, and it should be. Its primary purpose, however, is to identify the **qualities and capacities** necessary to improve the success and sustainability of *every* project and *every* initiative a community foundation undertakes. While the framework is not the answer to everything, it will help you ask the right questions at each step along the way.

### Understanding the Framework

- ❖ Approach community leadership with a “practice makes perfect” mindset.
- ❖ A community foundation can enter community leadership work **at any point** – and regardless of its age, location, history or size.

- ❖ This framework describes the building blocks that make community foundations better community leadership institutions. The larger the number of building blocks a community foundation has in place, the more likely it is to be successful in its community leadership efforts and to sustain them over time.
- ❖ A number of the building blocks are interdependent. The best interventions can and will build capacity to address multiple building blocks.

### **Defining Community Leadership**

The framework begins with a definition of what community leadership looks like when it is happening. It is knitted together into a very long sentence where every word matters. Let's begin by unraveling it to reveal each strand of thought.

#### ***The community foundation (your name goes here!)***

***...is a catalyzing force.*** This acknowledges that the community foundation does not act in isolation. It acts in concert with others, sometimes taking the lead, sometimes following, sometimes paving the way for new leaders.

***...that creates a better future for all.*** This acknowledges that the community foundation's constituency is the entire community. Every issue, every cause it embraces, has some connection to the greater good.

***...by addressing the community's most critical or persistent challenges.*** This acknowledges that the community foundation doesn't shy away from something because it's too hard or "it has always been that way" and it can be counted on in a crisis.

***...inclusively uniting people, institutions, and resources.*** This acknowledges how the community foundation goes about its business: in the open and with broad participation. It also recognizes that the community foundation is well-suited to assemble and leverage resources.

***...and producing significant, widely shared and lasting results.*** This acknowledges that the community foundation looks beyond quick fixes and innovative pilot projects, that it has the staying power to reach the outcomes it seeks.

### **The Significance of Building Blocks**

Beneath the definition of community leadership are first-, second-, and third-level building blocks. These describe the qualities and capacities that enable community foundations to fully realize their community leadership potential. It's worth reiterating that not all building blocks need to be in place for a community foundation to

successfully engage in community leadership, and that the very process of engaging in community leadership strengthens building blocks. Also bear in mind that while *qualities* (e.g., values, culture, and will) are internal to the organization, not every *capacity, resource, or skill* (e.g., expertise in economic development) needs to be in-house. Each community foundation will make different decisions about where to start based upon community context and stage of evolution. It often makes sense to focus first on those capacities essential to the community foundation's current priorities.

### ***First-Level Building Blocks***

Every use of the framework requires attention to all four **first-level building blocks**. They form the interrelated and interdependent basis for community leadership work. Simply stated, doing something aimed at one building block often affects other building blocks.

For example, the values and culture of your community foundation (building block A) affect both the depth and diversity of your relationships (building block B). It makes sense to gain clarity on your organizational values and culture before attempting to build relationships with those who have never interacted with the foundation and might, in fact, be skeptical about your motives. In turn, the relationships (building block B) you develop have an impact on your ability to act upon critical issues (building block D), attract co-investors (building block C), and engage in public policy (building block D).

Let's examine the first-level building blocks in a bit more detail.

#### **Building Block A: Values, Culture, and Will**

Does your community foundation have “fire in the belly” for community leadership? This is a fundamental requirement, even if it initially resides only in a handful of community foundation board and staff. While community foundations often enter this work incrementally, community leadership must eventually become embedded in the DNA of the organization.

The shift to a primary focus on community leadership can lead to difficult conversations at the board level. One community foundation reported several board members saying “this is not what we signed on for” when the subject was broached. With perseverance on the part of the CEO, the board explored and eventually embraced community leadership, limiting attrition to one member. Other community foundations have gradually reconstituted their boards, recruiting each new member with explicit expectations around community leadership. To ensure that community leadership remains the pivot point, some community foundation boards evaluate their own performance in addition to the CEO's on an annual basis.

Don't underestimate challenges at the staff level. One of the unintended consequences of organizational silos (donor services, finance, program, etc.) is that clearly marked territory makes people territorial. Blurring functional lines so that community leadership becomes the organizing principle of the community foundation can surface tensions. A repeated reference to "my donors" was an early indication to one community foundation CEO had that there were turf issues in the organization. This suggests a need for some employee performance measures that place value on cross-functional integration.

These incidents underscore the importance of internal preparation to increase external impact. One approach is to define the criteria that will be applied to community leadership efforts. This has the advantage of grounding often lofty values statements within a decision-making framework. It brings home to board and staff alike how community leadership is being operationalized. One community foundation tied all leadership efforts to a single metric, but it also developed a dozen criteria that fine-tune the concept in relation to the community foundation's role. The CEO reports that, without the clarity and objectivity provided by these criteria, the board would never have ventured into dismantling racism by improving civic dialogue and closing gaps in housing, education, and health care.

### **Building Block B: Relationships**

The true wealth of a community foundation lies in its relationships. Everything from the ability to attract donors to having a beneficial and lasting impact in the community depends in part on the breadth and depth of the relationships a community foundation cultivates. All community foundations have abundant relationships, but they tend to be weighted toward certain professions (law, financial advisors) and the top rungs of the socioeconomic ladder. This building block speaks to *continuously* building relationships in recognition of both the changing demographics of our communities and the need to develop a broader set of relationships to engage in community leadership.

Community foundations are addressing relationship building in a multitude of ways. For decades, community foundations have operated neighborhood-based grants programs whose primary purpose is increasing social cohesion and problem-solving capability; in this instance, grants are simply a means to a larger end. Others have suspended policies prohibiting certain activities, such as buying tables at fundraising events, when the event is hosted by a group with whom the community foundation does not have trusted relationships. A growing number have launched major initiatives aimed at building personal relationships across ethnic, religious, and racial boundaries. None of this is taking place from behind a desk: community foundation staff and board members are active participants in relationship building throughout the community.

Relationship building is also taking place inside community foundations. Board members, donors, and volunteers are receiving more information about the foundation's community leadership efforts and more personal attention from foundation staff. Staff members are also building new relationships with each other because community leadership requires an integrated, cross-disciplinary approach to almost every function formerly performed, if not in isolation, in a relatively homogeneous fashion.

### **Building Block C: Resources**

Resources include more than money, but money matters. People gravitate to community foundations because they attract, manage, and distribute money. Those functions provide the platform for community leadership.

By the same token, community leadership places new demands on resources, both human and monetary. It requires a more sophisticated understanding and tracking of the relationship between costs and revenues. It requires new ways of thinking about how to use the foundation's human and financial resources to leverage change.

For example, some community foundations are providing loans to small businesses in distressed areas, some are investing in Earned Income Tax Credit campaigns that put millions of federal dollars in the hands of the working poor, and some are placing resources in credit unions that serve economically-disadvantaged populations.

Community foundations are also actively participating in the community leadership efforts they support, simultaneously acquiring new skills and expertise while building and strengthening relationships. Many have provided senior and administrative staff to collaborative efforts, along with meeting space and amenities. They have served as fiscal agent when no other collaborative member could, and at no cost. They have loaned in-house expertise, such as communications staff to increase the visibility of community leadership efforts. In many instances, community foundations board and staff members alike sit on steering committees and the governing bodies of community leadership collaboratives. Expectations about participation in community affairs are finding their way into job descriptions, CEO selection, and performance evaluation.

Community leadership is labor intensive, and the knowledge base on how to fund community leadership is in its infancy. Most community foundations are struggling with this issue. Some are building endowments, others depend upon annual fundraising, others seek grants from private foundations, and others seize opportunities unique to their geography and circumstance. Different models for providing adequate and dependable levels of support for community leadership need priority attention at the field level.

## **Building Block D: Understanding and Skills**

Among the most important qualities that a community foundation can cultivate is curiosity about the community it serves. Among the most important skills it can develop is the ability to forge consensus. Community leadership issues often require understanding and skills beyond the foundation's ken. Skills can be acquired internally on-the-job or through specialized hires and externally through consultants and community partners. Many community foundations acquire the knowledge they need by commissioning studies, by creating indicators projects, by conducting stakeholder interviews and focus groups, or by convening all of the known organizations and entities that deal with a particular issue. It is important to remember that expertise comes in many forms and includes the practical knowledge gained by people whose daily lives are affected by the issue being addressed.

The transition to community leadership necessitates increased sophistication in communications. Many community foundations maintain a profile so low that it barely registers on the public's radar screen. Interestingly, a number of community foundations report that assets increased dramatically when communications staff was added. The field of communications, however, covers a broad spectrum of activities. Community leadership extends beyond traditional communications efforts designed to polish your image or increase your visibility. For example, one community foundation invested in storytelling training for its staff. Another hired a journalist to write compelling stories about its leadership work. Others are investing in social networking software to increase information and idea sharing among community members focused on a particular issue.

### **Second- and Third-Level Building Blocks**

This is where the framework becomes both more specific and more actionable. The framework points you in directions you may never have ventured, and urges you to look beyond the usual suspects in both the learning and doing phases of your community leadership work. It is intended to stretch your thinking. While it is a check-list, it is not of the "been there/done that" variety. It should be revisited again and again as you tackle new challenges or stub your toes on old ones.

## Using the Community Leadership Framework

Community foundations can use the framework to:

- examine general readiness for community leadership
- stimulate thinking and discussion about what needs to be in place when embarking on a specific community leadership activity
- assess what contributed to the progress and success of a community leadership effort, and
- reflect on what should be strengthened to make the next community leadership effort more successful.

Described below are three tools that you'll find in the Exhibits to the user's guide. While similar in many respects, they offer three different entry points to the framework.

### **As an assessment tool**

Community foundations can use the framework to assess community leadership strengths and gaps. One easy way to start is by reflecting on a specific community leadership experience – it may be completed or in progress. *Use the Community Leadership Story Tool included as Exhibit A. This exercise is best completed by a board and staff team. Different community leadership efforts require or emphasize different capacities. To get a good baseline, apply this exercise to more than one story. Repeat the exercise periodically to track ways in which the foundation is building its community leadership capacity.*

### **As a community leadership readiness inventory tool**

The framework can be used as a checklist for considering in general the attributes and capacities the community foundation has in place to engage in community leadership. *Use the Community Leadership Readiness Inventory Tool included as Exhibit B. Assemble up to twelve board and staff members and break the group into four teams; assign each team one of the first-level building blocks. Have each team review its relevant second-level building blocks, referring to the third-level building blocks for detail. Identify second-level building blocks or two or three third-level building blocks that are priorities for foundation capacity-building.*

### **As a planning tool**

Community foundations can use the framework to strengthen a community leadership initiative or project you're planning to undertake. *Use the Community Leadership Plan*

*Strengthening Tool included as Exhibit C. For each second-level building block, ask “do we need this to succeed in our community leadership effort?” If the answer is no, move on to the next second-level building block. If the answer is yes, then ask, “do we have this?” If the answer is anywhere from “no” to “sort of,” then focus on the corresponding third-level building blocks to figure out what is missing and what needs to be strengthened. Simply highlight relevant third-level building blocks until you’ve completed the process of reviewing all second-level building blocks.*

*Once you’ve identified all of the second- and third-level building blocks germane to your community leadership challenge, it’s time to think about action steps: how you’re going to develop or otherwise acquire the attributes and capacities you’ve identified. The reason it’s important to take the time to complete your inventory of the entire framework before undertaking this process is that the best interventions address multiple building blocks. You have limited time and resources, and this tool is intended to assist you in making informed choices about the best “bang for the buck.”*

### **Moving from 1.0 to 2.0**

This user’s guide and accompanying tools are early efforts to assist you in operationalizing the community leadership framework. They’re works-in-progress and we hope to learn with and from you. Share your stories, critiques, applications, adaptations, and frustrations with us. Help us understand where we’re on target and where we’re missing the mark. Brilliant ideas are always welcome. Please send your feedback to:

**Deanna Silke / CFLeeds / [Deanna@cfileads.org](mailto:Deanna@cfileads.org) / 800.292.6149, ext. 620**

**Exhibit A**

<b>Community Leadership Story Tool</b>	
<b>Community Foundation</b>	
<b>Title of Story</b>	
<b>Issue Addressed</b>	
<b>Top Three Reasons</b> <i>...we chose to act on this issue</i>	1. 2. 3.
<b>Our Three Primary Strategies/Actions</b>	1. 2. 3.
<b>Partner Role</b> <i>If applicable</i>	
<b>Top Three Impacts</b>	1. 2. 3.
<b>Missing Result</b> <i>We had hoped for but it didn't happen</i>	
<b>Two Factors Most Critical To The Success of This Effort</b> (e.g., relationships, actions, internal capacity, values) & The 2 <sup>nd</sup> or 3 <sup>rd</sup> Level Building Blocks Associated With Them	1. 2.
<b>Two Building Blocks That We Strengthened During The Course Of This Effort</b>	1. 2.

**Exhibit A** (cont'd)

<p><b>Two Building Blocks We <u>Wish Had Been Stronger</u> &amp; Why</b></p>	<p>1.</p> <p>2.</p>
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**Community Leadership Short Story Outline**

**1. What was the topical focus / issue that your community leadership effort addressed?**

- ✓ Name the issue.
- ✓ What are the **top two or three** reasons your community foundation chose to act on this issue?

**2. What did you do?**

- ✓ Name and specify your **three primary strategies** or **actions** your community foundation undertook to address the issue.
- ✓ If you did any of these as part of an effort with other lead partners, name them and the role they played (without going into great detail).

**3. What happened?**

- ✓ List (only) the **top three** most notable impacts of this community leadership effort - in relation to the issue **or** the foundation.
- ✓ If any, what is **one result** that did **not** happen that you had hoped **would happen**?

**4. What is your Building Block Analysis?**

- ✓ Now look at the updated version of the Community Leadership Framework.
- ✓ Which **two** second- or third-level building blocks were **most critical** to you being able to take on this community leadership effort? Think about the factors (e.g., strategies, actions, data, relationships) that were critical to the success of your effort and consider the building blocks that are associated with those factors. (That is., this effort wouldn't have succeeded if we hadn't done *x*, or if *x* hadn't been in place. For example, this effort would not have succeeded without the active participation of the health commissioner. Or,... without hearing the opinions of community residents.)
- ✓ Which **two** second- or third-level building blocks did you **strengthen as a result of or in the course of engaging** in this community leadership effort?
- ✓ Which **two** second- or third-level building blocks **do you wish had been stronger**?

## Exhibit B

### Community Leadership Readiness Inventory Tool

**Instructions:**

Assemble up to twelve board and staff members and break the group into four teams; assign each team one of the First-Level Building Blocks. Have each team review its relevant Second-Level Building Blocks.

Then, referring as needed to the Third-Level Building Blocks:

- ❖ Identify the elements that are clearly present in the community foundation.
- ❖ Identify the elements that are not present in the community foundation that represent priorities needing further attention.
- ❖ Identify one or two next steps for building community leadership capacity.

When discussing the building blocks and completing the form, use key words (e.g., public policy relationships) instead of outline numbers (e.g., D.5.b).

<b>Community foundation:</b>			<b>Date:</b>
<b>Team members:</b>			
<b>First-Level Building Block:</b>			
A. The community foundation manifests the <b>values, culture and will</b> to exercise community leadership.			
<b>Second-Level Building Blocks:</b>	<b>Second or Third-Level Building Blocks In place</b>	<b>Second or Third-Level Building Blocks Needs work</b>	<b>Next steps</b>
1. The community foundation is committed to effecting change that <b>advances the common good.</b>			
2. The community foundation is fundamentally committed and organized to <b>increase opportunity, diverse participation and fairness.</b>			
3. The community foundation is a results-driven <b>learning organization.</b>			
4. The community foundation is <b>humble, respectful and transparent.</b>			
<b>Team members:</b>			
<b>First-Level Building Block:</b>			
B. The community foundation continuously builds the <b>relationships</b> to exercise community leadership.			
<b>Second-Level Building Blocks:</b>	<b>Second or Third-Level Building Blocks In place</b>	<b>Second or Third-Level Building Blocks Needs work</b>	<b>Next steps</b>
1. The community foundation is <b>positioned to join with or convene</b> those involved in, affected by or concerned about an issue.			

**Exhibit B** (cont'd)

2. The community foundation engages and supports other community leaders.	
<b>Team members:</b>	
<b>First-Level Building Block:</b> C. The community foundation accesses and develops the resources necessary to exercise community leadership.	
<b>Second-Level Building Blocks:</b>	<b>Second or Third-Level Building Blocks</b> <b>In place</b>
1. The community foundation's internal information and implementation systems maximize its ability to influence community change.	<b>Second or Third-Level Building Blocks</b> <b>Needs work</b>
2. The community foundation has the human resources to exercise community leadership.	
3. The community foundation engages donors and other co-investors in community leadership work.	
4. The community foundation's business model provides flexible financial resources to support community leadership efforts.	
<b>Team members:</b>	
<b>First-Level Building Block:</b> D. The community foundation accesses and develops the understanding and skills to exercise community leadership.	
<b>Second-Level Building Blocks:</b>	<b>Second or Third-Level Building Blocks</b> <b>In place</b>
1. The community foundation actively learns about, with and for the community.	<b>Second or Third-Level Building Blocks</b> <b>Needs work</b>
2. The community foundation understands the processes that lead to community improvement: community development, economic development, community organizing, cultural change, systems change.	
3. The community foundation stimulates dialogue, promotes understanding and builds consensus.	
4. The community foundation strategically crafts and acts on community leadership opportunities.	
5. The community foundation engages in public policy to advance the common good.	
6. The community foundation evaluates the impact of its community leadership work.	

## Exhibit C

### Community Leadership Plan Strengthening Tool

**Instructions:**

Assemble the team that will have responsibility for taking on a new community leadership challenge. (It is always good practice to have board members involved on planning teams.) After you've developed your preliminary project or initiative design, this tool will sharpen your thinking about the attributes and capacities needed to achieve success. Starting with each Second-Level Building Block:

- ❖ Identify which ones are needed to achieve success.
- ❖ Indicate whether the needed Building Blocks are present.
- ❖ Identify the Third-Level Building Blocks needed to achieve the most important Second-Level Building Blocks. **Complete this process before developing actions for any of the Building Blocks.**
- ❖ Develop actions steps to address the Building Blocks you've identified. Identify any other Building Blocks your action steps address. In determining which action steps are priorities, focus attention on those that strengthen capacity in more than one Building Block.

When discussing the Building Blocks and completing the form, use key words (e.g., public policy relationships), instead of outline numbers (e.g., D.5.b).

<b>Community foundation:</b>	<b>Date:</b>
<b>Community leadership project or initiative:</b>	

	Do we need this? Yes/No	If we need this, do we have it?	If we need this but don't have it, list the most important Third-Level Building Blocks needed to achieve this Second-Level Building Block.	List action steps to address this Building Block. What other Building Blocks does this action address?
<b>Team members:</b>				
<b>First-Level Building Block:</b> A. The community foundation manifests the values, culture and will to exercise community leadership.				
<b>Second-Level Building Blocks:</b>				
1. The community foundation is committed to effecting change that <b>advances the common good.</b>				
2. The community foundation is fundamentally committed and organized to <b>increase opportunity, diverse participation and fairness.</b>				
3. The community foundation is a results-driven <b>learning organization.</b>				
4. The community foundation is <b>humble, respectful and transparent.</b>				

**Exhibit C** (cont'd)

<b>Team members:</b>					
<b>First-Level Building Block:</b> B. The community foundation continuously builds the <b>relationships</b> to exercise community leadership.					
<b>Second-Level Building Blocks:</b>	<b>Do we need this? Yes/No</b>	<b>If we need this, do we have it?</b>	<b>If we need this but don't have it, list the most important Third-Level Building Blocks needed to achieve this Second-Level Building Block.</b>	<b>List next steps to address this Building Block.</b> ■ What other Building Blocks does this action address?	
1. The community foundation is <b>positioned to join with or convene</b> those involved in, affected by or concerned about an issue.					
2. The community foundation <b>engages and supports other community leaders.</b>					

<b>Team members:</b>					
<b>First-Level Building Block:</b> C. The community foundation accesses and develops the <b>resources</b> necessary to exercise community leadership.					
<b>Second-Level Building Blocks:</b>	<b>Do we need this? Yes/No</b>	<b>If we need this, do we have it?</b>	<b>If we need this but don't have it, list the most important Third-Level Building Blocks needed to achieve this Second-Level Building Block.</b>	<b>List next steps to address this Building Block.</b> ■ What other Building Blocks does this action address?	
1. The community foundation's internal information and implementation <b>systems</b> maximize its ability to influence community change.					
2. The community foundation has the <b>human resources</b> to exercise community leadership.					
3. The community foundation engages <b>donors and other co-investors</b> in community leadership work.					
4. The community foundation's <b>business model</b> provides flexible financial resources to support community leadership efforts.					

### Exhibit C (cont'd)

<b>Team members:</b>					
<b>First-Level Building Block:</b>					
D. The community foundation accesses and develops the <b>understanding and skills</b> to exercise community leadership.					
<b>Second-Level Building Blocks:</b>	<b>Do we need this? Yes/No</b>	<b>If we need this, do we have it?</b>	<b>If we need this but don't have it, list the most important Third-Level Building Blocks needed to achieve this Second-Level Building Block.</b>	<b>List next steps to address this Building Block.</b> <b>What other Building Blocks does this action address?</b>	
1. The community foundation actively <b>learns about, with and for</b> the community.					
2. The community foundation understands the <b>processes that lead to community improvement:</b> community development, economic development, community organizing, cultural change, systems change.					
3. The community foundation <b>stimulates dialogue,</b> promotes understanding and builds consensus.					
4. The community foundation <b>strategically crafts and acts</b> on community leadership opportunities.					
5. The community foundation engages in <b>public policy</b> to advance the common good.					
6. The community foundation <b>evaluates</b> the impact of its community leadership work.					