

**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> |              |

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|----------------------|
| <b>Team members:</b> |
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| <b>First-Level Building Block:</b><br>A. The community foundation manifests the <b>values, culture and will</b> to exercise community leadership. |
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| <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 action steps to address this Building Block.<br/>▪ What other Building Blocks does this action address?</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><br>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?<br/>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.<br/>▪ What other Building Blocks does this action address?</b> |
| 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><br>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?<br/>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.<br/>▪ What other Building Blocks does this action address?</b> |
| 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.                       |                                    |  |   |   |

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|--|--------------------------------|--|---|---|
| <b>Team members:</b>   |                                |  |   |   |
| <b>First-Level Building Block:</b><br>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> | <ul style="list-style-type: none"> <li>▪ List next steps to address this Building Block.</li> <li>▪ What other Building Blocks does this action address?</li> </ul> |
| 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.  |                                |  |   |   |