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Brown County Leader Network

Support Guide and Services



Feedback, questions, comments?

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Background and History

The Brown County Leader Network (BCLC) was developed from Brown County's participation in the Hometown Collaborative initiative (HCI).

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 Network,

On names, we started off with Brown County Leadership Cooperative. Feedback indicated that this name may be confused with other programs. We then developed the name Brown County Leaders Connecting Leaders which is the name that we used to incorporate the program. We are doing business as Brown County Leader Network.

Our application was approved in December 2018. Since December, we have worked to develop and identify our strategy that is represented within this guide.

BCLC - Program Description and Plan

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

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 or test aimed at improvement. 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, preferably on a small scale (prototype).
- **Study.** Examine the results
- **Act.** Adopt the change, abandon it, or run through the cycle again until you achieve the desired outcome.

Leaders Connecting Leaders – 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/Refine Strategic Plans
- Develop PDSA based Project 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.*

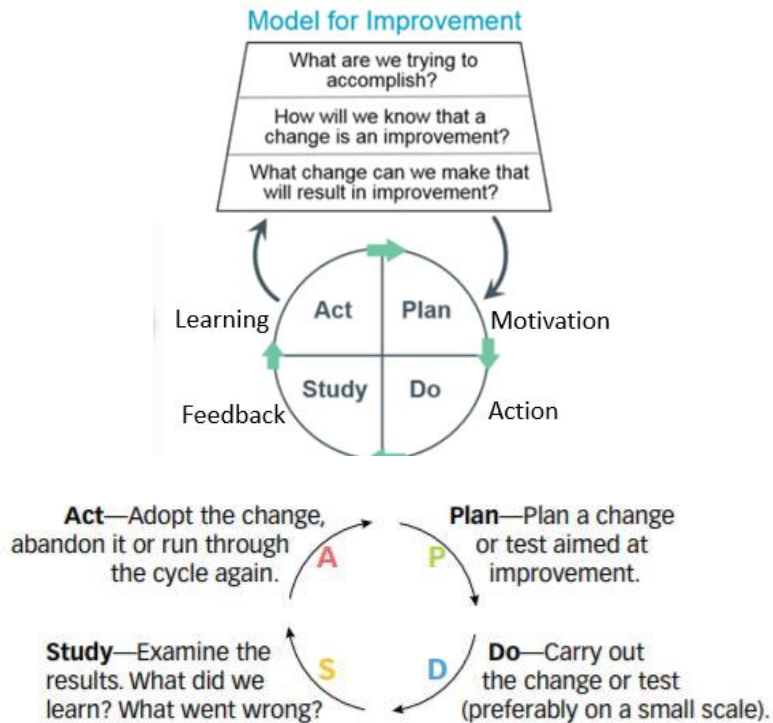
- Extrinsic – Driven by external rewards or punishments – generally short term
- Intrinsic – Driven by passion, enjoyment.

2. Action. *You 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 leads to knowledge and knowledge to wisdom.

The Four Components and the PDSA Cycle



Getting Started

Name (Individual/Organization): _____

Contact Information: (cell, email): _____

What is the goal of your initiative, project, program? _____

STAKEHOLDER COMMUNITY

DIRECT STAKEHOLDER – Receive the service and/or product.

- Who are your direct stakeholders or customers?

- What are the needs of your customers/stakeholders?

- What services/products are or will be provided?

- What are the expectations of your stakeholders/customers?

- What feedback is/would be used to determine if customer expectations are being met?

INTERNAL STAKEHOLDERS

- Who will or does provide the service and/or products?

INDIRECT STAKEHOLDERS

- Who are the other stakeholders that are effected and/or have an interest in the products/services provided?

COMMENTS ?

Identify Stakeholder Community

Stakeholders – This includes 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 (Challenges), 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)

Community and County Decision Making Process

Intent: Introduce a framework that can support analysis and decision-making that will produce outcomes where everyone benefits, or at least, are not any worse off in the long-term.

Context for “Better” Communities and government:

Preamble to the U. S. Constitution. *We the People* of the United States, in Order to form *a more perfect Union*, establish Justice, insure domestic Tranquility, provide for the common defence, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

1. How do “We the People” define “more perfect” or better?
2. What feedback do we need to assess results?
3. What methods do we apply to identify needed changes and priorities?
4. What methods do we use to determine when change results in improvement?

American Society for Quality. An **ideal** situation represents a standard of **perfection**—or the highest standard of excellence defined by stakeholders, including direct customers, internal customers, suppliers, society, and shareholders. [Reducing variation from the ideal](#) results in outcomes where everyone gains (more needs are being met) or at least, are not any worse off in the long-term.

FRAMEWORK

- **Name.** Identify the Proposed Change (project, policy, process, ordinance, resolution, et al.).
- **Identify the Purpose:**
 - What is the reason for the change, e.g, the “problem”?
 - What is the ideal/desired end state?
 - How will you know that change will result in improvement? Who will decide and by what method?
 - What are the criteria for determining the best solution (s)? Cost, safety, compliance, etc.?
 - Additional criteria that support citizen engagement would be derived from the following categories: Financial, Social, Cultural, Natural, Intellectual, Political.

- Information: [Decision Support Matrix](#)

Scenario #1

		ALTERNATIVES					
		Option A		Option B		Option C	
CRITERIA	Weight	Rating	Score ⁽¹⁾	Rating	Score ⁽¹⁾	Rating	Score ⁽¹⁾
Criterion C1	1	3	3	3	3	3	3
Criterion C2	2	2	4	1	2	2	4
Criterion C3	3	1	3	3	9	2	6
Total	6	4	10	7	14	7	13

⁽¹⁾ Score = Rating * Weight

For a better interpretation, we can visualize the data in histograms. To do so, let's consider, as the data source, the **ratings** and **scores** of evaluated solutions. Here is the result:

- Document the Problem Statement.** A problem statement is a short description of the issues that need to be addressed by a problem-solving team and should be presented to them (or created by them) before they try to resolve a problem.
- Other Examples:** Have other organizations or counties faced a similar opportunity or problem? Did they successfully address the issue (s)? If so, how?
- Coordinate with Stakeholders.** Identify the stakeholders that will be affected by the change. In addition to elected leaders, this can include members of other boards and commissions, private sector groups, citizens, etc.
 - Stakeholders include everyone that will be affected by what is done over the near, mid, and long-term, e.g., over the life cycle of the initiative or program. They include the Direct – receive the product or service; Internal – Provide the service or product; and Indirect – Others that support or have an interest in the production and delivery of the service or product.
 - Who are the stakeholders that participated in the proposed change? Did they concur with the proposed changes? Is this information documented?
 - Reference: Stakeholder Matrix.
- Identify References.** Includes identification of any statutes, ordinances, et.al., that need to be considered when proposing a new change.
- Identify the Facts.** A fact is an event, item of information, or state of affairs existing, observed, or known to have happened, and which is confirmed or validated to such an extent that it is considered ‘reality.’
- Collect Data.** Data are facts and statistics collected together for reference or analysis.

- **Identify Assumptions** (non-facts). An assumption is a thing that is accepted as true or as certain to happen, without proof. Terms associated with an assumption include the following:
 - *Speculation*. Ideas or guesses about something that is not known.
 - *Conjecture*. Inference formed without proof or sufficient evidence.
 - *Opinion*. A view or judgment formed about something, not necessarily based on fact or knowledge.
 - *Anecdotal*. Not necessarily true or reliable; based on personal accounts rather than facts or research.
 - *Allegation*. A statement claimed as fact often without proof.
 - *Hope*. A feeling of expectation and desire for a certain thing to happen.

- **Identify Constraints**. A constraint is a limitation or restriction. This would include resources (people and budget) statutes, policies, any enforcement-related issues, etc.

- **Identify Potential Second Order Effects – Include as a risk.**
 - “Every action has a consequence, and each consequence has another consequence. These are called *Second-Order Effects*. Every change you make to a system will have Second-Order Effects, which may affect the system’s functionality. Be careful when making changes, they may have the opposite effect of what you aimed for.” [Josh Kaufman](#)
 - [How to think about second order effects](#)

- **Identify Risks**. A risk is “an uncertain event or condition that, if it occurs, has a positive or negative effect on a project’s objectives.” A probability of occurrence (0-100%) and effect (high, medium, low) can also be associated with a respective risk. A mitigation strategy can also be identified.

- **Propose Alternative Solutions**. Identifying up to three options is helpful. Options can identify the respective scope. The higher degree of change (scope), the higher the cost and risk of problems. For example, updating an ordinance due to a change in state law would be an incremental change (smaller scope).
 - A significant change that includes policies that exceed state standards would require extensive analysis and coordination to justify the change and to ensure that the solution does not create more problems than it solves.

- **Analyze Alternatives**. What are the Pros and Cons of each proposed option? These should be developed with stakeholder groups.

- **Compare Alternatives**. The alternatives can be assigned a weight and compared to the defined criteria included in the purpose statement.

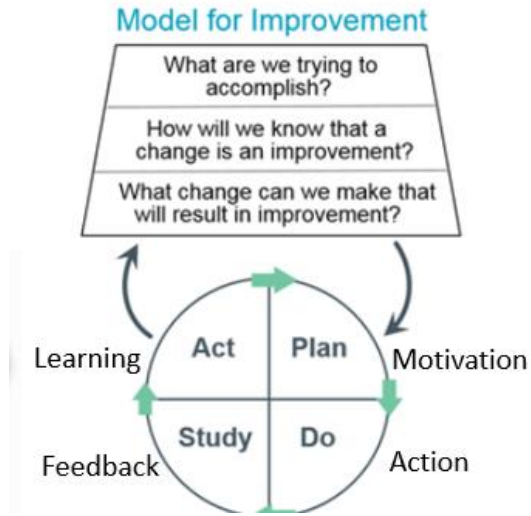
- **Identify the Recommended Solution (s), Make a Decision.**

- **Develop the Plan of Action and Milestones (POAM) for Implementing the Recommendation.** Incorporate the [Improvement Cycle](#) for Learning and Development:
 - PLAN a change or test aimed at improvement. *What are you going to do and why?*
 - DO. Carry out the change, preferably on a small scale. *What is the plan of action and milestones? Who is doing what and when? What will “done” look like?*
 - STUDY (Check). Examine the results. *What was learned? What went wrong? What went right? What were the surprises?*
 - ACT. Adopt the change, abandon it or run through the cycle again.

- **Project Management Body of Knowledge (PMBok).** Guidelines – PDCA aligned with recommended actions. [pmbok_pdca](#)

- **Plan for a Follow-Up Assessment.** Review the new change on a periodic basis. What was supposed to happen? What actually happened? What additional improvements are needed?

Project Management



Project Plan of Action and Milestones (POAM)

Name: _____

Goal, Objective, Task: _____

	PLAN	DO			STUDY/ACT
No.	Objective/ 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.

The Five Whys

A technique for helping to identify a root cause is called [The Five Why's](#). *The technique can also be used to identify and define the need for a respective product or service.*

- Start by identifying a problem that you're having.
- Ask "why" that problem is occurring. Make sure that your answer is grounded in fact. You should be able to state the proof or evidence that you're relying on for your assertion of the reason why the problem is occurring.

Once you have an answer, ask "why" again.

- Continue the process until you reach the root cause of the problem. Usually, you'll be able to identify the root cause of a problem after asking "why" five times.
- Once you've identified the root cause of the problem, come up with a countermeasure that prevents it from recurring.

Enclosure 1 Concept – Brown County Leader Network

