



THE CIVIC CANOPY

THE MANY WORKING AS ONE FOR THE GOOD OF ALL

Canopy Associates Training 3: Authentic Community Engagement

August 22, 2018



Intended Outcomes

- Develop a shared understanding of what authentic engagement looks and feels like in collaborative processes
- Understand authentic engagement within the context of power
- Apply our understanding of authentic engagement to living case studies



Feedback from First Trainings

- Overall very positive—thank you for your engagement
- Highlights: Overall CLM background, high quality process insights, dialogue (when concrete, not abstract), tools we can use, activities to drive home concepts, chance to learn together
- For the future: Chance to apply concepts to real-life scenarios together, addressing when things don't go well—e.g. conflict, resistance—and more time to talk and learn together, chance to practice facilitating



What is Authentic?

- Turn to a partner and discuss what the term authentic means to you, in general terms. What is the opposite of authentic?
- Now describe a time when felt authentically engaged in a process with other people. It could be a formal public, collaborative process, or something less formal—like helping a person or group solve a problem, plan an event, or contribute on a team. What did you experience? How did you feel in the process?

Thinking About Power

Power: The ability to make others do what you would have them do.

Eric Liu



6 Main Sources of Power (Eric Liu)

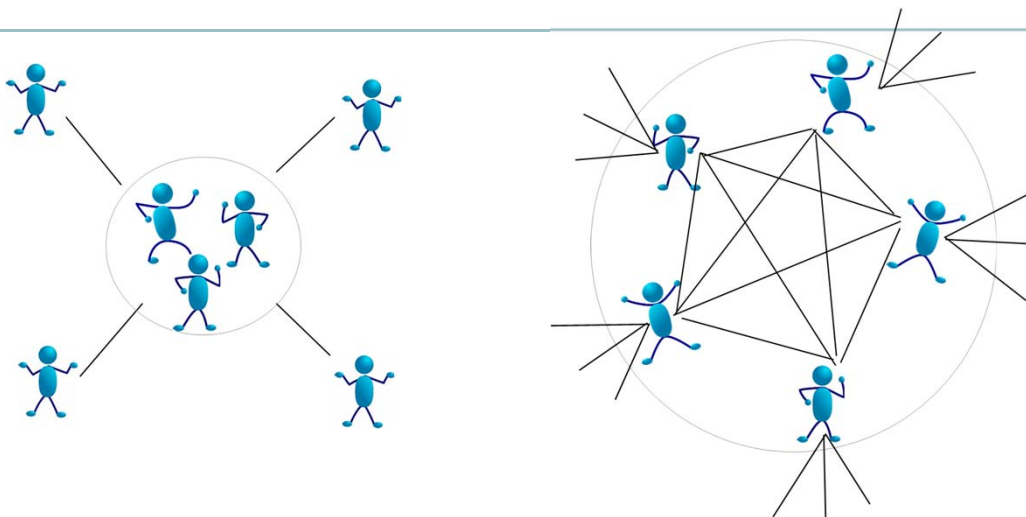
1. Physical violence
2. Wealth
3. State action
4. Social norms
5. Ideas
6. Numbers—lots of humans



Eric Liu: What is Power?



Paradigm Shifts in Engagement



“New power” players increasingly expect to actively shape or create many aspects of their lives. That expectation gives rise to a new set of values centered on participation.

OLD POWER VALUES

Managerialism, institutionalism, representative governance

Exclusivity, competition, authority, resource consolidation

Discretion, confidentiality, separation between private and public spheres

Professionalism, specialization

Long-term affiliation and loyalty, less overall participation

NEW POWER VALUES

Informal, opt-in decision making; self-organization; networked governance

Open source collaboration, crowd wisdom, sharing

Radical transparency

Do-it-ourselves, “maker culture”

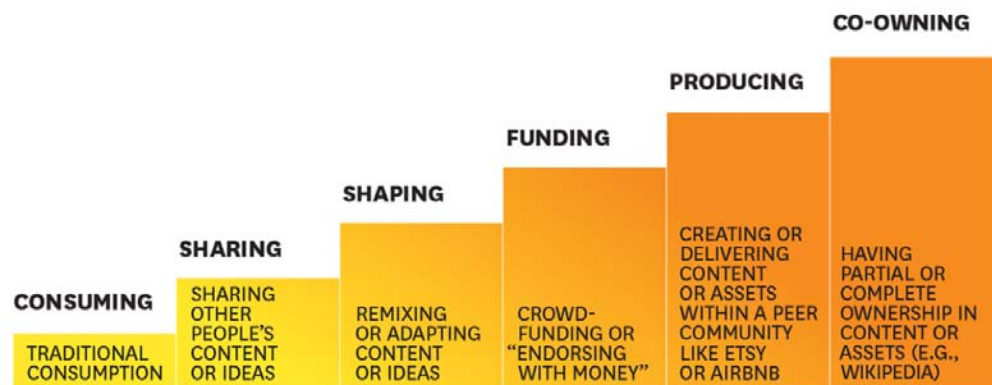
Short-term, conditional affiliation; more overall participation

SOURCE JEREMY HEIMANS AND HENRY TIMMS

HBR.ORG

The Participation Scale

New power gains its force from people’s growing capacity—and desire—to go far beyond passive consumption of ideas and goods.



SOURCE JEREMY HEIMANS AND HENRY TIMMS

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Power Over vs. Power With

Instrumental Rationality	Communicative Rationality
Reaching my objective	Reaching agreement
Getting my way	Mutual understanding
Coercion	Consensus
Power over	Power with
Dominance	Reciprocity
Voting, Aggregating Interests	Dialogue, Deliberation



Levels of Involvement

Transactional Involvement	Transitional Involvement	Transformational Involvement
Communication: One-way from the collaborative to the community	Communication: Two-way, mostly collaborative to the community	Communication: Two-way equal collaborative to community and community to collaborative
Examples: <ul style="list-style-type: none"> • Public Report Card release • Information/Training sessions • Awareness Campaigns • Social Media 	Examples: <ul style="list-style-type: none"> • Community Advisory Committees • Community Dialogues • Community Calls to Action 	Examples: <ul style="list-style-type: none"> • Issue specific workgroups • Joint decision-making • Co-ownership of outcomes

More People Involved

Deeper Level of Engagement



Examples in Action

Transactional:

Transitional:

Transformational:



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Include



✦ The Power of Inclusion



- Meet people where they are and not where you want them to be
- Increases creativity
- Increases support for solutions
- Provides legitimacy for interventions

And . . .

- Increases likelihood of conflict
- Increases complexity of process

✦ So What is High Quality Process?

- **Fairness**—those affected by a decision have input into the decision
- **Equality**—affords all stakeholders equal opportunities to contribute and influence outcomes irrespective of role or background
- **Goal-orientation**—people's efforts are focused on the common good, not just advancing individual interests
- **Authenticity**—stakeholders feel they can make binding commitments without those being rescinded by agents with higher levels of authority



The Transfer of Commitment



So. . . If inclusion is related to high quality process. . .

- What steps can we take to improve our process?



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Dialogue



Dialogue: The Art of Thinking Together



Enacting Emerging Futures	
generative dialogue ⇒ presencing, flow ⇒ time: slowing down ⇒ space: boundaries collapse ⇒ listening from one's future Self ⇒ rule-generating	reflective dialogue ⇒ Inquiry ⇒ I can change my view ⇒ empathic listening (from within the other self) ⇒ other = you ⇒ rule - reflecting
Primacy of the Whole	Primacy of the Parts
talking nice ⇒ Downloading ⇒ polite, cautious ⇒ listening = projecting ⇒ rule-reenacting	talking tough ⇒ debate, clash ⇒ I am my point of view ⇒ Listening = reloading ⇒ other = target ⇒ rule-revealing

Reenacting Patterns of the Past

From Otto Scharmer, *Theory U*

Engagement Strategies



Tips, Tricks, and Wise Things to Do

- Acknowledging people as experts in their community, issue/concern and solutions. (value lived experience)
- Relationship building/strengthening through 1-1's, what is your stake in this?
- How can this person/group contribute, what are their assets?
- Invitation to do something with others sharing the same concern (set goals and plan clear action steps)
- Provide opportunities to engage (prep agenda, welcome, story sharing, research)
- Set clear expectations (timeline, next meeting...)
- Follow up (what went well/what could be better from their contribution for next time)
- Lessons learned- what did we gain towards our goal (evaluate)
- Celebrate

Applying What We've Learned



In Table Groups:

- Ask for a volunteer who has an upcoming event, process, meeting, etc. that would benefit from more authentic community engagement.
- Consider ways that you can increase inclusiveness through high quality process measures: fairness, equality, goal orientation, authenticity
- Consider ways to increase dialogue in your process
- Consider ways to transform the way power is shared in your process



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