

COMMUNITY EMPOWERMENT BOARD TRAINING



Participant Manual

Prepared for:

Rural Development's Office of Community Development
U.S. Department of Agriculture
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Prepared by:

Advanced Systems Technology Corp.
2200 Defense Highway Suite 203
Crofton, Maryland 21114
(410) 721-4433

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Teaming



Teaming Atmosphere



⌘ What kind of atmosphere or environment is necessary for a group to act as a team?

Individualistic?

Competitive?

Cooperative?

Individualistic Atmosphere



- ⌘ Encourages each person to go his/her own way
- ⌘ No guarantee that all individuals will reliably march in the same direction
- ⌘ Individuals usually invest personal feelings in their own thoughts, beliefs, and values

Competitive Atmosphere



- ⌘ Pits groups members against one another
- ⌘ Competition is a “game” in which one side wins and the other loses
- ⌘ Competitors find it difficult to admit that the ideas of others can be true, good, or valuable

Cooperative Atmosphere



- ⌘ Group members work for the good of the whole, rather than for their own good
- ⌘ They are convinced that working together is better than working alone
- ⌘ They are willing to do whatever needs to be done to get the job done

Team Building Requirement



- ⌘ Building a team requires a “mind shift”:
 - ☑ From reliance on individualistic effort
 - ☑ To a desire for cooperative effort
 - ☑ From playing a “zero-sum game”
 - ☑ To increased empowerment of each of the members

Teaming Beliefs



- ⌘ “The best way to solve this problem is by all working together”
- ⌘ “Each of us has his/her own set of talents to contribute”
- ⌘ “Our success as a team depends on the quality of our communications with one another”
- ⌘ “To meet our responsibilities and make good decisions, we all need to be well-informed and we need to hear from every member”

Empowerment Community Board Type



⌘ An Empowerment Community Board is a type of Executive Management Team providing:

- ☒ Leadership

- ☒ Direction

- ☒ Oversight

- ☒ Advice

- ☒ Motivation

Stages of Team Development



⌘ Any team matures through four stages:

☑ Forming

☑ Storming

☑ Norming

☑ Performing

Forming Stage



⌘ Team members:

- ☑ Depend on one another and their leader for direction
- ☑ Are not clear about their responsibilities and how they will function as a team, but are excited by their promise
- ☑ Need to create a vision, a sense of purpose, and a description of their audience (i.e., customers, partners, and stakeholders)

Storming Stage



⌘ Team members:

- ☑ Become defensive whenever things start to go wrong
- ☑ Become critical of the leader and of one another
- ☑ Fall back on their own individual and professional experiences

Norming Stage



⌘ Team members:

- ☑ Start to feel comfortable with their roles and with their inter-relationships
- ☑ Begin to help and learn from one another
- ☑ Identify with the team and feel a bond developing between the members

Performing Stage



⌘ Team members:

- ☑ Communicate openly and well with one another
- ☑ Can disagree with one another, but know how to resolve conflicts
- ☑ Become very productive and proud of their accomplishments

Activity I



1. Individually fill out the “Teaming Questionnaire”.
2. Group together with your fellow Board Members and one-by-one enter the numbers for each statement on the scoring form the Facilitator gives you.
3. Derive an average score for your Board for each statement on the questionnaire.

Activity I



4. Review the resulting average score for each statement.
5. Discuss with your fellow Board Members any average score lower than 3.
 - ☒ What is the problem?
 - ☒ How critical is the problem?
 - ☒ What can you do about it in the short-term?
 - ☒ What should you do about it in the long-term?

Team Decision-Making



⌘ Team members will implement decisions made through consensus, which is reached by:

- ☑ Discussing

- ☑ Bargaining

- ☑ Compromising or collaborating

- ☑ Voting

Decision-Making Tools



⌘ Problem Identification

⌘ Brainstorming

⌘ Multi-voting

Problem Identification



- ⌘ The quality of a decision will depend on how well the problem is understood:
 - ☑ What is the present situation and how does it differ from what we would like it to be (the desired situation)?
 - ☑ What is causing the present situation to be what it is?
 - ☑ What would the desired situation look like?

Brainstorming



- ⌘ Two distinct phases: proliferation and refinement
- ⌘ In proliferation, all are encouraged to suggest ideas for solving the problem and no one (not even the suggestor) can criticize a suggestion
- ⌘ In refinement, only suggestions that are obviously “off the wall” or absolutely impossible are rejected --- but only after discussion

Multi-Voting



- ⌘ Each member votes on “one-half plus one” of the best suggestions after refinement
- ⌘ Each member then votes on “one-half plus one” of the best suggestions in the field of suggestions that survived the first vote
- ⌘ This is continued till each member finally votes on the best of the two or three suggestions that survived the prior votes

Activity II



1. In your team, select a problem and answer the Problem Identification questions.
2. Brainstorm for possible solutions of the problem.
3. Refine the list of suggestions to the “do-able.”
4. Use multi-voting to reach consensus of which solution you want to implement.
5. Report to the whole class your group’s experiences during this activity.