



County & Community Backbone

How to create a strong, shared identity
as well as deep and sustainable
alignment in counties or communities

bridgingpositions

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Why is it called County / Community Backbone?

- ▶ The backbone is the central element of a skeleton.
- ▶ It is the central axis from which every major movement of the body originates. Without an intact backbone almost any movement of the body is either painful or not working at all.
- ▶ Taking this metaphor of the backbone to a county or community, the County / Community Backbone is its fundament; it allows a county / community to focus its energy.
- ▶ The process aligns and orientates the county / community throughout, starting from the leaders through to each citizen / member.



What is the Community Backbone Process?

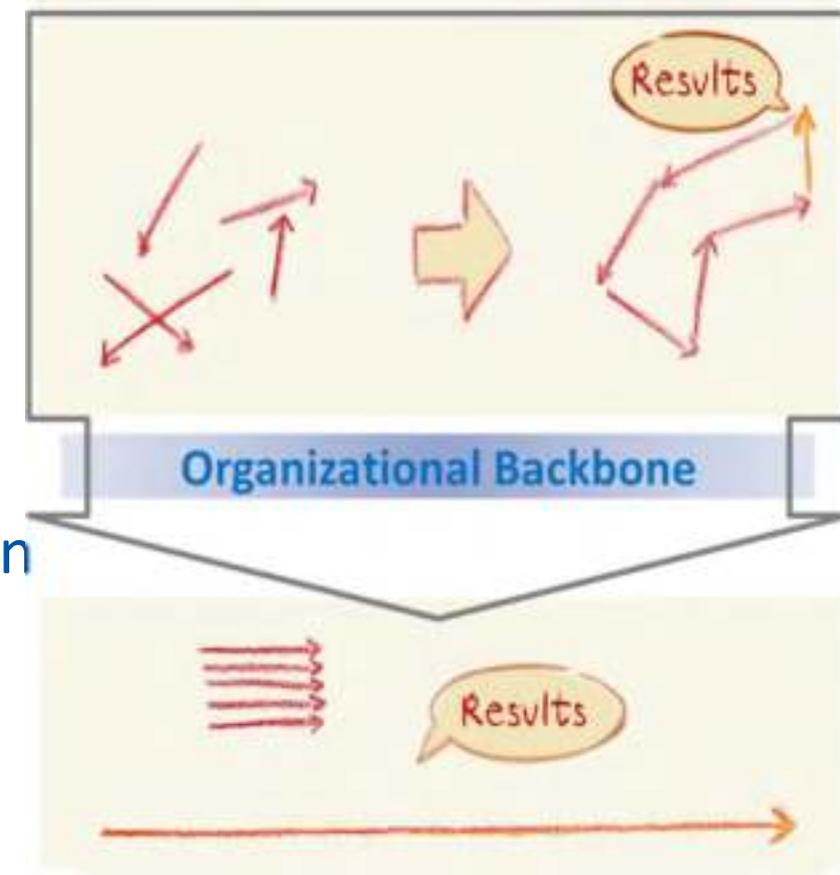
- ▶ The Backbone Process generates peak alignment, orientation, focus and concentration of efforts in a community. It's the premise to unleash a community's full potential and to create the highest joint results and effects throughout the community.
- ▶ It is a top down process, which in itself is deeply rooted in the community's comprehension and wisdom.
- ▶ It is about building a committed and accountable community leadership:
 - that is dedicated to lead the community's into its greatest possible future
 - that takes the entire community along on this journey
- ▶ A coherent Community Backbone gives all actions a common goal, all community members a clear orientation and, far more importantly, an identity and propulsion.



When to use / apply:

- ▶ When **fragmented community** is in need to come together and pull the same end of the rope.
- ▶ When **momentum is scattered in the cooperation** of citizens, community groups, public offices or businesses. Whenever they do not pull the same side of the rope.
- ▶ When a propelling **VISION** for the County, the Community etc. needs to be developed.
- ▶ When there is **no deeper understanding** of what it is, that the community and its parts are aiming for, what the bigger purpose is.
- ▶ In difficult circumstances where the **alignment, orientation, focus and concentration** on the essential is success critical.

➔ **Here the Community Backbone Process highly effective.**





Ambition

Where do we want to go?

Pathway

How do we get there?

Purpose & Values

*Who are we?
Why do we exist?*

Insights

What do we stand for?

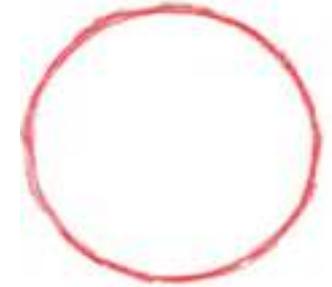
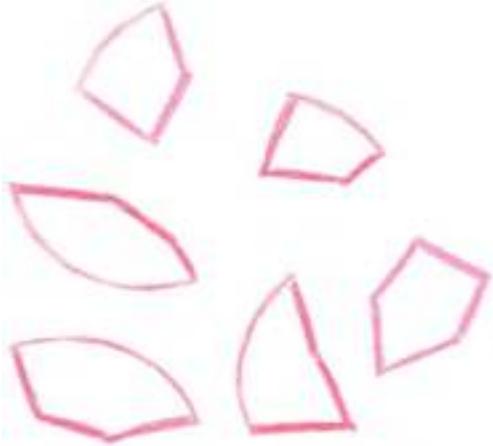
Legacy

Where do we come from?



- 1. Onboarding.** (Get the right people necessary to bring your intention to life on boat. Get their will and commitment for the change intention.)
- 2. The ART.** (the actual planning and designing of how to reach you change intention takes place here)
- 3. The CRAFT.** (no plan, no matter how good designed and worked out creates any effect unless it is implement. When we talk about craft, this is the every day discipline to carry out what was planned and designed during the art phase.)





Step 1. Onboarding Interviews & Sessions:

What are the relevant pieces in terms of people and topics we are dealing with?

- Collecting and gathering of relevant information
- What is the situation
- Definition of further proceeding

Step 2. Art I Identitybuilding:

Bring the relevant pieces together and start a bonding process.

- Community Backbone I
 - **History:** Where do we come from?
 - **Strengths and Weaknesses:** What do we stand for?
 - **Purpose:** Who are we? What are we here for?

Step 3. Art II Alignment:

Fit the relevant pieces together and form a unity together.

- Community Backbone II
 - **Ambition:** Where do we want to go?
 - **Pathway:** How do we get there

Step 4. Craft & Leadership Integration:

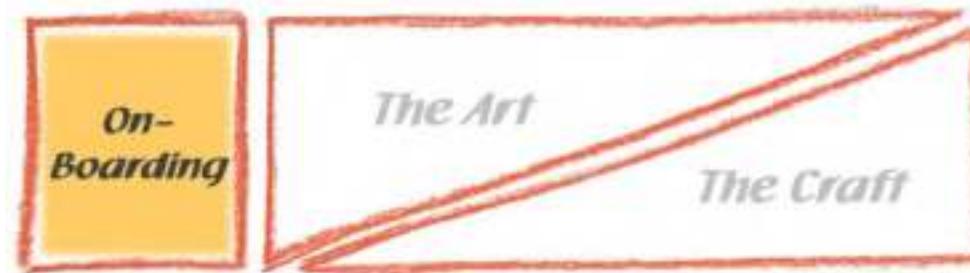
Merge the relevant pieces into a new community / county culture

- Crafting the new community reality
- Introducing and living the Community Backbone
 - How do we live and lead our Community?
 - How do we need to develop as Community?

Onboarding

The logo for bridgingpositions features the word "bridging" in a bold, orange font and "positions" in a bold, red font. A thin, curved orange line arches over the space between the two words.

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Build up (Citizen and Community Leadership) alignment and commitment for the Community Transformation Process

Onboarding is the first vital step in the 3 steps to change model. Here it is the Onboarding of the relevant Decision Makers / Influencers.

It is the indispensable precondition to **ensure the necessary political will** in the relevant Community Leadership for holding the Community Backbone Process and implementing / executing its outcomes!

Without this political will and commitment neither the ART- nor CRAFT-Step will become effective.

3-4 hours Onboarding Workshop

Welcome & Why this Onboarding

Dialogue:

- Why should we do this effort?
- Creating an attractive future outlook

Input on Community Backbone

Dialogue:

- On the Community Backbone
- The Frame and Context we operate in

Preparing for ART I:

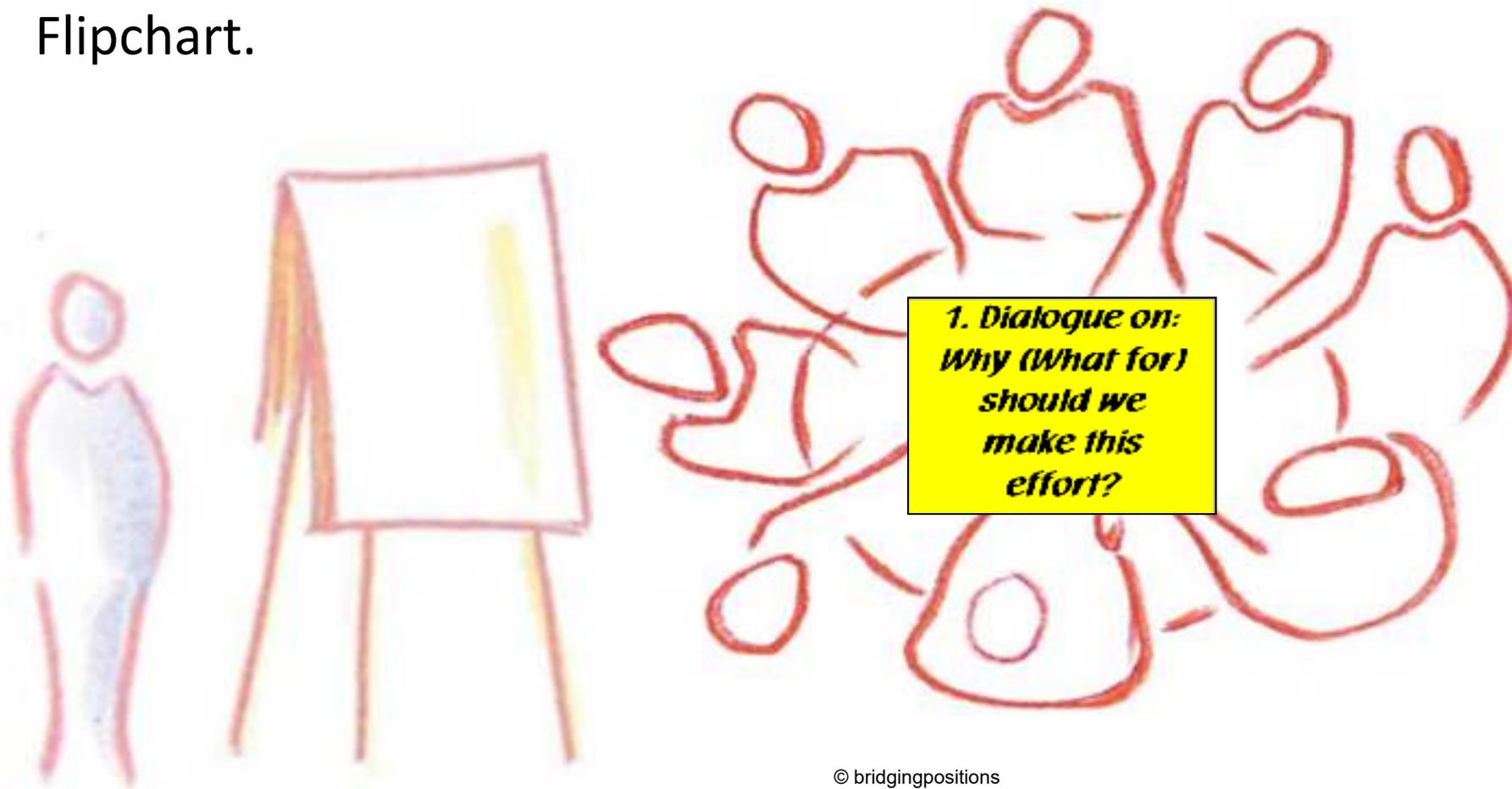
- Exploring the Community History
- Appreciative Inquiry Interviews

Wrap Up and Check-Out

- ▶ Build a joint sense of urgency / necessity
- ▶ Create a first shared target picture of *'how good could look like'* for the organizational future
- ▶ Understand and process the Community Backbone Process
- ▶ Consider and reflect the community context / frame in respect to the Community Backbone Process

The relevant Decision Makers hold a series of dialogues in which they build alignment and commitment for the Community Backbone Approach.

Inputs are captured on Flipchart.



**2. Dialogue on:
Creating a strong
attractive future
outlook**

**3. Dialogue on:
The Community
Backbone**

**4. Dialogue on the
outer Frame that
we need to
consider**

**5. Dialogue on
what we need to
look at and talk
about!**

1. Dialogue on: Why (What for) should we make this effort?	2. Dialogue on: Creating a strong attractive future outlook	3. Dialogue on: The Community Backbone	4. Dialogue on: The outer Frame that we need to consider	5. Dialogue on: What we need to look at and talk about!
<i>What are the challenges we are facing?</i>	<i>What will be different if we are successful?</i>	<i>Questions that we have?</i>	<i>What is the wider Frame we need to consider?</i>	<i>What are the relevant questions we need to ask and find solutions for?</i>
<i>What sense of urgency do we have?</i>	<i>What will be in place?</i>	<i>Benefits of this approach?</i>	<i>How does this set us free?</i>	<i>What are the topics we need to tackle?</i>
<i>What happened if nothing happened?</i>	<i>What will someone from inside / outside perceive as different?</i>	<i>Concerns about this approach?</i>	<i>How does this constrain us?</i>	<i>What are the 2-4 burning issues that would really make a difference for us, if we had a successful way to deal with them?</i>
<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>	<p>...</p>

The preparation of ART I serves to inquire the community and its reality.

- The participants of the Community Backbone Process hold each **Appreciative Inquiry (AI) Interviews** with min. 3 people from the community that:
 - come from different backgrounds
 - are part from divers sub-groups
 - cover different aspects of the community→ learnings are brought to ART I
- **Option: Nature Reserve Workshop** can be held to inquire the Community's value drivers, strengths and uniqueness.
→ learnings are brought to ART I



→ this builds a pride about the community

ART

bridgingpositions

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- ▶ The process is an intense inquiry and processing of the community reality done by the participants.
- ▶ When the group of participants has worked itself through the Community Backbone Process it will have gained a clear shared understanding and will about the core elements of community leadership and direction.
- ▶ As a result it operates inside the community with one sense of community purpose, strategy, ambition and with one set of values.
- ▶ The backbone process is strongly linked and rooted in the whole community, and all of its sub-groups.
- ▶ It is the participants mutual struggle for a joint interpretation and perception of the community reality that is at the core of the Community Backbone.

McDowell Example Agenda of 2x3 Day ART

Time	Day 1 Our Past & Who are we? What are we here for?	Day 2 How do we do what we do?	Day 3 Future Search How do we get there?
Morning I ca 09:00	<ul style="list-style-type: none"> ▶ Welcome and Outlook ▶ Introduction of Frames 	<ul style="list-style-type: none"> ▶ Check In ▶ Cynics and Believers ▶ Treasure Box 	Ambition <ul style="list-style-type: none"> ▶ Best possible future
Morning II	<ul style="list-style-type: none"> ▶ Introductions ▶ Personal History ▶ Personal Insights 	Purpose <ul style="list-style-type: none"> ▶ Session I, II 	<ul style="list-style-type: none"> ▶ Taking personal responsibility for where we are today ▶ PastPresentFuture-Map
Lunch			
Afternoon I	Community Legacy <ul style="list-style-type: none"> ▶ Timeline High/Low Lights ▶ Making meaning 	Purpose <ul style="list-style-type: none"> ▶ Purpose final Session 	Our Pathway <ul style="list-style-type: none"> ▶ Community Macro Areas of Attention ▶ Work out Actions
Afternoon II	Insights / Resources to build on <ul style="list-style-type: none"> ▶ Our strengths and weaknesses as community 	Values <ul style="list-style-type: none"> ▶ What are the values? ▶ Definition of values ▶ Check out 	<ul style="list-style-type: none"> ▶ Choreography of actions CRAFT Preparation <ul style="list-style-type: none"> ▶ Question download

History

Brand

Purpose

Values

Pathway

Ambition

Our Community History / Legacy

We will now look into the past and review **high** & **Low** lights we experienced

1) Gather in small groups of **5-6** and work on the past **40** years - collect important

high lights => on Post-Its

Low lights => on Post-Its 30'

Think on the following levels:

- Macro = incidents in the US

- Meso = incidents in the community

Understand the collective past to build on it

What was the community going through in the past?

How does this play out today?

- What **highlights** and **lowlights** did we live in the past?
- What can we learn from that?

- ▶ Creates a shared sense of legacy and pride in the community
- ▶ Brings conflicts and misperceptions from the past on the table

McDowell Community Legacy:

History

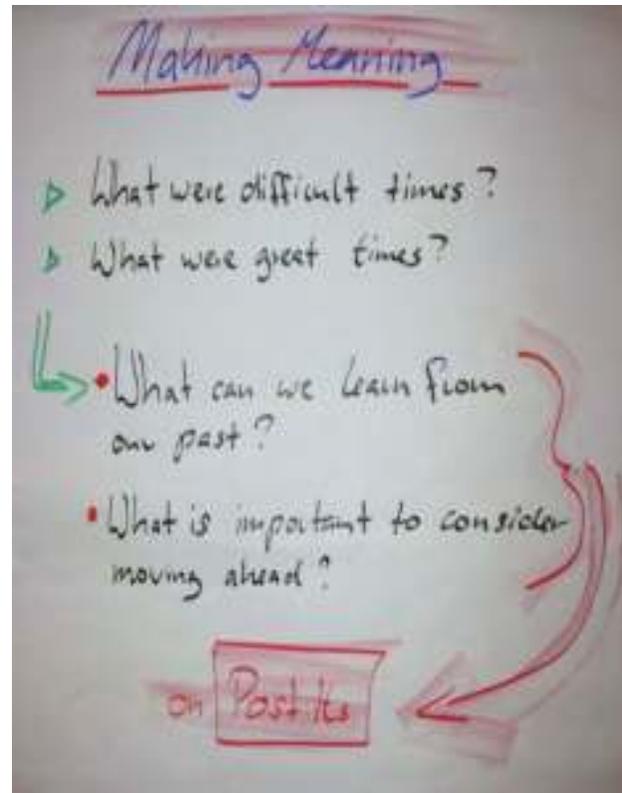
Brand

Purpose

Values

Pathway

Ambition



Community Brand: Metaphor Exercise

History

Brand

Purpose

Values

Pathway

Ambition

Metaphor Exercise

*Our Community
is for me like ...*

**Complete the
phrase 7x with a
metaphor on cards**



- ▶ Through this exercise the community's different hats and roles emerge, which the community uses to engage with its contexts and stakeholders
- ▶ The community becomes aware of the functional & dysfunctional hats and roles it is performing and consciously chooses to increase or reduce their application.

Cynics and Believers

Cynics & Believers

1) Split the group in sub groups

Cynics

You think any effort like also this program in McDowell is wasted ...

Believers

You believe this energy and resources spent in McDowell is worth every effort ...

2) In your respective groups find arguments for your side. Collect as many and as good ones as possible.

3) Pair up with someone from the opposite side & get into debate on the matter. *Persuade the other*



4) Debrief in Penang

- ▶ Allows the participants' to externalize their difficult to share / withheld hopes and concerns concerning the Community Process.
- ▶ Group members assume the roles of "cynic" and "believer", enabling them to say what they might normally censor if they had to speak for themselves.

Cynics

- We've tried this before - the tons of money has been wasted
- People keep coming to fix for years and nothing happens
- People get jealous and keep sabotaging others!
- Too many factions & decisions - everybody has their own agenda
- Personal interests more important than the whole - people don't want others to succeed
- Misery loves company
- Hesitant! Fear of change
- Outside Politicians using country for votes - Betrayal & Hypocrisy

Believers

Quality of life
Scenery - nature
technology
repurpose properties
heart of people
kids are worth it!
ATV potential (POC)
Safe, low violent crime
low cost of living
perseverance
low cost ^{rates} for business

Community Brand: Strength and Weaknesses

History

Brand

Purpose

Values

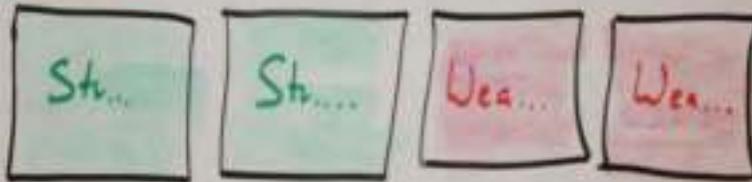
Pathway

Ambition

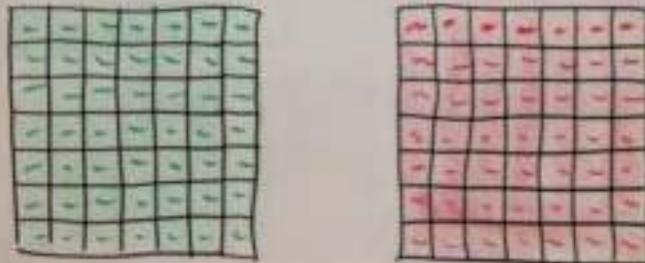
Insights/Resources to build on

Our strengths and weaknesses as Community

- 1) Strengths & Weakness Journaling
- 2) Trio exchange on journaling insights about the McDowell Community strengths & weaknesses. Write Tiles



- 3) Present your findings in plenary



- 4) Our core strengths and Weaknesses

- ▶ Identifying the strengths and weaknesses which shape the community's identity
- ▶ The community aligns on how to capitalize on its community strengths and how to overcome its weaknesses / dysfunctions

Our Community's Strengths



Our Community's Weaknesses



Community Brand: Our Community – a treasure box

History

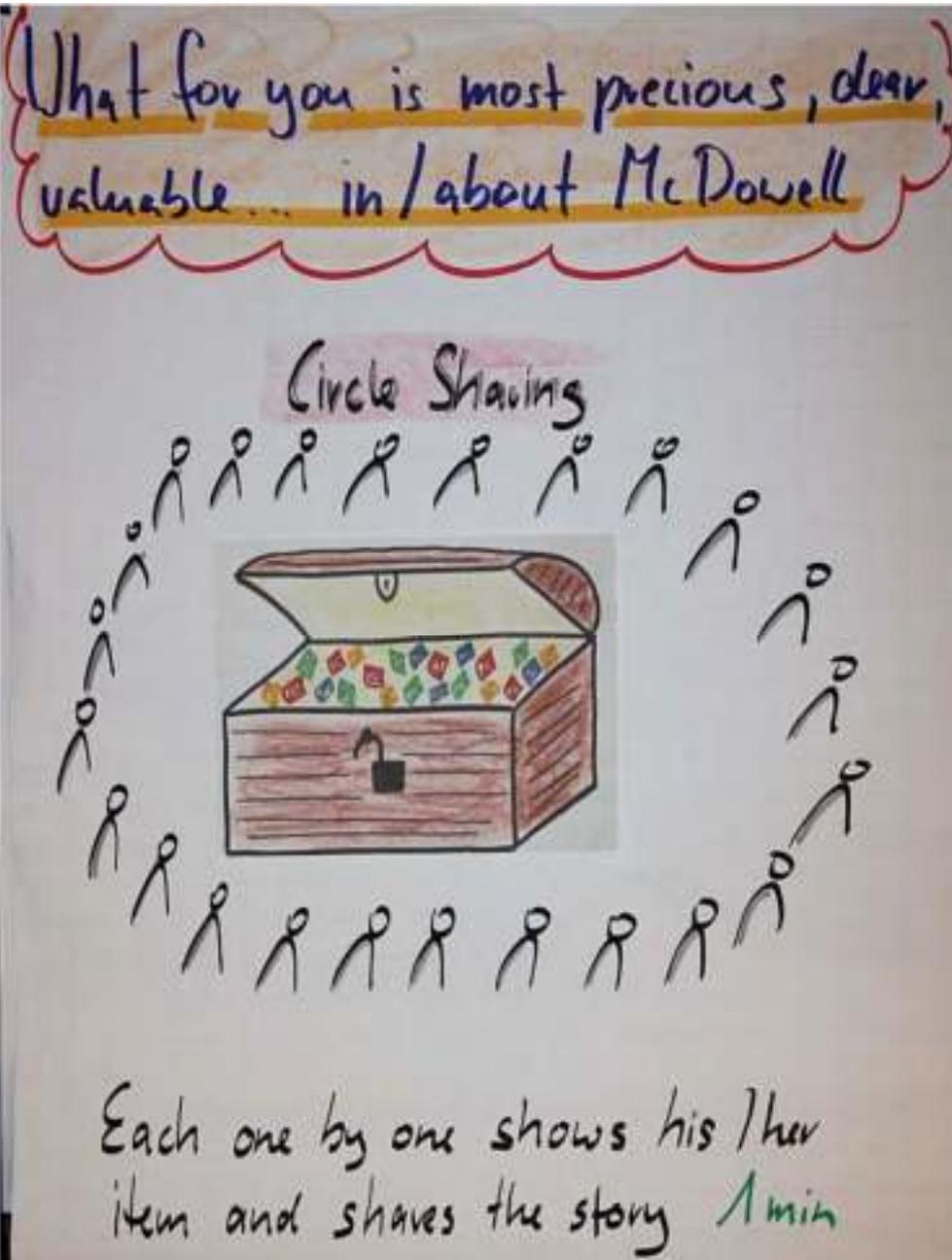
Brand

Purpose

Values

Pathway

Ambition



Every participant brought an item that describes his/her "Best memory, what is dearest to them in McDowell?"

Everyone shows the item and shares their story.

- ▶ Understand the strong points of the community
- ▶ Embrace diversity and different perspectives



- ▶ A strong sense of pride for the community develops
- ▶ Members learn to cherish the community

History

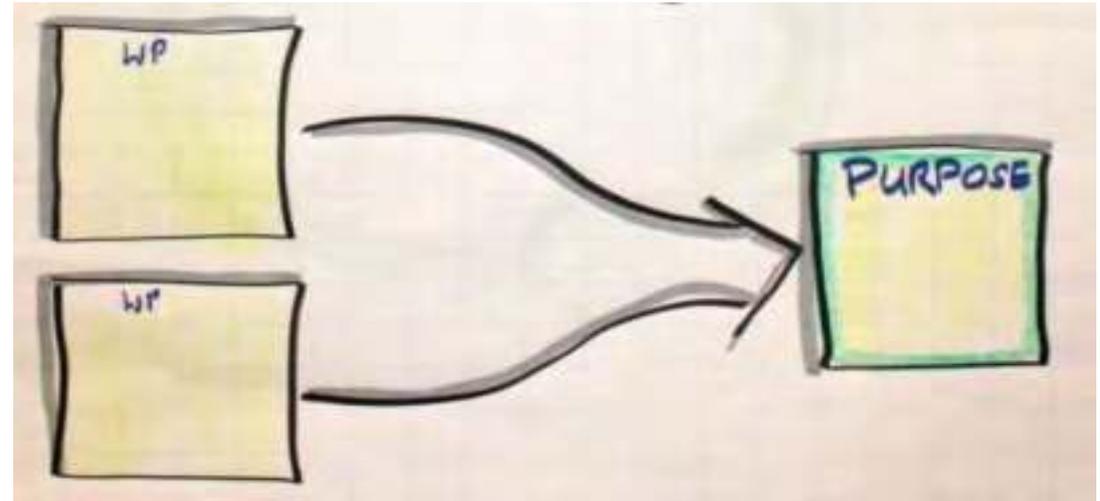
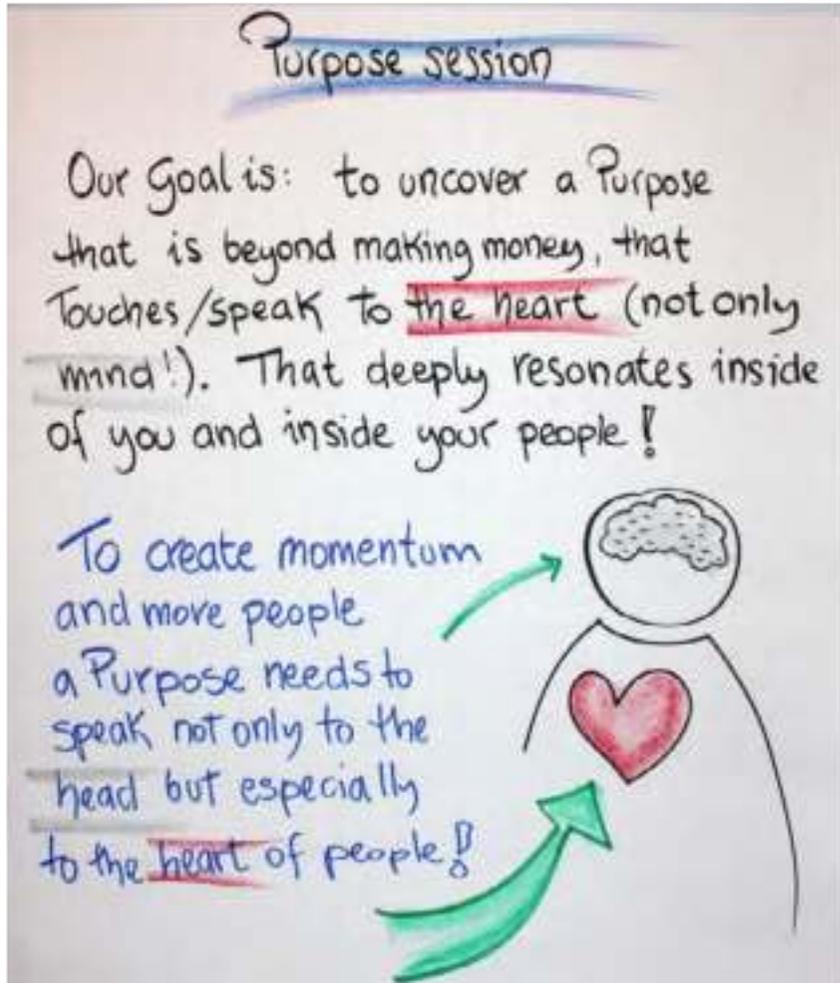
Brand

Purpose

Values

Pathway

Ambition



1. Individual work on the Purpose Wanted Poster
2. In pairs retreat and go deeper on the purpose
3. In 2 Groups work out a Purpose Statement
4. Formulate the one Purpose Statement

- ▶ The Purpose Statement is the essence of the community's Identity, it is the gravity center around which the community aligns
"What are we here for?"
- ▶ It condenses everything important about the Community's Mission in one phrase

History

Brand

Purpose

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Pathway

Ambition



McDowell

We will rise!

***Having been truly tried and tested,
we are taking a stand, for
our families, neighbors and our county.
In short our Home***

***We are resolved to create a great place to
live work and play***

We are McDowell!



Transform Good and Bad Community Leadership practices into Community Guidelines

1. Everyone reflects on 2 Community Leadership Stories:

1x best practice s/he has lived

1x worst practice s/he has lived



2. Circle sharing round on **best practice**

➔ **distill best practice** behaviors

3. Circle sharing round on **worst practice**

➔ **distill worst practice** behaviors



- ▶ Clarify different perceptions of good and bad Community
- ▶ Develop a catalogue of good and bad community behaviors, that is based on the experience of the participants
- ▶ Address the topic of community leadership in an informal way and connect it to the everyday life of each member of the community

History

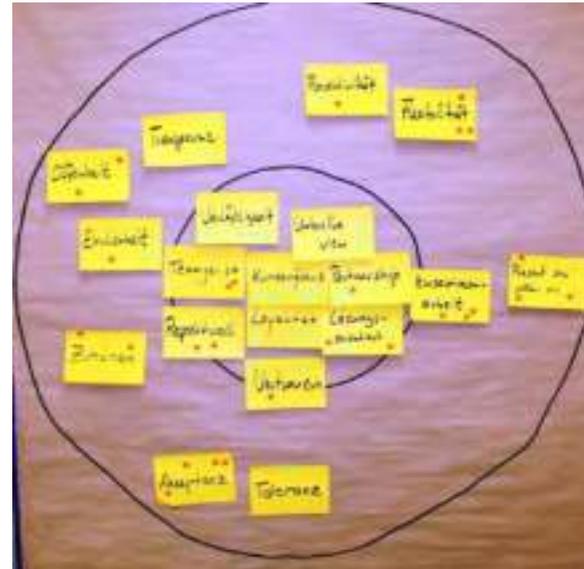
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Purpose

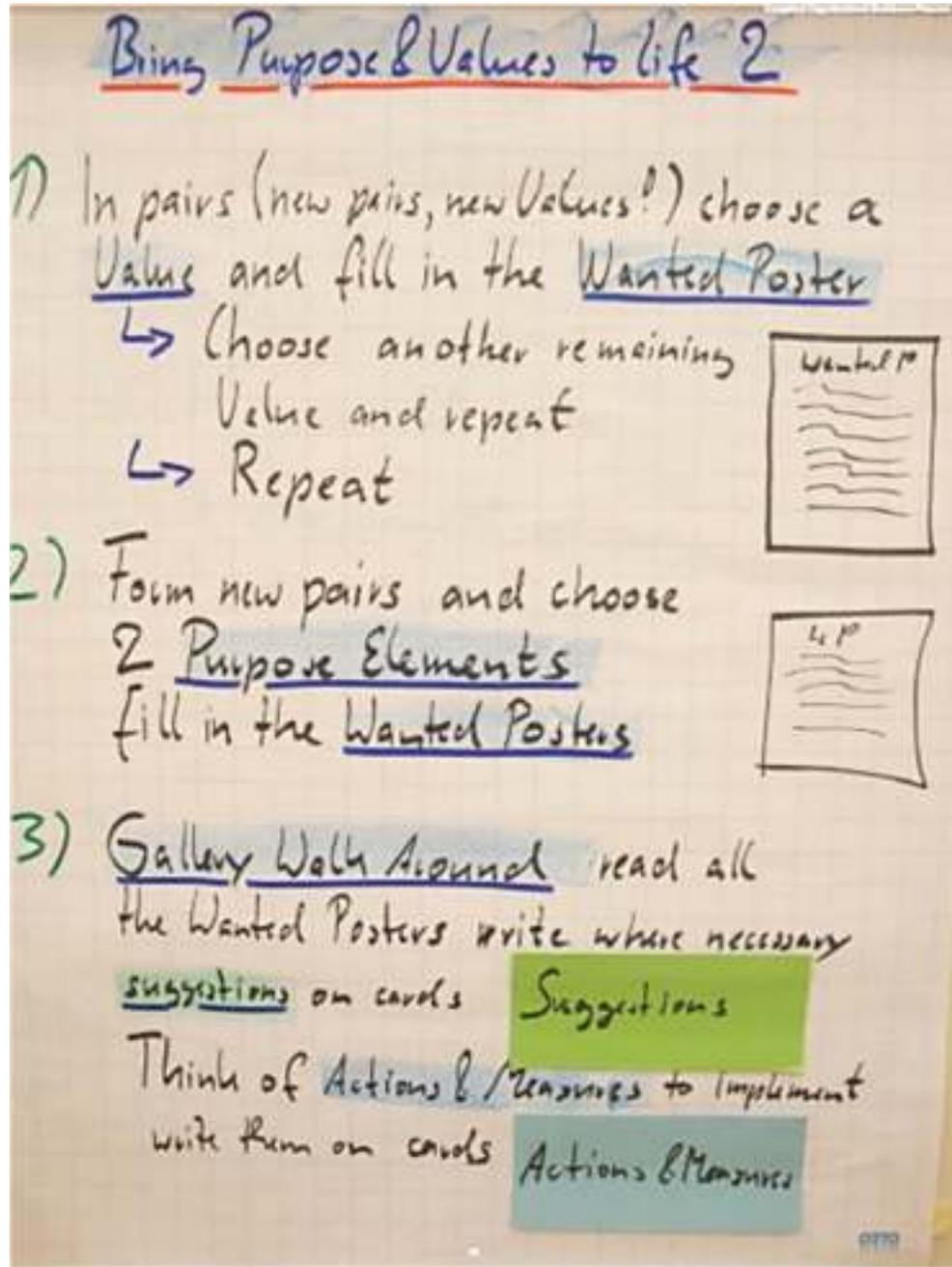
Values

Pathway

Ambition



- ▶ Core values give definition and alignment to the community
- ▶ What values do we need to live, to bring our community purpose to life?
- ▶ How do these community values translate into behaviors and attitudes towards the stakeholders and context?
- ▶ The community members hold each other accountable to the values in their daily life



- ▶ The abstract concept of values and purpose is broken down into everyday situations
- ▶ Actions & Measures to ensure that members of the community are living Purpose & Values are developed



Community Ambition: Where do we want to go?

History

Brand

Purpose

Values

Pathway

Ambition

Ambition

Inquiring the desired future.

Considering your Purpose, your Values. Taking into account your current reality (challenges, workload, ...)

"How would good look like 3-5 years from now?"



- ▶ The participants collectively envision their community's highest potential and propel themselves into this desired future
- ▶ How does good look like? How will it be when we live and integrate our Community Purpose and Values in our daily life?

Community Ambition: Where do we want to go?

History

Brand

Purpose

Values

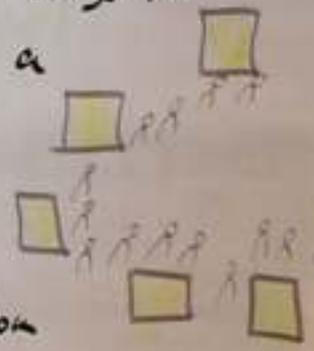
Pathway

Ambition

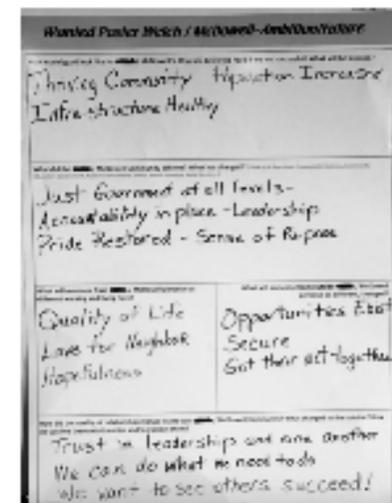
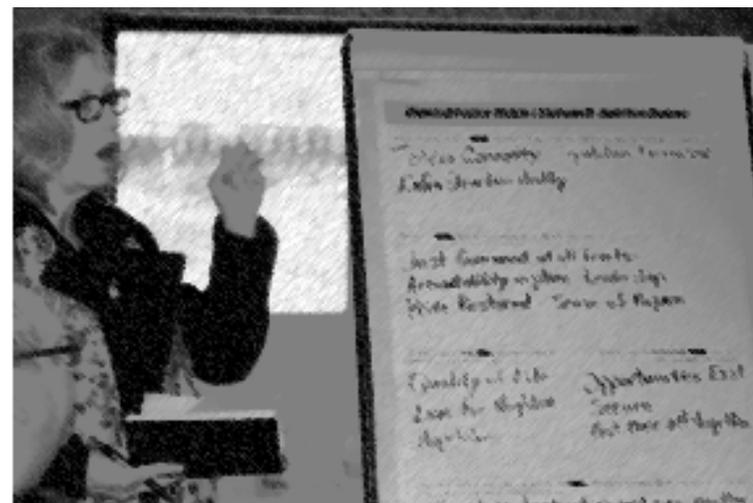
Our McDowell Ambition

Where do we want to go as McDowell Community?

- 1) Journaling on Community Ambition
- 2) Form groups of [6] and hold a dialogue using the Ambition Wanted Poster
 - How would good look like?
 - What did you achieve...
 - ...
- 3) Hang the Posters, one person stays to explain, the others go on a Gallery Walk Around
- 4) "My dream for McDowell Community..." statements from everyone



- ▶ An attractive future for the community is co-created
- ▶ A picture of the best possible future is developed by sharing answers to the question "How does good look like for our community?"
- ▶ Only if the ambition is clear, the pathway towards the desired future state can be mapped out. If the ambition is still vague, the next step in the process might be difficult



Taking responsibility for what is...

Taking responsibility

for our actions or non actions that collectively brought us to where we are as McDowell Community today

- 1) Go to the McDowell's Weaknesses and choose the 3 you are most guilty of.
- 2) Share in plenary your 3 regrets and what you will do differently from here.

- ▶ Building personal accountability for the as is situation and commitment what to personally do differently from here
- ▶ Each individual takes a stand for what s/he contributed [regrets] and what s/he commits to do differently from here
- ▶ A personal sense of accountability is generated



Past Present Future Map – Process I

History

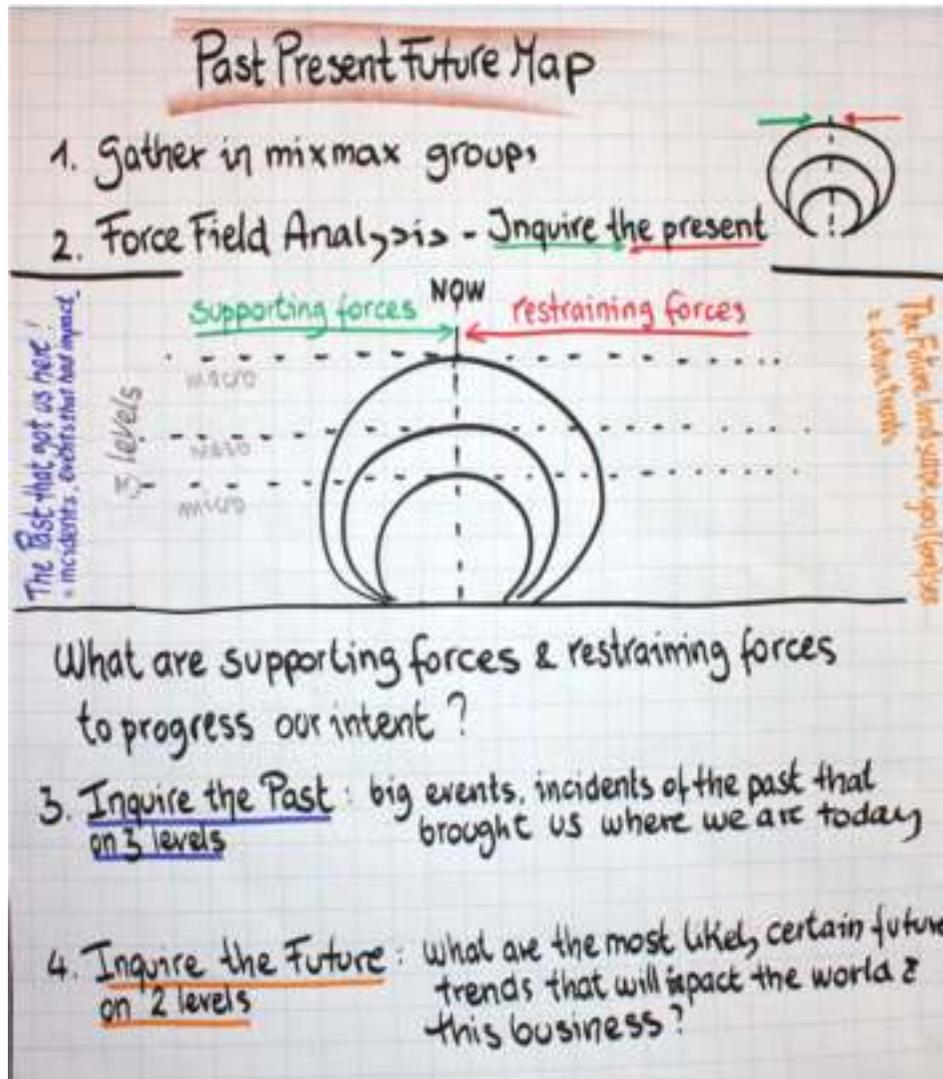
Brand

Purpose

Values

Pathway

Ambition



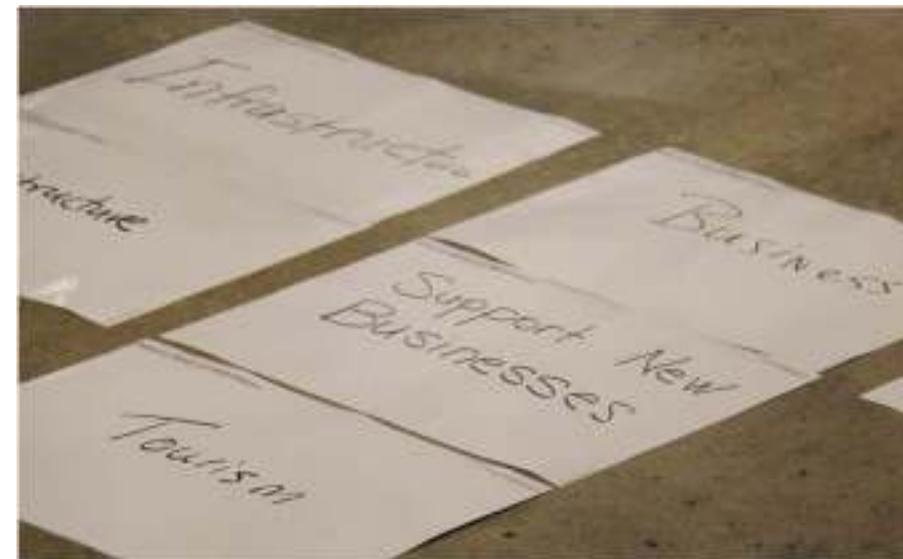
1. How do we bring our Ambition to life?
2. **Past Present Future Map** to inquire the Ambition on 3 levels:
Micro, Meso, Macro.
3. Team **Processing / Dialogue** directed through a set of different perspectives:
 - **Force Field Map:**
Driving Forces - favorable/supporting the change.
Restraining Forces - un-favorable/not-supporting, or opposing the change.
 - Relevant **Past Events** that brought us to where we are today
 - Most likely **Future Trends** relevant to the change

- ▶ Hold a structured dialogue that covers the most part of the relevant perspectives / aspects concerning the Community Ambition

Past Present Future Map – Process II



4. What are the 3-4 **Macro Areas of Attention** that need to be addressed and focused on to progress the Breakthrough Question. Explore them and define necessary steps to take.



► Define the **Macro Areas of Attention** → On which we need to focus on today to be thriving as community tomorrow?

Community Pathway: How do we get there?

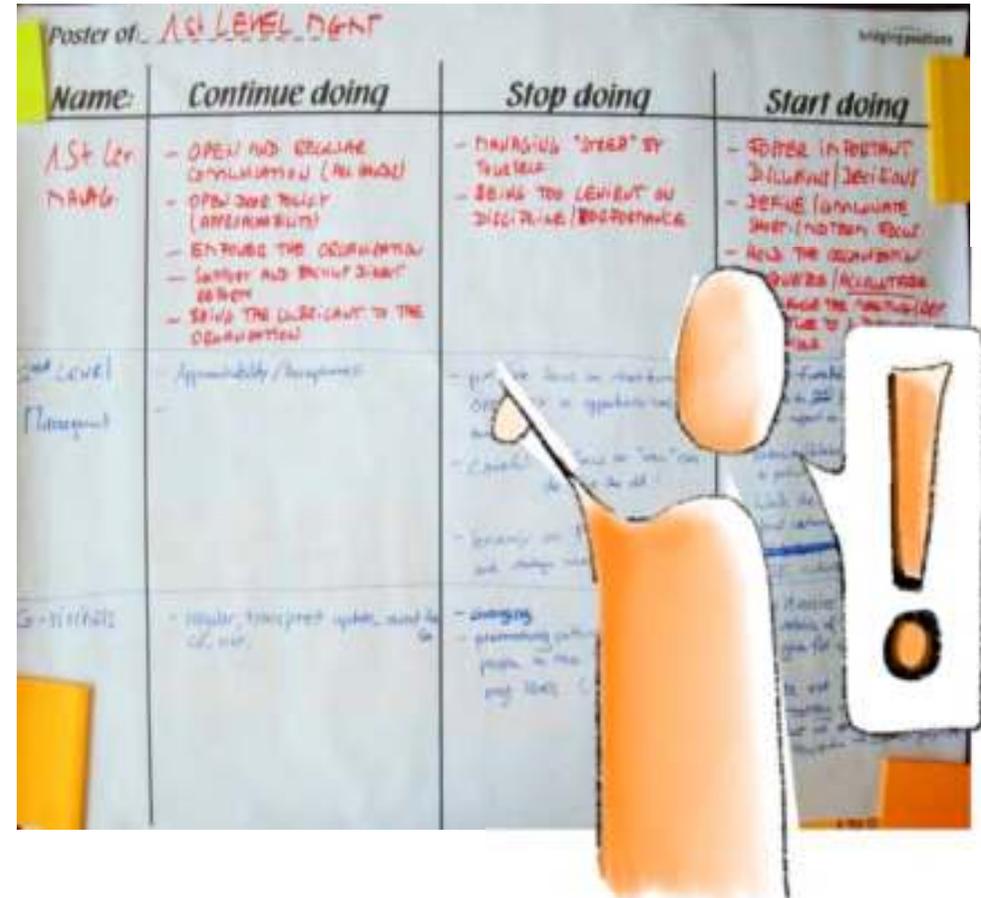


*How do we bring
our Ambition to life?*

Work out:

What do we need to

Continue | Stop | Start
doing?



- ▶ This activity works out and defines hands on actions and measures which bring the community towards its desired Ambition
- ▶ Collective and individual contributions are set
- ▶ A shared sense of accountability is generated

Community Pathway: How do we get there?



Macro Areas of Attention (MAOA)

... we need to focus on today so tomorrow (or days after) we can deal well with them

Flow

1. In small groups; each group work out 1 MAOA using the provided Wanted Poster



on Post-Its

2. Presentation of Wanted Posters in plenary



- The Macro Area Of Attention are worked out in sub-groups using the Community Macro Area Of Attention Canvas
 - The groups look into how does each MAOA affect:
 - ▶ Quality of life
 - ▶ Public health
 - ▶ Local economy
 - ▶ Public administration
 - ▶ ...

▶ How does each Macro Area of Attention positively affect / contribute to the community's future?

Community Pathway: How do we get there?



Choreography

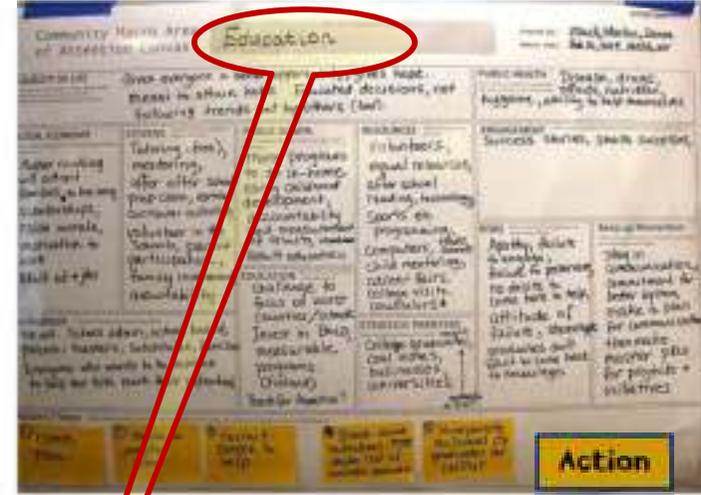
- 1) Presentation & diamond polishing of MAOA Canvas results
- 2) Building the Choreography: All milestone / action Post Its are transferred to the Time line

	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan
M101										
M2										
M3										
M4										
M5										
M6										

↳ are the milestones interlinked?

- 3) Dialogue: Who does what...?

From the Macro Areas of Attention a **Choreography** of interconnected activities across the community's stakeholders is built.



Strategic actions, measures and milestones are described and agreed on by the group.

▶ A Choreography of activities is orchestrated, agreeing on roles, responsibilities, interfaces and actions. Each community member participating has the whole picture to move forward

Preparing CRAFT of the Community Backbone

History

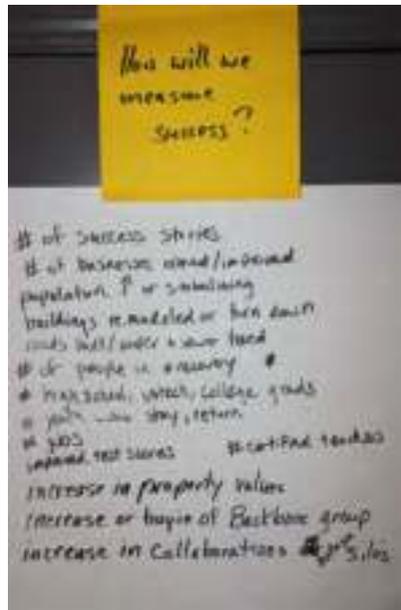
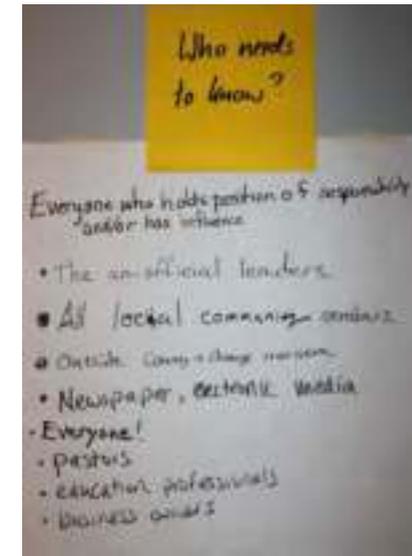
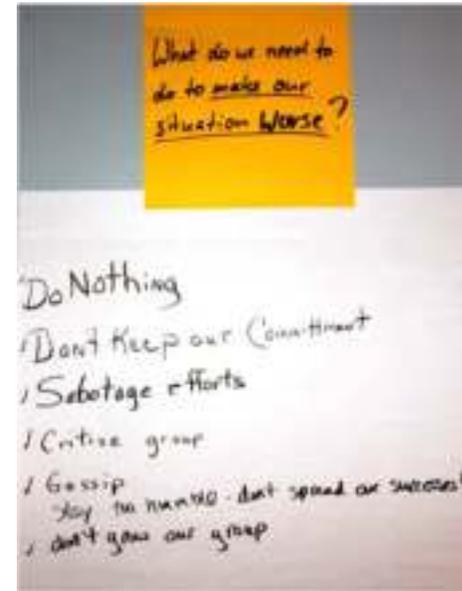
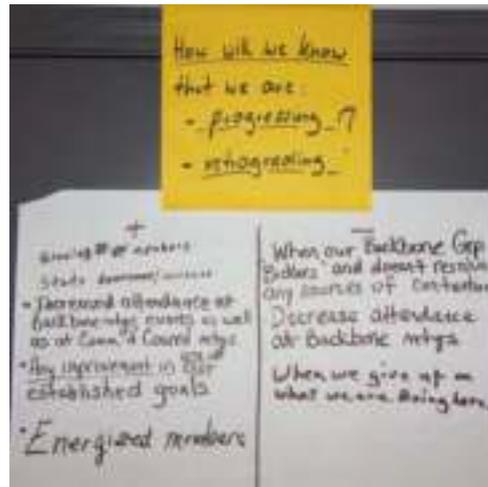
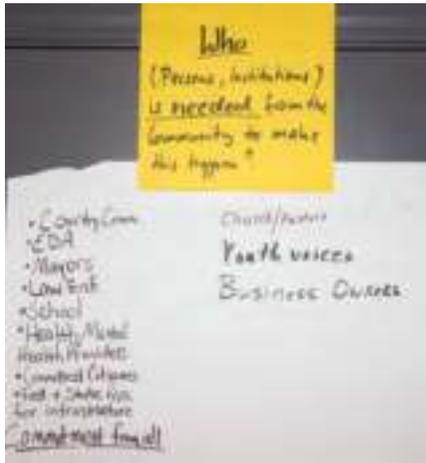
Brand

Purpose

Values

Pathway

Ambition



- Participants in pairs reflect on a number of tough questions concerning the CRAFT of the Community Backbone.



▶ Re-enforce the groups commitment to act on the CBB and bring it to life.

Craft

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- ▶ The further the 'Art' process advances the more the 'Craft' process needs to be focused on. The knowledge, comprehension, wisdom and insight gained in the Backbone participants needs to be thoughtfully introduced and induced into the community.
- ▶ This community familiarization has to be prepared and carried out in such a way that the Community Backbone elements can be digested and processed without being rejected.
- ▶ The community, its sub-groups and individuals need to get the chance and time to draw meaning out of the CBB for themselves.
- ▶ To anchor and bring alive the CBB in an organization, the Community has to keep it prominent on it's agenda over a period of at least 6 to 12 months.

- ▶ Communication:

Internal and external stakeholders need to learn about the Community Backbone and its elements:

- ▶ Identify Stakeholders and their importance
- ▶ Clarify roles, responsibilities and interfaces
- ▶ Find the appropriate way of communication for each stakeholder

- ▶ Identify Status of Implementation and next steps:

We give an example for the design of a Review Workshop (3-4 hours) with Community representatives, where the outcomes of the implementation are reviewed and further actions and measures for a successful implementation are worked out.

Functional Self Analysis

1. Reflection of own Function:

- Our contribution
- Our main goals are
- If we mess up → ?!?

2. Presentation of FSA-Posters

3. Gallery Walk around:

Add what you miss or see differently on **Post Its**

Self Analysis for Function:

<i>Our core Responsibilities & tasks</i>	<i>Main goals: We are successful when:</i>
<i>Processes we are involved in, contribute 2</i>	<i>Our Greatest Resources Challenges</i>
<i>Input we get from them:</i>	<i>Our Key-Stakeholders deliver</i>

- ▶ Interfaces, responsibilities, key-stakeholders and community role descriptions are clarified
- ▶ A shared understanding of the broader community context is built

Key - Stakeholders 4 the Team

Who are the main stakeholders 4 the Team? (= Persons, groups, roles...)

↳ define & describe

- 1) Who are they? → make a list
- 2) How big is their influence? What is their relation to each other?
- 3) Make a constellation with figures
- 4) Transfer the constellation results into the grid: (↑ hierarchy in the organization
↔ influence in the orga., who is connected to whom?)



- ▶ Building a shared understanding of the Community context. Participants share and exchange on their perspectives/knowledge
- ▶ Community representatives define and work on the community's stakeholders (what is their importance, influence etc.)
- ▶ In this session the relationships amongst the stakeholder and to the community are inquired. Success Levers and Enablers for stakeholder collaboration are worked out

Stakeholder Wanted Poster

Name of the Stakeholder:

1. His / her most important target / goals / interests are; s/he is successful when:

2. What s/he therefore want, need, expect from us is:

3. What do we expect, need, want from him / her?

*4. How do we build, keep, improve the relation to the stakeholder?
Who does what?*

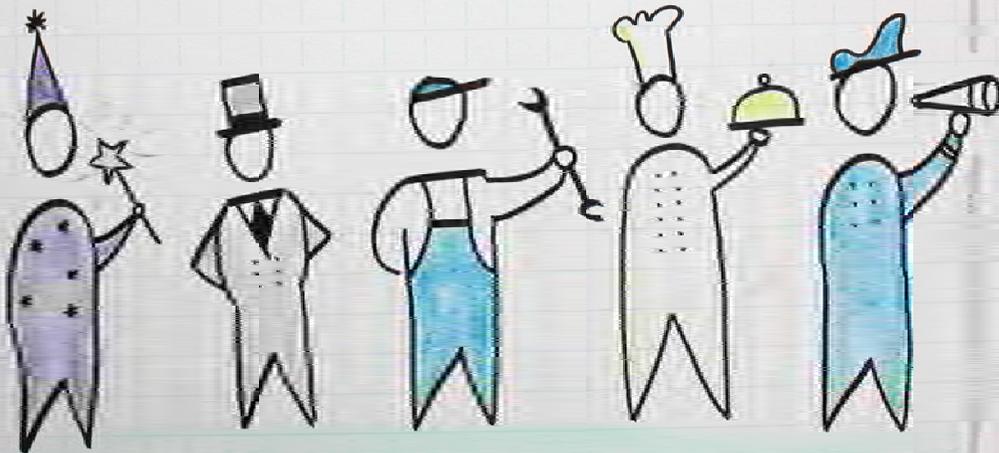
5. What difficulties might arise related to this stakeholder?

Wanted Poster Stakeholder

1. Choose your Key-Stakeholders
2. In subgroups work out Wanted Posters for each
3. Sharing of the results in plenary and diamond polishing

- ▶ Participants try to put themselves into the shoes of relevant stakeholders. From that perspective they try to understand the stakeholder's needs, aims, concerns and interests with regards to the community.
- ▶ Based on this, Participants develop action plans on how to deal effectively with the stakeholders

Which hats (=roles) do we wear, dealing with our stakeholders?



1. In this sequence the stakeholders from the “*Stakeholder Analysis*” sequence are mapped against the community Hats and Roles from the “*Metaphor Exercise*”
2. The way how the community currently engages with its stakeholders is analyzed. “What Hats do we wear?”
3. Further reflection: “What Hats do we want to wear in the future to achieve a successful stakeholder relation?”

- ▶ The community builds a clear understanding on how it collectively deals with the different stakeholders
- ▶ Participants learn to engage effectively with the community's stakeholder

Transformation Storyline

- ▶ In order to introduce the Community Backbone into the community a transformation story line needs to be developed
- ▶ Go back to the Onboarding Questions
 - Why did we start this?
 - What was our journey to today?

- ▶ Participants align on the transformation story [Why are we doing this?] in order to address and speak to the community with one voice
- ▶ The high level transformation story and next steps are presented in a coherent way

Transformation Storyline

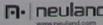
Craft a storyline to introduce the Backbone into the organisation.

- ▶ Why do we do this transformation?
(Aim → go back to Onboarding Session)
- ▶ What has happened so far?
What is the journey till today?
- ▶ How do we go on?
(Roadmap, Actions & Measures)
- ▶ What do we need from our colleagues to make this transformation happen?

Listener's Grid

- ▷ prepare for a meeting with a specific audience
- ▷ address core needs to engage on a deeper level

	from Listener's Perspective	How can we use this information?
Fears & Disadvantages		
Hopes & Advantages		
Background knowledge		

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- ▶ Team of community representatives identifies key messages
- ▶ The Listener's grid helps to adapt these messages to the listeners perspective e.g. citizens (What are their fears, hopes, background knowledge etc.)
- ▶ This process is also useful to setup the communication strategy for each stakeholder

- ▶ Team puts itself into the shoes of stakeholders [e.g. citizens] and develops a hands on communication strategy targeted on each stakeholder
- ▶ They actively consider the emotional aspects the CBB Implementation might have on each stakeholder group

3-4 hours Review Workshop

Welcome & Why this Review Workshop

Review

- What made me feel glad / sad / mad about the implementation of the CBB?
- Current CBB-Implementation in terms of Culture, Leadership, Processes and Skills

Dialogue on further Actions and Measures

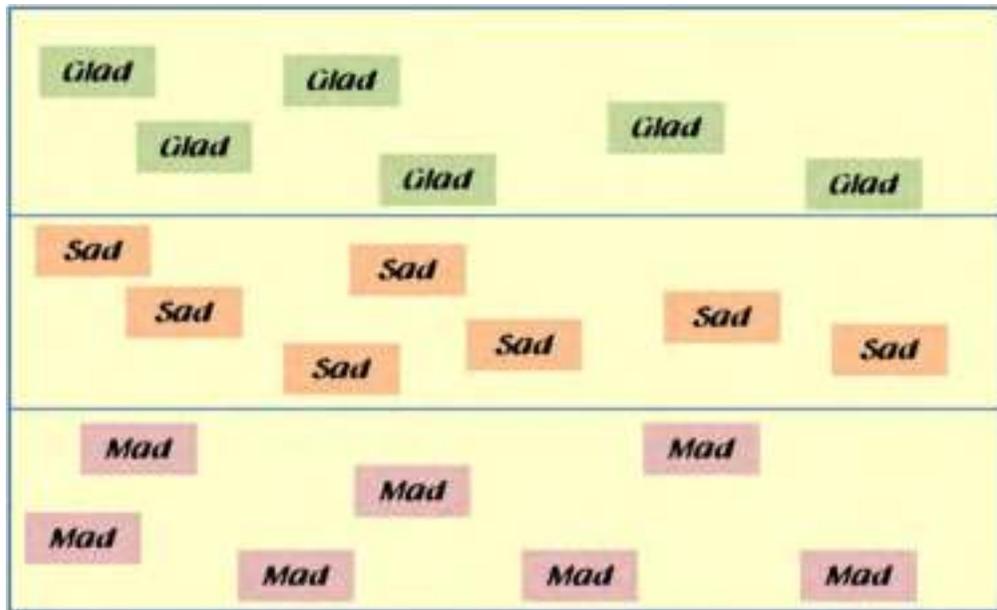
Accountability Map

Expectation Exchange

Wrap Up and Check-Out

- ▶ Create a joint understanding how far the implementation of the CBB is
- ▶ Check current status with Purpose, Values and Ambition from the ART sessions
- ▶ Identify further Actions and Measures that support the CBB implementation and alignment of the whole community
- ▶ Allow for individual reflection inside the team of leaders to build a strong team for the upcoming steps

Review Community Backbone Implementation Process



- ▶ What made you GLAD / SAD / MAD during the CBB implementation process?
Write on Post Its.
- ▶ Collect and cluster in plenary
- ▶ Dialogue:
 - ▶ Where do we need to take action in order to ensure the success of the Community Backbone Process?
 - ▶ What is needed from the community leadership team?

- ▶ Success Stories and Failures are brought to the table and emotions that arose during the implementation can be processed and learned from
- ▶ Areas where action is needed are identified and can be clarified during the Workshop

Status Check of OBB Implementation

Culture	Leadership
Processes & Structures	Skills

▫ What have we achieved in each field of the matrix? → Post Its

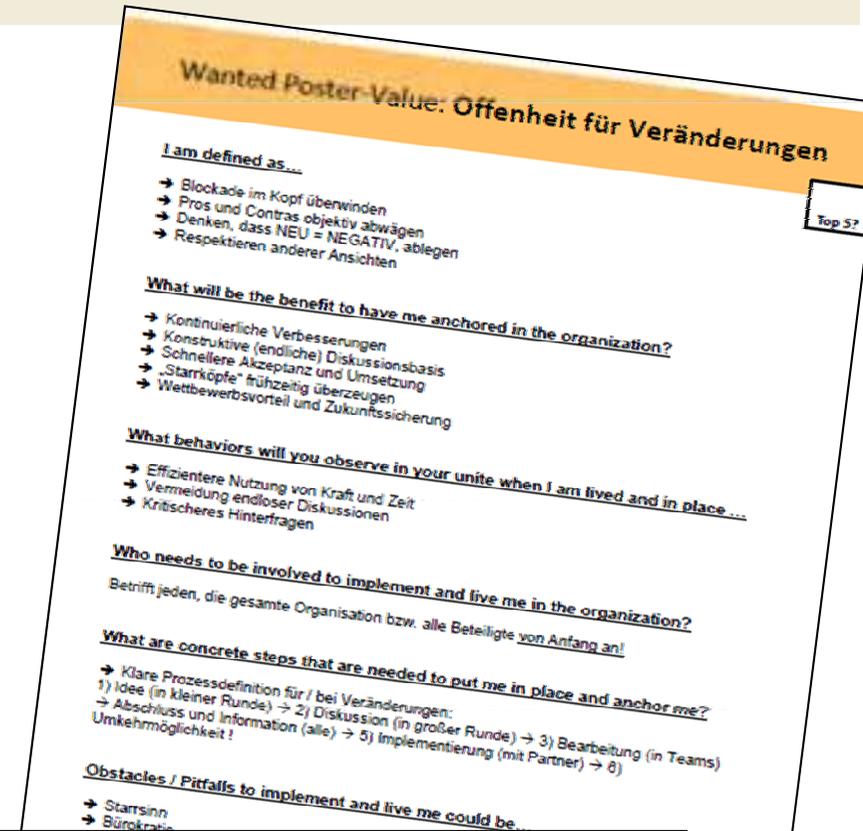
▫ What are we still missing? → Post Its

- ▶ Create a joint understanding how far the implementation of the CBB is
- ▶ Builds a holistic perspective on the whole change process, allows to identify shortcomings and additional levers for a successful implementation

Revisiting Community Values

- ▶ Collect feedback on how values defined in the CBB are lived in the organization
- ▶ Compare the 'As Is lived' with the 'As Should be live' for each defined value
- ▶ Revisit the Value Wanted Posters from the ART sessions and where necessary agree on concrete Actions to reach the desired state

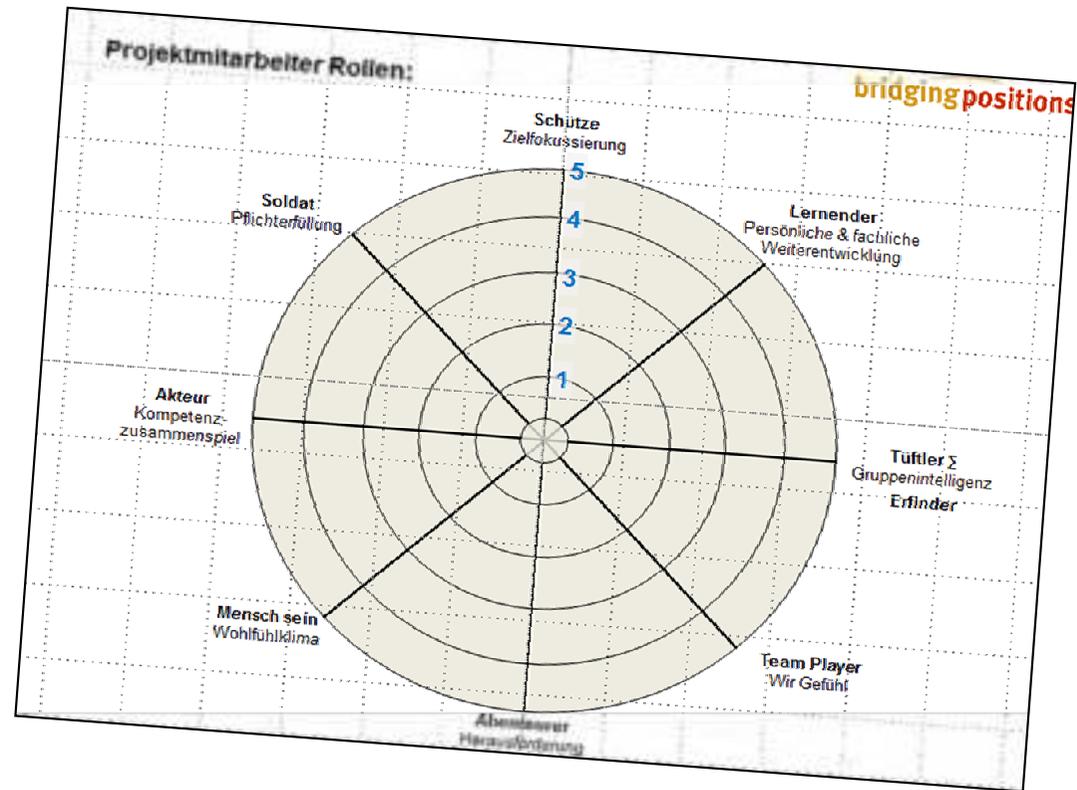
- ▶ Community revisits outcomes from the CBB Value Session and identifies progress and shortcomings
- ▶ The Wanted Posters help to define the behaviors and actions that are needed to live the values.



Team Value Assessment			
Wichtigkeit / Relevanz des Werts für's Team:	Sind wir	Wie leben wir den Wert?	Sind wir
1. Eigeninitiative	Sind wir	Wie leben wir den Wert?	Sind wir
2. Offenheit für Veränderung	Sind wir	Wie leben wir den Wert?	Sind wir
3. Zielstrebigkeit	Sind wir	Wie leben wir den Wert?	Sind wir
4. Offenheit im Team	Sind wir	Wie leben wir den Wert?	Sind wir
5. Verständnis	Sind wir	Wie leben wir den Wert?	Sind wir
6. Freiräume zureichender Entwicklung	Sind wir	Wie leben wir den Wert?	Sind wir
7. Geduld	Sind wir	Wie leben wir den Wert?	Sind wir
8. Eigenverantwortung	Sind wir	Wie leben wir den Wert?	Sind wir
9. Feedback	Sind wir	Wie leben wir den Wert?	Sind wir
10. Kommunikation	Sind wir	Wie leben wir den Wert?	Sind wir
11. Pünktlichkeit	Sind wir	Wie leben wir den Wert?	Sind wir
12. Transparenz	Sind wir	Wie leben wir den Wert?	Sind wir
13. -----	Sind wir	Wie leben wir den Wert?	Sind wir
14. -----	Sind wir	Wie leben wir den Wert?	Sind wir
15. -----	Sind wir	Wie leben wir den Wert?	Sind wir

Revisiting Roles / Metaphors

- ▶ Create a Spider- Diagram with the 'Hats' [Roles] identified during the Metaphor exercise in the Art Session
- ▶ Evaluate how these roles are lived inside the community
- ▶ Compare 'As is' with 'As Should' and define concrete Actions to close any existing gaps
- ▶ Follow Up 6 - 8 weeks later reviewing the actions and outcomes



- ▶ The community hats and roles are revisited and their implementation assessed
- ▶ Potential role barriers or blockages are discovered and removed, team of leaders can specifically focus on roles that are needed most

Area of Attention ...

What am I doing already in respect?

What else can I/ will I do?

What can others do?

Which support would be helpful?

Community representatives individually process what they will do to progress the CBB Implementation and bring it to life

- ▶ This enhances engagement, buy in and accountability on an individual and collective level
- ▶ By openly stating the actions each community representative will do, the accountability within the group raises
- ▶ It fosters an ongoing dialogue in the community on how to further progress the relevant topics

Expectation Exchange

Expectation Exchange

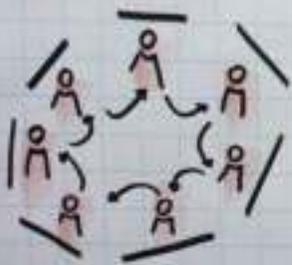
It is about openness, trust, understanding yourself better, improving communication, constructive & appreciative criticism.

Start on your poster and reflect on what you want / should continue, start & stop doing in the future to become more effective

Rotate on the signal to another poster and give your own feedback.

Flow

1. Exchange on posters
2. Digest & reflect on your feedback
3. Speed dating / bilateral feedback talks



Poster of: _____

Name:	Continue doing	Stop doing	Start doing

An illustration of two stylized human figures, one pointing at a poster held by the other. The poster is a grid with columns for 'Continue doing', 'Stop doing', and 'Start doing'. The figures are drawn in a simple, sketchy style with orange shading.

- ▶ This method allows all representatives of the community to give constructive feedback with respect to living the Community Backbone and bring it to life.
- ▶ Everyone discovers own personal contributions to further implement the CBB in the community.

To ensure a thorough implementation of the CBB, these interventions could contribute to the success:

- ▶ Coaching / Shadowing community Leaders and Teams
- ▶ Connect CBB to community systems
- ▶ Organize an CBB Best Practice Collection / Exchange
- ▶ Interventions with teams or subgroups from the community (e.g. Team Spark)
- ▶ Catalyst Training
- ▶ other specifically designed programs ...



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