



CAMPUS  
*for* communities  
*of the* FUTURE

# STEPPING IT UP TO GET 'ER DONE

Brenda Herchmer



# 13 LEADERSHIP LEARNINGS To Help You STEP IT UP AND GET 'ER DONE

*"Disturbers are never popular - nobody ever really loved an alarm clock in action, no matter how grateful he may have been afterwards for its kind services!"*

-- Nellie McClung





## Leadership Learning #1

# Recruiting and Retaining Health Practitioners is a *Leadership* Issue

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- “leadership is a voluntary position”
- formal leadership is “authorityship”

-- Peter Bishop

**With or  
without a title  
everyone can  
be a leader**









# Why is Leadership So Critical?

- futurists can no longer predict
- agree the only communities that will survive and thrive will be those who are agile, innovative, and entrepreneurial



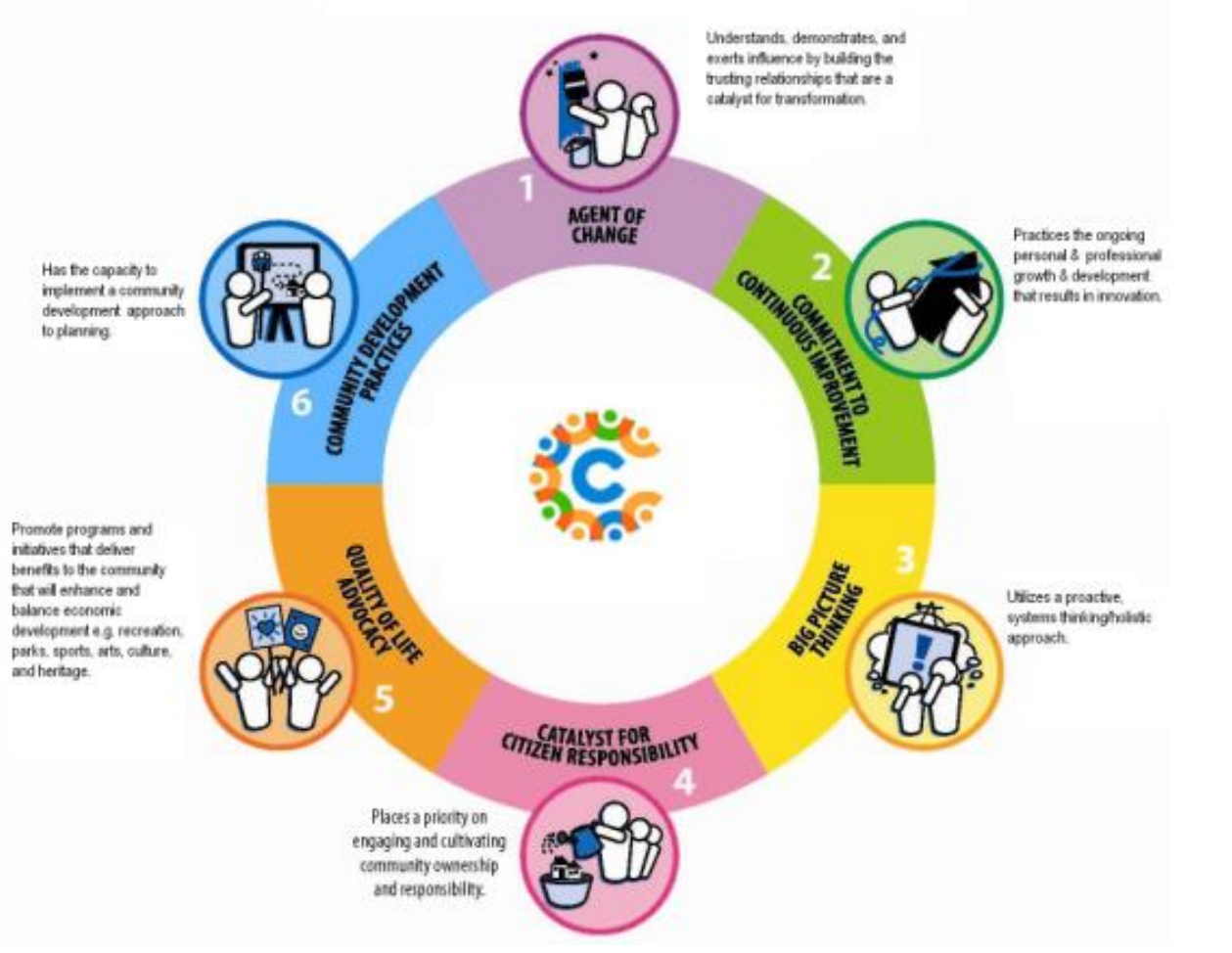


# Leaders Don't Create Followers, They Create Other Leaders

<b>Conventional Leadership</b>	<b>Community Leadership</b>
<ul style="list-style-type: none"><li>• power = formal position</li></ul>	<ul style="list-style-type: none"><li>• power = sharing and giving it away</li></ul>
<ul style="list-style-type: none"><li>• symptoms</li></ul>	<ul style="list-style-type: none"><li>• root causes</li></ul>
<ul style="list-style-type: none"><li>• top down solutions</li></ul>	<ul style="list-style-type: none"><li>• bottom up solutions</li></ul>
<ul style="list-style-type: none"><li>• sometimes gather and listen</li></ul>	<ul style="list-style-type: none"><li>• always gather and listen</li></ul>
<ul style="list-style-type: none"><li>• prove importance first</li></ul>	<ul style="list-style-type: none"><li>• empower stakeholders first</li></ul>
<ul style="list-style-type: none"><li>• info on an "as needed basis"</li></ul>	<ul style="list-style-type: none"><li>• openly share info and knowledge</li></ul>
<ul style="list-style-type: none"><li>• more likely to accept as-is</li></ul>	<ul style="list-style-type: none"><li>• challenge the status quo</li></ul>



# Competencies for Community Leaders





# If We Fail to Invest in Community Leadership....

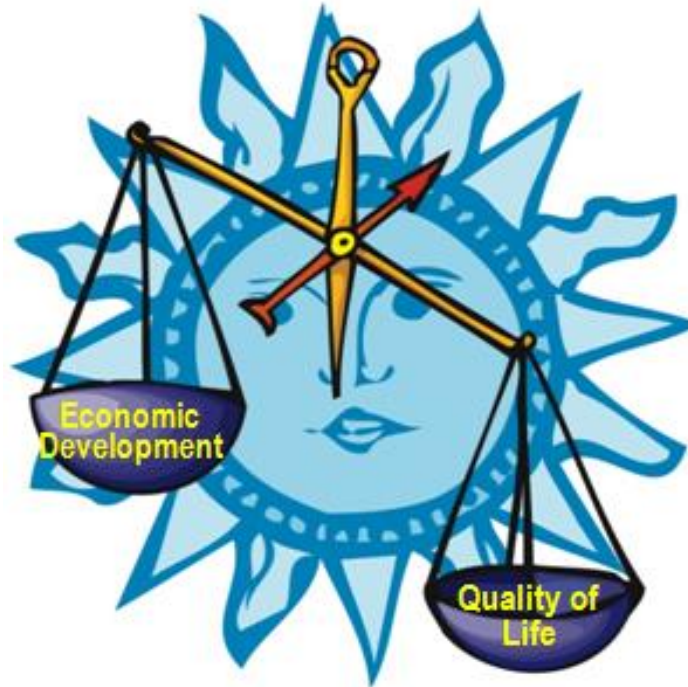
- reduction in ability to provide responsive programs, events, services and initiatives
- funding cuts
- reduced credibility
- burnout
- decreased innovation
- overall reduction in community capacity and resiliency





## Leadership Learning #3

# Understand the Need for Balance





## When Power is Imbalanced...



- decisions are based on money
- health care costs escalate
- reduced social capacity
- lower civic engagement
- lack of care for the environment
- growing levels of income disparity
- reduced community resiliency

# SANGUDO



Submitted

*Jenny Walker and Carol Ohler, the entrepreneurs at Connections Coffee House in Sangudo which has become a community meeting place.*

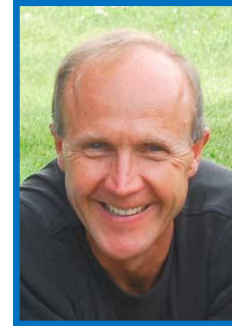
[view all photos \(1\) ▶](#)

## From crisis to hope and opportunity

**Sangudo, hailed as a success story of renewal for rural Alberta community**

May 15, 2012 06:00 am | By Marcus Day | The Barrhead Leader

For decades Sangudo was dying a slow death. As the hamlet prepares to celebrate its 100th homecoming anniversary we look at how the community turned its fortunes around.



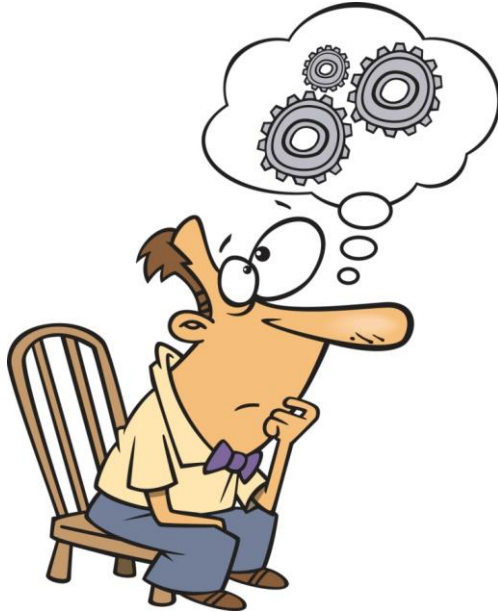


(Herchmer, 2017)



## Leadership Learning #4

# Leaders are Future Focused



1. Industrial Economy
2. Knowledge Economy
3. Connections Economy\*

*\* Also referred to as the Human Economy, the Network Economy, the Creative Molecular Economy, the Organic Economy*




# What's Changed?

<b>ERA</b>	<b>KEY DRIVER</b>	<b>WORK DEFINED BY:</b>
<b>Industrial Economy</b>	<ul style="list-style-type: none"><li>• Access to capital and location</li></ul>	<ul style="list-style-type: none"><li>• Hand</li></ul>
<b>Knowledge Economy</b>	<ul style="list-style-type: none"><li>• Ability to recruit creative people</li></ul>	<ul style="list-style-type: none"><li>• Head</li></ul>
<b>Connections Economy</b>	<ul style="list-style-type: none"><li>• Organic resiliency</li><li>• Distributed intelligence in a local area</li><li>• Skills to create own networks and innovation</li></ul>	<ul style="list-style-type: none"><li>• Heart</li></ul>



# Some See The Eras As Industrial Revolutions

Industrial Revolution	Trigger Invention	Result
First (1760 – 1840)	invention of the steam engine	mechanical production, railroads
Second (1870)	electricity and the assembly line	mass production
Third (1960's onwards)	computers, digital technology and the internet.	automated production
Fourth (Now)	<p>a range of new technologies that are fusing the physical, digital and biological worlds, and impacting all disciplines, economies, and industries.</p> <ul style="list-style-type: none"><li>• Artificial intelligence (AI)</li><li>• Autonomous robots</li><li>• Simulation</li><li>• Big data and analytics</li><li>• Augmented reality</li><li>• The cloud</li><li>• Cyber-security</li><li>• Additive manufacturing</li><li>• Horizontal and vertical integration</li><li>• The internet of things</li></ul>	

# Key Shifts

fixed and predictable	➤	dynamic and disruptive
hierarchies	➤	networks
change that reforms	➤	change that transforms
linear	➤	holistic
efficiency	➤	innovation



# We're Preparing for a Future Not Yet Invented

- requires “*systemic thinking*”
- need new ways of learning
- significant transformative change





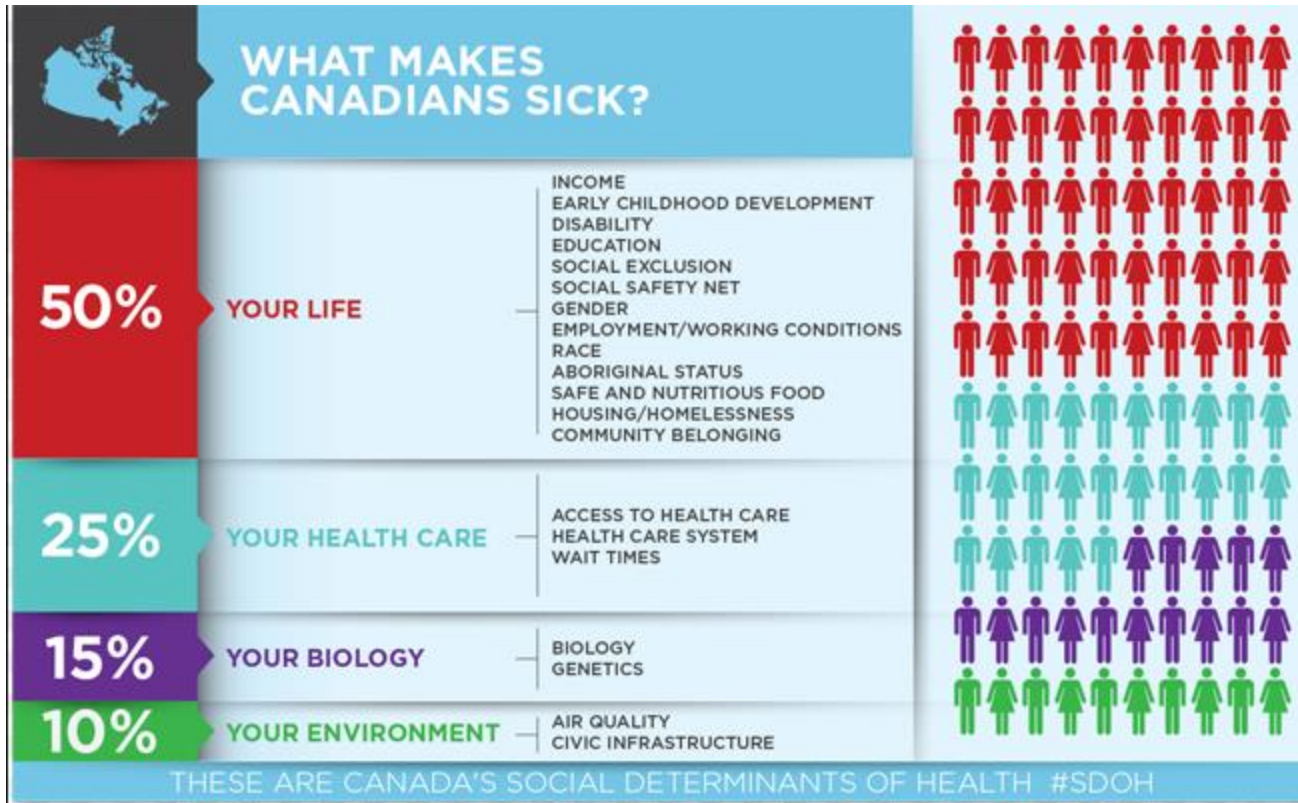
## Leadership Learning #5

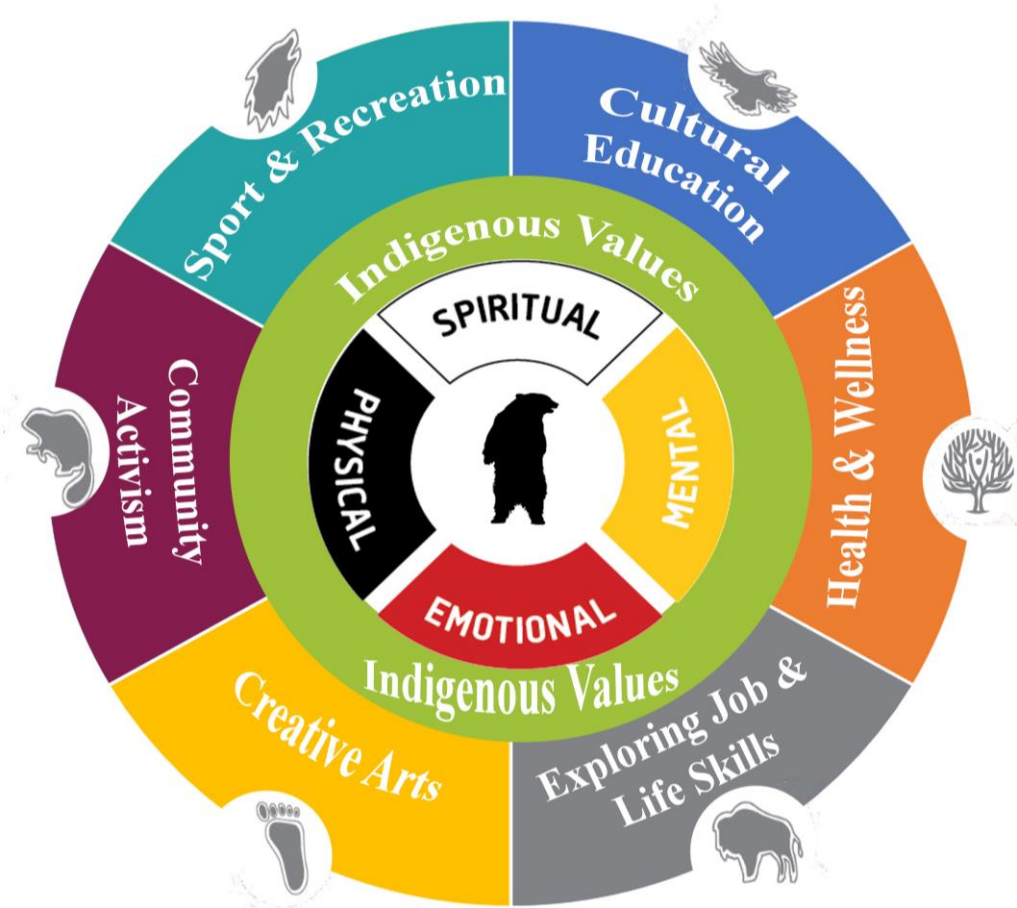
# We Need Communities Without Silos

- people recognize that system-thinking is essential
- complex issues require **“mobilizing the village”** and working across sectors or silos
- citizens can drive change because they aren’t encumbered by the restraints of silos and boundaries
- staff can be the catalysts who call the meeting



# Determinants of Health





## London Strengthening Neighbourhoods Strategy

### VISION

*Our London is a City of neighbourhoods.*

*Our London neighbourhoods will be empowered, sustainable, safe and active communities. We will care for and celebrate each other while encouraging diversity and inclusiveness.*

*Our neighbourhoods will be environmentally and socially responsible and will have available green space, vibrant local economies and accessible amenities of daily life.*



# Rural Alberta Priorities

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- health and wellness
- education
- economic growth
- community infrastructure
- overall quality of life and preservation of the environment

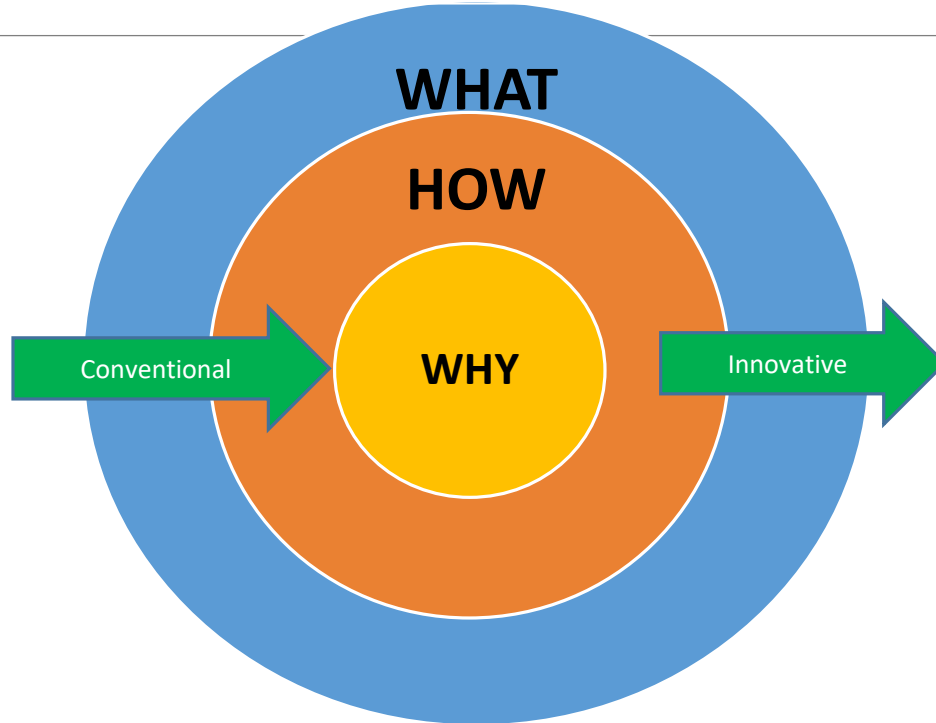
(Source: ACE Communities Final Report 2012)





## The Golden Circle

(Simon Sinek)



[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)



## Leadership Learning #7

# Community Building is the Secret Sauce

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Community  
Development is the  
Process



# Trusted Relationships

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Relationships are a critical foundation for ALL change and growth



*Relationships are what really matters and in order to be well, we need to focus on relationships between individuals, between teams, within an Enterprise and between an Enterprise and its Ecosystem.*

-- Jeremy Scrivens



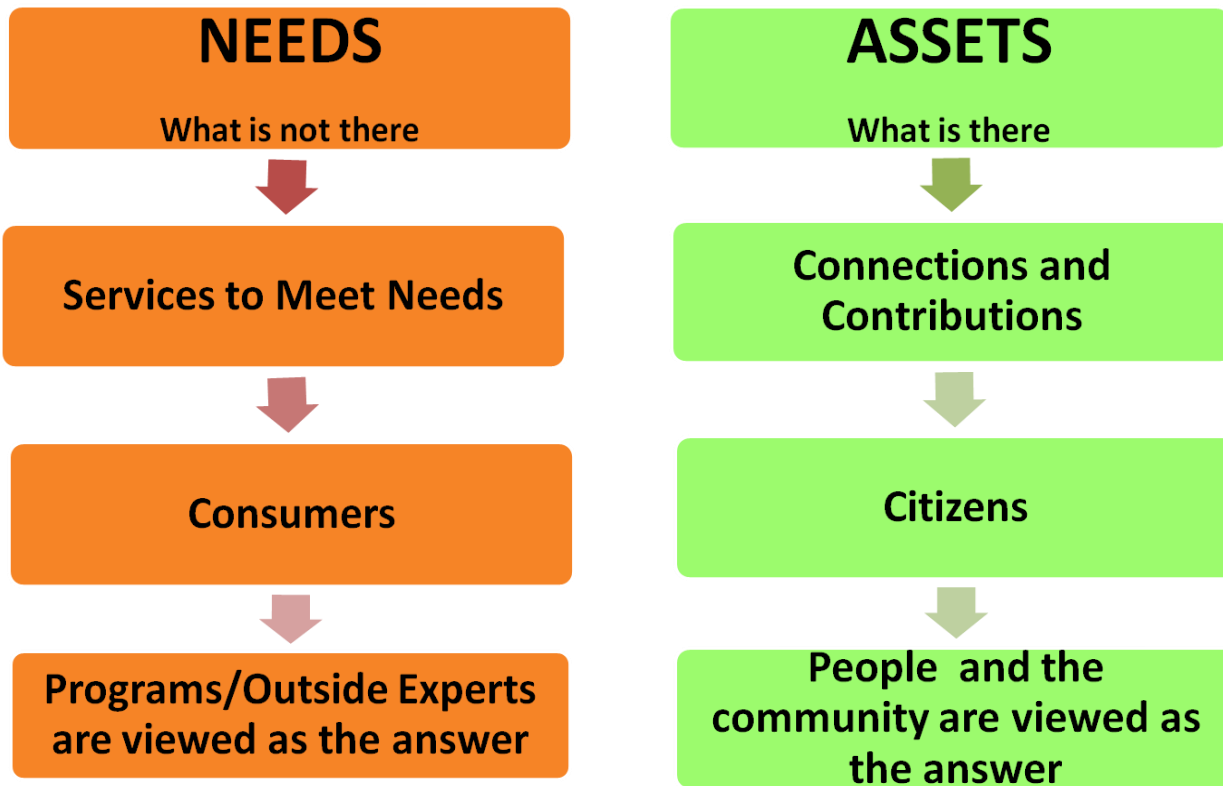
- *Community building is a process that recognizes that power is not the exclusive domain of its formal leaders but is increasingly more about the wisdom of its citizens and a willingness to lever their strengths.*

(Herchmer, 2016)



# Why Community Development?

*(McKnight & Kretzmann, ABCD Institute)*





# Community is about FEELINGS

1. **BELONGING** to something or some group
2. **PRIDE** in that group
3. being part of something **IMPORTANT** and of being **INCLUDED**
4. **NOT BEING ALONE**, of knowing that others will help us even if they don't know us





# Increasing Importance of Community

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75- 80% of us believe  
there should be  
more emphasis on  
community

- *Robert Putnam*



# Men's Sheds

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# Roseto Effect

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# Social Prescribing





# People Want to Make a Difference

*....there is a hunger for connections, community, and making a difference*





# From Leadership to Communityship

(Michael Jones)

1. Seeing the Gift in the Other
2. Creating a Sense of Place
3. Embracing the Spirit of Festival
4. Crafting a Language of Life
5. Welcoming the Stranger





## Leadership Learning #8

# Sometimes You Have To Go Slow To Go Fast







Steps 1-5 reflect “Community Engagement” Begin at Step 1 when developing a **Community-Driven Program** (Community Development)

Begin at Step 6 When Developing a **Staff-Driven Program** (Direct Delivery)



## Leadership Learning #9

# Thing Big, Start Small

- artists cooperative
- asset directory of community organizations
- battle of the bands
- communities in bloom
- community park “makeovers”
- community photograph contest and calendar
- community potlucks
- community trails
- concert series



- cultural festival
- family winter walk
- healthy communities alliance
- intergenerational nature park
- movie in the park
- neighbour day
- offleash dog park
- playground builds





## Thing Big, Start Small (cont'd)

- real estate cooperative
- rural volunteerism conference
- seniors and teens pool party
- skateboard parks
- town beautification
- trade show style events aimed at promoting sport and recreation opportunities to citizens
- walking school bus
- youth councils, events and forums
- youth interagency committee











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*“The only way ... for our community to be a better place to live is for the people of the community to understand and accept their personal responsibility for what happens.”*

–Davis Merritt, Jr.



# Our Job as a Community Leader is to Ask Ourselves and Our Community Citizens:

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“What do we care enough to act upon?”





Leadership Learning #10

# Build on What's Strong

Many Good  
Things Are  
Already  
Happening  
*...build on those*









## Leadership Learning #11

# Change Is Much Simpler When You Start With The Early Adopters





## Leadership Learning #12

# Make Room for Different Kinds of Thinking

“The weirder  
the mix the  
better the fix!”





Leadership Learning #13

# Leaders Work Middle Out

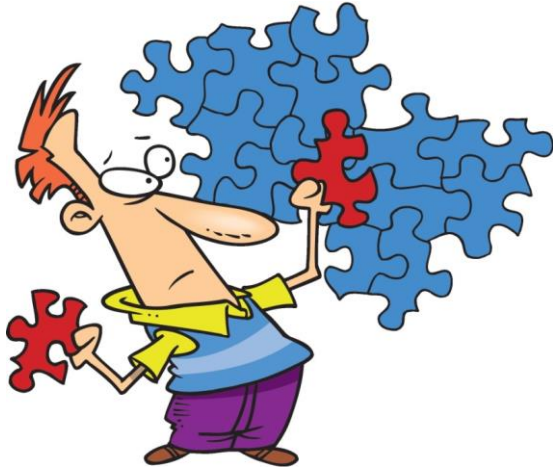
Change Agents  
Work

**Middle Out**

(between  
grasstops and  
grassroots)



You don't  
have to have  
the answers -  
**JUST CALL  
THE  
MEETING!**



# There is no one best way...there is a way

*“Our real freedom comes from being aware that we do not have to save the world, merely make a difference in the place where we live.”*

–Parker Palmer



# It Will be Messy



- embrace chaos and act in a spirit of hope
- be open to backing off, changing, or stopping some of what you do
- embrace being a lifelong learner and explorer who is comfortable with asking questions and not always having the answers



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- *Real people do real things. A **collective** of a whole bunch of people who do things in their own locale, in their own neighborhoods - the sum is bigger than the parts, and the parts will grow.*

- Chuck D, emcee, author, producer



# Questions?

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# Interested in Learning More?

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## 1. Website

(Resources, Training and Certification)

[www.campusforcommunities.com](http://www.campusforcommunities.com)

## 2. Publications

Community Leaders Planning Toolkit

Leadership for Active, Creative, Engaged Communities

Community Building for Recreation Practitioners

## 3. Contact

**Campus for Communities of the Future**

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