



# NAVIGATING COMMUNITY DEVELOPMENT

## WHY COMPARATIVE ADVANTAGES?

- **Strong comparative advantage and focus is a more effective approach and achieves stronger brand recognition**
- Too many competencies can stretch the organization's capacity and compromise achievement
- **Community development competencies require increased technical knowledge and an investment to become proficient**
- Individual competencies create different types of comparative advantages that can be leveraged in an environment that values comprehensive community development
- **Funders are starting to shift their funding priorities to community development outcomes that require a broader range of competencies**

## EXTERNAL & INTERNAL FACTORS IMPACTING SECTOR

- Increased complexity
- Increased competition.
- Reduction in public support.
- Growth of Income and Wealth Inequality.
- Growth of multi-sector partnerships.
- The need for both entrepreneurial and enduring leadership.
- The need for specialization.
- The need for sophisticated business management systems.
- The importance of effectiveness and impact.
- A move to collaboration.

## CHARACTERISTICS OF SUCCESSFUL COLLABORATION

- **There is a leader, quarterback or backbone organization that marshals the effort.**
- The organizations are ready and well positioned to proceed.
- **There is strong public sector support.**
- The challenge is strategic and a meaningful size, but not too big.
- **The time is right for action.**
- There are quick wins that help coalesce support and propel the collaboration forward.



## ENDURING LEADERSHIP

FROM	TO
Having a few leaders at the top	Having leaders at every level
Leading by vision	Leading by vision & goal setting
Seeking efficiency	Seeking effectiveness
Leading by allocating scarce resources	Leading by creating strategic alliances
Reacting and adapting to change	Anticipating and creating the future
Being a hierarchical organization	Being a flatter and more collegial organization
Directing and supervising staff and volunteers	Empowering and inspiring teams and internal leaders
Information held by a few decision makers	Information shared widely
The leader as boss	The leader as coach
The leader maintains the culture	The leader as a change agent evolving the culture.
The leader develops good administrators	The leader develops future leaders

## RECOMMENDATIONS

- ✓ **Be Really Good at a Few Things**
- ✓ **Engage with other Sectors; Expand your Circle**
- ✓ **Be Flexible and Adapt**
- ✓ **Build a Strong Bench with Facilitative Leadership Skills**
- ✓ **Embrace Technology**
- ✓ **Profit is Not a Bad Word**
- ✓ **The World is Diverse; Make the Most of It**
- ✓ **Data is Key**
- ✓ **Youth are our Future; Embrace Mentoring and Training**
- ✓ **Look Beyond the City**
- ✓ **If You Can't Beat Them, Join Them**
- ✓ **Peer Learning is Where It's At**
- ✓ **Look for Money in New Places**
- ✓ **Community Development is Political; Policy Matters**
- ✓ **Be Smart about Risk**
- ✓ **Get the Word Out. Being a Best-kept Secret is Not Advantageous**