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

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

## 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