

<p>Purpose</p>	<p>The Community Leadership Framework is a helpful touchstone for strengthening your foundation’s community leadership capacity and results. It breaks down into manageable bites what it takes for community foundations to make the shift from occasionally practicing community leadership to becoming community leadership institutions.</p>										
<p>Uses</p>	<p>The Framework addresses the challenge of providing structure and language to skill sets and capacities that can make community foundations better at community leadership. The remaining tools in the Toolbox are organized around the Framework and its building blocks. In concert with other Toolbox tools and resources, you can use the Framework to:</p> <ul style="list-style-type: none"> ▪ Stimulate thinking and learning about the capacities and skills community foundations use and strengthen to improve their community leadership readiness, effectiveness and results. ▪ Inventory and analyze your foundation’s community leadership readiness status today, and determine which building blocks you want or need to strengthen. ▪ Plan specific new community leadership initiatives – and help determine which capacities you need to develop or strengthen to successfully take on those initiatives. ▪ Collect and tell the stories of your community leadership efforts in a way that both prepares you to effectively communicate them to stakeholders and the media and helps you do better with future community leadership initiatives. ▪ Assess and measure your progress in community leadership initiatives – and in strengthening particular community leadership building blocks. ▪ Reflect on what should be strengthened to make your next community leadership effort more successful. 										
<p>Framework Organization</p> <p><i>Read through this section with the Framework in hand!</i></p>	<p>The Framework is organized as a structured diagram of significant “building blocks” that make community foundations better community leadership institutions.</p> <ul style="list-style-type: none"> ■ Think of each building block as an organizational skill or capacity you are trying to gather and assemble to <i>build your foundation</i> for community leadership. ■ The larger the number of building blocks your community foundation has in place – and the stronger the composition of each block – the more likely you are to succeed in your community leadership efforts and sustain them over time. <table border="1" data-bbox="324 1144 1521 1900"> <tr> <td data-bbox="324 1144 544 1407"> <p>Definition</p> <p><i>Framework Page 2</i></p> </td> <td colspan="2" data-bbox="544 1144 1521 1407"> <p>The Framework starts with the definition of “Community Leadership by a Community Foundation.” It breaks that definition into its elements to help understand the importance of each word and phrase.</p> <p>Overall, the definition is expressed as a positive “outcome statement.” That means it describes what would be true if an individual community foundation fully realized its community leadership potential.</p> <p>The definition is an aspiration and frame of reference for all the building blocks built out below it.</p> </td> </tr> <tr> <td data-bbox="324 1407 544 1596"> <p>First-Level Building Blocks</p> <p><i>Framework Page 3 Top Row: A-D</i></p> </td> <td colspan="2" data-bbox="544 1407 1521 1596"> <p>The Framework then presents four (4) First-Level Building Blocks.</p> <p>Each of these four building blocks is a primary element or condition that must be place if your community foundation is to achieve the community leadership goal stated in the Definition. But your foundation must strengthen all four of these building blocks to get there – and to weave community leadership into your long-term DNA.</p> </td> </tr> <tr> <td data-bbox="324 1596 544 1900"> <p>Second-Level Building Blocks</p> <p><i>Framework Page 3 In the columns under each First-Level Building Block</i></p> </td> <td colspan="2" data-bbox="544 1596 1521 1900"> <p>Each First-Level Building Block has its own set of Second-Level Building Blocks. This Second-Level set “breaks down” the capacities and skills that must be in place to make the condition stated in the First-Level Building Block strong and true. Again, each Second-Level building block is important – but your foundation needs to strengthen all of them to become a stronger community leader.</p> <p>In total, the Framework includes 16 Second-Level Building Blocks.</p> <p>Process Pointers</p> <ul style="list-style-type: none"> ☞ <i>The Framework Toolbox generally has you start any community leadership discussion or analysis with a focus on only the First- and Second-Level Building Blocks before you dig any deeper.</i> </td> </tr> </table>		<p>Definition</p> <p><i>Framework Page 2</i></p>	<p>The Framework starts with the definition of “Community Leadership by a Community Foundation.” It breaks that definition into its elements to help understand the importance of each word and phrase.</p> <p>Overall, the definition is expressed as a positive “outcome statement.” That means it describes what would be true if an individual community foundation fully realized its community leadership potential.</p> <p>The definition is an aspiration and frame of reference for all the building blocks built out below it.</p>		<p>First-Level Building Blocks</p> <p><i>Framework Page 3 Top Row: A-D</i></p>	<p>The Framework then presents four (4) First-Level Building Blocks.</p> <p>Each of these four building blocks is a primary element or condition that must be place if your community foundation is to achieve the community leadership goal stated in the Definition. But your foundation must strengthen all four of these building blocks to get there – and to weave community leadership into your long-term DNA.</p>		<p>Second-Level Building Blocks</p> <p><i>Framework Page 3 In the columns under each First-Level Building Block</i></p>	<p>Each First-Level Building Block has its own set of Second-Level Building Blocks. This Second-Level set “breaks down” the capacities and skills that must be in place to make the condition stated in the First-Level Building Block strong and true. Again, each Second-Level building block is important – but your foundation needs to strengthen all of them to become a stronger community leader.</p> <p>In total, the Framework includes 16 Second-Level Building Blocks.</p> <p>Process Pointers</p> <ul style="list-style-type: none"> ☞ <i>The Framework Toolbox generally has you start any community leadership discussion or analysis with a focus on only the First- and Second-Level Building Blocks before you dig any deeper.</i> 	
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	<p>Third Level Building Blocks</p> <p><i>Framework Pages 4-9 In the columns under each First-Level Building Block</i></p>	<p>Likewise, each Second-Level Building Block has its own set of Third-Level Building Blocks. The Third-Level “breaks down” the capacities and skills that must be in place to make the condition stated in the Second-Level Building Block strong and true. Again, each Third-Level building block is important – but your foundation needs to strengthen all of them to fortify its Second-Level Building Block.</p> <p>Process Pointers</p> <ul style="list-style-type: none"> ➡ Generally, you review or address Third-Level Building Blocks in one of two situations. <ul style="list-style-type: none"> ▪ Reviewing them can help you understand in greater detail what constitutes the “parent” Second-Level block. ▪ Second, if your foundation prioritizes a particular Second-Level Building Block as one you want to strengthen, you’ll then delve into the Third-Level to help you analyze what you might do or how to go about strengthening it.
<p>Thinking and Working with the Framework</p>	<p>The Framework reveals the elements that enable and fortify community leadership – as both more <i>specific</i> and more <i>actionable</i>. It points you in directions you may never have ventured, and urges you to look beyond the usual suspects in both the learning and doing phases of your community leadership work.</p> <p>It is intended to stretch your thinking. While it looks in many ways like a checklist, it is not of the “been there/done that” variety. It helps to revisit it again and again as you tackle new challenges or stub your toes on old ones.</p> <p>Here are a few other things – some reminders, some new ideas – to keep in mind as you work with the Framework:</p> <ul style="list-style-type: none"> ▪ The community leadership Definition is the ideal to which one aspires in the exercise of community leadership. ▪ The building blocks do not <u>all</u> have to be in place for a community foundation to begin working on community leadership. In fact, a community foundation can enter community leadership work at any point, regardless of how many or which building blocks it currently has in place. ▪ The more building blocks a community foundation has in place, and the stronger each is, the more successful it is likely to be in its community leadership efforts. ▪ Some building blocks show up in more than one place because they are important in more than one way. ▪ The level of a building block in the structure has no relationship to its relative importance for your work. The most important building block for your foundation could be at any level – it’s the one you don’t have in place that you need to do the community leadership work you have at hand right now. ▪ Your best action plans to strengthen your capacity likely can and will strengthen multiple building blocks. ▪ Practicing community leadership actually builds the capacity to do more and better community leadership. 	
<p>Once Again:</p> <p><i>WHY a Framework?</i></p>	<p>The National Task Force on Community Leadership produced this Framework with broad input and support from community foundations across the country.</p> <ul style="list-style-type: none"> ■ It is not meant to intimidate, but rather to offer a constructive way to look at the complexity of community leadership, see what must be in place to exercise it, and analyze why community leadership efforts sometimes do or do not work. ■ It is meant to facilitate planning that starts from <i>analysis</i> rather than <i>intuition</i>, to help you better target exactly the right interventions to achieve your desired results. ■ It is meant to help make <i>intentional</i> the strengthening and exercise of community leadership within the field. Without some framework to analyze and fortify the elements of community leadership, it will remain an ad hoc enterprise. Community leadership will never be institutionalized, much less become a hallmark of community foundations. 	
<p>Next Steps</p>	<p>Four tools in the Community Leadership Framework Toolbox will help you use this Framework to strengthen your community foundation’s community leadership. Use each as needed!</p> <ul style="list-style-type: none"> • Community Leadership Framework Status Assessment Tool (CL SAT). This tool is designed to help you gauge your community foundation’s community leadership strengths at a particular point in time, to identify the priority community leadership capacities that you want to strengthen, and to set you on a path toward doing so. • Community Leadership Action Planner Tool. This tool can help your foundation plan how it will either work on a specific community leadership issue or strengthen a particular Community Leadership Framework building block – or both – within the time frame of one year or less. • Community Leadership Story Tool. This tool will help you profile, learn from and sharpen one of your foundation’s <u>specific</u> community leadership efforts. 	