

# Community Food Projects Community of Practice

Tina Khan & Kolia Souza

*The Adaptive Food Systems Leader:  
Managing Projects for Lasting Change*

FOOD SYSTEMS  
LEADERSHIP NETWORK



# FSLN Cultural Norms

- We honor and celebrate our collective wisdom - together, we know a lot!
- We are mindful of our power, privilege, and how much space we are taking up.
- We take responsibility for impact, regardless of intent.
- We give grace to one another and approach conflict with curiosity.
- We challenge assumptions, respect our differences, and speak from our own experience.
- We honor confidentiality - lessons leave, stories stay.
- We take care of our own physical, mental, and emotional needs.
- We meet each other where we are. Showing up is enough, and listening is participating.



# Meet Your Facilitators



**Tina Khan, consultant**  
*Adaptive Leadership Practitioner  
Civic Engagement & Community  
Development*



**Kolia Souza, consultant**  
*Health Equity Advocacy  
Local & Regional Food Systems  
Development*

# Why this...Why Now

- We are in politically unprecedented times, much of which we cannot predict or control
- Funding machines are changing and require us to approach the work differently
- Systems change is necessary, but we are operating in a **nonprofit industrial complex** that influences our work by (fill in the blank).
  - In other words, many of our systems uphold the status quo
  - If systemic, material change is the goal, some measure of the status quo must be dismantled

Your contribution to this systems change work – at whatever scale and to whatever extent – is **CRITICAL**

**How our work  
connects to now and  
beyond, creating  
generational change  
& impact**

# Project Areas

**PURPOSE** is the why that grounds our project

>North star or compass for change<

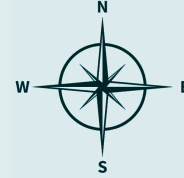
**PLAN** is what we ascertain is required to achieve project outcomes

>Processes/Frameworks for scope, goals, objectives, deliverables<

**PROCEDURE** is how we translate the project plan to action

>Tools/Resources for implementation<

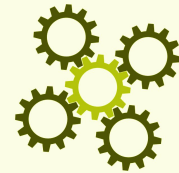
**PURPOSE**



**PROCEDURE**

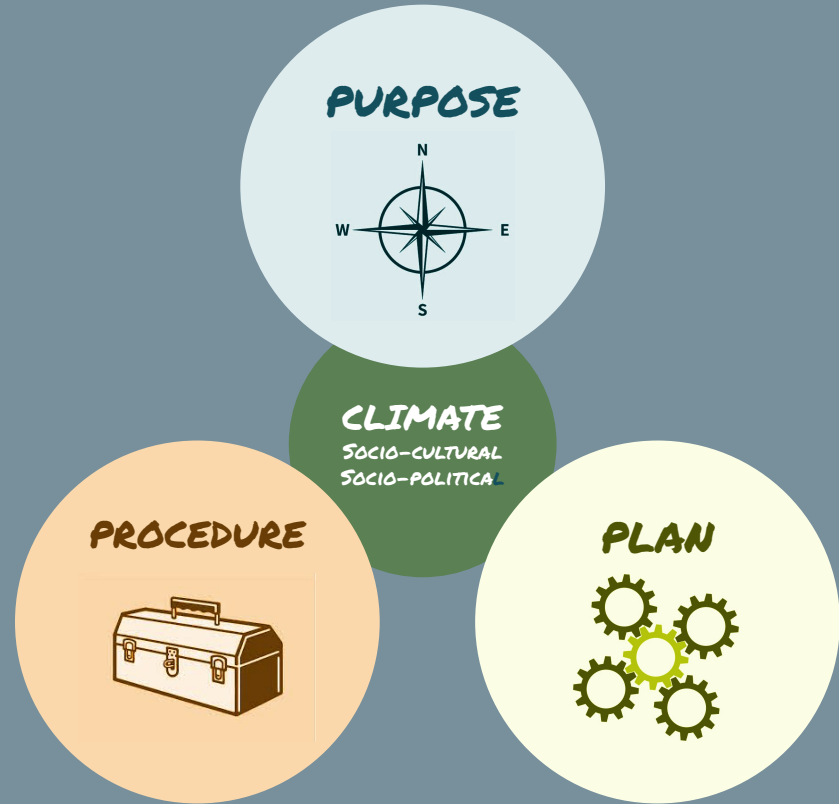


**PLAN**



# Project Management

Also takes into consideration how the current climate (or context) informs our why, what, and how



# Project Management Leadership Ecosystem

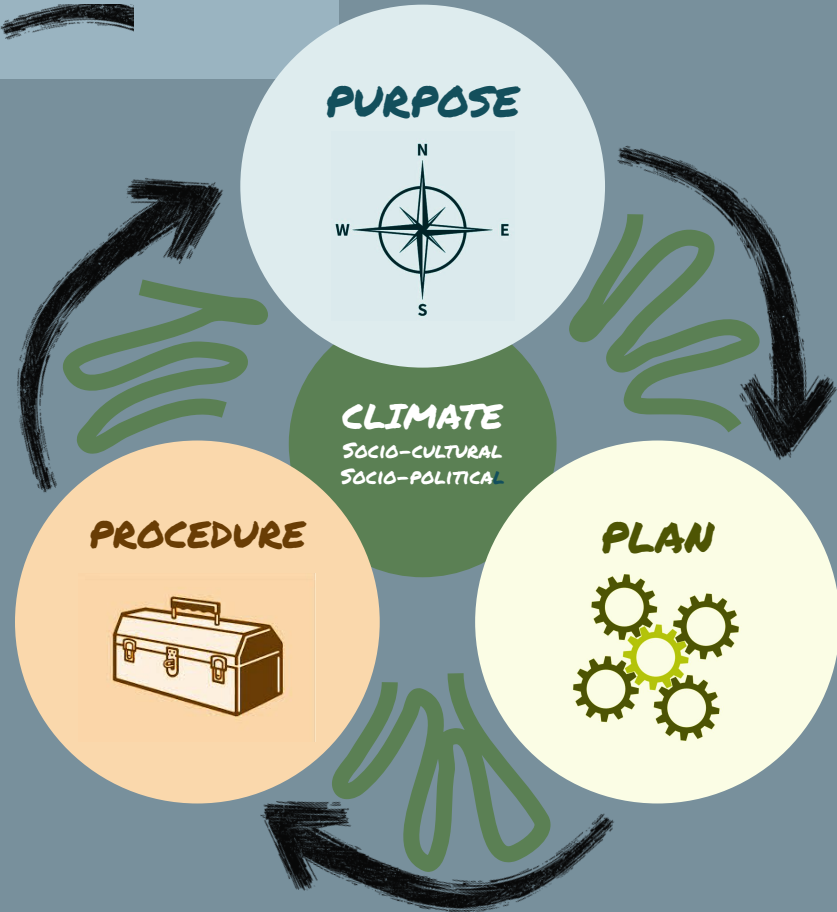
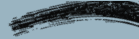
Creating and/or influencing the conditions under which the project (purpose, plan, and procedure) coalesces with the current climate for lasting impact by exercising leadership with a generational view (past, present, future).

Managing projects as components of building towards aspirational futures lies in adaptive leadership.

Adaptive Leadership



Time





# Intro Breakouts

Introduce yourselves to one another and finish one of these sentences:

“When I’m working at my best I am\_\_\_\_\_.”

“\_\_\_\_\_ energizes me to stay in the work when it’s difficult.”

“I know we’re engaged in work together when we are \_\_\_\_\_.”

# The Adaptive Food Systems Leader: Managing Projects for Lasting Change



# Session 1

## Part 1: Creating the Blueprint

- **Project Management components** scope, goals, timeline, budget, partners & resource allocation
- **Adaptive Leadership application** dancing between the technical & the adaptive, project diagnosis

## Part 2: Anticipating Challenges

- **Project Management components** addressing bias, assessing risk, change management
- **Adaptive Leadership application** holding to purpose, raising the heat to the productive zone



# Session 2

## Project Management:

- Internal communications
  - Conflict transformation strategies
- External communications
  - Engaging underrepresented voices
  - Public engagement strategies
- Communications plans
  - Communications tools + applications

## Adaptive Leadership:

- Internal communications
  - Identifying who needs to do the work
  - Getting used to uncertainty & conflict (comfort zone, bandwidth)
- External Communications
  - Process challenges
  - Speaking from the heart
  - Identifying target audiences (faction mapping)



# Session 3

## Project Management:

- Time management (contextualizing)
- Change management
- Evaluation
  - Defining metrics for success
  - Disseminating results
- Task flow tools

## Adaptive Leadership:

- Take care of self
- Loss aversion / Speaking to loss
- Revisit:
  - Uncertainty / conflict
  - Vulnerability / triggers
- Approaching with curiosity
  - Asking powerful questions





# Course Takeaways

What stuck with you and why...



What unique things did you experience that applies to your work?

What specific tools or resources are now available to you?

What are you going to do differently as a result of this course?

(1) What is the significance of power dynamics, bias, and communication in this work, and (2) how does it relate to engaging others in food leadership work?

**Building our Food Leadership Ecosystem**



## Distinguishing Technical and Adaptive Work

	TECHNICAL WORK	ADAPTIVE WORK
THE PROBLEM	IS CLEAR	REQUIRES LEARNING
THE SOLUTION	IS CLEAR	REQUIRES LEARNING
WHOSE WORK IS IT?	EXPERTS OR AUTHORITY	STAKEHOLDERS
TYPE OF WORK	EFFICIENT	ACT EXPERIMENTALLY
TIMELINE	ASAP	LONGER TERM
EXPECTATIONS	FIX THE PROBLEM	MAKE PROGRESS
ATTITUDE TOWARD CHALLENGE	BEING RIGHT	BEING CURIOUS

# Technical & Adaptive





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# Technical & Adaptive

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Values, Loyalties,  
Loss

# Technical & Adaptive

# Bridge Activity/Conversation







What interpretations are there regarding the volunteers? The staff? The Neighborhood...

What interpretations do we have about the space being used?

What interpretations are there about possible resources?

What interpretations about power dynamics can you form?

What interpretations about communication and partnerships can we make?

What interpretations about their purpose could we make?



What Interpretations can you make about of this scenario?

# How we do this work going forward







# What do you need to go deeper into cultivating your Project Management

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Your work in any capacity, scale, or effort is PRECISELY what the world needs—Thank you!

