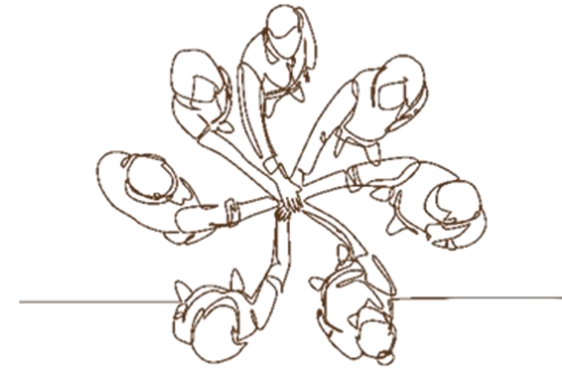**FOOD SYSTEMS**
LEADERSHIP NETWORK

The Adaptive Food Systems Leader:
Managing Projects for Lasting Change

Building Project Support

Project Management Course Intensive
Session #2

FSLN Cultural Agreements

o We honor and celebrate our **collective wisdom** - together, we know a lot!

o We are mindful of our **power, privilege, and how much space** we are taking up.

o We **take responsibility for impact**, regardless of intent.

o We **give grace** to one another and approach **conflict with curiosity.**

o We **challenge assumptions, respect our differences,** and **speak from our own experience.**

o We **honor confidentiality** - lessons leave, stories stay.

o We take care of our own **physical, mental, and emotional needs.**

o We **meet each other where we are.** Showing up is enough, and listening is participating.

Meet Your Course Facilitators

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

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

Session #1 Review

Intro Breakouts

1. What's a challenge you'd like to make more progress on?

2. What about this challenge is important to you?

3. In what ways are you stuck?

4. What elements of this challenge are technical?

5. What elements of this challenge are adaptive?

In pairs, share a conversation over questions 1-5
...if new to the course share a conversation over questions 1-3

Today's Course Competencies

Project Management components:

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

Adaptive Leadership application:

- 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)

Gathering the Givens

- There is enough content to go over to warrant a yearlong intensive course
- We are in politically unprecedented times, much of which we cannot predict or control
- 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**

Grounding Ourselves in this Experience

What it won't be…

- Technical training for project management **software**
- **People management** (i.e., volunteer/stakeholder tasks)
- A step-by-step, **how-to guide** for managing projects
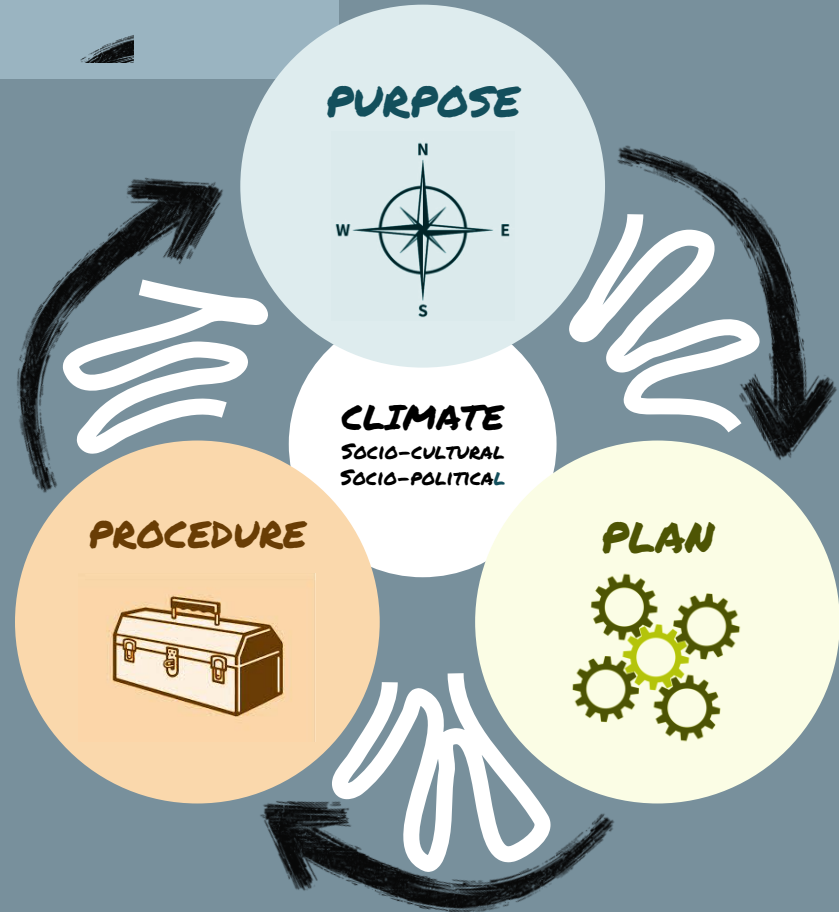
What it will be…

- Introduction to **processes** to plan, manage, and organize projects
- "**Growing impact** while maintaining quality and community connection"
- Establishing a **project design framework** to contribute to sustainable change

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

PURPOSE

N

W   E

S

CLIMATE
Socio-cultural
Socio-political

PROCEDURE

PLAN
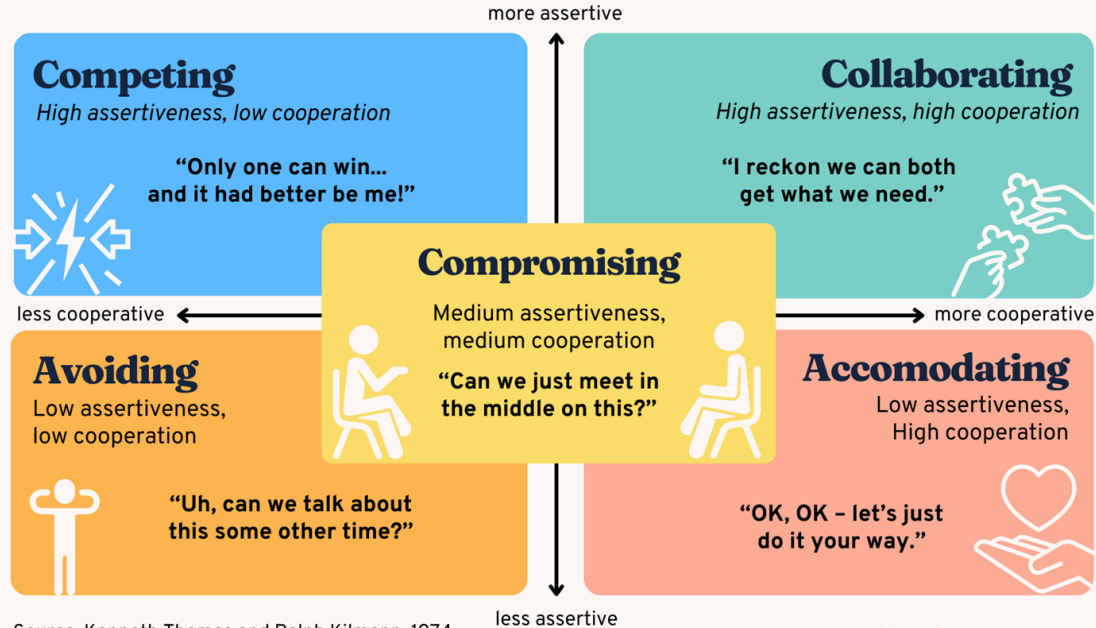
Internal communications

Conflict Goals: The TRIP Model

4 Defining Questions…

- What do we want?
- Who are we to each other?
- Who am I in this interaction?
- What communication process will we use?

Are about:

- TOPIC
- RELATIONSHIP
- IDENTITY
- PROCESS

Rothman, J. (1997). Resolving identity-based conflict: In nations, organizations, and communities. San Francisco: Jossey-Bass Publishers.

Conflict Goals: Topic Conflict

Topic conflicts occur when goals emerge as different ideas about:

- What to do
- What decisions to make
- Where to go
- How to allocate resources
- Other externally objectifiable issues

Topic goals can be:

- Listed
- Argued
- Supported by evidence
- Broken down into pros and cons

Rothman, J. (1997). Resolving identity-based conflict: In nations, organizations, and communities. San Francisco: Jossey-Bass Publishers.

Conflict Goals: Relationship Conflict

Relational goals:

- Define how each party wants to be treated by the other
- Define the amount of interdependence desired
- Determine influence through relational interaction

Key points:

- Each statement carries a relational message
- We interpret messages differently, triggering more relational events
- Relational interests carry more urgency than topical interests

Rothman, J. (1997). Resolving identity-based conflict: In nations, organizations, and communities. San Francisco: Jossey-Bass Publishers.

Conflict Goals: Identity Conflict

Identity conflicts…

"Are often hard to identify, since they are usually represented as disputes over tangible resources" (Rothman, 1997)

Identity conflict may be identified by:

- Claims of unjust treatment
- Refusal to step back from a position
- Suppression of conflict

Rothman, J. (1997). Resolving identity-based conflict: In nations, organizations, and communities. San Francisco: Jossey-Bass Publishers.

Conflict Goals: Process Conflict

Process conflicts occur when…

there are different ideas about how something should be executed.

Examples include:

- Consensus
- Giving equal talk time
- Voting
- Talking informally before deciding

Rothman, J. (1997). Resolving identity-based conflict: In nations, organizations, and communities. San Francisco: Jossey-Bass Publishers.

Conflict Overlap: When it looks like one thing…

T **R** **I**

I know this critical conversation needs to happen, but there are more pressing issues to address.

I don't think people take my concerns seriously enough.

I am always the one speaking out.

P **R** **I**

We need to come up with community agreements for our project team.

I won't let them treat me just any kind of way.

I thought I was more valued than that.

R **T** **I**

I don't pull rank.

I want people to contribute more effort.

Treating people fairly is part of who I am.

Getting used to Uncertainty & Conflict

Unique dimension of leadership, in that it is WHOLLY internal work

➢ Don't expect to "will away" discomfort. Instead, practice sitting with it –intentionally and purposefully.

➢ Practice stretching your Comfort Zone

Understand that conflict is a normal and necessary ingredient for progress

Notice what uncertainty feels like physiologically, practice becoming aware

Identify moments of opportunity to choose turning towards or away from conflict

Recognize the clearer (more important) the purpose, the more willing we are to tolerate uncertainty and conflict… Hold To Purpose

Intervene differently in moments of conflict, resist the temptation to lower the heat

Build tolerance for tough conversations & systemic interpretations related to difficult topics *(power, bias, identity, trust)*

Bandwidth… Beyond our Comfort Zone

ALL THE PEOPLE
IN THE WORLD…

STRENGTHS

EDUCATION / EXPERIENCE
BIOLOGY
EXPAND SKILLS AND EXPERIENCE

You

VULNERABILITIES

COMPETING VALUES
UNCERTAINTIES / WORRIES / FEARS
LEAN INTO AND EMBRACE
RATHER THAN COVER UP

TRIGGERS

KNOW AND MANAGE WHAT SETS YOU OFF

ALL OF THE SITUATIONS
IN THE WORLD…

ALL THE PEOPLE
IN THE WORLD...

STRENGTHS

VULNERABILITIES

TRIGGERS

ALL OF THE SITUATIONS
IN THE WORLD...

What are the beautiful things that make you uniquely YOU?

ALL THE PEOPLE
IN THE WORLD...

What are the opportunities to exercise leadership and STRETCH beyond your comfort zone?

...what are those moments?
...how do they feel?
...how do you know it's a stretch?

ALL OF THE SITUATIONS
IN THE WORLD...

Comfort Zone Takeaways

Understand that leadership and adaptive challenges will require you to try things that are uncomfortable and outside of your typical set of behaviors
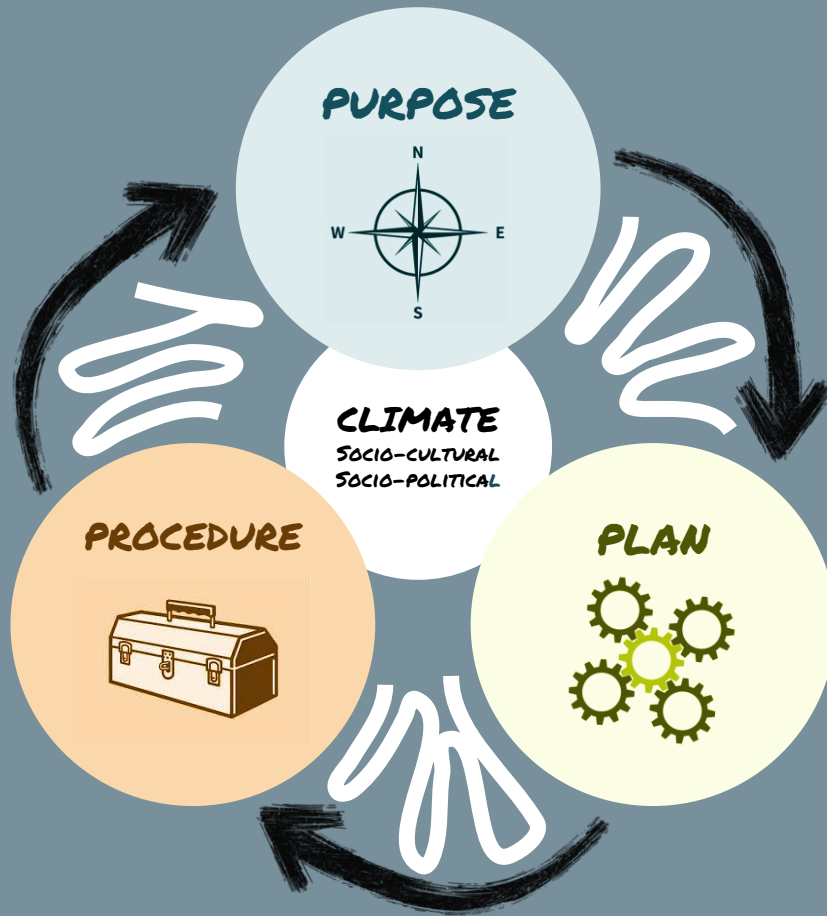
Define your current limits "edge of comfort zone"

Learn it only makes sense to stretch your comfort zone if you have a clear, strong, compelling purpose for doing so

Try something beyond your typical behavior to move a group into the productive zone

External communications

Engaging Underrepresented Voices

Engaging Underrepresented Voices: Identity

Strategies of ethnocultural groups

(+) ... (-) Relationships groups seek

ASSIMILATION INTEGRATION

MARGINALIZATION SEPARATION

(-) ... (+)

Maintaining heritage + culture

Berry, J. W. (1992). Acculturation and Adaptation in a New Society.
International Migration, 30, 69-85. https://doi.org/10.1111/j.1468-2435.1992.tb00776.x

Engaging Underrepresented Voices: Identity

Strategies of ethnocultural groups   **Strategies of larger society**

(+)

Relationships groups seek

ASSIMILATION   INTEGRATION   MULTICULTURALISM   MELTING POT

MARGINALIZATION   SEPARATION   SEGREGATION   EXCLUSION

(-)   (+)

Maintaining heritage + culture

Berry, J. W. (1992). Acculturation and Adaptation in a New Society.
International Migration, 30, 69-85. https://doi.org/10.1111/j.1468-2435.1992.tb00776.x

The Strategy Institute. (2019 Aug 28). Organization bias: The curse and the cure. Retrieved from
https://www.thestrategyinstitute.org/insights/organizational-bias-the-curse-and-the-cure

Engaging Underrepresented Voices: Power in Leadership

Formal Power

Power by Sanctions

Informal Power

Power by Identification

Power by legitimation

Power by punishment

Power by rewards

Power by informational control

Power by expert knowledge

Power by relations

Power by charisma

More positional

More personal

Kessler, V. (2010). Leadership and Power.
Koers - Bulletin for Christian Scholarship 75(3). DOI:10.4102/koers.v75i3.95
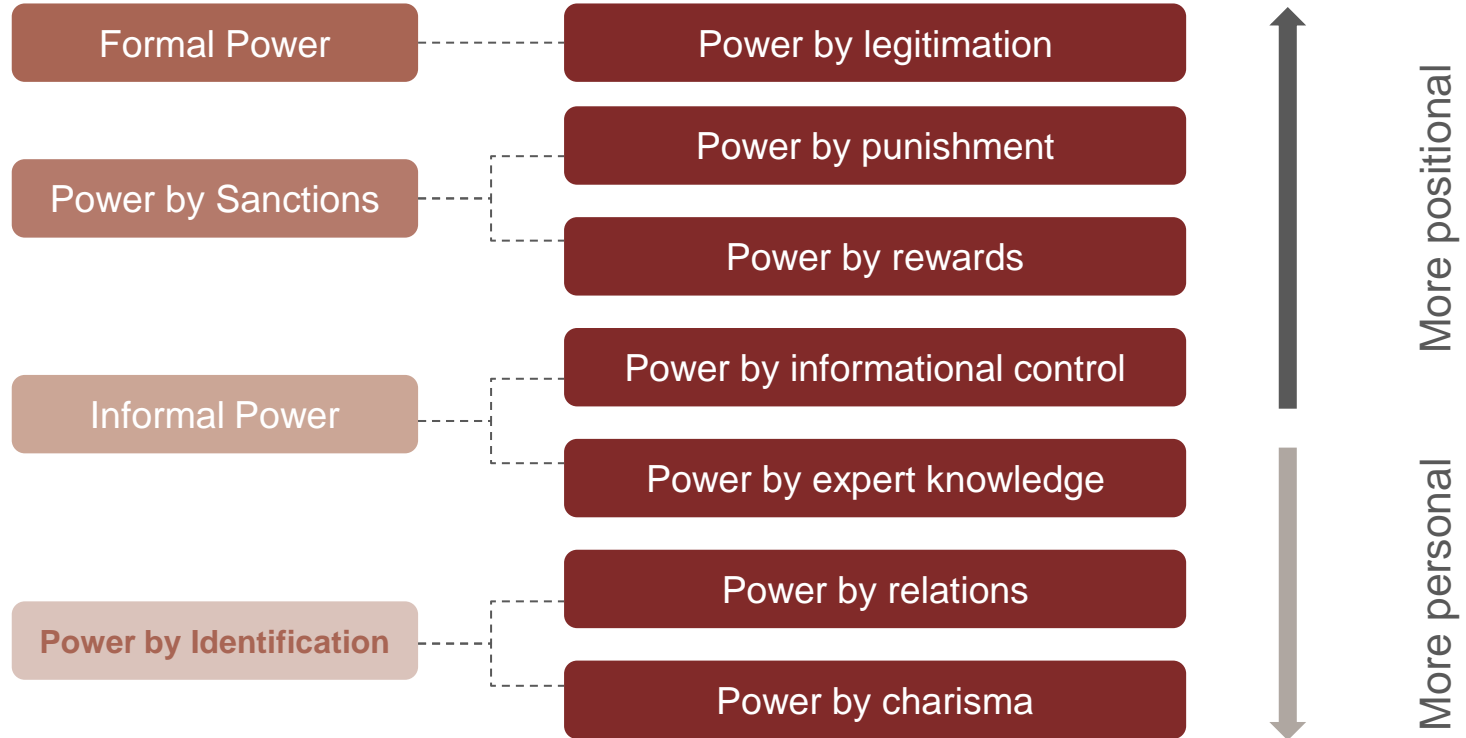
Engaging Underrepresented Voices: Organizational Power

POWER OVER

Built on force, coercion, domination, and control.

Works from a framework of fear and scarcity.

POWER WITH

Inherently collaborative and built on respect, cooperation, and support.

Highlights solidarity.

POWER TO

Focuses on autonomy and self-determination.

The potential we have to create new possibilities.

POWER WITHIN

Awareness of your own capacity, potential, self-worth, and mindfulness.

Most transformative power.

Inclusion Geeks. (n.d.). The four types of power in the workplace. Retrieved from https://www.inclusiongeeks.com/articles/the-four-types-of-power-in-the-workplace/

Engaging Underrepresented Voices: Trust

Sogeti Labs. (2024 Jun 27). The real reasons behind your team's commitment problems. Retrieved from https://labs.sogeti.com/the-real-reasons-behind-your-teams-commitment-problems/

TIME FOR A BREAK!

Content Challenges are the nuts and bolts (technical). The things you know how to do, or can get trained to accomplish. Things you can point to, touch, decisions that involve a clear choice from options.

Process Challenges are issues or barriers among the individuals doing the work. People who must navigate systems change or work together to make progress.

Process Challenges

Content Challenges

- The problem is stated, usually technical
- Nuts and bolts decisions & details
- Data, reports, plans
- Known options
- Association with experts
- Clear direction forward

Process Challenges

- The problem behind the problem
- The "real issue" –often unseen
- How people work or don't work together
- Patterns in systems
- Power dynamics
- Competing values/priorities
- Adaptive in nature
- Possible "surprises" that might derail the work

?

Who in the organization sets the meeting agenda?
What process do we have to recruit more individuals with lived experience?
What patterns do we exhibit for onboarding new volunteers?
What barriers do we have with our processes?
What type of power dynamics does our organization exhibit?
How is power shared in our organization?
What pressures are upon us in the work we do?

Speak from the Heart

The key to speaking from the heart is that it's about them, not you

Speaking from the heart is a leadership behavior when you intentionally intervene to mobilize others. Emotion with Purpose.

…and hard to do, because it's about them. You will struggle to speak from the heart if you focus on what YOU want. Instead, focus & speak to THEIR aspirations.

Speak from your heart TOWARDS their heart

Know what others care about, what's on their hearts...
➢ Ask all the questions! Be curious

Consider sharing a brief story with purpose...
➢ Connection through story sharing

Speak out of passion, not because you're triggered...
➢ Feel your emotion, process and think through what you are going to share. A moment of awareness allows you to be strategic about speaking from the heart.

Application Activity: Case Scenario

Activity Instructions

1. Access the case scenario from the Google link (in chat).
2. When you get to your breakout room, assign a notetaker.
3. Take a few minutes to review the case scenario either individually or as a group.
4. Work your way through the discussion questions.
5. You'll have ~20 minutes total in your breakout before we come back to the main room to gather a few reflections.
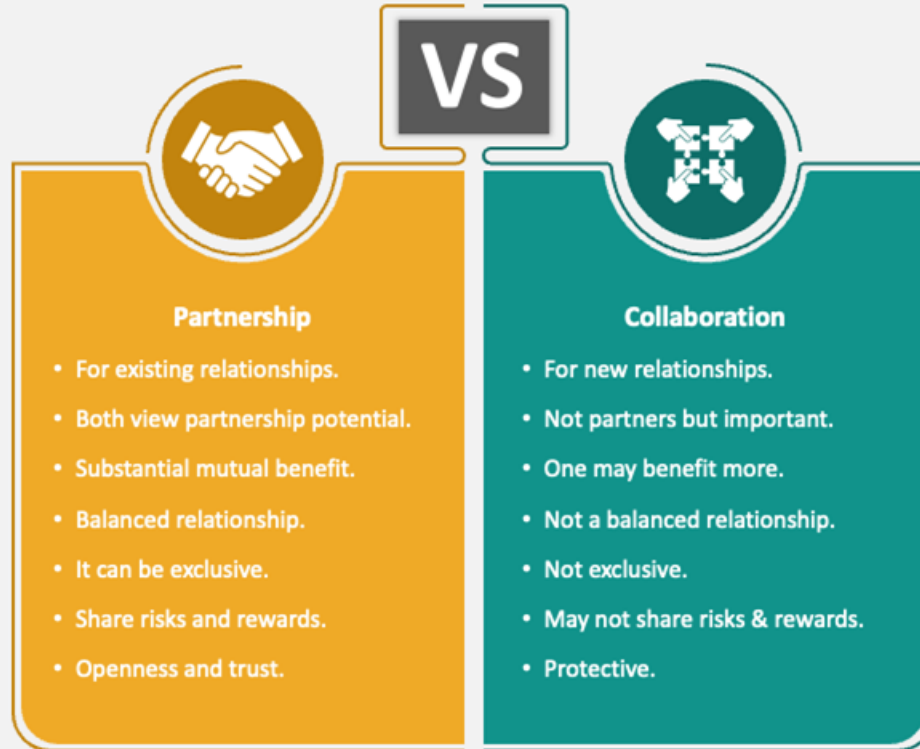
Activity Debrief
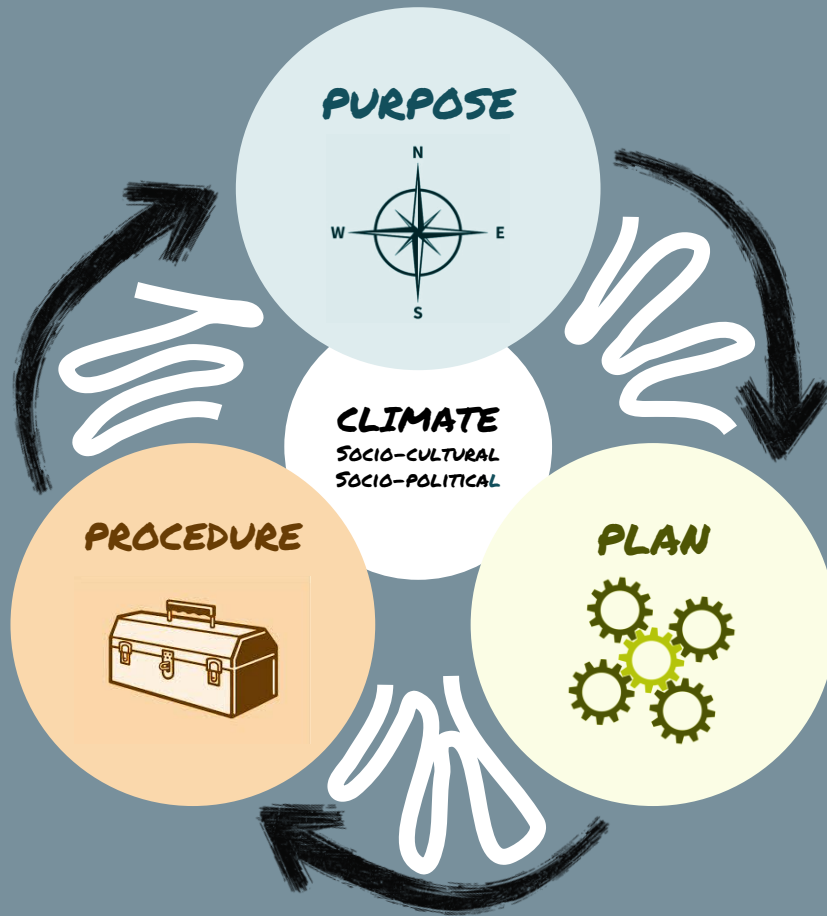
Partnership Development

Partnership Development: Collaboration vs. Partnership

VS

Partnership

- For existing relationships.
- Both view partnership potential.
- Substantial mutual benefit.
- Balanced relationship.
- It can be exclusive.
- Share risks and rewards.
- Openness and trust.

Collaboration

- For new relationships.
- Not partners but important.
- One may benefit more.
- Not a balanced relationship.
- Not exclusive.
- May not share risks & rewards.
- Protective.

Partnership Development: Key Relationship Elements

EFFICIENT
"We work quickly to get the job done in the least amount of time possible."

APPROACH TO SUCCESS

EFFECTIVE
"We are deliberate in ensuring we are working well, even if it takes longer."

DISCONNECTED
"I know very little about my partners beyond what is necessary for the tasks I have."

CONNECTION

CONNECTED
"I feel connected to my partners beyond what is required to do my job."

TRANSACTIONAL
"The communication I have with my partners is about the tasks we must accomplish."

COMMUNICATION STYLE

RELATIONAL
"The communication I have with my partners often includes checking in with each other personally."

Source: Coming Together for Racial Understanding

Partnership Development Tool

Step 1: Defining Your Partnership Goals

Step 2: Identifying Key Stakeholders

Step 3: Mapping Network Connections

Step 4: Resource Sharing

Step 5: Stakeholder Power Mapping

Step 6: Prioritizing Partnerships

Step 7: Developing Priority Partnerships

Step 8: Assessing Priority Partnerships

Step 9: Moving Priority Partnerships to Action

The Local & Regional Food System Partnership Planning Tool

A Guide for Nutrition Incentive & Produce Prescription Program Practitioners

Resource Prepared by
Michigan State University Center for Regional Food Systems

February 2023

This work is supported by Gus Schumacher Nutrition Incentive Program grant no. 2019-70030-30415/project accession no. 1020863 from the USDA National Institute of Food and Agriculture.

Identify who needs to do the work

Consider this adaptive challenge you've been thinking about,

Who do you imagine needs to be apart of that work?

Working Across Factions…What is a faction?

Groups of people who,

- Share common values and perspective on the issue

- Are loyal to the same ideas, people

- Share a common sense of loss or risk around the issue

Values   Deeply held beliefs related to an adaptive challenge, often based on significant life experience, and revealed through actions and behaviors.

Loyalties   Dedication to a group, a place, people, or a way of doing things that may become barriers to progress on the adaptive challenge. Loyalties often trump values.

Losses   Things we might give up (lose) if progress is made. Loss of control, prestige, comfort, or familiarity. Anticipated losses are risky (often protected).

Identify who needs to do the work…Faction Mapping

FACTION	FACTION	FACTION

FACTION	YOUR ISSUE:	FACTION
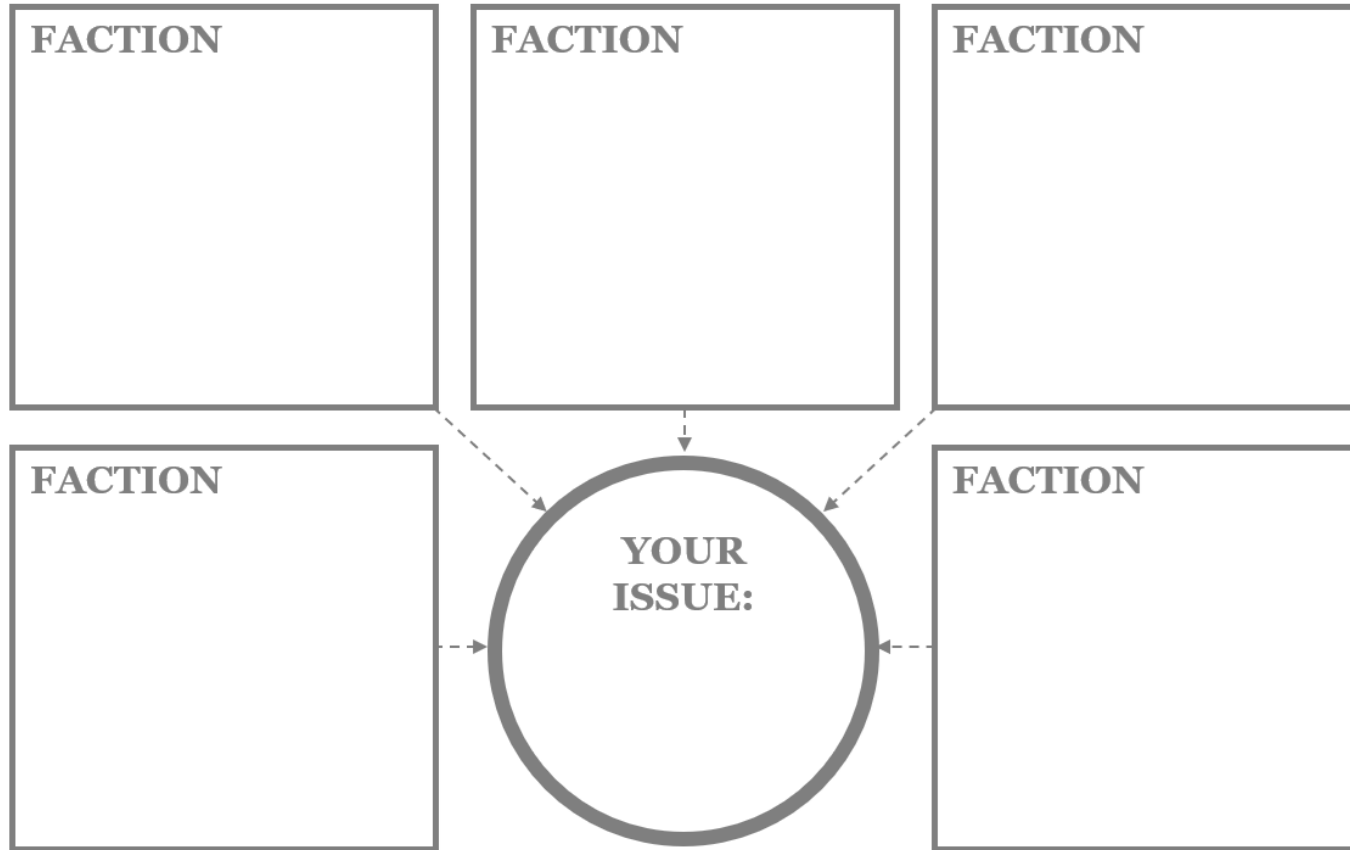
Identify who needs to do the work…Faction Mapping
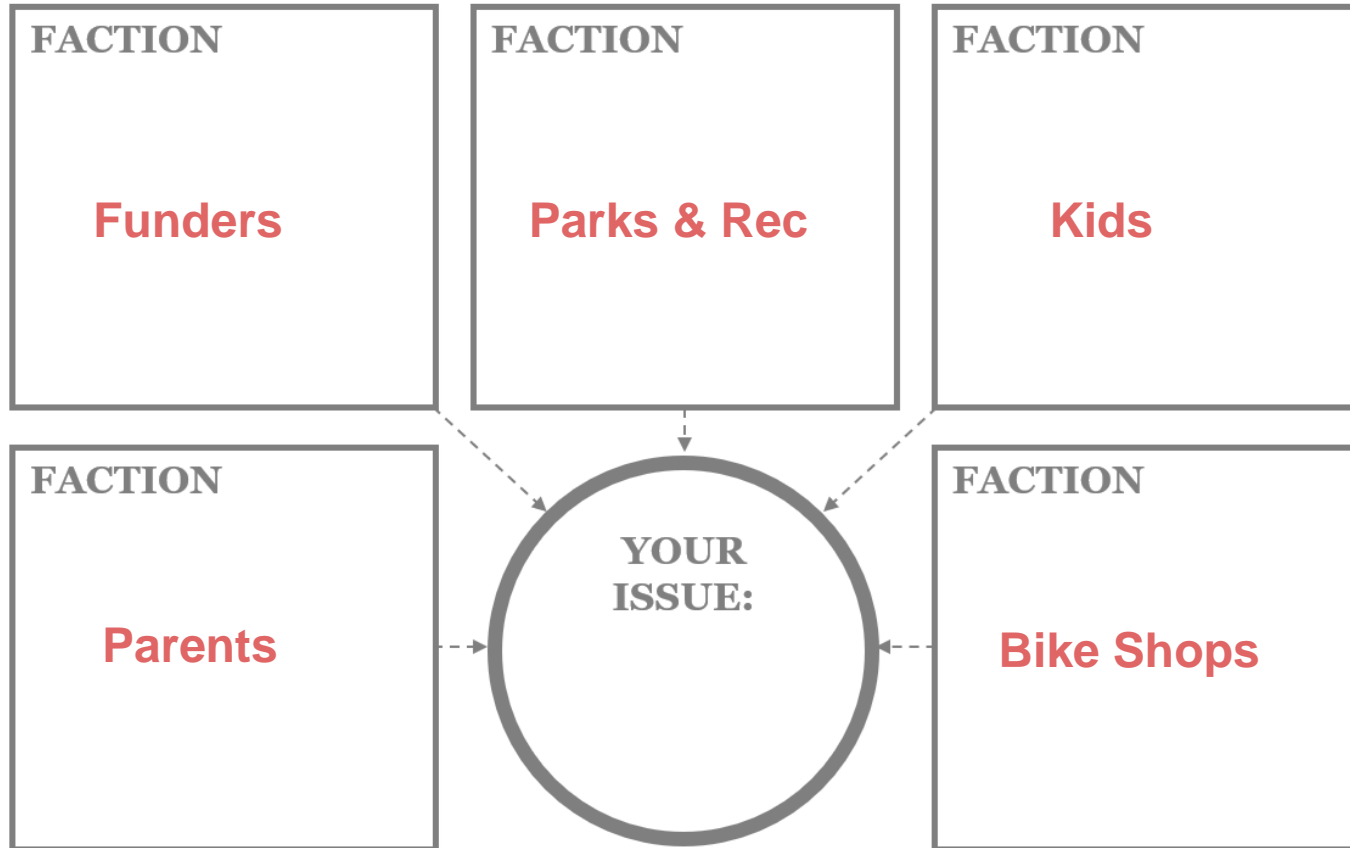
Identify who needs to do the work…Faction Mapping
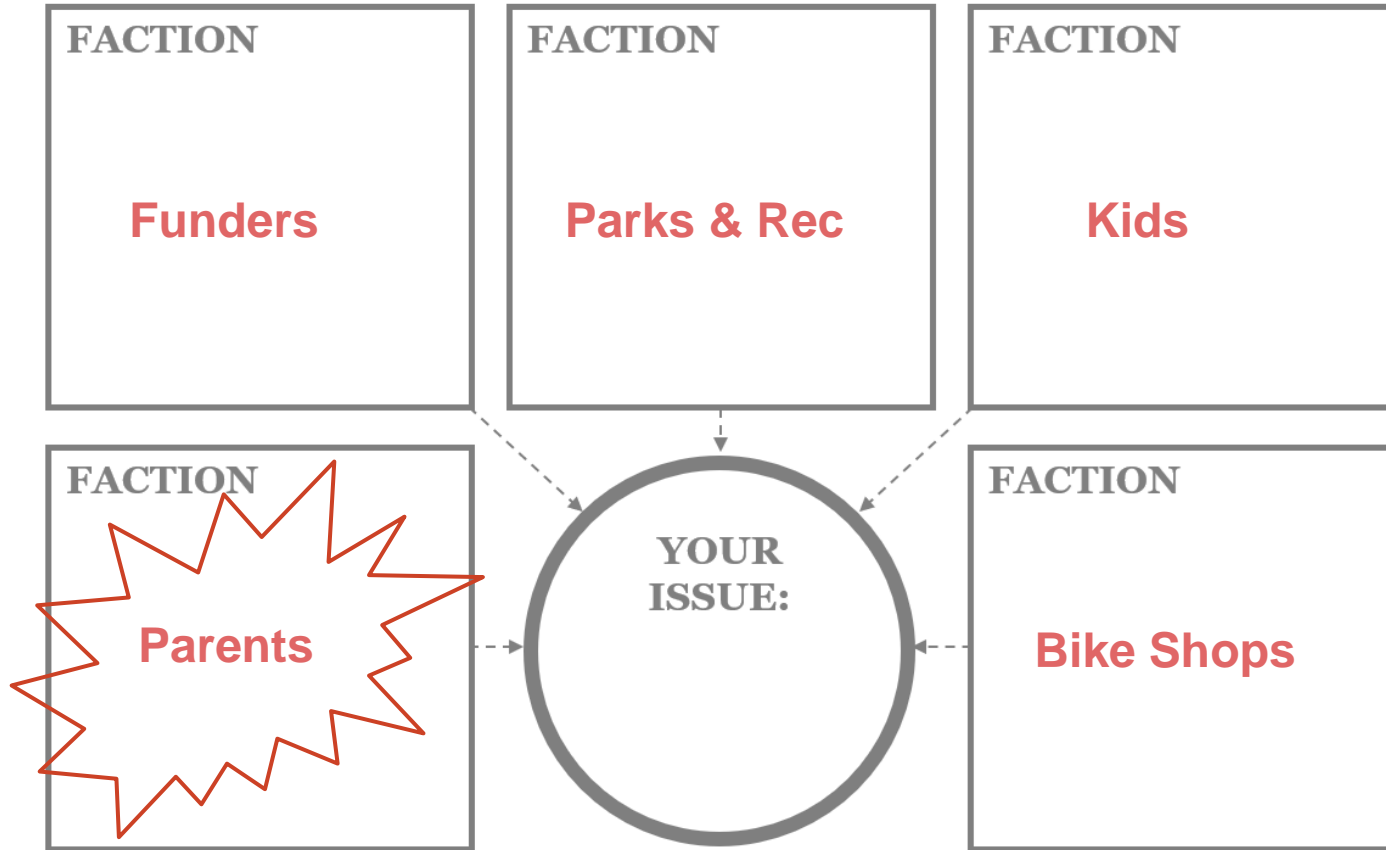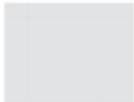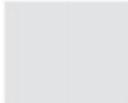
FACTION: **Parents**

VALUES: _____ → What do Parents value?

LOYALTIES: _____ → What are Parents loyal to?

_____

LOSSES: _____ → If I make progress on getting more kids on bikes, what might Parents lose?

Degree to which they care about my issue (1 to 10)

Degree to which I need them to make progress (1 to 10)

Identify who needs to do the work…Faction Mapping

Box 1:
FACTION: _____
VALUES: _____
LOYALTIES: _____
_____
LOSSES: _____

Degree to which they care about my issue (1 to 10) ☐

Degree to which I need them to make progress (1 to 10) ☐

Box 2:
FACTION: _____
VALUES: _____
LOYALTIES: _____
_____
LOSSES: _____

Degree to which they care about my issue (1 to 10) ☐

Degree to which I need them to make progress (1 to 10) ☐

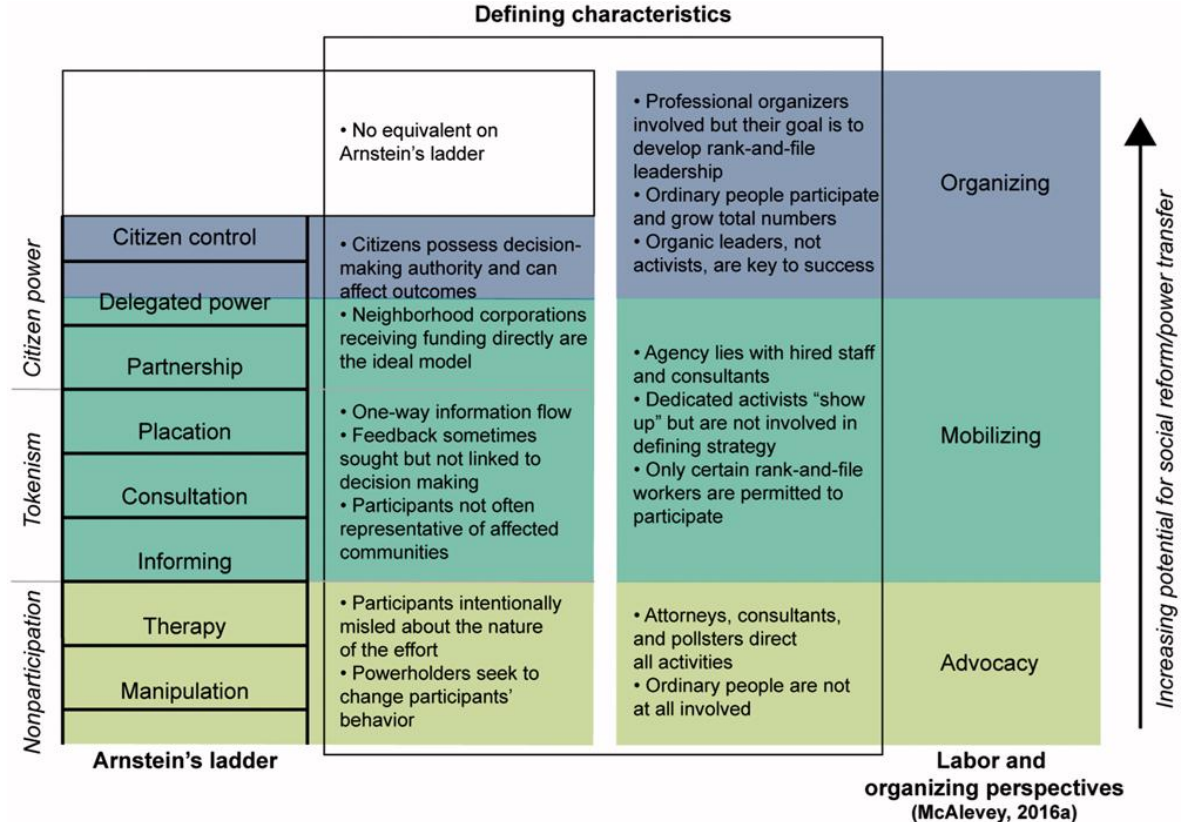**Box 3:**
FACTION: _____
VALUES: _____
LOYALTIES: _____
_____
LOSSES: _____

Degree to which they care about my issue (1 to 10) ☐

Degree to which I need them to make progress (1 to 10) ☐

Box 4:
FACTION: _____
VALUES: _____
LOYALTIES: _____
_____
LOSSES: _____

Degree to which they care about my issue (1 to 10) ☐

Degree to which I need them to make progress (1 to 10) ☐

Box 5:
FACTION: _____
VALUES: _____
LOYALTIES: _____
_____
LOSSES: _____

Degree to which they care about my issue (1 to 10) ☐

Degree to which I need them to make progress (1 to 10) ☐

YOUR ISSUE:

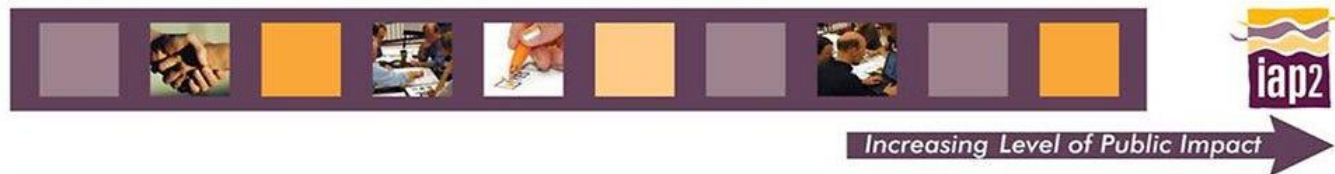# Public Engagement Strategies

Arnstein's ladder / Labor and organizing perspectives (McAlevey, 2016a)

IAP2's Public Participation Spectrum

Increasing Level of Public Impact →

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example techniques	■ Fact sheets ■ Web sites ■ Open houses	■ Public comment ■ Focus groups ■ Surveys ■ Public meetings	■ Workshops ■ Deliberative polling	■ Citizen advisory Committees ■ Consensus-building ■ Participatory decision-making	■ Citizen juries ■ Ballots ■ Delegated decision

iap2

© 2000-2006
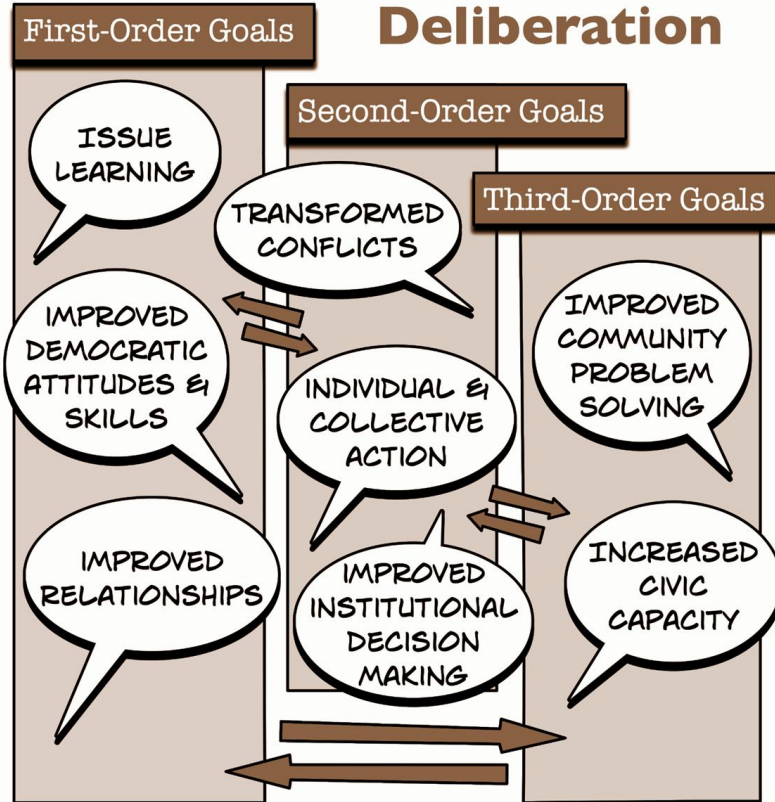
Graphic created by Sandy Heierbacher, NCDD (August 2009). Its content is a slightly adapted version of the "Goals of Deliberation" figure in *Beginning with the End in Mind: A Call for Goal-Driven Deliberative Practice* (Summer 2009, Public Agenda's Center for Advances in Public Engagement), by Martin Carcasson of Colorado State University's Center for Public Deliberation, available at www.publicagenda.org/cape.
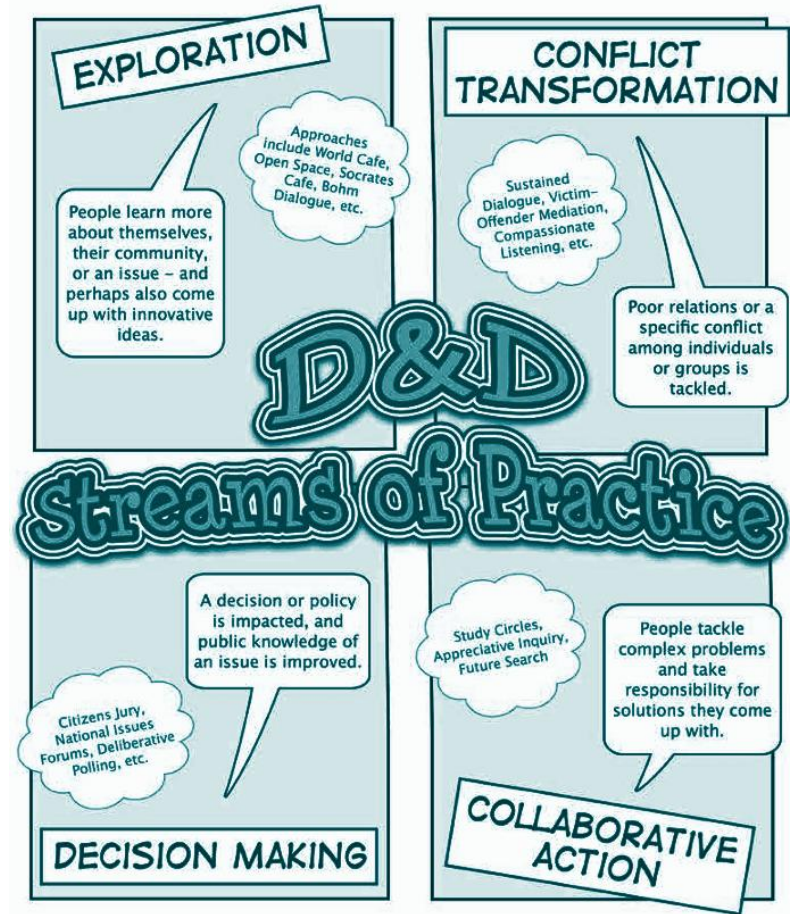
National Coalition for Dialogue & Deliberation. (2014). Engagement streams framework. https://www.ncdd.org/uploads/1/3/5/5/135559674/2014_engagement_streams_guide_web.pdf

Primary Purpose	Name of Engagement Stream	Key Features	Important When…	Examples of Issues	Organizer's Strategy	Appropriate D&D Processes	Key Design Questions for Organizers
To encourage people and groups to learn more about themselves, their community, or an issue, and possibly discover innovative solutions	Exploration	Suspending assumptions, creating a space that encourages a different kind of conversation, using ritual and symbolism to encourage openness, emphasis on listening	A group or community seems stuck or muddled and needs to reflect on their circumstance in depth and gain collective insight.	Strengthening democracy, understanding a community of practice	To encourage new insights and connections to emerge by creating a space for people to share their thoughts, feelings and perspectives.	Conversation Café, Intergroup Dialogue in the classroom, Wisdom Council, Wisdom Circles, Socrates Café, World Café, Open Space, Appreciative Inquiry, Bohm Dialogue	How can we ensure that people feel safe expressing what inspires and touches them? What kind of techniques or rituals will stimulate listening and sharing, without making people uncomfortable?
To resolve conflicts, to foster personal healing and growth, and to improve relations among groups	Conflict Transformation	Creating a safe space, hearing from everyone, building trust, sharing personal stories and views	Relationships among participants are poor or not yet established yet need to be. Issue can only be resolved when people change their behavior or attitude, expand their perspective, or take time to reflect and heal.	Political polarization, Jewish-Muslim relations, race relations, value-based conflicts, healing after crises or trauma	To create a safe space for people with different views to talk about their personal experiences and feel heard. Often, to set the groundwork for deliberation and action.	Sustained Dialogue, Intergroup Dialogue in communities, Victim-Offender Mediation, PCP dialogue, Compassionate Listening	How can the issue be framed so that all sides are brought to -- and feel welcomed at -- the table? What are people's needs relating to this issue, and how can divergent needs (healing, action, respect) be met effectively? If a conflict exists, how overt and volatile is it? How, if at all, will you transition people to "what's next"?
To influence public decisions and public policy and improve public knowledge	Decision Making	Naming and framing the issue fairly, weighing all options, considering different positions (i.e. deliberation), revealing public values, brainstorming solutions	The issue is within government's (or any single entity's) sphere of influence.	Budgeting, land use, health care, social security	To involve a representative group of citizens in thorough discussions about complicated policy issues. Ideally, the process is linked to policy making.	National Issues Forums, Citizens Jury, Deliberative Polling, 21st Century Town Meeting, Charrettes, Citizen Choicework, Consensus Conference	How can we best represent the public (random selection, stakeholder representation, recruiting a critical mass)? Should/can public officials participate in the process side-by-side with citizens? What kinds of materials need to be developed or obtained? How can we ensure that this process influences policy?
To empower people and groups to solve complicated problems and take responsibility for the solution	Collaborative Action	Using dialogue and deliberation to generate ideas for community action, developing and implementing action plans collaboratively	The issue/dispute requires intervention across multiple public and private entities, and anytime community action is important.	Regional sprawl, institutional racism, youth violence, responding to crises	To encourage integrated efforts among diverse stakeholders, sectors, organizations, etc. involved in the issue.	Study Circles, Future Search, Appreciative Inquiry	Who needs to be at the table? What kind of power dynamics exist already? What group/leader/institution is most resistant to change? What group tends not to be at the table, although they're affected?

Developing Communications Plans

1 — Select an appropriate communications plan template

2 — Conduct an audit of your current communication materials

3 — Set SMART and/or PACT goals for your plan based on the results from your audit

4 — Identify the audience to whom you plan to deliver your communication plan

5 — Outline and write your plan, keeping your audiences in mind

6 — Determine the channel(s) on which you need to deliver your messages

7 — Decide which team members are responsible for delivering the message

8 — Estimate a timeline for how long each step should take

9 — Measure the results of your plan after presenting to stakeholders, and determine success and areas for improvement

Carmichael, K. (2019 Sep 17). How to write an effective communication plan (+ template). Retrieved from https://www.ncdd.org/uploads/1/3/5/5/135559674/2014_engagement_streams_guide_web.pdf

Communications Plan Templates + Applications

Templates
- [Smartsheet](#)
- [ClickUp](#)
- [Workshop](#)
- [Project Manager](#) (comprehensive)
- [Storydoc](#) (paid)

Customer Relations Management (CRM)
- **Zoho CRM:** many features and customizable but difficult to learn
- **Salesforce:** easy to use, affordable, and customizable but allows fewer integrations
- **HubSpot:** easy to use with a free version but upgrades come at a cost

More Marketing/ Outreach/ Engagement
- **Constant Contact:** user-friendly with many integrations and templates, but has some clunky operations
- **Mailchimp:** user-friendly with many integrations and templates, but the free version limits # of subscribers / emails
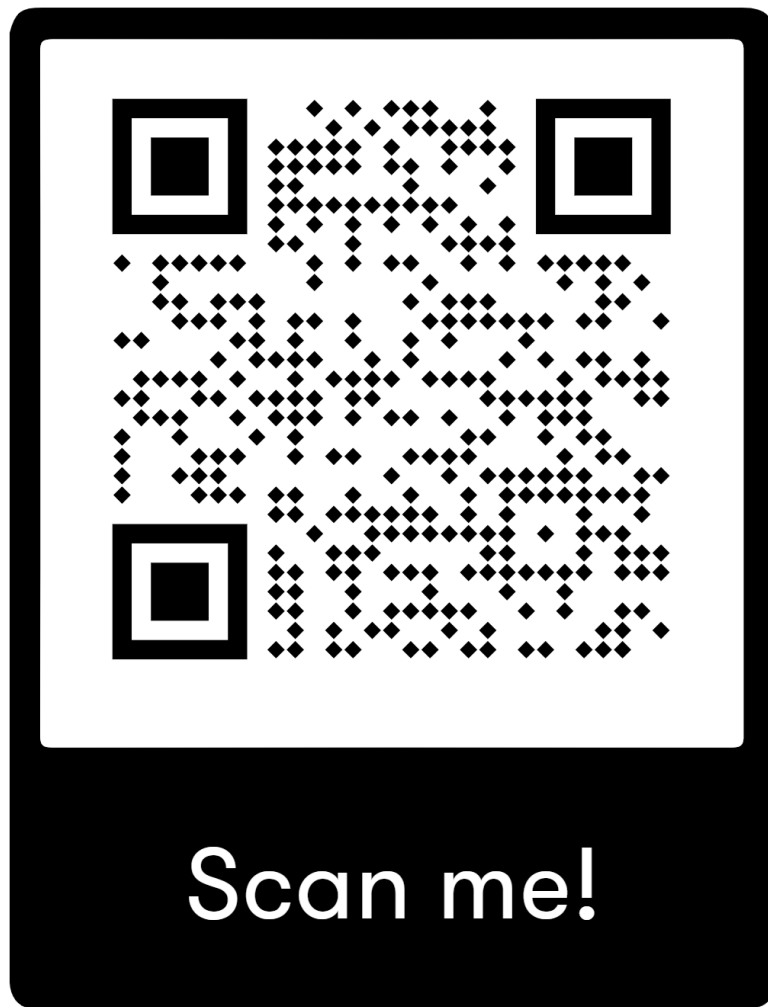
The communications audit framework

- Communications are reviewed and evaluated across a number of dimensions:

Communications Process	Communications Practice	Best Practice/Standard
MISSION	Goals and objectives	Divisional, campaign and element goals and objectives – set with measurable outcomes that define a clear plan of action
	Target audience(s)	Identify specific target audiences/segments with a clear rationale and understanding of segment motivations, benefits and desired response
MESSAGE	Develop messages	Messages are specific, clear, persuasive and reflect the needs of decision-makers or influencers for desired action
	Create tone & manner	Visual style is clear, tone is consistent across executions, follows established guidelines
MEDIA	Select media vehicle(s)	Media selected based on their access, use and credibility with target audience
	Employ integrated approach	Multiple media are used for amplifying effect, with mixture of bought, owned, earned
	Feedback channels	Audience feedback and dialogue is systemised and acted upon
MEASUREMENT	Set measurements and budget sufficient resources	Translate goals and objectives into measureable components; invest appropriately
	Monitor, evaluate and adapt	Measure the right things in the right way to maximise effectiveness over time.
METHOD	Leadership involvement	Senior leadership is involved at critical stages demonstrating comms importance
	Process Management	Devise and follow effective processes for planning, reviews, approvals
	Cross-functional integration	Draw in cross-functional teams for input; synergised audience contact and presentation
	Vendor and partner management	Effectively select, brief, review, compensate and extract value from key vendors and partner relationships

Carmichael, K. (2019 Sep 17). How to write an effective communication plan (+ template). Retrieved from https://www.ncdd.org/uploads/1/3/5/5/135559674/2014_engagement_streams_guide_web.pdf

Reflection

Evaluation

Scan me!

Recap: Resources Shared

Tools + Templates

- [The Local & Regional Food System Partnership Planning Tool](#)
- [IAP2 Spectrum of Public Engagement](#)
- [National Coalition for Dialogue & Deliberation Engagement Streams Framework](#)
- Faction Map

Processes + Exercises

- Conflict Styles
- TRIP Conflict Model
- Comfort Zone / Bandwidth
- Process Challenges
- Speaking from the Heart

[Shared Drive](#)