



MANAGING COMMUNITY EXPECTATIONS, INVOLVEMENT AND ORGANIC TRUST

**Phoenix, Arizona
March 12, 2008**

At the core of all conflict is an ill-defined, poorly communicated, unmanaged and unmet expectation.

Lindworth's Law

Session Objectives

**To understand the concepts of
Kummmunity and Organic Trust.**


To learn...

- **links between residents and you;**
- **maintaining the reservoir of organic trust;**
- **restore organic trust;**
- **connect communities.**

Framing Questions

- What is Kummunity? What is Organic Trust?
- Why are accurate expectations so vital to healthy communities?
- How does local government create a sense of trust within the community by understanding and managing expectations?
- How can you use the system of building and managing expectations to generate community support for your organization?

- 
- **Kummmunity?**
 - **Community?**
 - **Organic Trust?**

- 
- **Expectations?**
 - **The Chicken Grove Fire Station Location Story?**
 - **Consensus?**

Kummmunity “R” Us

Kummmunity “R” Us

- Kummmunity is the desire of human beings to affiliate.
- Kummmunity is built into, and a physiological resides within, all of us.
- We’re “hard wired”... it’s in our genes.

Kummmunity “R” Us

- Kummmunity was a critical factor shaping our world and our societies over the past 4 million years.
- Kummmunity is like air, gravity and time... it's so overwhelmingly part of our world that we take it for granted.

Kummmunity “R” Us

- We have (and can continue to) ignore Kummmunity, but it’s still there driving our decisions.
- Kummmunity moves us to build “community” which is not only desired, but required, if we are to live, thrive and survive.

Community?

Community “R” Us, too

- All members shared a common interest.
- There are leaders and a system of governance.
- Each member benefits from affiliation.
- Each member contributes.

Community Hierarchy

- Couple
 - Family
 - Clan
 - Tribe
 - Nation
 - Humanity



**“Community defines humanity...
our communities define us... we
define ourselves through our
communities.”**

We've Exceeded our Limits

- Size of community population is a limiting factor. Bigger is not better.
- Complexity and ambiguity are limiting factors.
- The rate of change is a limiting factor.
- Gender seems to be a factor in coping with Kummunity.

We've Exceeded our Limits



“The physical design and the infrastructure of our cities and towns promote either civic health or civic toxicity.”



**“Community defines humanity...
our communities define us... we
define ourselves through our
communities.”**



**So now, what do we know
about ...**

Kummmunity?

Community?

Organic Trust?

The Foundation



Q - What is Organic Trust?

A - It's a fundamental faith in the Community and its future.

The Foundation

- A reservoir that can be filled during prosperous times, and depleted during droughts.
- You can never exceed capacity, however the reservoir can run dry.
- The reservoir resides within each of the members of the community.
- It is slow to erode and even slower to rebuild.

Questions of Organic Trust

- What are the indicators of a community's Organic Trust?
- How do you measure Organic Trust?
- How does local government impact, define and direct Organic Trust?
- How does communication enter into the equation?

The Five “C’s” of Organic Trust

- **C** ommunication
- **C** ollation
- **C** oordination
- **C** ooperation
- **C** ollaboration

What barriers exist in your community to Organic Trust?

- Getting elected officials, management and staff to recognize the need to plan for and build Organic Trust is difficult.
- Organic Trust is a two-way street: The community must trust its leaders...and the leaders must trust the community.
- Kummunity...Community...Organic Trust are connected.

Healthy or Toxic?

- Who is the community and who are its leaders?
- Who are the “institutions of community?”
- The role of business and industry.
- The role of nonprofits and communities of faith.
- Schools and institutions of education.

The Elements of Healthy vs. Toxic Communities

- What are the features of a community that make it healthy?
- What features create toxicity?

Healthy

- Hopefulness & vision
- Leadership, stewardship, statesmanship
- Accountability
- Civility
- Clear expectations

Toxic



Acrimony
Conflict
Incivility
Divisiveness
Animosity
Anger

Toxic

- Crime – all types
- Anonymity
- Lack of accountability
- Incivility
- Unmet basic human needs
- Disinvestment of the future

Civic Health v. Civic Toxicity

Healthy	Toxic
<ul style="list-style-type: none">• Hopefulness & vision• Leadership, stewardship, statesmanship• Accountability• Civility• Clear expectations	<ul style="list-style-type: none">• Crime – all types• Anonymity• Lack of accountability• Incivility• Unmet basic human needs• Disinvestment of the future



**So now, what do we know
about...**

**Organic Trust?
Community Health?
Community Toxicity?**

Expectations?



What does the
term
“expectation”
mean to you?

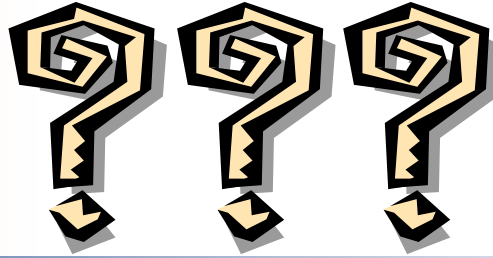
Who has expectations?

- **You**
- **Your spouse**
- **Your children**
- **Your boss**
- **Your employees**

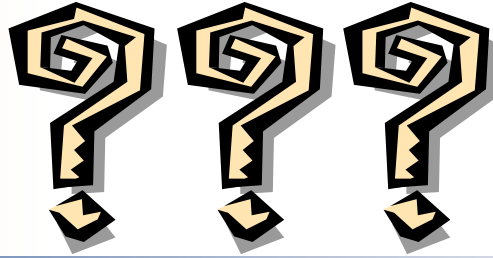
Who has expectations?



Your community!!!



How do know what people expect?



What process do you use to negotiate and manage expectations?

The Expectations Model...



Research / Understand


Analyze / Clarify

Negotiate

Communicate

Manage

Celebrate



So...how DO you use the
“*Expectations Model*” to build
Organic Trust, healthy
communities, and partnerships?



Research / Understand

Research / Understand

- Determine what, in your opinion, is needed, desired and within the realm of reasonable.
- What are the “facts” and the “assumptions” on which the issue or project is based?

Research / Understand

- Learn who, within the agency or institution, holds expectations about the project, topic or issue, and what those expectations are.
- Conduct interviews with those individuals to document the key points where issue or project expectations exist.

Research / Understand

- Likewise, learn who in the target community holds expectations about the subject, determine their expectations.
- Initiate conversations with community leaders regarding their issue expectations.
- Create a list of issues and expectations that are generated during these conversations.

Research / Understand

- From the raw data, create a matrix with the key issue points along the Y axis, and stakeholder / community / institutional interests identified along the X axis.
- The intersecting cells identify the specific expectations for each issue.

Expectations Matrix: Fire Station Location

	Command Staff	Surrounding Neighborhood	City Council	Businesses	Broad Community
Land Cost	Cheap as possible	Who cares?	Keep the costs low	No new taxes	No new taxes
Capital Cost	High quality features	Who cares?	Keep the costs low	No new taxes	No new taxes
Operating Costs	Keep the costs low but the quality high	Who cares?	Keep the costs low	No new taxes	No new taxes
Response Time	4 minutes	Fast as possible when I call	No complaints from citizens	Fast as possible when I call	Fast as possible when I call
Noise	It's a fire station for gosh sake!	No noise when I'm home	No complaints from citizens	Probably not a problem for us	As long as it doesn't affect me, no problems
Appearance	Make it an attractive place for fire fighters	Enhance the property values	No complaints from citizens	Don't negatively affect property values	Make it look nice from the street
Traffic Congestion	Create no systemic problems	No additional traffic in the area generated	No complaints from citizens	N/A	N/A
Traffic Safety	Create no systemic problems	Keep the kids safe from speeding trucks	No complaints from citizens	N/A	N/A



Analyze / Clarify

Analyze / Clarify

- From this matrix determine where expectations gaps exist, the level of urgency and importance placed each expectation, and the relative size of the gap.
- Expectation gaps might exist regarding finance, physical location or presence, objective project performance, subjective or quality of project performance, interpersonal or professional activities, or timing.

Analyze / Clarify

- Confirm your understanding of the expectations and any gaps that exist with both institutional interests and community interests.
- Where expectations are congruent...state the exact nature of the agreement. Where expectations are incongruent...state where gaps exist and the relative size of the disparity.



Negotiate

Negotiate

- Where parties' expectations are congruent... declare success.
- Where expectations are still incongruent...use mediation techniques to bring interests into discussions about expectation gaps.
- Clarify the nature of each party's expectation and confirm that there are still gaps.
- Offer suggestions that might resolve the discrepancies.



Communicate

Communicate

- Once all parties have agreed to common expectations, put those expectations into writing.
- Give each participant in the process a copy.
- Communicate expectations not only to those who are under pressure to meet those expectations, but also to those who watch, assess or benefit from performance.



Manage

Manage

- Continue to manage community expectations as issues or projects proceed. Keep the negotiated expectations clearly in view during the entire project period.
- If performance slips and expectations will not be met, then reconnect with the stakeholder community as soon as possible.

Manage

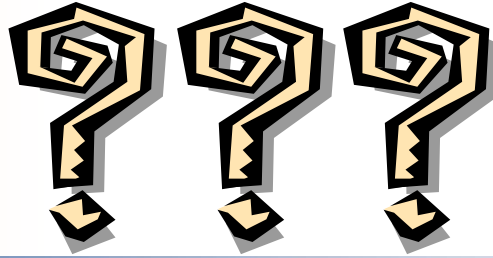
- Admit any shortcomings and failings. Explain why the current expectations cannot be achieved.
- Clarify the new expectations being recommended.
- Renegotiate expectations with the stakeholder community leaders.
- Communicate the final agreements.



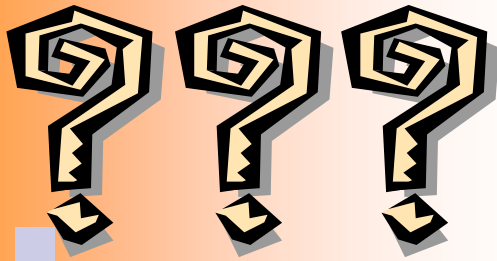
Celebrate

Celebrate

- Upon completion of a project or resolution of an issue, communicate with stakeholders the results of the effort and jointly celebrate success.



- **Questions?**
- **Comments?**
- **Reaction?**



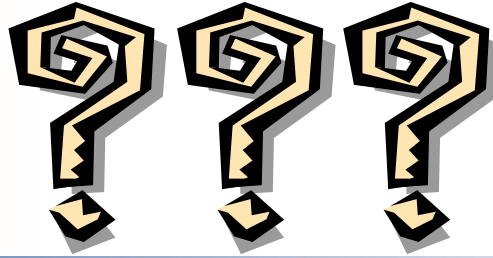
Break Questions

- **What can your agency do to determine what the stakeholder community expects of you?**
- **What can you do to communicate your expectations of the stakeholder community?**



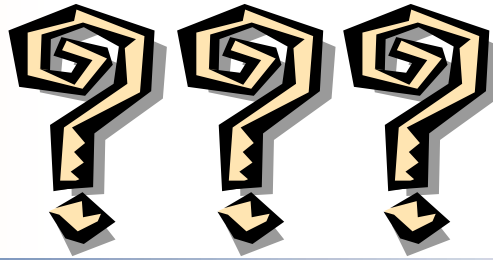
15 Minute Break

The Chicken Grove Fire Station Location Story



If you were Chief, what critical steps would you have your staff take to develop clear community expectations?

Consensus



What does the term “consensus” mean?

Consensus is...

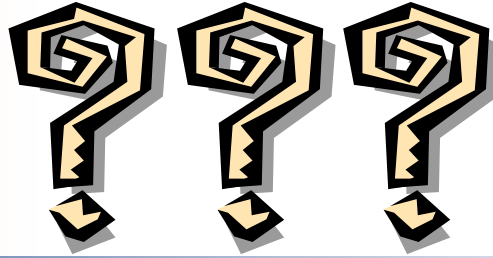
- A highly effective method for group decision-making
- The result of a situation in which communication has been open and the group climate has been supportive enough so that everyone in the group feels that he/she has had a fair chance to influence the decision

Consensus is...

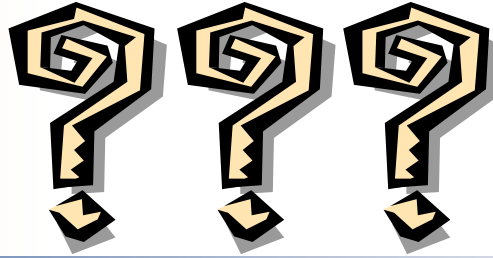
- A process that produces a result which is generally more lasting than decisions made by “yes” or “no” procedures
- A decision making process that enables a group to satisfy all of its members, not just the majority. This can be an exhilarating, frustrating, instructive, fun and mind-expanding process.

Consensus is...

- A way of compiling and synthesizing viewpoints rather than choosing one over another. “We hope that the participants in this exercise do not merely express their individual points of view, but listen to the views of everyone involved in the subgroup discussions.”



**What do you do to create
“consensus” when
negotiating
expectations?**



What practical steps can you take to effectively establish, negotiate, manage and communicate expectations?

Build Healthy Communities



As Leaders...

- Acknowledge
- Engage
- Involve
- Share

Build Healthy Communities



As Members...

- Take responsibility
- Assume accountability

Build Healthy Communities

As public officials and planners...

- Leave nothing to chance.
- Keep Kummunity in mind when designing infrastructure.

Kummmunity To Do List

Allow one jerk to cut you off in traffic without the obligatory horn or hand gesture.

Find someone who needs a helping hand, and provide it.

Each day recognize a colleague's contribution in a group setting.

Kummmunity To Do List



Make one unrecognized contribution to the health of your office.

Each day let someone in your nuclear family know how they contribute to the group's success

Tell your spouse and kids that you love them.

