Outline

• What is Leadership Development? (Larry)
  – The Work of Leadership Development

• Why do Communities Develop Leaders? (Heidi)
  – Leadership in the Context of Community
  – Human & Social Capital: key pieces of the puzzle

• What do we know about Community Capacity and Community Resiliency (Rod)
  – Examples

• Discussion
Food for Thought to Get us Started

• First: Think about the strengths of your community – what about it makes it a great place to call home?

• Second: Think about how these strengths are created and maintained – how do the things that make a place great happen?
The Work of Leadership Development

1. recognizing leadership styles
2. communication skills
3. political awareness
4. broadened knowledge/awareness (of food & ag system)
5. developing leadership skills
6. personal development
7. challenges & expectations
8. networking, relationships & teams
LEADNY Logic Model
Leadership in the Context of
Community Capacity

• What is the purpose of communities?

• What is needed to achieve that purpose?

• How do we get what is needed?
What is the Purpose of Community?

• People interacting
• To achieve common goals
• Ultimately, those goals have to do with well-being (social, economic, and ecological)
A RESEARCH-BASED FRAMEWORK for THINKING ABOUT WELL-BEING

Cornelia & Jan Flora, Iowa State University
http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html
Social Capital (SC)

- Definition: “...the features of social organization such as networks, norms and social trust that facilitate coordination and cooperation for mutual benefit” (Putnam, 1995).

- Networks and SC
Sustainability Framework

Economy
Environment
Society

Economy
Society
Environment
What is Needed to Achieve that Purpose?

COMMUNITY CAPACITY

• **Community Capacity:**
  
The *knowledge, skills, and resources* community members *possess and use* to work *together* to identify, pursue, and achieve *sustainable development* goals; that is, ecological, social, and economic goals that ensure for the *long term viability of the community.*
HOW do we GET what is NEEDED?

*Community Development:* An [ongoing] process through which people and communities acquire the attitudes, skills, and abilities for active participation in creating meaningful futures and dealing with community issues (Steve Jeanetta)
Why care about capacity?

• As individuals and communities, we have goals

• Capacity enables us to identify, pursue, and achieve those goals

• By deliberately and intentionally developing capacity, we increase the likelihood that we will fulfill our goals
Leadership Development = Capacity Building
A RESEARCH-BASED FRAMEWORK for THINKING ABOUT CAPACITY

Cornelia & Jan Flora, Iowa State University
http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html
Recap of Larry’s Introduction to Leadership Development

• Leadership Development FOCUS:
  – Personal leadership
  – Communication
  – Information / Awareness
  – Relationship building - social networks
  – Political awareness

• Leadership Development PURPOSE:
  – Civic Engagement
  – Sustained Leadership
  – Value driven leadership
  – Wiser Decisions
Why Leadership Tompkins?

• Just as organizations must develop leaders to ensure their future success, Tompkins County must develop the awareness and skills of its future community leaders.
• Whether it's serving on a board, holding an elected position, or mentoring a child, Leadership Tompkins alumni make an impact on our community.

Leadership Greater Syracuse (LGS) is Central New York's premier community leadership training organization dedicated to recruiting, equipping, engaging and uniting present and future leaders of all ages and experiences committed to making a difference in their communities.
Sustainable development

... is a process of change in which the direction of investment, the orientation of technology, the allocation of resources, the development and functioning of institutions, & the advancement of human and community well-being meet present needs & aspirations without compromising the ability of future generations to meet their own needs & aspirations.

adapted from Roy Weston, 1992
Resiliency

“The capacity of an individual, community or system to adapt in order to sustain an acceptable level of function, structure, and identity.”

A working definition of community resilience is:

“Communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services.”
Resilience understood through 4 dimensions

- **People**: leadership plays a significant role
- **Organizations**: variety of strong community based organizations that are well-networked
- **Resources**: that are diverse, locally controlled, and deployed wisely
- **Community Process**: planning and community development
Extension Disaster Education and Climate Change: Cornell’s Nature and Human Security Applied Research and Extension Program

Readiness

Research

CLIMATE CHANGE

Isabel
Frances
Tammy
Irene
Sandy
...

Response

Disaster Mitigation

A Guide for Community-based Organizations

Resilience & Mitigation

Recovery

State Program Leader – Keith Tidball

NY EDEN Adv. Council Chair – Rod Howe
NY-EDEN website
http://eden.cce.cornell.edu
Partnerships are Key

Our educational approach, for both preparation and recovery, rely on the connection between research and effective outreach.

CCE Associations
Cornell Colleges and Departments
Municipalities
Local and Regional partners
State Agencies & Organizations

Beneficiaries – families, businesses & communities
**Exercise**

- Community situation where leadership came into play (or did not) and the impact on resiliency?
- Think about your work, social, civic, etc. networks - who are leaders & key contacts that help your community move forward?
- Do these networks reinforce each other?
- Have you had to call on them in an emergency?

**Discussion**

- Do leadership development programs help participants build social networks and enhance SC?
- Does SC help us mobilize other forms of capital?
- Do effective leaders possess more SC, or use it more effectively?
- What do you think?
Considerations

• How are leaders developed in your community?
• Who is in your community, what are their skills, are they tapped?
• Have capacity assessments been conducted?
• What opportunities are there for community members to strengthen connections in meaningful ways?

Take Home Points

• CONNECTION BETWEEN LEADERSHIP, CAPACITY, AND RESILIENCY

• IMPORTANCE OF DEEP NETWORKS (MULTIPLE LEADERS WITH MULTIPLE INTERSECTIONS)

• BETTER NETWORKS, STRONGER CAPACITY, MORE RESILIENCY