

# *Understanding Yourself as a* **COMMUNITY LEADER**



Today's communities face challenges in environments that are continually impacted by forces from the local, regional, provincial, national, and global fronts.

The role of community leaders is more important than ever if we are to ensure future-focused communities able to lever their assets while responding to issues and challenges that are increasingly fast-paced, interconnected, and complex.

But what exactly is a community leader and what does it take to be one?

Whether you are staff, a volunteer, elected official, student, business owner, or simply a citizen who cares about their community, how will you know when you become a community leader? What competencies or skills, knowledge, and attitudes do you need? And, how can you continue to grow and develop as a leader?

In order to understand more about community leadership, this self-assessment tool is intended to help individuals explore, assess, and reflect upon their own strengths and areas for growth as a community leader.

It is an assessment that isn't intended to be shared with others but rather used for greater self awareness. As you complete the assessment, your objectivity and ongoing reflection will ensure you are able to identify your strengths while addressing areas for growth.

Additionally, it is important to understand that the most successful community and workplace teams will be those that reflect members having a variety of community leadership competencies.

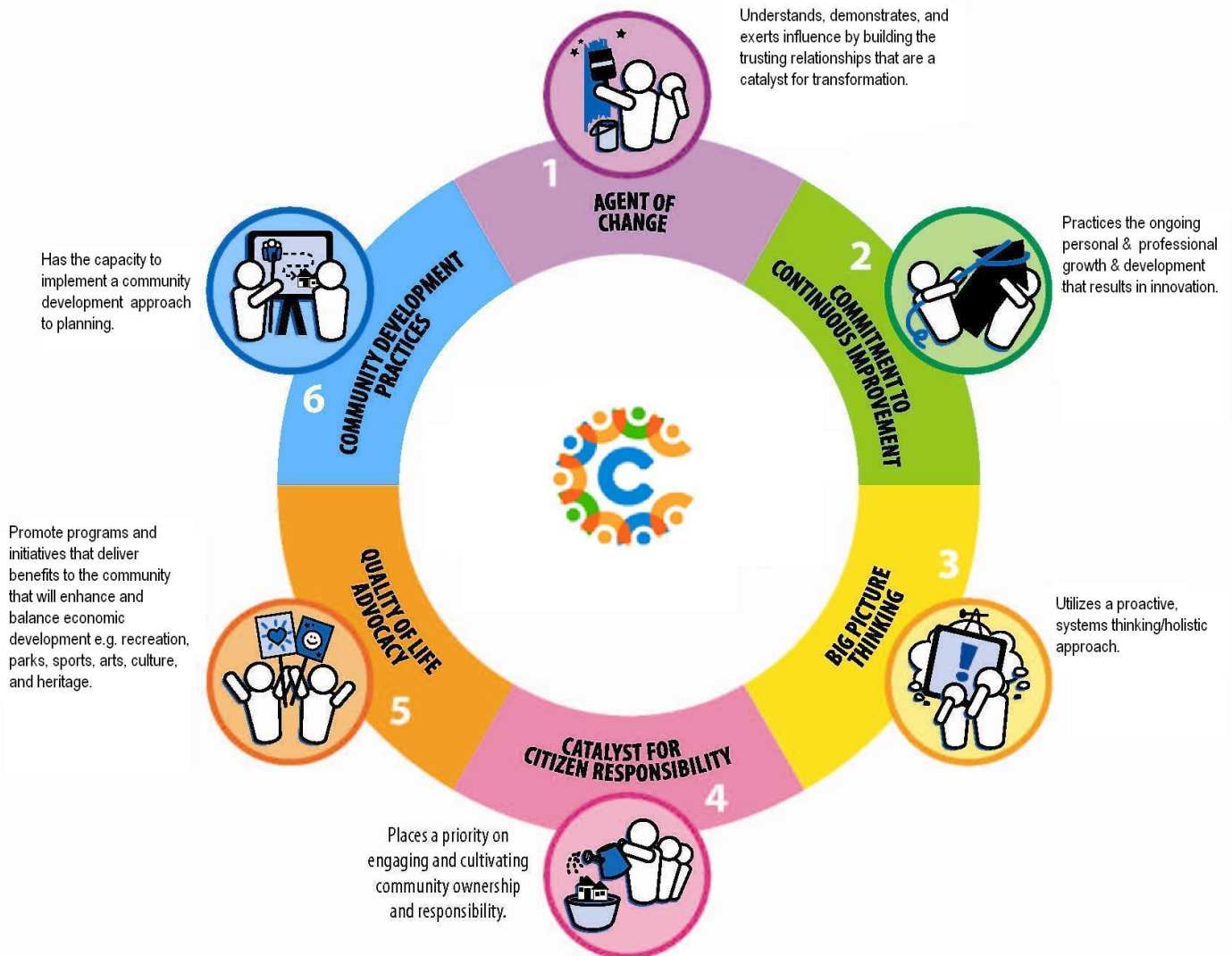
Please circle the response that best describes your personal assessment of how you perform each of the six competencies shown below. Please be honest in your assessment. Your evaluation remains anonymous although in some instances there may be interest in sharing the collective results of a group.



**Note: this assessment tool is copyrighted by Grassroots Enterprises and we take our copyright seriously.** However it may be copied (without being altered) and used with community groups if the source and ownership is acknowledged. Feedback and suggestions to [brenda@herchmer.net](mailto:brenda@herchmer.net) would be valued and appreciated.


Figure 1 Six Competencies Required For Community Leaders

## Community Leadership Competencies for Active, Creative, Engaged Communities





### Philosophy of Community Development

- A community development approach enhances the quality of life in a community
- People are capable of and have the right to make decisions in their community
- Each person is a source of knowledge, strength, and wisdom
- People are more committed when they are involved
- Building relationships and trust are a priority
- The greater the diversity of the people involved, the greater the potential for innovation
- A community development approach contributes to stronger community leadership


COMPETENCY AREA	INDICATORS TO HELP YOU UNDERSTAND WHAT ENCOMPASSES THIS COMPETENCY.	1 = I AM NOT AT ALL LIKE THAT	10 = I AM 100% LIKE THAT
<p><b>1. AGENT OF CHANGE</b></p>  <p><i>A Community Leader: Understands, demonstrates, and exerts influence by building the trusting relationships that are a catalyst for transformation.</i></p>	1.1 I believe I can make a difference to others, in my community, and the world.	1 2 3 4 5 6 7 8 9 10	
	1.2 I can adapt my communication style to meet the needs of others.	1 2 3 4 5 6 7 8 9 10	
	1.3 I demonstrate awareness that people learn in a variety of ways.	1 2 3 4 5 6 7 8 9 10	
	1.4 I understand there are different kinds of individual intelligence.	1 2 3 4 5 6 7 8 9 10	
	1.5 I can facilitate the removal of attitudinal barriers to change.	1 2 3 4 5 6 7 8 9 10	
	1.6 I understand the process of change in individuals, organizations, and communities.	1 2 3 4 5 6 7 8 9 10	
	1.7 I can apply strategies for building trust.	1 2 3 4 5 6 7 8 9 10	
	1.8 I understand political governance at local, regional, provincial, and national levels.	1 2 3 4 5 6 7 8 9 10	
	1.9 I nurture positive relationships with elected officials and community and corporate leaders.	1 2 3 4 5 6 7 8 9 10	
	1.10 I apply effective media strategies.	1 2 3 4 5 6 7 8 9 10	
	1.11 I utilize the power of storytelling.	1 2 3 4 5 6 7 8 9 10	
	1.12 I apply appropriate social media strategies.	1 2 3 4 5 6 7 8 9 10	
	1.13 I enable groups and organizations to collaborate and achieve synergy.	1 2 3 4 5 6 7 8 9 10	
	1.14 I apply diverse facilitation models, skills, and techniques.	1 2 3 4 5 6 7 8 9 10	
	1.15 I value both fact-based and intuitive knowing.	1 2 3 4 5 6 7 8 9 10	
	1.16 I model a commitment to optimism and hope.	1 2 3 4 5 6 7 8 9 10	

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<p><b>2. Commitment to Continuous Improvement</b></p>	2.1 I actively seek feedback from others regarding my performance.	1 2 3 4 5 6 7 8 9 10	
	2.2 I participate in new opportunities to improve and grow.	1 2 3 4 5 6 7 8 9 10	
	2.3 I place a priority on scanning for trends, issues, and promising practices.	1 2 3 4 5 6 7 8 9 10	

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 <p data-bbox="142 352 467 514">A Community Leader: Practices the ongoing personal &amp; professional growth &amp; development that results in innovation.</p>	2.4 I actively seek information, resources, and opportunities that will enhance my knowledge and broaden my perspective.	1 2 3 4 5 6 7 8 9 10	
	2.5 I initiate and maintain networks with other practitioners, service providers, and community leaders.	1 2 3 4 5 6 7 8 9 10	
	2.6 I am able to present myself using a format which best identifies my brand e.g. skills, knowledge, attributes, and experience.	1 2 3 4 5 6 7 8 9 10	
	2.7 I am able to articulate my personal values.	1 2 3 4 5 6 7 8 9 10	
	2.8 I model integrity and ethical behavior.	1 2 3 4 5 6 7 8 9 10	
	2.9 I understand that my heritage and life experiences can provide me with learning.	1 2 3 4 5 6 7 8 9 10	
	2.10 I promote the value of learning for myself and others.	1 2 3 4 5 6 7 8 9 10	
	2.11 I have life and career goals and a plan for attaining them.	1 2 3 4 5 6 7 8 9 10	
	2.12 I have a professional development plan for learning that will enhance the effectiveness of my leadership.	1 2 3 4 5 6 7 8 9 10	
	2.13 I participate in opportunities for mentoring.	1 2 3 4 5 6 7 8 9 10	
	2.14 I have a healthy life balance and practice self-care.	1 2 3 4 5 6 7 8 9 10	
	2.15 I actively participate in professional associations and the acquisition of relevant professional certification.	1 2 3 4 5 6 7 8 9 10	
	2.16 I adhere to organizational codes of conduct, core values and professional codes of ethics	1 2 3 4 5 6 7 8 9 10	


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<p data-bbox="142 1617 386 1690"><b>3. BIG PICTURE THINKING</b></p>  <p data-bbox="142 1858 467 1984">A Community Leader: Utilizes a proactive, systems thinking/holistic approach.</p>	3.1 I understand the people are interdependent and are involved in symbiotic relationships.	1 2 3 4 5 6 7 8 9 10	
	3.2 I can apply strategies for learning about a community, its key stakeholders, and its resources.	1 2 3 4 5 6 7 8 9 10	
	3.3 I demonstrate knowledge of the roles and responsibilities of the business, government, and social-profit sectors.	1 2 3 4 5 6 7 8 9 10	
	3.4 I demonstrate knowledge of social capital and organizational and community assets e.g. physical, human, financial, environmental.	1 2 3 4 5 6 7 8 9 10	
	3.5 I can apply techniques that will generate creative and innovative thinking.	1 2 3 4 5 6 7 8 9 10	


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	3.6 I nurture social innovation and creative environments.	1 2 3 4 5 6 7 8 9 10	
	3.7 I am aware of legislation and policy which could have an impact on my community.	1 2 3 4 5 6 7 8 9 10	
	3.8 I understand the importance of a community's culture, personality, and brand.	1 2 3 4 5 6 7 8 9 10	
	3.9 I facilitate the development of teams and coalitions to work proactively to address common goals.	1 2 3 4 5 6 7 8 9 10	
	3.10 I work proactively to develop diverse teams.	1 2 3 4 5 6 7 8 9 10	
	3.11 I support collaboration.	1 2 3 4 5 6 7 8 9 10	
	3.12 I recognize complexity and help facilitate appropriate processes and systems.	1 2 3 4 5 6 7 8 9 10	
	3.13 I practice reflection.	1 2 3 4 5 6 7 8 9 10	

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<b>4. CATALYST FOR CITIZEN RESPONSIBILITY</b>  <i>A Community Leader:</i> Places a priority on engaging and cultivating community ownership and responsibility.	4.1 I believe I have a responsibility to my community.	1 2 3 4 5 6 7 8 9 10	
	4.2 I believe that citizens are capable of and have the right to make decisions that affect their community.	1 2 3 4 5 6 7 8 9 10	
	4.3 I believe that each person has knowledge, experience, and skills that strengthen a community.	1 2 3 4 5 6 7 8 9 10	
	4.4 I can apply a community development approach for my work within the community.	1 2 3 4 5 6 7 8 9 10	
	4.5 I actively value and seek diverse viewpoints and perspectives.	1 2 3 4 5 6 7 8 9 10	
	4.6 I encourage everyone to contribute to their community.	1 2 3 4 5 6 7 8 9 10	
	4.7 I can apply strategies for generating citizen engagement and buy-in.	1 2 3 4 5 6 7 8 9 10	
	4.8 I understand the importance of articulating community values.	1 2 3 4 5 6 7 8 9 10	
	4.9 I am receptive to alternative solutions and foster receptiveness in others.	1 2 3 4 5 6 7 8 9 10	
	4.10 I develop relevant and beneficial partnerships and collaborations.	1 2 3 4 5 6 7 8 9 10	
	4.11 I implement strategies to facilitate community change.	1 2 3 4 5 6 7 8 9 10	



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	4.12 I can facilitate consensus building.	1 2 3 4 5 6 7 8 9 10	
	4.13 I mobilize human and financial resources.	1 2 3 4 5 6 7 8 9 10	
	4.14 I actively support investment in volunteer development.	1 2 3 4 5 6 7 8 9 10	
	4.15 I utilize the power of information technology.	1 2 3 4 5 6 7 8 9 10	

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<b>5. QUALITY OF LIFE ADVOCACY</b>  <i>A Community Leader:</i> Has the ability to work proactively to promote recreation, parks, sports, arts, culture, and heritage as services that deliver essential benefits to the community.	5.1 I can describe concepts related to individual quality of life.	1 2 3 4 5 6 7 8 9 10	
	5.2 I can articulate the importance of investment in community quality of life.	1 2 3 4 5 6 7 8 9 10	
	5.3 I can describe approaches to measuring quality of life.	1 2 3 4 5 6 7 8 9 10	
	5.4 I can articulate the benefits of recreation and parks.	1 2 3 4 5 6 7 8 9 10	
	5.5 I apply knowledge of policy advocacy as relates to community change.	1 2 3 4 5 6 7 8 9 10	
	5.6 I collaborate with others to influence public policy.	1 2 3 4 5 6 7 8 9 10	
	5.7 I promote the importance of civility and kindness.	1 2 3 4 5 6 7 8 9 10	

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<b>6. COMMUNITY DEVELOPMENT PLANNING</b>  <i>A Community Leader:</i> Has the capacity to implement a community development approach to planning.	6.1 I can articulate the beliefs and philosophy of community development.	1 2 3 4 5 6 7 8 9 10	
	6.2 I promote the importance of planning in the development and implementation of all initiatives.	1 2 3 4 5 6 7 8 9 10	
	6.3 I advocate a community development approach to planning as typically the best approach for service delivery (helping people to help themselves).	1 2 3 4 5 6 7 8 9 10	
	6.4 I can facilitate the development of various types of plans. e.g. community strategic planning, municipal sustainability plans, master plans, feasibility studies, organizational strategic planning, operational reviews, land-use plans, project plans, event planning, funding proposals.	1 2 3 4 5 6 7 8 9 10	

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	6.5 I apply a diverse and sophisticated set of facilitation models, skills, and techniques.	1 2 3 4 5 6 7 8 9 10	
	6.6 I can apply strategies for igniting and engaging others in the planning process.	1 2 3 4 5 6 7 8 9 10	
	6.7 I can implement appropriate research strategies.	1 2 3 4 5 6 7 8 9 10	
	6.8 I can apply strategies for measuring both outcomes and process.	1 2 3 4 5 6 7 8 9 10	
	6.9 I can apply a variety of facilitative techniques to assist in the development of a vision, purpose, values, outcomes, strategies, budgets, action plans etc.	1 2 3 4 5 6 7 8 9 10	

**Observations:**

Based on the above assessment, my areas of strength as a community leader are:

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Based on the above assessment, my areas for growth and development as a community leader are:

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**Reflections:**

What has this exercise told me about my ability as a community leader?

**Actions:**

What can I do to (a) capitalize on my strengths and (b) strengthen or compensate for my challenges?