

The Harwood Practice
Key Elements

Harwood Institute Mission	Community – Key Levers to Solve Problems and Change Civic Culture	Public Innovators – 7 Core Competencies	Boundary Spanning Organizations – 7 Keys to Culture and Focus
<p>Teach and coach public innovators and organizations to solve pressing problems and change how communities work together.</p>	<p>Ownership by the larger community</p> <p>Strategies that <i>fit</i> the community</p> <p>Sustainable enabling environment</p> <p>A focus on impact and belief</p> <p>The story a community tells about itself</p>	<ol style="list-style-type: none"> 1. Identify community issues rooted in people's shared aspirations and build public will for action 2. Develop strategies that align with local context 3. Create community conditions that enable change 4. Forge relationships with the right partners to run with 5. Build networks for innovation and learning 6. Adopt the right metrics to gauge progress 7. Cultivate can-do narratives 	<ol style="list-style-type: none"> 1. Develop understanding and commitment among staff, volunteers and board on the need to be turned outward 2. Create ongoing spaces for innovation and learning that use the community as reference point 3. Apply practice to key organizational functions 4. Clarify the primary purpose of the organization in driving community change 5. Communicate about organization's relevance to community 6. Align organizational structure, staffing, and resources with being outward-facing 7. Adopt organizational performance measures that reflect being outward facing

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