Community Assets: Developing and Strengthening Tree Boards, Advisory Committees, and Urban Forestry Partnerships

Paul D. Ries
Urban & Community Forestry Program Manager, Oregon Department of Forestry and Affiliate Faculty Member, Oregon State University College of Forestry
Partnerships

- Who are we partnering with to advance urban forestry?
- Who should we be partnering with?
- What can we do for them?
What can you do for partners?  
What can partners do for you?

- Like Tom Sawyer, can you convince someone else to paint your fence... (I mean plant your trees)?
- Look for ways to leverage other resources to benefit the urban forest.

*The Adventures of Tom Sawyer*, Chapter Two, ‘Tom Gives Up the Brush’ by Mark Twain

How to get others to do your work and pay you for the privilege...
Urban Forestry Partnerships

- Tree Advisory Committees (Tree Boards)
- Urban Forest Councils
- Regional Planning Organizations
- Non-profit organizations
- Professional Societies
- City-County-Regional-State efforts
- Colleges and Universities
- Boards, Committees, Coalitions
- Public-Private Partnerships
Today’s presentation: explores tools and tips for working together more effectively to achieve urban forestry goals

To be successful in urban forestry:
- You need to be personally effective
- Your partnerships need to be effective
- Education increases effectiveness
Facets of Effectiveness

- Personal
- Group or Team
- Organization
The Three Levels of Effectiveness

From Covey
Understanding Effectiveness

• Being Efficient is not the same as thing as being Effective
• Efficient means performing or functioning in the best possible manner with the least waste of time and effort;
• Effective means accomplishing a purpose; producing the intended or expected result
Understanding Effectiveness

- Effectiveness means ‘Doing the right thing’
- Effectiveness is a measure of quality and goodness.

- Efficiency means ‘Doing the thing right’
- Efficiency is a measure of speed and cost.
The Seven Habits Concept

- Seven Habits Concept (Stephen Covey’s popular book series)
- What does it mean for YOU to be effective?
- Why apply this concept to Work Teams, Tree Boards, Committees, Task Forces, or other teams...and how?
thinking

THE BOX
What’s outside YOUR box?

- Accounting
- Budgeting
- Personnel
- Taxes
- Technology
- Psychology
- Office Politics
- Other languages
- Generational Change
- Labor Relations
- Fund Raising
- Business Management
- Marketing
- Communications
- Other languages
- Generational Change
- Labor Relations
- Fund Raising
- Business Management
What you need to know to succeed isn’t just related to trees

- More than 80 percent of Americans now have a computer in their homes and almost 92 percent of those households have Internet access (Nielsen Wire, December 2008).

- Americans with Internet access spend almost twice as much time online as they do watching television (IDC, December 2007).

- Two-thirds of Internet users visit social networking or blogging sites, accounting for almost 10 percent of all time spent on the Internet. (Nielsen Wire, March 20, 2009)
What you need to know to succeed isn’t just related to trees

- Many businesses no longer exist because they couldn’t keep up with change.
- Technologies are changing the way we do business.
- Future trends - are you paying attention?
  - Demographics
  - Technology
Increasing Your Effectiveness - Understanding People

• Besides money, people are your single most strategic resource

• Getting the “right people on the bus” is an example of leading strategically with people
• Developing the ability to work effectively with other is perhaps the most important skill you can learn.
• Understanding your own behavior and that of others is the key to working together strategically and successfully.
• Your behavior determines how you impact others, how they respond to you, and even how you perceive them.
# Understanding Behavior Patterns

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<th>Process</th>
<th>Results</th>
<th>Expedience</th>
<th>Responsive</th>
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<tbody>
<tr>
<td><strong>Analyzers</strong></td>
<td><strong>Controllers</strong> (Directors)</td>
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- Controlled
- Expedience
- Responsive
- Emotions

Understanding Behavior Patterns

- Process
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- Emotions

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Behavior Patterns

- We exist in all four quadrants
- We can consciously act in any of them, but we subconsciously exist in one of them
- Think of this as an iceberg - the tip is the pattern we often show to others, but the others are all lurking beneath the surface
- Understanding people can help your urban forestry efforts go farther
Directors - Why We Need Them

• Ask the “what” questions
• They can see around the corner
• They drag us (sometimes kicking and screaming) into the future
• Idea generators
• Every partnership needs a Director
Persuaders - Why We Need Them

- Ask the “who” questions
- They’re expert networkers
- They’re compassionate
- Idea promoters or sellers
- Every partnership needs a Persuader
Stabilizers - Why We Need Them

• Ask the “where, how, when” questions
• They are the harmonizers and diplomats
• They are the event organizers
• Idea fulfillers
• Every partnership needs a Stabilizer
Analyzers - Why We Need Them

- Ask the “why” questions
- Have more tools than any other pattern to help achieve goals
- Idea perfectors
- Every partnership needs an Analyzer
Summarizing Behavior Patterns

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Responsive Expedience
What can we learn from this?

• Those people in your organization/work team/partnership who annoy you do so from their primary behavior pattern
• If you can learn to analyze why others react the way they do, you can learn better how to work together productively
• It is possible to analyze a partnership, organization or work team and determine which patterns are over or under represented
Partnership Effectiveness

- Partnerships are only as good as:
  - The people involved
  - The process
  - The commitment of each partner
Why Partnerships Might Be “Less Than Effective”

- Poorly defined mission
- Lack of “Sponsorship” support
- Poor member selection or recruitment
- Lack of direction, clear goals
- No accountability requirement
- Lack of fun and good humor
- Lack of appreciation
- Poorly run meetings
- Hidden, or not so hidden, agendas
Capturing the Power of Teams

- The best partnerships happen when people work as a “Team”
- A team works to achieve a common purpose... just as like partnerships
Synergy - the Goal of Teams

- Synergy is the opposite result of dysfunction
- With high performing teams, 2 plus 2 equals 5 - that’s synergy
Which Would You Choose?

Anatomy of An Effective Team

- Peer Accountability
- Team Commitment
- Healthy Conflict
- Presence of Trust
- Two Way Communication

Team Results and Achievement

Indicators of Team Dysfunction

- Avoided Accountability
- Lack of Commitment
- Unresolved Conflict
- Absence of Trust
- Lack of Communication

Personal or Issue Advocacy
Keys to an Effective Partnership

- Credibility
- Common interest
- Trust
- Provision for bailout
- Resources
- Shared decision making
- Consensus process
- Realistic early goals
- Evaluation
- Celebration
- Moving to a higher level or ending relationship

- Coordination
- Cooperation
- Collaboration
Coordination

• Initial contact
• Used to get to know one another, services provided by other organization and clients served
• A lot of Independence
• Self-interests are defined
• Available resources discussed
• May include an exchange of information and materials
Cooperation

- Increased understanding of target audience
- Greater appreciation of available resources and skills
- Strategies start to emerge
Collaboration

• Often referred to as the “OUR” stage
• Increased recognition of values of each Organization
• Trust, respect, and a clear understanding of benefits of each partner
• Innovative ideas are presented to meet a common problem
• Plans put into writing
Assessment and Evaluation

- How are you doing?
- Are the right plans in place?
- How can you improve?
• Education can be a key to both increasing personal effectiveness, and creating sustainable partnerships
• Technology is becoming the tool of choice for effective partnerships
Tree Board University

- New online training for members of local Tree Boards across the US
- National project funded by USDA Forest Service on behalf of the National Urban and Community Forestry Advisory Council (NUCFAC)
Tree Board University

- Open to anyone
- Eight content Courses
- Upon “graduation”, people join an online community
- Unveiled at the Partners in Community Forestry Conference, November 2010

- www.treeboardu.org
Each Course contains:

- Text
- Short video clip
- Link to longer video
- Related articles
- Suggested activity
- Quiz
Tree Board U Introduction

- Overview of Tree Board University
- Overview of urban forestry and the value/importance of the citizen component
Tree Board University

- Course 1: Tree Board 101
  - What Tree Boards Do
  - Being An Effective Tree Board Member
  - Organizational Development and Group Dynamics

- Course 2: Partnerships and Collaboration
  - How To Form And Nurture Effective Tree Partnerships
  - Keys to Successful Collaboration
Tree Board University

- Course 3: Engaging in the Political Process
- Local government 101
- State and National Urban Forestry
- Urban Forestry and Public Policy

- Course 4: Community Forestry Planning
- Principles of Urban and Community Forestry Planning
- Urban Forest Management Plans
Tree Board University

- Course 5: Communications and Marketing
  - Communicating the Benefits of Trees
  - Speaking For Trees
  - Marketing The Cause of Trees

- Course 6: Financing, Budgeting, Grants, Fundraising
  - Financing and Budgeting Tree Activities
  - Fundraising and Fundraising
  - Grants 101
Tree Board University

- Course 7: Getting Things Done
  - Planning and Managing Local Tree Projects
  - Recruiting, Training, and Retaining Volunteers
  - Pulling it All Together

- Course 8: Moving Forward
  - Urban Forestry Networking and Resources
  - Evaluation, Graduation, Online Community
Tree Board University - Online Community

- Similar to Facebook or other Forums
- Information Sharing
- Community Building
- Shared Experiences
The Future

- Online learning will increase as budgets decrease
- Online communities are an excellent way to keep people connected
- Online efforts must supplement and complement traditional education, communications and marketing efforts
People and Partnerships Are Your Most Valuable Community Asset