

## “Demonstrating community-based stewardship”



Community-based Stewardship Principle	Behavior demonstrating community-based stewardship
Citizen Empowerment	<ul style="list-style-type: none"> <li>• Supports and recognizes the connection between people of place and their on-going successful stewardship of public land</li> <li>• Applies “productive harmony” as related in NEPA</li> <li>• Encourages the building of knowledge, capacity, and regulatory awareness as tools to set a higher standard for land management</li> <li>• Applies elements of geographic democracy to guide project outcomes</li> <li>• Empowers scientist and citizen alike by seeking out and encouraging both scientific knowledge and local wisdom</li> <li>• Supports and encourages the empowerment of people through mobilization of informal systems</li> <li>• Fosters the empowerment of local people to work toward community health and ecosystem integrity</li> <li>• Promotes accountability along with empowerment</li> </ul>
Inclusiveness	<ul style="list-style-type: none"> <li>• Fosters resolution of issues and concerns in a manner that involves relevant people, knowledge and local wisdom</li> <li>• Seeks results with shared ownership of the decisions and responsibility for implementation</li> <li>• Extends meaningful involvement to all people from the communities of place and communities of interest</li> <li>• Associates with informal and formal networks on an ongoing basis</li> <li>• Works to create safe environments in which unconventional voices are protected.</li> <li>• Created and uses an open door policy accommodating new people and ideas</li> </ul>
Institutional Change	<ul style="list-style-type: none"> <li>• Seeks out and identifies connections between the issues of communities of place and communities of interest and agency concerns</li> <li>• Integrates changes in land use plans with community-based processes demonstrating a need</li> <li>• Communicates community-based requirements up the line for incorporation into state and national recognition</li> <li>• Promotes agencies and institutions interacting with citizens and each other such that work is enabled and respect is mutual</li> <li>• Demonstrates continuous regular connection to local informal social networks and culture</li> <li>• Supports and promotes inclusive <i>citizen-led</i> processes at the informal level</li> <li>• Demonstrates commitment to community-based stewardship by seeking out reliable sources for science, information, and expertise</li> </ul>
Capacity Building	<ul style="list-style-type: none"> <li>• Demonstrates and encourages pooling, sharing and leveraging of resources</li> <li>• Accomplishes stewardship within and among communities of place, communities of interest and institutions</li> <li>• Acts in trustworthy and accountable ways and honors commitments to people, principles and processes</li> <li>• Bridges ideological, organizational and cultural boundaries</li> <li>• Builds social capital by nurturing small opportunities with communities and individuals and by utilizing local wisdom</li> <li>• Sponsors community training and consulting services that build capacity for stewardship</li> </ul>
Applied Science	<ul style="list-style-type: none"> <li>• Respects and integrates local wisdom and expertise into land management decisions and implementation</li> <li>• Supports mutual discovery and learning</li> <li>• Supports credible science becoming part of the local wisdom and vice versa</li> <li>• Separates scientific questions from the implications of the answers</li> </ul>

Transformational Leadership	<ul style="list-style-type: none"> <li>• Combines community structure (including agencies), expertise, participating publics and permit-holding entities to <b>share</b> in the responsibilities of <b>caring</b> for public land and natural resources</li> <li>• Creates joint strategies supported by agreed upon roles and responsibilities</li> <li>• Pursues goals and “leads from behind” by working through informal networks, using consensus-building processes and dispersed leadership with shared control to achieve results</li> <li>• Shares risk and accountability</li> <li>• Exhibits unconventional behavior and breaks routines; willing to take and share risks and accountability or break rules to achieve goals</li> <li>• Applies a social ecology (stewardship) approach to public policy</li> <li>• Integrates cultural descriptors into responsive policies and actions</li> <li>• Fosters a “holding environment” by creating space for and applying the appropriate amount of “heat” for collaboration to “cook”</li> <li>• Evaluates new ideas and is open to learning (“Build the bridge as we walk across”)</li> <li>• Evaluates and is willing to expose conflicts and address real issues</li> <li>• Conducts assessments of skills, knowledge and behavior and takes steps to correct “integrity gaps” in themselves and others</li> <li>• Trusts in a belief in the power of people to initiate change</li> <li>• Demonstrates and models great compassion and respect for others</li> <li>• Experienced profound personal growth in their own lives</li> <li>• Driven by higher moral calling (they cannot not do it)</li> <li>• Sees beyond what is already manifest to what could be <ul style="list-style-type: none"> <li>▪ Creates strong visual images through stories, symbols and metaphors</li> <li>▪ Appeals to core values</li> <li>▪ Creates paradoxical tensions that cause people to see problems differently (reframing)</li> <li>▪ Creates environments that empower others and relinquishes control</li> <li>▪ Models appropriate behavior (walk the talk)</li> <li>▪ Relies on one-on-one relationships</li> <li>▪ Identifies the real issues and real work (focus on the entire system and the adaptive challenges) and mobilizes and empowers partners to address those issues and work</li> <li>▪ Directs disciplined attention, focus and momentum to the work</li> <li>▪ Provides a disciplined and accountable process</li> <li>▪ Provides resources to accomplish mutual goals</li> </ul> </li> </ul>
Cultural Absorption	<ul style="list-style-type: none"> <li>• Seeks out new and existing community leadership and forums</li> <li>• Receptive and available to all community interests</li> <li>• Frequently visits gathering places to communicate with a local geographic population</li> <li>• Respects and utilizes caretakers, communicators, storytellers and bridgers in daily work</li> <li>• Fosters issue resolution at emerging or existing stage of development</li> <li>• Creates quantitative indicators that reflect cultural descriptors</li> <li>• Develops and implements strategies to create and use a human geographic issue management system</li> </ul>

	<ul style="list-style-type: none"> <li>• Listens for the emergence of new theme language in their community and discovers and addresses the underlying issues</li> </ul>
Ecosystem Integrity	<ul style="list-style-type: none"> <li>• Integrates ecosystem integrity, social vitality, and economic productivity in land use decisions and implementation and shows their interdependence</li> <li>• Engages in productive harmony assessments</li> <li>• Forms and implements public policy based on stewardship principles</li> <li>• Identifies and uses human geographic boundaries in land use decisions and implementation</li> <li>• Develops and implements management opportunities by integrating citizen issues and agency concerns</li> <li>• Creates a social ecological outcome using NEPA</li> <li>• Creates adaptive mechanisms for accommodating change</li> <li>• Uses persistence and diversity leading to productive harmony in their decisions</li> </ul>
Collaboration	<ul style="list-style-type: none"> <li>• Creates meaningful opportunities for and demonstrates collaborative planning and implementation whenever practicable</li> <li>• Fosters transparent procedures and processes that are openly accountable to other observers and interests</li> <li>• Analyzes and implements environmental justice guidelines</li> <li>• Resolves issues in a manner that produces community based stewardship</li> <li>• Creates new and lasting relationships for identifying and serving the common interest thru collaboration</li> <li>• Driven and sustained by mutual discovery and learning, empowerment, creativity, and institutional support for responsible local stewardship</li> <li>• Commits to shared goals and objectives individually and organizationally</li> <li>• Aligns his / her organization with and support of stewardship principles and practices</li> <li>• Recognizes that the common interest that binds stewardship groups together is landscape health</li> <li>• Demonstrates that when your group “gets stuck” go back to the land to get it moving again</li> <li>• Demonstrates no hard and fast timelines; collaboration processes are a “trust-line, not a time-line”</li> <li>• Provides partners with collaborative decision-making skills</li> <li>• Manages stress and removes barriers</li> <li>• Separate human issues (people) from substantive issues (problem)</li> <li>• Assesses alternatives and invents options for mutual gain</li> <li>• Searches for objective criteria and fair standards to resolve differences</li> <li>• Focuses on underlying interests instead of hard-line positions</li> <li>• Becomes an active, neutral listener and interviewer. <i>Seeks to understand...</i></li> </ul>

Sources:

1) "Community-Based Ecosystem Stewardship", Gary McVicker and Todd Bryan, 2002

<http://www.ntc.blm.gov/partner/files/principles.pdf>

2) The Partnership Series; "Community-Based Stewardship" course; segment on Transformational Leaders" by Todd Bryan, 2003

Deep Change. Robert E. Quinn, 1996. San Francisco: Jossey-Bass, A Wiley Company. ISBN: 0-7879-0244-6

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Leadership without Easy Answers. Ronald A. Heifetz, 1994. Cambridge, MA: Bleknap Press of Harvard Univ. Press. ISBN: 0-674-51858-6

3) Center for Social Ecology and Public Policy; Certification Program; Univ. of Monterey, Institute for Social Ecology and Public Policy; Kevin Preister and James Kent, 2003.

Compiled by Charles Pregler; 3/31/05; cpregler@blm.gov; 602-906-5504 <http://www.ntc.blm.gov/partner>

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