

Community Conversations Workbook

Adapted from the United Way Campaign for the Common Good Community Conversations Workbook

Developed by:



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The Power and Potential of Community Conversations

As part of a comprehensive community aspirations assessment, Impact Monterey County will be holding Community Conversations. These conversations will help Impact Monterey County gain a stronger sense of people's aspirations for their communities. Conversations are a window into how people talk about their concerns and lives, and they create a way to develop and deepen partnerships with non-traditional groups. With this knowledge, the partners leading Impact Monterey County can be more effective, more relevant, and better able to mobilize people around education, income and health and ultimately have a great impact in their communities.

In Community Conversations, aka Kitchen-table Dialogues, you'll be learning a lot about people's aspirations for the community. Community Conversations are a powerful tool for engaging people beyond the "usual suspects." At a time when so much public and political discourse is acrimonious and divisive, these conversations are places where people can talk about their aspirations.

Getting Started

This workbook contains everything you need to hold a successful Community Conversation. It has been adapted for Impact Monterey County, but is based on a guide developed by United Way Worldwide in collaboration with The Harwood Institute for Public Innovation.

Drawing upon The Harwood Institute's more than 20 years of work with communities across the country, this workbook lays out:

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The workbook also includes a few tools to help you prepare and execute a successful Community Conversation. These include:

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If you follow the instructions and questions in these pages, you'll be able to conduct successful Community Conversations that yield news insights into the community and build your capacity to engage the community in a new way.

Being Conversation Leader

Leading a Community Conversation doesn't require a professional moderator or facilitator. But that doesn't mean just anyone should lead the conversation. This sheet outlines some of the traits Impact Monterey County wants in our Conversation Leaders, as well as their responsibilities.

What's the main responsibility of a Conversation Leader?

The responsibility of a Conversation Leader is to guide discussion. You must be focused on helping create a discussion that enables Impact Monterey County to learn about the community and people's aspirations for it. Look for future Conversation Leaders from the conversation participants.

NOTE: In addition to a Conversation Leader, each conversation needs a Note Taker. This person should use the note taking tool in this workbook to track the conversation. The Conversation Leader should assist the Note Taker in organizing the notes using the tool at the end of the discussion. If you find yourself conducting a Community Conversation without an Impact Monterey County trained Note Taker, ask for a volunteer from the participants to take notes. If no one volunteers to take notes, ask participants if you can record the conversation. Explain that:

- It's hard to listen and take notes and you want to be sure their aspirations are accurately added to those being shared through other conversations.
- There names will never be used or shared.

What type of person are we looking for?

Conversation Leaders need to be able to engage participants in a different kind of conversation. We need someone who can do more than just run a meeting. We are looking for people who share Impact Monterey County's commitment to engaging citizens in new ways of working together and talking about tough public issues.

An effective Conversation Leader:

- Remains neutral about the topic under discussion and is not seen as having his or her own agenda or siding with one group.
- Explores ideas with people displays a genuine sense of curiosity.
- Listens to people and builds trust.
- Pushes people to consider different perspectives helping folks to understand why others think in different ways.
- Helps people reconcile conflicting remarks they or the group make in a non-confrontational manner.
- (May) have experience leading or facilitating group discussions.
- Is comfortable with silence providing space for conversation participants to share their thoughts on the topic at hand.
- Stays focused on the goals for the conversation remember this is about *learning* and helping Impact
 Monterey County to eventually mobilize for action in the areas of education, income (financial stability)
 and health.
- Prepares for each conversation by reading the guide and going over notes from previous conversations (if needed).
- Able to commit to leading at least three (3) Community Conversations between June and September.
- Recognizes potential Conversation Leaders and/or Note Takers in those participating in the conversation and invites them to volunteer to support Impact Monterey County.

NOTE: Conversation Leaders do not need to be experts on education, income/financial stability, and/or health issues. You are here to guide, not participate in, the conversations.

Tips for Leading Conversations

To get the most out of the conversations, you want to go beyond people's surface reactions. This means creating the opportunity for people to discover and learn from one another and to explore their own ideas. These tips are essential for Conversation Leaders to know.

Here are several rules of thumb to use when leading authentic engagement conversations:

Take nothing at face value.

Notice what words and phrases people use. Probe by asking, "What do you mean?" and "What are you getting at?"

Listen for where people get stuck.

Watch for when people want more facts or if a perception blocks others from talking more about a concern.

Ask people to square their contradictions.

Illuminate what folks are struggling with. Ask, "I know this can be a really tough issue, but how do the two things you said fit together?"

Keep juxtaposing views and concerns.

Pointing out contrasts will help people articulate what they really believe and give you a deeper understanding of what they think.

Piece together what people are saying.

Folks don't usually make one all-inclusive statement about what they think or how they feel. Say, "This is what I'm hearing. Do I have it right?" This is especially important as you wrap up question #1 – What kind of community do you want?

Keep in mind the "unspoken" rules.

Different conversations and spaces have their own set of "rules." Check out the level of trust people have and what that means for how you should interact.

Watch out for your own preconceived views.

Everyone has biases that can serve as filters when asking questions and interpreting what you hear. Be alert to them.

Troubleshooting Guide

IF	THEN
A few people dominate the conversation	Engage each person from the beginning. Make sure everyone says something early on.
	Ask, "Are there any new voices on this issue?" or "Does anyone else want to jump in here?"
	Be direct and say, "We seem to be hearing from the same people. Let's give others a chance to talk."
	Call on people by name to answer.
The group gets off on a tangent or a person rambles on and on	Ask, "How does what you're talking about relate to our challenge?" or "So what does that lead you to think about (the question at hand)?"
	Ask the person to restate or sum up what they said in a few words.
	If you can't get a person to refocus, interrupt them when they take a breath and move to another person or question. Then bring them back into the conversation later.
Someone seems to have a personal grudge about an issue	Remind the person where the group is trying to focus. Ask them to respond to the question at hand.
and keeps talking about it	Acknowledge the person and move on. Say, "I can understand where you are coming from, but we need to move on."
	If the person continues to be disruptive, interrupt them. Say, "We heard you, but we're just not talking about that right now."
People argue	Don't let it bother you too much – it's okay as long as it is not mean-spirited.
	Find out what's behind the argument – ask why people disagree, get to the bottom of it.
	Break the tension with a joke or something funny.
	Stop to review the ground rules.
	Take a break.
People never disagree or are "too polite"	Play devil's advocate. Bring up or introduce different/competing ideas and see how people respond.
	Tell the group you've noticed they don't disagree much and ask if everyone is really in as much agreement as it seems.
Someone seems to be withdrawn from the conversation.	Acknowledge that you haven't heard from the person. Ask if their experiences have been similar or different from what has been shared. Invite them to share those experiences.
	Follow up with the person at the conclusion of the conversation and check in with them about their experience during the discussion.

Being a Community Conversation Note Taker

Being a Community Conversation Note Taker doesn't require you be a professional court reporter or skilled in short-hand. But that doesn't mean just anyone should be responsible for officially documenting the conversation. This sheet outlines some of the traits Impact Monterey County needs in our Note Takers, as well as their responsibilities.

What's the main responsibility of a Conversation Note Taker?

The responsibility of a Conversation Note Taker is to faithfully record the discussion. You must be focused on listening and recording all of what people are saying, and not just what you think is interesting or important. The things you record in a discussion should enable Impact Monterey County to learn about the community and people's aspirations. Look for future Conversation Leaders from the conversation participants.

What type of person are we looking for?

Conversation Note Takers need to be able to listen and record conversations without letting their personal interests or biases affect what is documented. The Note Taker must be comfortable <u>not</u> being a part of the Community Conversation. The Note Taker merely listens and takes notes. Conversation Note Takers are attuned to both the verbal and non-verbal conversation being had, and are able to take note of how things are being said and/or what isn't being said.

NOTE: If a Conversation Note Taker is being recruited from the pool of conversation participants, she or he should be allowed to participate in the conversation. Additionally, the note taking role should be shared between at least two conversation participants to ease the load.

An effective Conversation Note Taker:

- Is comfortable with being silent as she or he will not be participating in the conversation.
- Stays focuses on the content of the conversation remember to record all of what people are saying.
- Takes notes that are detailed enough to capture the main points, but not too detailed that important points aren't highlighted.
- Can either handwrite or type notes efficiently.
- Neutrally writes down every viewpoint that is being expressed not just the ones she/he agrees with.
- Always comes to the discussion knowing the Conversation Leader's set of questions.
- Always comes to the discussion prepared by bringing the note-taking tool (i.e., reflective questions) and a pen/pencil or laptop (if typing notes).
- Prepares the final notes in a legible, coherent, and professional manner to be submitted to Impact Monterey County.
- Commits to recording at least three (3) Community Conversations between June and September.
- Participates in PIT Stop debrief sessions facilitated by Impact Monterey County.

Tips for Taking Notes

To get the most out of the conversations, you want to neutrally write down every view point that is being expressed. Here are several rules of thumb to use when recording authentic engagement conversations:

Head down. Pen Moving (or keyboard clicking).

The Note Taker who has time to look up isn't taking enough notes.

Don't try to be organized.

While the conversation is in session, there is no need to try and be organized in your note-taking. Simply write down what people are saying (and how they are saying it). You'll have a chance to organize your notes after the conversation.

Develop your short-hand.

Use whatever short-hand you are comfortable using, so long as you are able to translate it back for others to understand.

Recognize who is sharing.

Is one demographic of people (i.e. woman, elders) connecting more to a question or response? Make a note of these distinctions in your notes, if possible.

Keep the "unspoken" in mind.

Whenever possible, note how things aren't being said. Are people passionate? Raising their voices? Not responding to a question? Are heads nodding?

Watch out for your own preconceived views.

Everyone has biases that can serve as filters when interpreting what you hear. Be alert to them. As much as possible, use the words conversation participants are using in your notes.

How to Set Up the Room

For each Community Conversation, someone needs to be responsible for coordinating logistics, setting up the room, and getting participants settled.

Logistics

- Arrive early. Leave time to set up the room before people arrive. The room is never what you expect; you'll probably need to rearrange it. If you are leading a "hosted" conversation, connect with the Host ahead of time to discuss the space and how you'd like it set up to save you time. If you are meeting in a hard-to-find location/room, put up signs to direct people from the main entrance to the meeting room.
- The room should be well-lit, but not too bright. Make sure the temperature of the room is comfortable.
- Make sure the room has tables. Tables tell people "work" is going to be done that this is not just another "nice" discussion. It also makes it easier to take notes.
- Have a sign-in sheet for participants (included in this workbook). Have people fill this out before the
 conversation. Impact Monterey County will use this information to build its network of people in the
 community who are interested in staying involved. Collecting this data and contact information is
 critical.
- Provide blank sticky name tags for people to write their names. Encourage folks to call each other by their first names. Fill one out for yourself. Have your Note Taker fill one out, too.
- Put refreshments in a location easily accessed without interrupting the discussion. If you are leading a
 "hosted" conversation, find out ahead of time if the Host will be providing refreshments for conversation
 participants or if you will need to bring them with you. If you are to bring refreshments, connect with
 United Way staff for support.
- Find the restroom so you can tell people where they are before the discussion begins.

Supplies to Bring with You to the Site

- Extra pens/pencils/markers
- Name tags
- Sign-in sheets
- Travel clock/time keeping device
- Blue tape (masking tape)
- Paper to make signs
- Refreshments (if needed)
- Copies of:
 - Question List
 - Ground Rules
 - Note Organizing Tool
 - Post-conversation Survey
 - Survey Flyers
 - IMC Contact Information

Community Conversation Ground Rules

To have a productive conversation, people want to know what's expected of them – what the norms are for interaction. Use the provided print-out to share the Ground Rules. Walk participants through the Ground Rules before the conversation. Ask people if there are any rules they'd like to add. Going over the Ground Rules up front helps put people at ease and enables them to participate productively.

Have a "kitchen table" conversation.

Everyone participates: no one dominates.

There are no "wrong answers."

Draw on your own experiences, views and beliefs – you do not need to be an expert.

Keep an open mind.

Listen carefully and try hard to understand the views of those who disagree with you.

Help keep the discussion on track.

Stick to the question; try not to ramble. Know that if the Conversation Leader interrupts you, it isn't personal. It's his or her job.

It is okay to disagree, but don't be disagreeable.

Respond to others how you want to be responded to.

Have fun!

Time	Conversation Leader Script	Probe / Additional Language and Directions for Conversation Leaders
7	Introduction: Welcome! My name is I'm a volunteer with Impact Monterey County. (Also introduce Note Taker as volunteer.) Impact Monterey County is a community planning process that is using multiple ways to shine a light on our community – our quality of life – particularly on education, income (economic self-sufficiency) and health. This will help different people to have common goals and measurements to make things better for all. We're here today to listen and learn. We'd like to understand what sort of community you want to live in and your ideas on how to reach those aspirations. The sign-in sheets are so we can follow up with you later – and share with you what we've learned. We can't promise any new initiatives or programs will emerge from this, but we will get back to you and share what we learned and how we're going to use it to move forward.	Directions: Be sure to hit the high points of the introduction, but don't feel like you need to read it word for word. Ask your Note Taker to be the timekeeper (or for a timekeeper from the group of participants). Let everyone hear you do this so they know you will be keeping the conversation moving. Position yourself where you can see a clock. Note that we won't be taking a break, but people should feel free to get up to use the restroom, get refreshments or stand if they need to. When sharing the ground rules, ask for permission to interrupt people to keep the conversation moving.
	It is often easier to think about your own family first, then to think about the broader community (for example, 'If I want this for my family, I want this for the community'. This conversation is about good ideas and hopes, not complaining. I'm going to ask a few questions that will start the conversation. We will finish in about 90 minutes. We ask that (list ground rules) to enable all a chance to speak (Note Taker name) will be taking notes so we can add your aspirations to those being uncovered in similar conversations happening throughout Monterey County.	Highlight that this discussion isn't about problem solving.
5	Let's do some introductions. Please say your name, where you live, and how long you've lived in Monterey County.	Directions: Remind people to sign the sign-in sheet before they leave if they haven't already done it.
		Encourage people to use first names. Model the behavior.
15	 What kind of community do you want? Probe: Why is that important? How is that different from the way things are now? 	 If people get stuck: Share a story about when something happened in the community that made you feel like things were good.

	When we were describing the type of community we want, (fill in the blank) seemed to be important to us and we haven't had a chance to discuss this area yet. What are the top issues and concerns you see around (fill in the blank) that are keeping us from having the kind of community we	raised and stressed during the "community" discussion, add up to 12 minutes for conversation participants to share on this topic. Probe: What makes you say that? How do these issues affect you personally? How do they affect your family
12	 Probe (time permitting): What makes you say that? How do these issues affect you personally? How do they affect your family and/or friends? What's going well? OPTIONAL:	 If people get stuck: What kinds of things are keeping you from feeling financially stable? Secure? Satisfied? What could be better? Directions: If an issue other than EIH was
12	And what about financial stability? What 2-3 issues or concerns do you see related to the local economy and financial stability that are impacting your ability to have the kind of community you want?	Directions: Pull people back to talking about their personal experiences. The conversation should be grounded in the reality of their day-to-day lives. You want to hear their stories.
	minutes ago, can we talk about the top issues and concerns you see around being healthy and having healthcare, that keep us from having the community we want? Probe (time permitting): What makes you say that? How do these issues affect you personally? How do they affect your family and/or friends? What's going well?	 their personal experiences. The conversation should be grounded in the reality of their day-to-day lives. You want to hear their stories. If people get stuck: What kinds of things are keeping you from being as healthy as you'd like? What could be better?
12	Given what you just said, what are the 2-3 most important issues and concerns that you see around educational opportunities, for all people, from infancy through older adulthood, that are keeping us from having the community we want? Probe (time permitting): What makes you say that? How do these issues affect you personally? How do they affect your family and/or friends? What's going well? Thinking back to the community you described a few	Directions: Frame the themes you heard back to the group from a positive perspective. (Note Taker may be asked to provide the highlight of themes.) Directions: Pull people back to talking about their personal experiences. The conversation should be grounded in the reality of their dayto-day lives. You want to hear their stories. If people get stuck: What kinds of things are keeping you from having the education you want for yourself or family members? What could be better?

	want?	and/or friends?
12	TIME PERMITTING: When you think about what we've talked about, what are the kinds of things that could be done that would make a difference?	 Probe (time permitting): What do you think these might accomplish? How will what you just said help us get the kind of community we want? What about individuals—what can they do to make a difference?
10	TIME PERMITTING: Thinking back over the conversation, whom do you trust to take action on the issues you've been talking about?	Probe (time permitting):Why them and not others?
5	Your input is a valuable part of the process for creating collective goals for our community. Thank you for sharing your aspirations. These will be part of a larger community process for action towards creating a better Monterey County for all. You can watch for how this develops through the webpage (give webpage) and by providing your email (which will be kept private and won't be shared).	While participants are completing the demographic questionnaires, take a few seconds to encourage them to participate in the online survey. Also, let them know how Impact Monterey County will be following up with them. (using provided prompts)
	As one last request, could you please fill in and hand back the page of information that will help us ensure we talk to <i>all</i> groups and communities? Do you have any last questions for me?	Collect sheets from the group participants. If you noticed anyone who would make a good Conversation Leader or Note Taker in future sessions, ask them if they would be willing in the future.

How We Will Identify Themes

Impact Monterey County will conduct a weekly "Atoms to Stars" debrief session with the Conversation Leaders and Note Takers who conducted a Community Conversation in the prior week, so long as at least three (3) conversations were had.

Debrief sessions are intended to identify the Aspirations, Themes, Challenges and New Conditions that are common across our many Monterey County communities.

Ideally the Conversation Leader and Note Taker for each conversation will be able to participate in the debrief session together. However, it is only necessary for at least one to be in attendance.

How We Will Share What Was Learned

Impact Monterey County is committed to sharing what we are learning through Community Conversations (as well as our Survey) with the community. Our current plan for sharing includes:

- Weekly blogs discussing upcoming conversations.
- E-mails to conversation participants who express interest in receiving updates on Impact Monterey County.
- Positing PIT Stop summaries on the Impact Monterey County website.
- A minimum of four (4) Town Hall meetings.
- A Final Report to the community.

If you have ideas about how we can ensure that you, as a Conversation Leader or Note Taker, as well as the community, can be kept up-to-date on what is being learned, please let us know.





Community Conversation Planning Worksheet

After you've looked through the other materials, use this worksheet to pull the key details behind your upcoming Community Conversation into a single place.

The conversation will be with (describe population of focus):	
We are reaching beyond "the usual suspects":	☐ Yes ☐ No ☐ Unsure
·	
The conversation will be held:	Date:
	Time:
	Place:
We are leveraging partners by (describe if applicable):	
The Conversation Host is (if applicable):	Name: Best Contact Phone: Email:
The Conversation Leader is:	Name: Cell Phone:
The Note Taker is:	Name: Cell Phone:
The interpreter is (if applicable):	Name: Cell Phone: Language:
The childcare provider is:	Name: Cell Phone:
We are prepared to gather contact and demographic info. from participants:	☐ Yes
The mosting whom we will discuss what	Doto
The meeting where we will discuss what we've learned will be held:	Date: Time:
we ve learned will be field.	Place:



Impact Monterey County Community Conversation Sign-in Sheet

Date:		Conversation Leade	er:	
Name	Address/Zip Code	Email	Phone	I have taken the Impact Monterey County Survey
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no
				☐ yes ☐ no

Contact information is being requested so we can follow up and share what we're doing with what we learned from this conversation. It will also be used to help us make sure we've talked to people who live throughout Monterey County.



Post Conversation Survey – Thank You for Participating!

We are committed to involving the diversity of our community in Impact Monterey County Community Conversations. We'd also like to learn what you think about this experience. Please help us see how we are doing by filling out this brief survey. This survey is completely confidential and you will NOT be asked for your name. If you do not wish to answer the questions about yourself, please feel free to skip that section and go right to the questions about your kitchen-table conversation.

About you:							
What zip code do you	ı live in?						
How long have you liv ☐ 6-9 years	ved in Monterey Co ☐ 10-20 years	ounty? 🗖 Less that 🗖 More than	an 1 yea ı 20 year	r	☐ 1-2 years	s □ 3-5 e in Monterey Co	years ounty
What is your age? ☐ 40-49	□ 0-17 □ 50-59	□ 18-24 □ 60-69		□ 25-2 □ 70-7	29 79		□ 90
How do you describe ☐ Asian, Native Hawa ☐ American Indian, A ☐ White, Caucasian,	aiian or Pacific Isla Neut, Native Americ	nder can or Alaskan N	☐ Bla	ck, Afric	an American	or African desce	
Do you consider your	self Hispanic or La	tino/a? □ Ye	es	□ No			
What gender do you i	identify as? 🔲 I	emale	☐ Mal	е	☐ Transger	nder	
What is your primary	language? 🔲 I	English	☐ Spa	anish	□ Other		
What is your family in ☐ Less than \$25,000 ☐ \$75,000 ─ 99,999	□ \$25,001	- 34,999 0 - 149,000	□ \$35		49,999 0,000+	□ \$50,000 – □ Don't know	
How many people live	e in your household	l?					
About the Communi	ity Conversation						
How would you rate to Excellent	he quality of the dis ☐ Go			Fair		☐ Poor	
Respond to an Impact Less likely Encourage your friend	conversations and Monterey County A t Monterey County	activities about in Equally lik Aspiration Survey Equally lik "Question of the Equally lik rticipate in an Im	ely /? ely <i>Week"?</i> ely pact Mor		County kitchei	More likely More likely More likely n-table conversa	tion?
Less likely		Equally lik	ely		ت	More likely	

Please use this space to write any additional comments about the discussion. Thank you.

Figuring Out What You Heard - Note Organizing Tool

Use this note organizing tool immediately after the conversation to capture key points/ voices. Take the time to carefully record the highlights of the conversation. It will help ensure that Impact Monterey County is able to accurately aggregate the aspirations and stories of the people you spoke with into the data being generated through the dozens of other conversations being had. Notes should be provided to Impact Monterey County within 48 hours of the conversation. If possible, we ask that you type your notes into this tool and email them to caleb.odorfer@unitedwaymcca.org. Alternatively, you can drop off hand written notes at the United Way Monterey County offices (60 Garden Court, Suite 350, Monterey, CA or 376 Main Street, Salinas, CA).

NOTES:

- You don't need to write paragraphs or even full sentences below. Use words, phrases and bullets as much as you'd like. Do try to use the actual words of conversation participants as much as possible though.
- Don't feel like you need to write something in every box. The questions are provided to draw insights
 out of your raw notes. The boxes are provided to help you organize. If your conversation didn't
 uncover information in a certain area, skip it below.
- In addition to recording the reactions of the group as a whole, try to note any observable themes/patterns with specific demographic groups.

Session Overview

Conversation Leader:	Conversation Note Taker:
Date/Time:	Location:
# of Participants:	# Demo Surveys Submitted:
Atoms to Stars Debrief Date:	Who will attend the Atoms to Stars Debrief:
Describe your conversation and its participants (i.e.	e. demographics, general mood/tone, etc.)

	Guiding Questions	Education	Income/Financial Stability	Health	Other:
Aspirations	What kind of community do people want? What are their aspirations?				
Positives	How does the focus area help to get the kind of community people want? What gave people a sense of possibility that things can be better or different? What's going well in the community?				
Challenges	What questions do people still have? Where do people seem ambivalent or torn? What's going not so well in the community?				
New Conditions	What did people believe could be done to improve in the focus area? Who do people believe needs to act to improve in the focus area?				
Checks	What do people really care about? What was the most important thing(s) talked about?				

Support	Was there a "Best Quote?" Was there a "Best Story?" What words to people use? What emotions did people convey?		
For the Future	What issues do people connect together? Who do they trust to act? Why?		

How did the conversation go? Did you address everything you wanted/needed to? What were the common problems or tensions that surfaced? How were they resolved, if at all?

What was something I did well? You did well? What's something I want to improve on next time? Something you might be able to improve?
What's something we learned about managing the conversation and recording the conversation that we should share with other leaders?