

OHIO SEA GRANT AND STONE LABORATORY

# Leading a Horse to Water and Making it Drink: Case Studies of Getting Communities to Implement Extension Programs Without Community Buy-In

Joe Lucente and David Civittolo



# Presentation Outline

## A brief history about our background

- rationale and history (situations)
- intended objectives
- what is invested by participants (inputs)



- planning workshops, teaching, consultation, and evaluation tools (outputs)
- anticipated results and how they can be measured (outcomes)

# The Situation

- Non profits, cities, townships, counties, etc. are struggling with many organizational facets... in fact, they are struggling just to survive
- Not meeting or having identifiable goals of the organization
- Turnover in staffing and board members..... Or they are not committed to the cause
- Folks not seeing eye to eye

# The Challenge

- Getting staff and board members on the same page (two steps back, one step forward) to strategize, develop, and implement the goals of the organization , program or project
- Have goals, plans, projects that are developed, accepted, and achieved by the organization

# The Good

- Being invited to help organizations with updating their strategic plan, economic development projects, etc.
- The paid staff and the Board are on the same page
- We have all been there



# The Good

- When everyone is cooperating and engaged, it easy to develop a strategic plan or implement comm./econ. development projects
- Once the plan, program, project is developed, follow up is critical
- Need to develop action steps

# The Bad and the Ugly

- You are invited to facilitate/develop a plan, program or project **however** you learn that.....paid staff doesn't want you...or part of the board does not want you
- You feel like you are walking into a hornets nest

# Strategies

- Remain Calm- Discuss your experience with this situation
- Explain that the plan, program, project is for their benefit and how the information could be used to inform decision making
- It is ok to disagree, you all won't agree on everything
- Try to understand their intentions- meet one-on-one if you have to



# Strategies

- Build a rapport with everyone
- Create winnable steps for everyone to see the benefit
- Be careful with team building- it could be a team killer
- Keep meetings short and to the point

# Strategies

- Change the game or mindset- you make the rules
- It's not about them- its about the idea to create a great working document
- Put them in charge....of small tasks
- Celebrate success, failure is ok

# Questions?

**Joe Lucente**

[Lucente.6@osu.edu](mailto:Lucente.6@osu.edu)

**David Civittolo**

[Civittolo.1@osu.edu](mailto:Civittolo.1@osu.edu)