



Stronger Economies Together

Doing Better Together

Implementation

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SET COACHES' GUIDE

Implementation

IMPLEMENTATION:

Guiding the Next Six Months

OVERVIEW

Purpose: During this session, participants will:

- Identify their sustainability goals
- Align Plan of Work to strengthen sustainability

Estimated Time to Complete: 6 months

Materials Needed:

- SET Regional Plan
- 30/30 Action Plan
- Plan of Action
- Measurement Plan
- Ripple Mapping Process

Possible Handouts:

- Are We Ready
- Program Sustainability Assessment Tool
- Roles and Responsibilities

Possible Modules:

- Grant Writing
- Leadership
- Communications Planning

INSTRUCTIONS

Congratulations!

And welcome to implementation! As a coach, this is a huge milestone to have brought your team to this point. However, before you claim the trophy and leave the field, remember this is only “half time.” The next six months are crucial as you move this team from planning to implementation.

You will note that this section does not contain any fancy PowerPoints or videos for you to use in guiding your group. Instead, a set of resources has been developed and assembled and will continue to grow as we learn together how to support SET teams toward sustainability.

Key Goals during Implementation

While the course of the next six months will vary greatly by region, a few key goals will be consistent across the SET family. Coaches should assist regions in:

- Establishing a leadership structure
- Creating a communications system (internal and external)
- Forming expectations for action
- Beginning measurement steps
- Document progress at the end of the year (Ripple Mapping)

Your team will define its own goals beyond this. The tools described in the coming pages can help you provide guidance as you seek to launch this team into strong, sustained implementation of their SET plans.

TOOLBOX

Below is a listing of a variety of tools available for your use. Feel free to suggest or add tools to the SET toolbox as we explore this phase together.

TOOLS YOU ALREADY HAVE

SET Regional Plan: First and foremost, the SET Plan is your region's implementation guide. The whole purpose of this implementation period is to ensure that the work of this document grows legs and runs toward success. Within the document, these additional tools will also help guide this phase:

Plan of Action (30/30): During each implementation session, review the Plan of Action (30/30) and check for progress. A good practice is to put the Word version up on a screen for all to view together and walk down the identified steps using these questions as guides:

- What has been accomplished since the last meeting? (Mark those as complete in the right hand column.)
- Has anyone hit a roadblock with a step? If so, brainstorm solutions. How can we, as a group, maneuver around or past this challenge? Edit the Plan of Work to reflect the changes, if needed.
- Has anything changed that leads to a change in our steps, timelines, or responsibilities? Discuss those and make any adjustments to the 30/30.
- What additional steps do we need to add to further our progress?

Measurement Plan: During each session, take time to review the Measurement Plan and any associated measures that have been gathered. Consider these guiding questions:

- What measures have been gathered since we last met?
 - What did we learn from the measures?
 - How do we need to change our course for the future based on these measures?
- What steps do we need to take toward other measures we are not yet measuring?
- Do we see any need to adapt our measurement plan at this point?

TOOLBOX

ASSESSMENTS

Three different assessments may be helpful to employ as you begin this phase of the work, depending on the maturity of your group.

Are We Ready

You may remember that during the site visits before SET regions were selected, you used this tool to assess readiness for SET. Consider bringing this tool back to the group and having them complete it now. Compare to their original scores (or summary scores) and discuss places where they have grown versus places that still need work. Use these areas as guides to the next steps.

Program Sustainability Assessment Tool

This tool was developed for the healthcare field but is quite applicable to SET regional work. The tool walks team members through 8 Domains to assess strengths in each. The tool includes a scoring rubric that can be used to compile and average scores across the team, if desired. If a less formal analysis is appropriate for your group, you can simply provide the tool and allow each person to complete it, including rating their individual responses on the rubric. Then you can ask participants to place themselves on an imaginary number line based on their scores (lowest score 5; highest 35) for each domain. Go through each domain one at a time and ask participants to move to their score for each. This can quickly provide a sense of how the whole group is feeling about each domain. Any place where the whole group is at the lower end OR where the group is divided in their views are clear opportunities for you, as the coach, to provide assistance. The tool site has suggestions to grow each domain. Additionally, the sessions discussed in the next section may provide guidance. <http://www.sustaintool.org>

Roles and Responsibilities

While not exactly an assessment, this listing of roles and responsibilities was introduced to the region at the initial site visit. During that visit, they should have assigned someone to each role. Consider these questions:

- Are these roles still in place?
- How should they be adapted to fit the implementation period?
- Who will take each role?
- What roles should be added or refined?

TOOLBOX**MODULES**

Leadership

Is leadership lacking in the SET team? If so, the specific module on leadership and sustainability may provide some insights for your team to consider. Feel free also to use tools you may already have to address these issues. If so, please consider sharing in the SET Toolbox for others to use.

Grant Writing Basics

Particularly for newly formed groups, grant-writing skills may be lacking. While this module is not intended to be an “end-all” session on becoming a master grant writer, it does provide some helpful guidance on thinking about how to begin the process of finding and writing grant proposals that are a good fit to the SET work.

Communications Planning

One of the biggest challenges of a large group is to maintain clear, consistent communication both within the organization and with outside stakeholders. This module explores some of the basic principles to guide both internal and external communication planning.

EVALUATING THE WORK

RIPPLE MAPPING

As you close out the implementation period during which you have provided coaching, please use the Ripple Mapping process described in the handout to document progress. This is an essential tool, not only for the region to begin to document a picture of their progress, but also to help inform the SET process of important accomplishments and potential opportunities for growth.

Handout: Community Capitals one page table (From Session 3)

Materials: Flip chart or newsprint and markers

Ripple Mapping: Instructions for Mapping Impact

1. Welcome participants
2. Purpose of the activity is to look at how the work has made a difference in the community and to use that information to think about what we can learn from our work together, how we can use that information going forward and how we can evaluate that work.
3. Begin by asking people to share in pairs for about 5 minutes specific efforts or changes that have taken place because of the target program.
4. Write the capitals around the edges of the map with a brief explanation each. Place them in the same location and order as the sample chart in this document to allow for ease of region-to-region comparison. [Handout on Community Capitals from Session 3]
5. Write SET (Stronger Economies Together) in the center and explain that you will be mapping results of that effort.
6. Explain the three levels of ripple process and that the purpose of this tool is to better understand the impact of our work by thinking about it as a pebble or boulder in the community pond. Using the capitals to frame this discussion helps us think about the whole community and avoid overlooking some aspects. Some find it helpful to draw

three rings around the center topic with ring 1 representing the first ripple right around the topic, ring 2 around that ring, and ring three representing the outside ring.

7. Begin mapping the first ripple with the question – What specific actions or activities were started because of the initiative? Put the items generated during the first ripple discussion near the center in the section of map in the region of the map framed by the capital they represent. When the map is done, you should be able to see all the social capital impacts, for example, in one section of the map. Probe for more ideas by asking about changes in the capitals not yet mentioned. Keep in mind, though, that an identified initiative may not necessarily impact all 7 capitals, and that is ok.
8. Begin mapping the second ripple by focusing on items in the first ripple and using questions like: “who is benefitting and how, how is the fact that people are doing things differently affecting others?”
 - Use a different color, so the ripples are evident in the colors scheme.
 - Draw an arrow from the item in the first ripple to the item in the second. Sometimes there are multiple arrows. The arrows will show the process by which change was accomplished which can inform new efforts.
9. Begin mapping the third ripple by asking the question, “What changes are you seeing in the community’s systems and institutions and organizations? Are everyday ways of thinking and doing changing? How?”
 - Use a new color.
 - Use an arrow to link items in the second ripple to those in the third ripple.
10. Ask, “What do you think the most significant change is on the map? Why?” Use red to star those items.
11. Initiate a brief discussion on how the map can help with evaluation. Looking at the map and thinking about the impact of your work, what questions about your work would you like to have answered? Are their items on the map for which data is already available?
12. Initiate a brief discussion on how this reflection process can provide insights into next steps.
 - “What are the implications of what we learned about our impact from the mapping that will be helpful in our next round of our work?”

- “What additional stakeholders should we add to our advisory committees or project committees based on how we are impacting the community?”
- “What are next steps we might like to take to increase our impact?”

Once the session is complete, take a good quality picture of the map for evaluation use, but leave the map with the region – it is a record of their work. Please also take a picture of the participants with the map to use in promoting their work.

Evaluation: Using the picture of the map, full in the evaluation tools below to document results. Forward to SRDC (Rachel Welborn) along with the pictures to share impacts.

NOTE: Ripple mapping can also be used to help plan an initiative. Here the questions would be, “if we are successful, what will people be doing differently, how will that make a difference, and what changes do we hope to see in organizations, everyday ways of thinking and doing, and community/neighborhood characteristics.”

Special thanks to Dr. Mary Emery for her guidance:

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EVALUATION TOOLS:

Evaluating the Ripple Mapping is a three part process using the tools and descriptions below.

Number of actions or impacts by community capital

[Add the number of actions or impacts written on the map by ripple and by capital.]

[Region Name]				[Date]
	Ripple One	Ripple Two	Ripple Three	Totals
Natural				
Cultural				
Human				
Social				
Political				
Financial				
Built				

Self-Identified Greatest Accomplishments of the Region

[Write in the items under Ripple, then total the number of items by capital in the right hand column]

[Region Name]				[Date]
	Ripple One	Ripple Two	Ripple Three	Totals
Natural				
Cultural				
Human				
Social				
Political				
Financial				
Built				

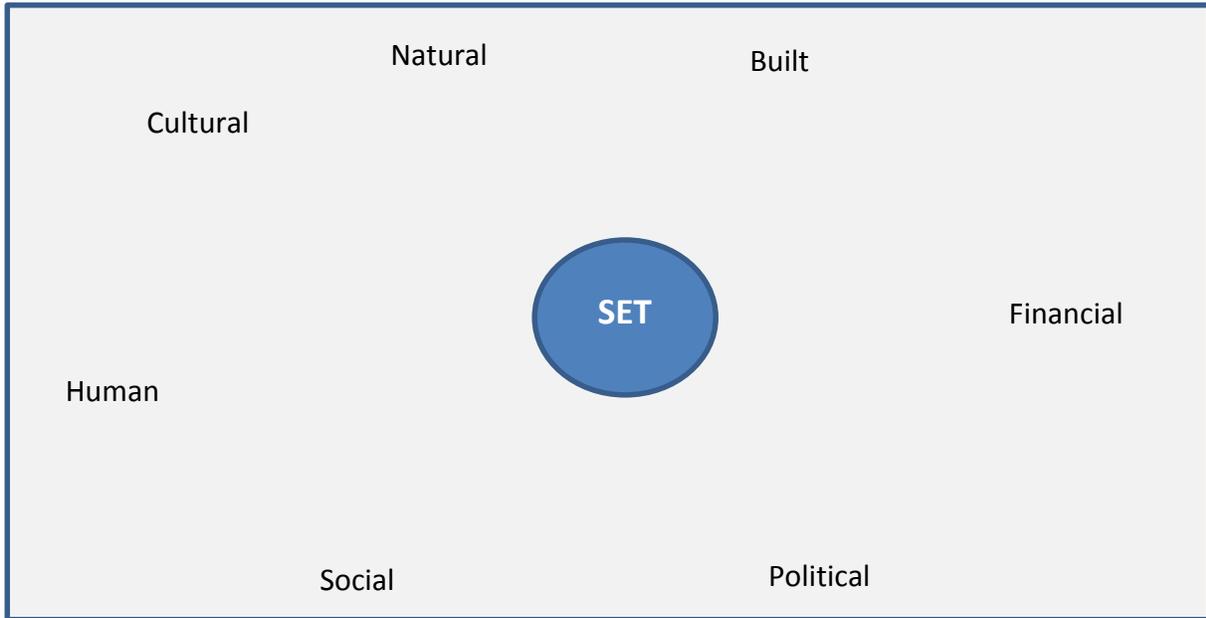
EVALUATION TOOLS, CONTINUED

Measurable Impacts:

[Generate a bullet list of measurable impacts. Some samples are below.]

- 15 students graduated from new certificate program
- 6 new businesses completed website training
 - 3 of them have launched new websites
 - 2 are reporting growth in sales (might have actual numbers OR this could be a follow-up call to those businesses)
- 3 specific challenges identified in the Business Retention and Expansion survey have been addressed.
 - [what were the challenges – what did solving the problems accomplish]

Sample Map Diagram:



Example of completed map:

