



Mel King Institute
for community building

Rising Sun Consulting



ORGANIZING & ENGAGEMENT CORE SKILLS TOOLKIT



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- COMMIT TO SOCIAL CHANGE
- BUILD RELATIONSHIPS
- FOSTER COMMUNITY LEADERSHIP AND POWER
- CREATE CAMPAIGNS AND INITIATIVES
- MANAGE PROGRAM AND TEAM
- SUPERVISE STAFF

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A black and white photograph of a toolbox and a power drill on a concrete surface. The toolbox is open, showing various compartments and tools inside. A power drill is resting on the toolbox. The background is slightly blurred, showing some outdoor elements like grass and a fence.

INTRODUCTION TO THE TOOLKIT

This toolkit was designed to support the professional growth of community organizers and community engagement staff. The toolkit was developed by and for organizers! Front line organizers helped identify the 6 competency areas and piloted the tools, offering feedback on content and format.

We encourage you to set aside the time for professional development, so that you can be a more effective organizer. The toolkit includes:

1. **Core Competencies Chart**, which describes six key skill and knowledge areas that are vital for strong organizers;
2. **Tracking Tool**, through which staff can evaluate their skill/knowledge levels in the six core competency areas and identify next steps to deepen their learning; and
3. **Training and Resource Catalog**, which staff can use to identify courses, conferences, online and other resources from around the US, to help achieve their professional development goals. This Catalog is housed on the Mel King Institute website.



TOOLKIT TIPS

Remember professional development is more than just trainings! There is a myriad of effective approaches, including:

- Action & reflection cycle - doing the work with regular supervision and reflection.
- Peer learning - organizers peer group, cohorts & informal opportunities, such as site visits to other organizations that are doing excellent organizing.
- Coaching or mentoring by someone internal or external to the organization.

Organizational buy-in and support is a crucial ingredient to successful organizing that is not reflected in these tools. Although this is not within the direct control of organizers, as teams we can often push our organizations, urging them to:

- Express commitment to organizing in missions, Strategic Plans & other core documents.
- Provide financial and other support for organizing and for staff professional development.
- Ensure Organizing Directors have a seat on the management team.
- Express commitment to organizing regularly and vociferously – especially Executive Director, Board of Directors, and other organizational leadership.
- Take steps to deepen the organizing skills and knowledge of all staff/Board members, especially those supervising organizers.

CORE COMPETENCIES CHART

COMMIT TO SOCIAL CHANGE

- Comprehension of systemic injustice & root causes
- Knowledge of community organizing & engagement
- On-going learning on race, gender, class, sexual orientation, gender identity, immigration status
- Grasp of issue(s) relevant to your work: housing; education; immigrant rights, etc.
- Knowledge of how policy decisions get made
- Self-reflection, self-care & balance, modeling values

BUILD RELATIONSHIPS

- Active listening & trust building
- Cultural responsiveness & awareness of power dynamics
- Familiarity with the community – issues & stakeholders
- Finding alignment between community & organization
- Verbal communication – 1:1, public speaking & negotiation
- Written communication – flyers, social media, storytelling
- Meeting planning & facilitation

FOSTER COMMUNITY LEADERSHIP & POWER

- Commitment & processes to ensure member leadership (e.g. stakeholder input & decision-making)
- Identify leaders & their skills, interests & aspirations
- Trained in popular education
- Supporting leaders to: develop skills & confidence, increase responsibility & decision making power & to build their own relationships
- Conflict resolution
- Building a base of active members
- Building cohesion & collective power

CREATE CAMPAIGNS & INITIATIVES

- Research & savvy use of info
- Supporting community leaders to: (1) identify issues (2) conduct power analysis (3) craft vision & strategy
- Assisting in chosen tactics/activities (public meetings, advocacy, creative actions, etc.)
- Facilitating leaders in evaluating and adjusting plans
- Building relationships with allies
- Build coalition and manage coalition campaigns
- Messaging/media

MANAGE PROGRAM & TEAM

- Team building
- Initiative & innovation
- Time management & multi-tasking
- Monitoring program(s)/campaign(s) for progress
- Budgeting, Fund raising & Event planning
- Use technology for tracking, messaging & other
- Recruit, train and manage volunteers

SUPERVISE STAFF

- Recruitment
- Training & mentoring
- Identifying skills & potential
- Balancing flexibility & firmness
- Bring analysis of power dynamics
- Advocating for & model sustainable work environment
- Implementing best practices (check-ins, work plans)

GOALS OF THE TRACKING TOOL



The Tracking Toolkit is created to support professional growth among organizers and engagement staff:

01 SHOW THE PATH

Although career paths of organizers can vary, this tracking tool that shows a “typical” trajectory of skill acquisition. The levels of Foundational, Emerging and Proficient for each skill or knowledge set help organizers to assess their current capacity, and then place themselves on the trajectory for further career development.

BE ADAPTABLE 02

Approaches to organizing & engagement are unique! We strive for a flexible and adaptable tool. This tool is for individuals to do a self-assessment and for supervisee/supervisor pairs (or whole departments!) to use together.

03 EMPOWER

The tool is meant to offer a pro-active way to assess skill development, identify gaps, and plan to address those gaps.



SUGGESTIONS FOR USING THE TRACKING TOOL



TIME: 1-2 HOURS

The preparation, completing the Tracking Tool, and discussing the next steps will take about one to two hours. Remember: This is an adaptable tool. The tracker can be used yearly, quarterly, or even as a one-time assessment. The Tracker is not meant to replace evaluation or workplans, but can be used with those tools.



PREPARATION

We recommend that you review the Core Competencies Chart first, to gain an overview of the six core competency areas described by the Tracking Tool. It may also be useful to “calibrate” the tracker by linking how the Foundational-Emerging-Proficient progression might tie to job titles. Roughly, we suggest Foundational would be an Organizer or Community Engagement Officer (1-3 years of experience); Emerging would be a Senior Organizer or Senior Community Engagement Officer (2-5 years of experience); and Proficient would be an Assistant Director or Director of Organizing / Community Engagement (at least 5 years of experience). Please remember that these are merely suggestions. Organizations differ in job titles and expectations and individuals vary in the pace of development.

SUGGESTIONS FOR USING THE TRACKING TOOL



CONDUCTING THE ASSESSMENT

- 1) Self - start the self-assessment and review for your next steps
- 2) Supervisor/supervisee - we recommend that the organizer assess themselves initially and then review jointly with the supervisor.
- 3) Team - each staff member should complete the Tracking Tool (including the director) and then review it as a team.

The table headings on the tracking tool match the six skill and knowledge areas on the Core Competencies Chart.

Every point in each of the areas is divided into subcategories:

FOUNDATIONAL / BASIC

EMERGING / INTERMEDIATE

PROFICIENT / ADVANCED

In each subcategory (i.e. each row), choose from the drop down whether you fall in the Foundational, Emerging, or Proficient category. Do not worry if you have trouble deciding exactly where you fall. The main purpose of the Tracking Tool is to help you identify the areas in which you want to develop further! Ignore any subcategory or page that is not relevant for your organization/work.



IDENTIFYING NEXT STEPS

The last piece of the toolkit is for the individual or team to develop a list of 3-5 next steps on the form provided to move the staff member higher on the scale within Foundational, Emerging or Proficient. Next steps could include workshops, leadership opportunities, mentoring, peer learning and support. The final page of this document is a suggested template for identifying those next steps. A crucial part of next steps is to consult the third tool in the Toolkit, the *Training & Resource Catalog*. This catalog should help you identify specific classes and other resources to help you accomplish your next steps. It is housed on the Mel King Institute website and will be updated regularly.



TRACKING TOOL INDEX

COMMIT TO SOCIAL CHANGE

Comprehension of systemic injustice and root causes

FOUNDATIONAL / BASIC

Basic understanding of root causes of injustice: capitalism, systemic racism, sexism, other –isms.

EMERGING / INTERMEDIATE

Deeper analysis, on individual and systems levels. Sharing analysis with staff & leaders.

PROFICIENT / ADVANCED

Well-articulated analysis and utilizing it to train/support staff and community leaders.

Knowledge of community organizing &/or community engagement

FOUNDATIONAL / BASIC

Understanding of (1) definition (2) key tenets

Understanding how organizing differs from & yet relates to advocacy & services.

EMERGING / INTERMEDIATE

Demonstrated knowledge of (1) definition & (2) key tenets and link to developing leaders, campaigns and community power.

Growing endurance for the long- term fight.

PROFICIENT / ADVANCED

Able to articulate a vision for how to achieve group's goals thru organizing.

Deep knowledge of (1) definition & (2) key tenets and how to translate those into a strong cadre of leaders, winning campaigns, recognized by others. Time-tested endurance.

Continuous learning on race, gender, class, sexual orientation, gender identity, immigration status, age, etc.

FOUNDATIONAL / BASIC

Actively seeking out learning, through reading, films, workshops.

EMERGING / INTERMEDIATE

Ability to integrate into leadership development training and campaign/program coordination.

PROFICIENT / ADVANCED

Commitment & skills to push own organization and community to proactively further racial equity and social justice.

COMMIT TO SOCIAL CHANGE cont'd....

Grasp of key issue areas relevant to work (e.g., housing, education)

FOUNDATIONAL / BASIC

Intro to issue area, key concepts, root causes, impacts on community, power analysis of players/stakeholders & range of possible policy &/or other solutions.

EMERGING / INTERMEDIATE

Strong grasp & ability to teach:

- root causes & impacts
- how stakeholders interact
- pros & cons of various solutions
- how different issues intersect & impact each other

PROFICIENT / ADVANCED

Advanced knowledge & ability to support supervisees & leaders:

- root causes & impacts
- power analysis of stakeholders
- strongest set of solutions
- how different issues intersect & how to build x-issue coalitions

Knowledge of how policy decisions get made

FOUNDATIONAL / BASIC

Knowledge of how policy decisions get made (by gov't, corporations, etc.)

EMERGING / INTERMEDIATE

Active role in campaign that successfully influenced policy. knowledge of policy-making to advance campaign goals.

PROFICIENT / ADVANCED

Mobilize leaders to influence policy. Skillful navigation of policy-making. Relationships with decision-makers.

Self-reflection, self-care & balance, modeling values

FOUNDATIONAL / BASIC

Understanding boundaries and life/work balance.

EMERGING / INTERMEDIATE

Practicing & refining self-reflection, self-care and balance.
Modeling values – e.g., integrity.

PROFICIENT / ADVANCED

Modeling values and self-reflection, self-care and balance with supervisees & leaders.

COMMITMENT OVERALL

BUILD RELATIONSHIPS

Active & attentive listening, trust-building, showing empathy

FOUNDATIONAL / BASIC

Learning active listening.
Building trust by following through & regular communication.

EMERGING / INTERMEDIATE

Deeper listening ability.
Deepened trust with stakeholders, /responsive to feedback.

PROFICIENT / ADVANCED

Able to train staff/leaders in active listening.
Shown stakeholders that you can be held accountable.

Cultural competence & awareness of and ability to navigate power dynamics

FOUNDATIONAL / BASIC

Comfortable interacting with people from different identities.
Awareness & actively learning about different cultures, norms.
Awareness of impact of injustices on power dynamics, in 1:1 and group settings.

EMERGING / INTERMEDIATE

Deepening self-reflection on own identities and impact that has on relationships with stakeholders.
Growing ability to observe, intervene in power dynamics.

PROFICIENT / ADVANCED

Robust reflection
Ability to intervene in power dynamics and support staff & leaders to do so.
Strong ability to navigate relationships to those in power – landlords, developers, City.

Familiarity with the community and organizational alignment with community

FOUNDATIONAL / BASIC

Taking regular action to learn about community.
Identifying common interests of community & organization.

EMERGING / INTERMEDIATE

Strong familiarity with community history, stakeholders, issues.
Open to deeper learning through regular 1:1s, reading, etc.
Navigating competing demands of community & organization.

PROFICIENT / ADVANCED

Advanced ability to support staff/leaders to develop familiarity.
Skilled navigation of relationship of organization to communities.

BUILD RELATIONSHIPS cont'd....

Verbal communication & outreach –

One-on-ones, door knocking, public speaking, negotiation.

FOUNDATIONAL / BASIC

Understand of I:is. /other community outreach.

Practicing lower-risk public speaking, e.g. org events, meetings.

EMERGING / INTERMEDIATE

Skilled at I:is & regular outreach.

Learning negotiation.

Regularly practicing “riskier” public speaking, e.g. media, rallies.

Integrating storytelling & framing.

PROFICIENT / ADVANCED

Expert at I:is; negotiation with allies & decision makers.

Skilled public speaker, AND encouraging others use storytelling

Written Communications - flyers, email, press releases, social media

FOUNDATIONAL / BASIC

Ability to craft compelling messages to varied audiences.

EMERGING / INTERMEDIATE

Building messaging skills - more use of images, memes, storytelling, framing narratives & data.

PROFICIENT / ADVANCED

Advanced messaging skills and regularly supporting staff and leaders to develop messaging.

Meeting planning & facilitation

FOUNDATIONAL / BASIC

Ability to work with group to set feasible agenda.

Help group move through agenda integrating ideas & concerns.

EMERGING / INTERMEDIATE

Skilled at collectively setting workable agendas.

Aware of group dynamics and able to intervene.

PROFICIENT / ADVANCED

Planning/ facilitating AND supporting staff/leaders.

Highly attuned to group dynamics and able to intervene productively.

BUILDING

RELATIONSHIPS

OVERALL

FOSTER COMMUNITY LEADERSHIP & POWER

Commitment to ensure members are in the lead.

Listening & drawing people out- identifying leaders & their skills, interests & aspirations

FOUNDATIONAL / BASIC

Learning stakeholder input & decision-making processes.

Actively listening to member leaders in all contexts.

Basic grasp of leadership styles and key skill areas.

Using I:IS, etc. to learn about members' skills & interests.

EMERGING / INTERMEDIATE

Good grasp & regular facilitation of processes for stakeholder input & decision-making.

Knows of leadership styles and key skill areas.

Uses I:IS, to learn about leaders.

Records leaders' skills, interests & goals.

PROFICIENT / ADVANCED

Expert facilitation- stakeholder input & decision-making.

Teaching staff/ leaders leadership styles.

Support leaders to practice skills, interests & goals.

Trained in popular education on issues & skills

FOUNDATIONAL / BASIC

Understanding of learning styles & skill development process.

Learning popular education and interactive training methods.

Working with team to design and facilitate (parts of) trainings.

EMERGING / INTERMEDIATE

Good grasp of learning styles and skill development process.

Strong understanding of popular education.

Major role in collaborative training design & facilitation.

PROFICIENT / ADVANCED

Training staff/leaders in learning styles & skill development.

Experienced popular educator, supports members' insight into training.

Designing & facilitating OR supporting staff to lead.

FOSTER COMMUNITY LEADERSHIP & POWER cont'd....

Supporting individuals & groups:

- deepening leadership skills, passion & confidence AND
- increasing responsibility & decision making
- develop their own relationships

FOUNDATIONAL / BASIC

Learning processes: collective agenda setting, rotating facilitation, peer sharing.

Encouraging members to share their stories.

Members take on tasks that can deepen leadership.

EMERGING / INTERMEDIATE

Training leaders to build relationships and navigate dynamics.

Members deepen leadership responsibility & decision-making.

PROFICIENT / ADVANCED

Offering leaders feedback as they build various relationships.

Demonstrates increased levels of residential leadership in decision-making.

Conflict resolution

Build a base of active members

Build community, cohesion & collective power

FOUNDATIONAL / BASIC

Facilitation addresses conflict, builds consensus, validate diverse perspectives while identifying common concerns & goals.

Highlighting connections across campaigns & issues.

Building something together, taking time for celebration & reflection.

EMERGING / INTERMEDIATE

Facilitating challenging discussions on conflict area.

Supporting leaders to support other campaigns & issues.

Encouraging leaders to build toward shared goals, celebrate & reflect.

PROFICIENT / ADVANCED

Supporting staff to facilitate solidarity amidst disagreement.

Helping staff encourage leaders to build toward shared goals, celebrate & reflect.

LEADERSHIP OVERALL

CREATE CAMPAIGNS & INITIATIVES

Research - savvy with use of data/info, surveying, community needs assessments and other methods

FOUNDATIONAL / BASIC

Awareness of research methods to assess community needs & assets.

EMERGING / INTERMEDIATE

Employing research methods to assess community needs / assets.

Understanding how best to use data

PROFICIENT / ADVANCED

Supporting staff and leaders use research to assess community.

Training others how to use data.

Facilitate participatory processes to:

(1) identify issues & root causes (2) conduct power analysis (3) plan vision & strategy (4) implement campaign & (5) evaluate & adjust

FOUNDATIONAL / BASIC

Actively learning participatory ways identify & “cut” issues; balance “winning” with mobilizing for the long-term; power analysis; plan campaign strategy; decide when to use which tactics or activities; evaluate & adjust.

EMERGING / INTERMEDIATE

Leading participatory processes to:

- “cut” issues
- map power
- plan strategy
- conduct activities
- evaluate/adjust strategy

Offering strategic input on which tactics to use when.

PROFICIENT / ADVANCED

Supporting staff & leaders to lead participatory processes, to “cut” issues, analyze power, plan strategy, conduct activities & evaluate / adjust action plan.

Use tactics from past/other organizations.

Balancing “win” & mobilization.

Building relationships with allies

FOUNDATIONAL / BASIC

Connecting with organizations doing similar & complementary work.

EMERGING / INTERMEDIATE

Navigating different goals/strategy.

Build new relationships.

PROFICIENT / ADVANCED

Expert working with staff navigating ally relationships.

Ongoing new partnerships.

CREATE CAMPAIGNS & INITIATIVES cont'd...

Implementing “winning” tactics / activities that build toward collective power

FOUNDATIONAL / BASIC

With supervisor, partners, facilitating leaders to implement activities.

Collectively setting goals, activities, timeline, tasks & assignments and evaluate.

Learning when use which tactics

EMERGING / INTERMEDIATE

Facilitating team - goals, activities, timeline, tasks & follow up.

Negotiating with decision-makers.

Training leaders to lead activities & tasks.

Generating solidarity with social, fun & creative activities.

Helping others gauge which tactics –audience & escalation.

PROFICIENT / ADVANCED

Supporting staff or leaders to facilitate goal-setting, tasks, assignments & follow up.

Supporting leaders in key roles – advocate, spokesperson, etc.

Impactful actions –pushing institutional change & base building.

Build coalitions & manage coalition campaigns

FOUNDATIONAL / BASIC

Learning about/shadowing:

- navigating internal dynamics
- facilitating decision-making
- advocating with those in power
- intentionality about role of our org & timeframe, compared to others

EMERGING / INTERMEDIATE

Confident and Able to:

- navigate internal dynamics
- facilitate consensus & decision-making
- negotiating with those in power
- intentionality about our role

PROFICIENT / ADVANCED

Training and supporting staff to:

- navigate coalition dynamics
- facilitate coalition decision- making under time pressure
- negotiate with those in power to achieve coalition goals

CREATE CAMPAIGNS & INITIATIVES cont'd....

Messaging/media

FOUNDATIONAL / BASIC

Crafts proactive messages moving to desired action.

Incorporate members' voices, in media alerts, social media presence.

EMERGING / INTERMEDIATE

Skilled at crafting, testing & measuring "hits" of messages.

Masterful writing, incorporate leaders' voices, relationships with reporters, strong social media presence.

PROFICIENT / ADVANCED

Messaging – train others in effective messaging.

Train staff / leaders in media roles: speaking, written pieces, and social media.

CAMPAIGNS OVERALL

MANAGE PROGRAM AND TEAM

Team Building

FOUNDATIONAL / BASIC

Understanding stages of leadership, group / team building & norm-setting.
Check-ins, feedback & appreciation tools.
Shared work planning & monitoring.

EMERGING / INTERMEDIATE

Deep knowledge learning & leadership styles, group / team building.
Regular check-ins, feedback & appreciation.
Shared work planning & monitoring.

PROFICIENT / ADVANCED

Skilled navigation of diverse styles & group dynamics.
Participatory planning including visioning, goal setting and reflection & evaluation.
Acting as mentor to junior staff.

Initiative & innovation

FOUNDATIONAL / BASIC

Building confidence and awareness of self & environment to enable a pro-active stance, creativity & leadership.

EMERGING / INTERMEDIATE

Deepening confidence and awareness to expand areas in which to be pro-active & creative.

PROFICIENT / ADVANCED

Coaching staff in confidence to enable creative and pro-active stance.

Time management & multi-tasking, adaptability

FOUNDATIONAL / BASIC

Self-managing based on experience in prioritizing tasks. Flexibility in handling change.

EMERGING / INTERMEDIATE

Deep sense of organizational priorities & own abilities; ability to prioritize work.

PROFICIENT / ADVANCED

Regularly dialogue on organizational priorities; prioritization of competing tasks.

Budgeting

FOUNDATIONAL / BASIC

Learning about program budgets, program goals, staffing and activities.

EMERGING / INTERMEDIATE

Manage program budgets with supervisor/ financial staff support.

PROFICIENT / ADVANCED

Creating & monitoring program budgets with minimal support from supervisor/financial staff.

MANAGE PROGRAM AND TEAM cont'd....

Monitoring program(s)/campaign(s) for progress towards goals and objectives.

FOUNDATIONAL / BASIC

Working with supervisor / leaders to review workplans, strategies, goals, and problem solve obstacles.

EMERGING / INTERMEDIATE

Collaborate to develop and review workplans, strategies, goals, and problem solve.

PROFICIENT / ADVANCED

Training leaders /staff to develop work plan(s), strategies & goals, review progress and problem solve obstacles.

Fund raising

FOUNDATIONAL / BASIC

Understanding funders and grant writing/reporting basics; donor solicitation.

EMERGING / INTERMEDIATE

Helping draft fund proposals/reports with donors. Participating in donor visits.

PROFICIENT / ADVANCED

Writing fund proposals & reports and communication with donors. Playing a lead role in donor visits.

Event planning

FOUNDATIONAL / BASIC

Supporting &/or leading the planning - logistics, program & volunteers.
Seeking input from members & others (e.g., facilitate planning committee).

EMERGING / INTERMEDIATE

Leadership role in planning logistics, program & volunteers.
Encouraging members to take leadership for key pieces.

PROFICIENT / ADVANCED

Supporting junior staff to plan program logistics.
Creating events that foster resources & community power.

Recruit, train, and manage volunteers

FOUNDATIONAL / BASIC

Developing methods to recruit, assess skills/interests, identify tasks, train & support alongside own workload.

EMERGING / INTERMEDIATE

Clear systems for recruitment; and training, managing & checking in.
Supporting volunteer development.

PROFICIENT / ADVANCED

Train & support staff to develop systems for recruitment; assessment; identifying tasks; and training.

PROGRAM OVERALL

SUPERVISE STAFF

Staff recruitment

EMERGING / INTERMEDIATE

Using methods to reach a diverse candidate pool.
Ability to identify skills & potential during hiring process.
Seeking alignment with organizing vision and hiring.

PROFICIENT / ADVANCED

Coordinating process to reach a diverse candidate pool.
Deep ability to identify skills & potential during hiring process.
Expertly identifying qualities & skills for alignment between vision/goals and hiring.

Train and mentor

EMERGING / INTERMEDIATE

Creating a collaborative learning environment.
Supporting newer staff to deepen skills through training.
Supervisee shadows supervisor and offer feedback.

PROFICIENT / ADVANCED

Nurture collaborative learning for staff success.
Advocating for organizational commitment and funds for professional development.
Supervisee shadows supervisor; supervisor offers feedback.
Allow supervisee to learn from “mistakes”.

Balancing flexibility & firmness

EMERGING / INTERMEDIATE

Understanding of different learning and work styles.
Clear communication of workplan goals and expectations.

PROFICIENT / ADVANCED

Deeper understanding of different learning and work styles.
Clear systems of communication for expectations and work plan goals, deadlines.

Bring analysis of power dynamics

EMERGING / INTERMEDIATE

Navigating supervisor-supervisee power differential.
Awareness of other power dynamics, challenging -isms on personal / organizational level.

PROFICIENT / ADVANCED

Skilled navigating power differential.
Deep awareness of other power dynamics, continuing challenging -isms on personal / organizational level.

SUPERVISE STAFF cont'd....

Advocating for sustainable work environment

EMERGING / INTERMEDIATE

Modeling work-life balance and boundaries,
Encouraging peer support within & outside of organization.
Offering tools for reflection, celebration, self-care.

PROFICIENT / ADVANCED

Modeling work-life balance.
Protecting newer organizers from “nay-sayers” Celebrating staff “wins.”
Being well-attuned to staff, encouraging self-care to prevent burn out.

Implementing best supervision practices

EMERGING / INTERMEDIATE

Regular check-ins with supervisees offering feedback to supervisors.
Collectively created work plans regularly reviewed

PROFICIENT / ADVANCED

Regular check-ins with supervisees offering feedback to supervisors.
Collectively created work plans regularly reviewed.

STAFF SUPERVISION OVERALL

COMMIT TO SOCIAL CHANGE

BUILD RELATIONSHIPS

FOSTER COMMUNITY LEADERSHIP & POWER

CREATE CAMPAIGNS & INITIATIVES

MANAGE PROGRAM & TEAM

SUPERVISE STAFF

NEXT STEPS

Name of Organizer/Community Engagement Practitioner:

Name of Supervisor (if applicable):

Date:

Top three goals for the coming year, based on the assessment:

1.

2.

3.

We have identified the following suggestions for concrete ways to attain those goals (e.g., workshops, courses, internal leadership opportunities, mentoring/coaching by someone (external or internal) who has the desired skill set, peer learning/support, action/reflection tools, site visit to other organizations, etc.)

Date to review progress on goals:

*Remember to consult the **Training and Resource Catalog** on the Mel King Institute website for possible trainings resources.*