

Use this tool to help you get started in making more strategic investments that better reflect your community, so you can build a track record of success and support in the community for getting better focused and aligned.

STEPS	TOOLS AND TIPS TO HELP YOU
<p>Step 1: Decide to get a win.</p> <p>It can be tempting to try to re-design your investment strategy all at once. But for most of us, that can be too difficult to do and too daunting to undertake. So, take an approach where you can win.</p>	<ul style="list-style-type: none"> • How much of your portfolio can you reasonably re-direct to a new investment strategy without upending all your internal operations and external relationships? • What staff resources can you truly dedicate to this? • How have you engaged your board and staff... (MW: could tie back to board tool or something in it?) •
<p>Step 2: Know what matters to the community.</p> <p>What kind of community do people want to live in, and what's standing in the way? You want to root your investment strategy in what matters to people in the community/area where you are working.</p>	<ul style="list-style-type: none"> • Use Community Conversations (and the Community Conversations Workbook) to set up and lead small at least 3 conversation to get a feel for people's shared aspirations and the obstacles they see. • You can augment this effort by using the Ask Tool either in one-on-one interviews or in small groups. • Use the tools in the workbook to create a summary of the public knowledge you have.

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<p>Step 3: Look at expert research and data.</p> <p>What issues are important in your community based on available research and data?</p>	<p>Don't overthink this part – use your judgment and the data that you have. The tendency will be to get mired down in data analysis. Resist the urge! Keep things moving: what's critical is to start or deepen your new investment strategy.</p>
<p>Step 4: Figure out what kind of progress is doable.</p> <p>You'll want to work in an area or region where you can demonstrate progress. Remember you want to build credibility and trust in your new (or deepened) investment approach.</p>	<ul style="list-style-type: none"> • Use Community Rhythms to identify your Stage of Community Life (this could be for a region, a particular community, a neighborhood or some other defined area where you can work). • Then use the “Do’s and Don’ts” Chart to determine how fast or slow you should move. • Set realistic expectations for change so that you can deliver on what you promise.
<p>Step 5: Address the underlying conditions that will enable you to win.</p> <p>What kind of community conditions are critical to the Stage of Community Life you're in? Make sure to identify the key conditions that are necessary for making progress.</p>	<ul style="list-style-type: none"> • “What issue could I invest more in IN A WAY that also builds the right underlying conditions for success?”

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<p>Step 6: Put a stake in the ground on where you can win.</p> <p>Given what you know from Steps 1-4, where can you get a win so that you can demonstrate what your new (or deepened) investment strategy is – and so you can build a strong track record and trust?</p>	<ul style="list-style-type: none"> • What’s the issue you will address? • What community or area will you work in? • What can you achieve in the duration of your investment?
<p>Step 7: Screen who to invest in</p> <p>You have current investment processes. Use them. Don’t start with reinventing the process. Instead, use the Turning Outward approach to make different choices within the process.</p>	<p>Use the 3A’s Tool to make smart investments.</p> <p>You want to invest in those that can demonstrate:</p> <ul style="list-style-type: none"> - Who has a deep understanding of the community you seek to invest in – its shared aspirations and concerns, leaders, and other organizations? - Who has the community’s best interests at heart? - Who articulates pledges and promises for progress that can be achieved? - In addition, who has the right capacity to get the work done? <p>If you ask for proposals from groups in the community, embed questions in the application process such as, “How will your proposed effort help address [the community conditions the community cares about based on conversations]? How specifically will this effort help create the kind of community people say they want, which is [describe it]?”</p> <p>Use the same questions with the team that is making investment decisions.</p>