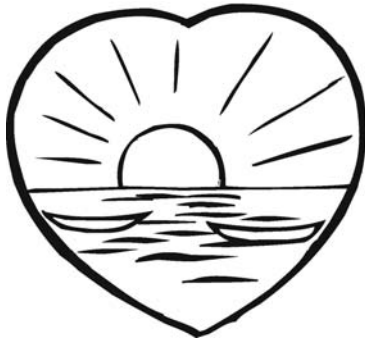


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Community is a dynamic whole that emerges when a group of people:

- Participate in common practices;
- Depend upon one another;
- Make decisions together;
- Identify themselves as part of something larger than the sum of their individual relationships; and
- Commit themselves for the long term to their own, one another's, and the group's well being.



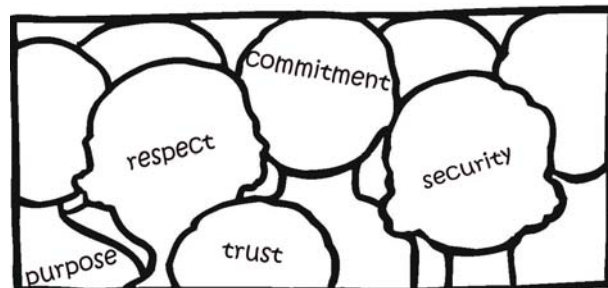
Think of a time when you experienced what you would consider to be true community. What made it possible? What are some core ingredients you would associate with community?

What is Community?

Social scientists have found that all communities are composed of certain key elements. These include:

1. _____
A feeling of belonging or sharing a sense of potential relatedness.
2. _____
Sphere of influence: A sense of mattering and being able to make a difference.
3. _____
Integration and fulfillment of needs: A sense that the resources received through membership in the group will meet one's needs.
4. _____
Shared emotional connection: the belief that members have shared, and will share, a history of similar experiences.

Community



Is how we interact with each other

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Gallup Research finding: The most inclusive workplaces generate the most loyal employees and those most likely to recommend their employer to others.

How do Americans view their workplaces?

_____ % actively inclusive _____ % partly inclusive _____ % not inclusive

"To Leverage Diversity, Think Inclusively" by Jack Ludwig and Vijay S. Talluri
Gallup Management Journal, December 15, 2001

Continuum of Community: Marginality and Mattering

Marginality: _____

- Exclusion.
- We share in the cultural life and traditions of distinct groups.
- We often remain silent about some aspects of our identity and hide our differences so we fit in.
- We feel separate, excluded, or ostracized.
- We have contradictory feelings — pride and shame.

Mattering: _____

- Inclusion.
- A feeling of completeness and wholeness versus subjugating parts of one's self.
- Others identify with us, care about us, appreciate us, depend on us.
- Our opinions are solicited, and they matter.
- We are valued for all we have to offer, not just our difference(s).

Materials adapted from: Schlossberg, N.K. Counseling Adults in Transition, New York, Springer Press, 1984.

"The person who figures out how to harness the collective genius of the people in his or her organization is going to blow the competition away."

—Walter Wriston, former CEO, Citibank



Why is this valuable?

- Leaders and organizations can make real impact by creating cultures that foster feelings of mattering and discourage the conditions that foster feelings of marginality.
- Mattering and marginality are often felt most deeply when someone is coming into or leaving an organization or parts of it. We can intentionally facilitate better transitions.
- To help others feel that they matter, we must also know that we matter.
- Mattering and marginality gives us a language to use in discussing group process.
- Creating understanding and community can be facilitated by sharing our stories.