SUPPORTING SOCIAL CHANGE

Handbook on Supervising and Mentoring in Community Organizing

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ILLUSTRATIONS are details from the notes of Hungarian organizer, Balázs Hor-váth-Kertész

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PREFACE

HOW DO WE SUPPORT ORGANIZERS AND LEADERS, AND WHY?

Community Organizing in Europe is a new profession, which has ties to several other methods of working with people and communities, based on their locality, common issues and goals. While the editors of this book were thinking about how this knowledge can be spread in our societies, we have also realized that like every other profession, the work of an organizer is also something that needs constant exchange of knowledge and support. Organizations that chose the mission of training community organizing have to also think about their professional development, when they start to work on field. Working with communities is something you definitely cannot learn from a book. It needs a lot of experience, hard moments, conflicts, trouble. And often it needs good people who advice you how to solve these situations.

In this book we collected texts that show different tools and methods of supporting the work of community organizers and also their connection with their leaders and communities. We also document the early stage of our professional development as we asked organizations who have been spreading the knowledge of organizing to write about their practices, the systems of supervising and mentoring the work of their organizers.

Human relations and dialogues are essential in organizing. In supporting the work of an organizer these relations can have different forms:

The word Supervision can be used in who different ways. It could be understood as a more technical form of connection, where the supervisor is someone whose duty is to keep the norms of the professional work, and while helping in professional development, she also has to demand certain outputs and effects. They keep an "employee" accountable.

A different use of the term supervising comes from its use in humanities and helping professions like social work or psychology, and describes a connection in which the supervisor is someone who helps the person develop in their profession and overcome hard situations, resolve conflicts that they face while working with people, both individuals and groups. While this needs extra skills and experience, it is also a more equal connection, as its main goal is the development and personal wellbeing of the person and not the accountability of their work.

This leads to other forms of professional connection, which are less hierarchical. This could be the mentoring work of a more experienced professional colleague, or the consultancy with a professional supporter from outside your organization as a consultant, or even regular or casual talks with a peer organizer.

All these forms of professional support can strengthen the organizing processes as they help the organizer take decisions, learn and reflect on their work. While they are experiencing this, they also can develop similar relations with their peer organizers, leaders or members of their group.

This handbook is like an exposed image: it collects the knowledge, experience and methods that member organizations of the European Community Organizing Network have developed between 2010 and 2018. It also reflects on the need that small/ middle scale organizing projects expose to us, while in a few years' time when organizations grow and shrink, these systems have to be transformed. The adaptation of different experiences and systems of professional support will be helpful during those transitions, and can help new organizations to develop their own system.

Mónika Bálint
Civil College Foundation

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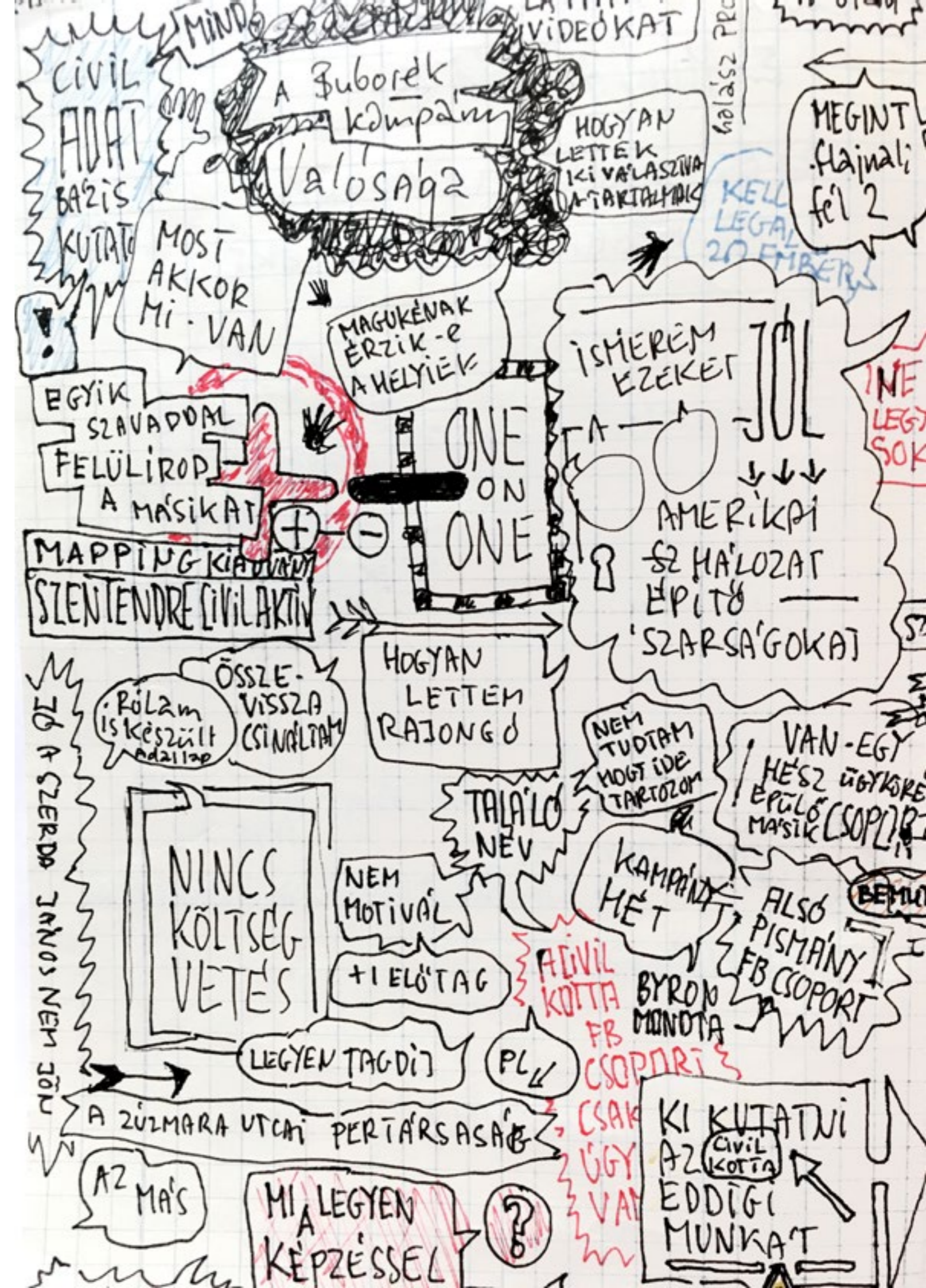
II.
BÁLINT VOJTONOVSZKI

CONSULTATION WORK IN THE EUROPEAN COMMUNITY ORGANIZING NETWORK

The European Community Organizing Network (ECON) is a network of organizations applying community organizing to achieve a more democratic and just future for the whole of Europe. The network has more than 20 member organizations from over a dozen countries, mostly from the Eastern- and Central-European region. ECON was founded more than a decade ago but was only established a formal organization in 2016. Its activities include regular meetings for its members, as well as trainings and other professional events focused on peer-to-peer learning and international cooperation. One of our latest projects also involved handing out small re-granting grants to neighborhood- and issue-based groups associated with our member organizations. The provided support consisted of accessing a small-scale campaign fund and optional consultation, in order to enhance applicants' non-partisan political organizational work.

But what do we mean by consultation inside ECON? This being our toolkit's somewhat new professional way of supporting community organizing, there are many answers to this question.

Consultation might take the form of a professional relationship with a written contract, and regular personal meetings, which therefore might also entail adequate payment for the service provided. On the other hand, we believe, that when an experienced organizer gives advice online a few times on specific issues to a field organizer who started

working recently, that should also be called consultation – even if the consultant's salary here might „only" be a better relationship to the consultee and/or the organization itself. But there are organizers active in ECON, whose day-time jobs are made up mostly of consulting with field organizers across their respective country, and they also supervise them. There are also examples of consultancy when organizers who have a professional relation of long standing will have regular professional discussions in relation to the work of one of them, with a symbolic payment. For example an apple pie.

So the consultancy work inside our network might have several very different faces – why do we insist on calling it all by the same name?

Although these activities might include very different approaches and tools, such as story-telling, open-ended questions, regular documentation, personal strategy-building among others, we believe that it is worthwhile to address these very different facets of professional relationships with the same title, on the condition that

- they support the spreading and development of community organizing – also strengthening ties between organizers;

- they are one-way relationships, with definite roles of a consultant and a consultee for taking part;

- and they have a common understanding, a sort of a written or non-written agreement, on the limits of their cooperation, and about most of the details (type of connection, length and regularity of meetings, reciprocity, etc.).

In order to develop and support the consultation work inside our network, and also to harness the professional expertise in and around our network, we invited experienced professionals in the field of community organizing in an open call and thus started a work group on Consultation in 2017. We are still in the process of getting to know the work each member does, so we could learn from each other. The goal of ECON is to support and professionally develop the future consultational relationships as we are working for community organizing to spread in Europe – which would mean that the potential need for professional consultation will be on the rise.

We understand that besides financial support, trainings, professional meetings and other group methods, consultation is also a very important personal one-on-one way of fostering community organizing work, and supporting professionally and mentally organizers working for a more just Europe.

If your interested in our consultation work group, take a look at www.econnet.eu and write to: balint@econnet.eu
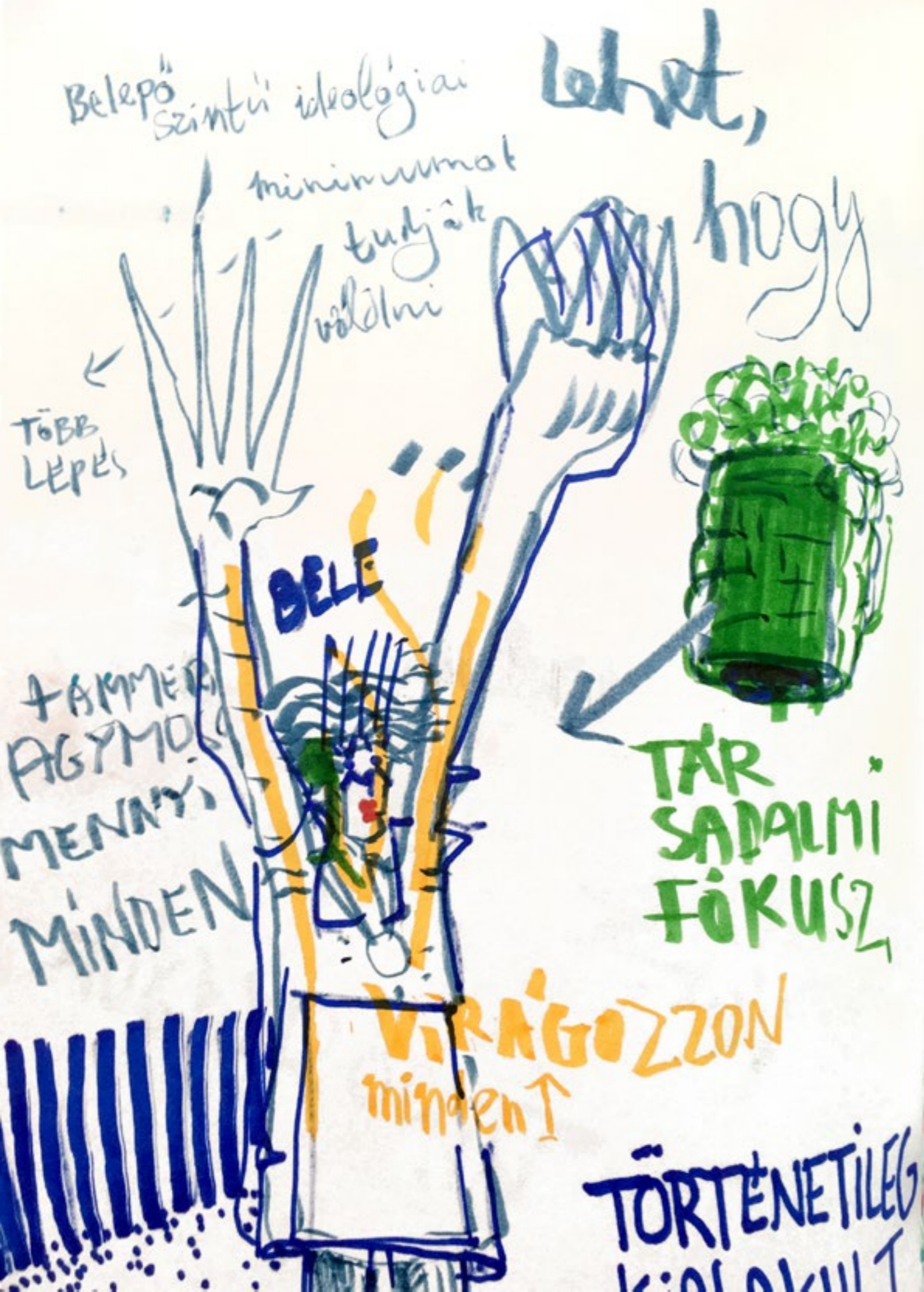
III.
IWONA NOVAK AND DAGMARA KUBIK

THE TASKS AND SKILLS OF A COMMUNITY ORGANIZER

Community organizing is a profession that has many roots, but it is quite new, especially in Europe, where most organizations have only been recruiting paid community organizers in the past decade. While most organizations are developing according to a certain local profile, we have started to train and recruit community organizers who are coming from different areas of life, from different professions. Community developers, social workers, organizational developers, teachers, trainers, political organizers and people from any kind of background who are committed in using methods of community organizing in order to initiate social change. Still there are a few features to developed in their work in order for them to become more effective organizers.

WHAT ARE FEATURES OF BEING AN EFFECTIVE ORGANIZER?

Here are the most essential skills and qualities, which a good and effective community organizer should possess:

SKILLS	QUALITIES
Ease of establishing contacts with people, being a good listener, using "I message" and giving regular and specific feedback	Empathy and diversity
Teamwork	Flexibility
Time management	Willingness to share power and take risk

SKILLS	QUALITIES
Conflict resolution and management	Awareness of his own self-interest
Understanding of group dynamics	Sense of humor
Group facilitating	Eagerness to learn and adapt
Public speaking	Willingness to take directions
Working under pressure	Forward-thinking
Ability to motivate and inspire	Dedication
Ability of self-care (essential to avoid frustration and burnout)	Emotional, social and intellectual intelligence
Leadership skills	Assertiveness
Managing organizational change	
Teaching and learning skills	

RECRUITMENT PROCESS OF COMMUNITY ORGANIZERS

Choosing an adequate person as a community organizer is one of the most crucial decisions to be taken in the organization. The recruitment process may be time-consuming, but it is really worthwhile to devote the time and energy! So what to take into account while hiring a good community organizer?

1. From the very beginning in the recruitment process, a person who will be supervising the new community organizer should be involved. She should play a decisive role in the recruitment process.

2. First of all you have to have a clear picture of who you want to hire. What do you exactly expect from a new person? What qualities and skills do you want this person to have? Will she work for a specific group of people, for example seniors or Roma community? Will she have to travel a lot and work more in the field? If she has little or no experience in work with communities, but lots of potential – will you have funds to invest in her? You need to know what your expectations are for this position before you start to decide who will best fit into your team.

3. Recruitment ought to consist of a few stages:

- writing a clear and eye-catching job description or reviewing the one you already created
- collecting candidates through websites intended for non profit sector etc., using your networking or word-of-mouth marketing

- inviting the most suitable candidates for a face-to-face interview
- organizing an "assessment centre", where several top candidates will have to work in a team on specific tasks. This method requires time, but it gives you thorough insight into a candidate's personality, competences and experience.

Sample questions, which you may ask during the job interview:

- What do you know about our organization?
- Please tell a little bit about yourself
- Why did you apply for this position? Why are you interested in working as a community organizer?
- What is your greatest strength?
- What is your greatest weakness?
- What did you achieve recently that you are proud of?
- Do you have experience in working with groups, in particular with marginalised groups such as the homeless, Roma community or seniors?
- Do you have experience in conducting trainings? How many hours have you carried out so far as a trainer?
- What could be the most difficult for you when you think about working with communities with the use of community organising?
- Imagine that you came into conflict with one of the members of the group you work with. What steps will you take to solve this situation?
- What qualities and skills should a good leader have in your opinion?

GAMES IN A RECRUITMENT PROCESS:

You can use following exercises, which will allow you to check among others: team building, role in the group, conflict solving, negotiation skills etc.

DESERT – GAME

The game is carried out in the whole group. Participants play roles of survivors of a plane crash that crashed in the desert. In the machine, a dozen items remains. They can not use all of them. Task is to decide, which items will they use that are necessary to survive. Participants have to create a ranking, at the top write an object whose impact on survival is greatest and on the bottom – the smallest. In the first stage of the game decisions are taken individually by completing a questionnaire. In the next step group jointly make decisions about the list. At the end of the game, participants receive survival expert report and description of usefulness of every items. They can compare the effects of individual decision and group decision with experts ranking.

Discussion refers to: comparing individual and group decision, decision-making process (consensus / majority voting) why they decide to use chosen decision making process, group process in the game (emergence leadership, conflicts, etc.).

SQUARE – EXERCISE

Participants stand in a circle. Each of them holds the rope and the whole group forms a closed circle . The rope's ends are tied together. The exercise is carried out with eyes closed . The task for the group is to create a square and not open their eyes. During the exercise participants can communicate verbally. If participants believe that the task is done they agree to open their eyes and check how well they achieved the goal.

Exercise is discussed with the focus on communication in a group and its impact on the effective implementation of the task and emergence of leaders. This exercise shows ways of the emergence of leaders in a task group and how communication works in the process of achieving concrete group goals.

NEGOTIATION WITH A MAYOR OF THE CITY – A ROLEPLAY

This exercise involves a roleplay where 2 persons are chosen to personate the Mayor of the City and his Accountant whereas the rest play the inhabitants of given district. They are parents of young children who have no place to play as the only playground in the area is old and in very poor condition. They are going to have a meeting with a Mayor of the City to discuss this issue. They have to establish common purpose and develop strategy during negotiation. The task of the representatives of authorities is to reject parents' demands, explaining that there is no money in the budget for any investments this year.

Discussion is conducted around the negotiation process and the roles, which given candidates personate etc.

- taking a potential candidate to a community where he will be asked to conduct several one-on-ones. This will give you a discernment of his interpersonal skills and how he feels in the direct contact with face-to-face conversations

- and finally making a good decision!

TRAINING OF COMMUNITY ORGANIZER

Training of community organizers is an important element in their development and in development of the entire organizer team, as well as community group members cooperating with them. Good practices in the field of conducting training in general and in particular related to the role of a community organizer is to use "Colbe Cycle". Kolb is an American theoretician of adult education. He developed so-called **Experiential Learning Model.**

This model assumes that effective learning takes place through 4 steps that are related to different adult learning styles.

1. Experience - an important element of training based on the highest effectiveness is the element of experience in the learning process. At this point, we provide a person with the opportunity to experience something and perform a specific activity.

2. Reflection - this stage is about focusing on what happened in the experience so that the person can see what she/he has actually experienced.

3. Knowledge - while creating training exercise it is necessary to put a theoretical element (theoretical knowledge) built on the basis of the experience that took place

4. Practice - this is a reference to how the knowledge and experience gained can be used in practice after the end of the educational situation.

DEVELOPMENT OF ORGANIZER

As a mentor or supervisor we should focus on organizer development. To do that we need to know what are his/her strengths and weaknesses - everyone has both.

We prepared a table that is compatible with the list of skills that we search in good organizer. To use it you can sit down with organizer and analyze every skill, talk about examples and mark skill level on a scale. Base on that we will get to know organizer strengths and weaknesses. When skill is high we can think together how to use it stronger in a community and how to support other organizers in this field. When skill is low on a scale we can think how to make it stronger and create plan for practice and training.

SKILL	1 low-skilled	2	3	4	5 high-skilled
Ease of establishing contacts with people					
Teamwork					
Time management					
Conflict resolution and management					
Understanding of and working with group dynamics					
Group facilitating					
Public speaking					
Working under pressure					
Ability to motivate people					
Ability to ask for help					

SKILL	1 low-skilled	2	3	4	5 high-skilled
Teaching skills					
Learning skills					
Communication skills					
Giving feedback					
Leadership skills					
Assertiveness					
Managing organizational change					
Ability to motivate and inspire					
Ability of self-care					

When we use this approach important is evaluation of progress. After agreed time we might sit with organizer and talk about the progress, successes and challenges, and to revise the plan.

EVALUATION

Evaluation is a process that aims to assess if we achieve our goals. In organizing it is a key element of being more effective as an individual and as a group. We need to help organizers to evaluate their work but also to help them to introduce evaluation as a stable element of community group work. The simplest form of evaluation is to sit down and talk about what happened, what was good and what needs to be improved in a future. To evaluate in bigger groups we might simply ask at the end of every meeting how the meeting went and what should be improved in the future. We might also use a more active exercise such as using postcards with different pictures - after the activity (meeting, event, campaign etc.) you can ask each member to pick a postcard with picture that reflects the best his/her feelings and then talk about pictures as symbols. Good practice is to have set of phone calls or one-on-ones after the meeting asking how members felt during the meeting and what are their reflections afterwards.

STEPPING FORWARD
THE WAY TO THE TEAM WORK

TEAM DEVELOPMENT

Very important element of community organizer work is the team, in which he works. Even when we employ one organizer, it is worth taking care of building a team supporting each other activities and advise. It is also a good base to build coalition with other organizations. If we employ more than one organizer, then as a mentor or supervisor we must take care of development of each organizer, but also the team as a whole. An important element here are regular meetings and sharing experience. Such meetings allow

to look at the problems and dynamics of community groups from a larger perspective. They give motivation for further work and allow to learn from mistakes. Tools we can use to develop a team are the same we use in community organising work. We should focus on group dynamic and ways how to support it and make team grow.

Here very practical and effective is a theory of psychologist Bruce Tuckman who first came up with the phrase "forming, storming, norming, and performing" in his 1965 article, "Developmental Sequence in Small Groups." (Tuckman 1965) He used it to describe the path that most groups follow on their way to high performance.

FORMING

In this stage, most group members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.

If supervisor initiated creating a team, he/she plays a dominant role at this stage, because roles and responsibilities in the group aren't clear yet.

This stage can last for some time, as people start to work together, and as they make an effort to get to know each other.

STORMING

Next, the group moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many groups fail.

Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.

Some may question the worth of the team goal, and they may resist taking on tasks.

Group members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues. Role supervisor in this stage is to show that storming is happening and explain that this is a hard but natural and necessary process. His/her role is to find the best solution for situation that will build stronger group.

NORMING

Gradually, the group moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect authority of leaders.

Now that group members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the goal, and start to see good progress towards it.

There is often a prolonged overlap between storming and norming, because, as new tasks come up, the group may lapse back into behaviour from the storming stage. The role of supervisor is to be sensitive to the sign of conflict and make sure that is something like this happens it is discussed not swept under the rug.

PERFORMING

The group reaches the performing stage, when hard work leads, without friction, to the achievement of the group's goal. The structures and processes that supervisor have set up support this well.

It feels easy to be part of the group at this stage, and people who join or leave won't disrupt performance. This is a phase when supervisor should show directions and just shouldn't disturb team members going there.

Group dynamic is also important part of community organizer knowledge and expertise so great value, as supervisor, is to show this process and create learning situation around that.

SOURCES:

Tuckman, B. W. (1965). Developmental sequence in small groups. Psychological Bulletin, 63(6), 384-399.

IV.
ALEXANDER KRASTEV

BUILDING AN ORGANIZATION

FORMATION OF MOTIVATION TO BUILD A UNIFIED AND STRONG ORGANIZATION

The needs of civil society for capacity building in the community are the main motivation for creating organizations that fight for the rights of small marginalized groups. The process of organizing the community is dynamic, which implies that the community organizer must be flexible, creative, willing to create leadership capacity. Organizing the community aims to organize, mobilize and educate people to build a sense of community. In this way, the community acquires power or influence over problems related to their well-being. Strengthening groups at the local level allows the community to advance to a certain extent by holding governmental and private organizations accountable for policies and programs that have a direct impact on the community.

Creating a strong and large organization aims to develop civilian capacities tailored to the needs of society.

Main Challenges for Community Organization:

• Mobilizing people to implement effective policies and quality service for citizens.

• Increasing transparency and accountability in public activities.

• Improving the management of public resources through community participation in solving problems in society.

The main objective of the organization is to support the quality building and organization of the community. Forming civic capacity and building a sense of community and self-confidence to influence policies in society.

CHALLENGES TO ORGANIZING THE COMMUNITY

National Association of Resource Teachers in Bulgaria

1. CREATING A TEAM

Creating organizational structures was a challenge for the community of specialists, who work with children and pupils with special educational needs. At first it was difficult to develop roles and rules in the organization.

Organizing the community is an important strategy at all levels, including at national, regional and local level. An important goal was to develop the potential of people and motivate them to engage in collective goals. This was of particular importance to the community, both to specialists and parents and their children. Reunification efforts involved attracting people and engaging with community issues.

Our leading philosophy was the idea of the great humanist and psychologist Erich Fromm - life has no other meaning than the one that man gives to himself, revealing his abilities (Fromm, 2005).

Our desire is to give everyone equal opportunities, which we consider the greatest value of a humanistic society. To enable people to find their place in life led us into the formation of this national organization.

From ancient times people have created groups, lived and worked in them and through them. By participating in various group formations, they have united their efforts, ideas, and strength to achieve one purpose or another. The group can be quite productive, but also quite inefficient, conservative or chaotic. This depends on its organization. Throughout all the years of human history the fact is simple and obvious - people have achieved their greatest success in joint ventures, creating productive and effective group communities.

Fromm taught us that the community organizer must be an effective communicator. In order to rally individuals around controversial issues that affect our community, it was crucial to get them to realize the truth about the problems, as well as their long-term and short-term impact on their lives. This is one of the great challenges in the process of organizing the community. An important element of the organizing process was to create a core group.

DEVELOPING ROLES AND RULES IN THE ORGANIZATION

Below are some key features and values of our team:

• cooperation

• collaboration

• the total is more than the sum of its individual parts

• common purpose

To achieve a common goal and work together in constant interdependence, people need to be committed. If you want to build a strong organization you need a team:

• The existence of a common goal or common goals to which each member of the team has shared responsibility.

• everyone understands the overall goal and feels bound to the goal of the team.

We assume that the team is not pre-existing or something created suddenly. The assumption that a certain group of people working together will become a team is quite

wrong. In fact, a group of people is becoming a team not only when they embrace the common goal, but also when they build a good relationship with each other. That is why we will focus on two important features related to the team and teamwork - the life cycle and the roles of the team.

TEAM LIFE CYCLE

One of the key team features is efficiency. Its other main feature is member cohesion. The team is most productive when members cohesion is greatest, and when the effect of the team's actions is highest.

Cohesion

We assume that the team is a living organism. And as every living organism, the team also goes through different phases of development.

Birth

For the first few months of our organization's life, cohesion among members and correspondingly efficiency were low. Team members were not yet bound to each other, they were not involved in the team, with only vague ideas about what the team should do, and what role they might have in the whole process. That was the childhood of the team.

Maturity

The team development period in which our performance is highest and the team members are most effective. They realize their common goals and tasks and identify with them. This is the time when the team achieves its top results.

Aging / Stagnation

This is a special period in team development. It can still be quite effective, but something has lagged with the communication and cohesiveness of individual members. People start talking or not listening because they already know a lot about each other, know what to expect from each other. It gets boring.

Role in the team

For an organization to be strong and sustainable, there must be a good allocation of roles. There are many studies and taxonomies of different roles. These are:

- Task- related roles (initiative, search for information, information, coordination, aggregation).

- Group building and maintaining roles (promoting, setting standards, following ideas, expressing feelings).

- Both task and development related roles (assessment, diagnosis, consensus, mediation).

VISION FOR TEAM BUILDING AND TEAMWORK SKILLS
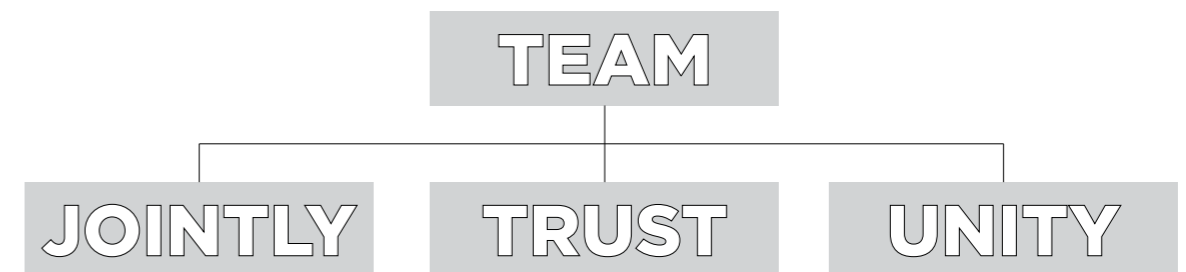
Trust as a factor for the effective functioning of each team is related to several components of group life and cooperative activity.

Unity or "brazing" as "a process of the emergence and development of a sense of us, overshadowing individual motives and differences. Team members are united among themselves because they achieve a common goal.

DEVELOPING MEMBERSHIP - because we think membership-based organizations are effective.

- The core group engages and motivates other members of our organization.

- Attractiveness for membership. The more attractive a team is, the more cohesive it is, therefore, the membership has become highly desirable and, hence, the adoption of group norms more complete and unconditional;

- We achieve similarity to individual values and attitudes;

- Clearly formulated objectives and tasks;

- Having a common goal;

- Success in achieving the team goals and relative status of the team over others;

- Availability of sufficient resources available to the team;

- Supporting organizational environment (ie. in particular, the culture that stimulates bridging trust and the team form of assessment);

- The availability of relevant skills;

- Clarity of tasks;

- The presence of a common team target, which does not reduce to individual ones.

**WHAT ARE THE BENEFITS OF WORKING IN A TEAM?**

- Improving morale and motivation;

- Increased efficiency of work;

- Improving job satisfaction;

- It is much easier to overcome the problems when working together.

WHAT MAKES A TEAM WINNER?

- Functional roles: assignment of tasks;

- Collective roles: the role we take on in our contribution and interaction with the rest of the team, the individual traits of each team.

WHAT MAKES A TEAM WINNER?

1. The team should know what they are doing, and come to agreement about their goals;

2. Individual team members must be guaranteed the right to freely express their opinions, to say when they disagree or do not understand;

3. Individual team members should contribute different skills; if anyone is in possession of any skill you need, success is secure;

4. There must be a sense of belonging to the team, which creates mutual trust and support among its members;

5. The process of working as a team must be transparent so that everyone can understand the procedures and rules;

6. Periodically take time to review the "health" of the team to look around and ask yourself, "How are we doing?".
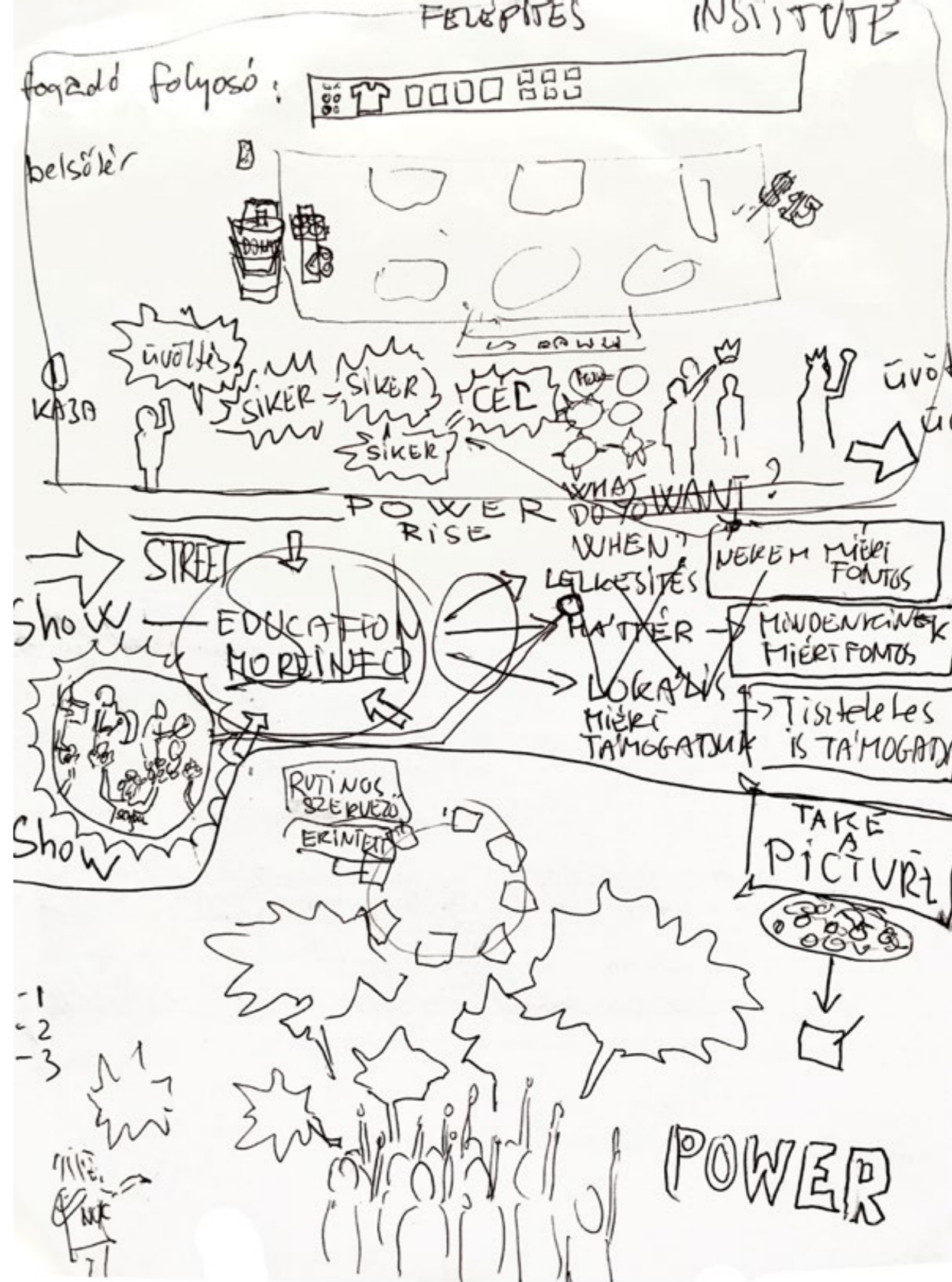
V.
MÓNIKA BÁLINT
with the contribution of Boglárka Mittich

LEADERSHIP DEVELOPMENT

The main goal of the work of a community organizer is to build strong and sustainable organizations. The key element of this task is to find people who are able to lead the work of these organizations. In this way the organizing work is the art of helping individuals to become leaders and take responsibility for their organizations and feel ownership over its goals and actions.

1. ORGANIZATIONAL STRUCTURE AND LEADERSHIP

In the section above (in the text of Alexander Krastev) we have seen a few important elements of how a successful team can be built, and how it helps to keep people motivated. In organizational development practices and theory the roles of a team member, his tasks, the skills we demand and the tools of helping her work are all strongly connected with the organizational structure, personal connections, working methods and regulations, and policies within the organization. An important role of the organizer to facilitate the members to actively work on these elements and help individuals (leaders) to find their position.

SUCCESS CRITERIA OF AN OPTIMAL ORGANIZATION CAN BE:

While building the organization you need to take care of building personal connection, the informal network of individuals who are creating the community, and a formal system that we call organization, with roles, regulations etc. In the first phase of community organizing we have talked to dozens or hundreds of people and we found some of them interested in working together. We beginning by developing a group, and through making many interviews we will find a range of different people with different background and skills. We will need to develop their roles and tasks together. When a group and an organization is already established we are able to analyze our capacities, strengths and weaknesses, and will have the ability to recruit members and find partners by the needs of the organization. What are the key areas of knowledge or skills that will make us stronger? Who are the types of people we are looking for? By this time we are not only forming a group but we have developed a common identity, that the new members are going to be able to connect to, with a set of values we share. This includes a common

vision for the future, a mission with a set of goals we want to reach, possibly a name, a logo, and even a motto that we can use when communicating about our organization and its history. It is also important to have a clear communication system, that keeps people connected, makes decisions and working processes transparent to all members. In a democratic organization everyone has to feel that they are connected.

By a system and methods of operation we are also developing a system where roles and tasks are well defined. In a ideal organization there is a core team that are taking responsibility to operate the common working process. Members are assigned to working groups where they take on specific tasks.

These help keep things going. To set new goals and create activities - usually in a form of project campaigns - at one point we will need to make a detailed analysis of our work and our capacities, in a power analysis of where we stand and how much power we have; and finally strategies for short and long term activities. All this will define how we want to work. Every process is supervised in the sense of delegating tasks with deadlines and support to finish them. And there has to be a system of evaluation built in every work process and after every big campaign, or certain regular periods of time.

Once these formal systems of organizational work are created, and we have a clear picture of who we need, it is easier for people to find their place, from taking small tasks in a working group to overseeing a whole process and taking responsibility as a leader.

On the other hand we mustn't forget about the personal side of member development: in the beginning we find their personal interest in joining our work. Later on as we proceed, the long term goals and mission has to become important for the members, but there are other thing that have to keep them motivated: they have to feel respected. They have to get feedback on their work and also take part in celebrating the points when they are able to take challenges and succeed both individually and as a group. As organizers we have to talk to them and constantly see what keeps them motivated, what their needs are, and what help they need.

BUILDING A SYSTEM IN YOUR ORGANIZATION FOR LEADERSHIP DEVELOPMENT:

Every organization needs a system of leader training. It could be done both within the organization (designed by the organizers, leadership) or in cooperation with other organizations and specialists.

There are certain (technical) points that every community organization should cover in their trainings for members and potential leaders:

- Information on the main subjects the organization works on, history and mission of the group, internalizing what has been done before.

- Organizing group meetings, moderation, rules and practical tools in group work.

- Organizing our work and the work of group members.

- Communication within the organization.

- Communication toward the public, working with the media.

- Talking to the media, telling our stories.

- Planning actions and campaigns.

- Organizing public meetings and meeting with decision makers.

- Financial planning, fundraising.

- Developing issues, analyzing power relations.

2. BUILDING PERSONAL CONNECTION, TAKING THE LEAD

Talking to people and building connections is the basic working tool of a community organizer. While you are doing one on ones, you look for problems, issues and emotions that can connect people. You are also looking for the motivations of people who want to make change. In order to get them involved in your initiative's work, you have to build trust. They have to feel that people who they decide to work with - usually on voluntary basis, and in their free time, - have good motivations and mutual good will in doing things together. They have to trust the organizers and other members, especially as in the process of talking and working together, they will exchange a lot of information, and some of it might sometimes even be very personal.

Their actions are often emotion-based. Most people who join community organizations are concerned about how people in power influence their lives in good and bad ways. They see public issues that have a direct effect on their everyday life, and experience that these issues are unsolved. Their political leaders, or businesses are uninterested in changing these things and even unwilling to discuss how they could be resolved. They are distrustful, because they had repeatedly experienced that they are not heard and cannot affect decisions made in their school, workplace, hospital, community, or country. They are often frustrated by this and feel angry.

You can build on these emotions. While talking to people, you have to make sure that you are offering a connection by really listening, inspiring the people in your organization to listen too. You are showing the way to how these emotions can be transformed to mutual and strategic action. On this way, people first have to cooperate with their peers, with members of the organization they join. This is a basic virtue that every member has to acquire. Once that happens, members will start taking on tasks and responsibility in performing these tasks. When you are looking for potential leaders you are looking for people who are not only able to reliably perform, but also are willing to learn to assign tasks for others, motivating them and keep control on processes of their work. They have to feel ownership over the activities they are planning and building together, as well as assuming responsibility.

I is also important for leaders is to be able to motivate others, get people to follow them. In order to be followed, they also have to build connections of, mutual trust and respect with others, indeed with every member and staff.

FINDING THE RIGHT PEOPLE

for each position and task - personal skills and development.

WHO IS A COMMUNITY LEADER?

Community leaders are people who find motivation to improve their own life and also to improve things in their community. They know that they can contribute their knowledge, energy or action and take responsibility. As stated above, people have to be concerned about issues and be angry about the lack of solutions or the lack of power they have, in order to solve them. They have to be able to express these concerns and emotions in public as well, so that they find people who care about the same issues and follow them in action.

In community organizing, leadership is not connected directly to official titles and offices. It is more important to be able to work in a group, take responsibility, and have others follow your activity. Leaders do not have to know everything, but you have to be open to learn along the way, by doing: both by making mistakes and earning success. Working in a community provides the opportunity to try new things and learn together with others. One's social position also benefits from the support of the others, which is a type of capital in itself.

In groups and movements that build wide bases, we need many leaders, all with different skills, worldviews, experiences and knowledge. And all leaders need the support and active work of other members in their organization.

JÓZSEF CSONKA

József Csonka is a leader of the Workfare Movement for the Future group. He has been one of the group spokespersons. The organization was started in 2012. It is a group of workers in the Public Work Scheme of Hungary, a workfare program. They are provided with work organized by the state instead of social benefits, and are given very low wages and bad working conditions, while they do not have time to look for better jobs or training.

Józsi was one of the 5 people who joined the group in the first month, and has been taking tasks in recruiting new members, organizing meeting and campaigns. He was on workfare that time, and stayed in the same "position" until 2016.

József is a leader with vision, who is able to energize and mobilize people with speaking about the injustice and bad treatment of the workforce in the workfare system.

ATTITUDES AND TYPES OF LEADERSHIP

There are certain qualities that many community leaders share. These qualities help people to become good leaders. Sometimes people can be trained to develop these qualities.

Leaders have to show **integrity**, people should trust them and be sure that they are doing things for the good of their community and all its members. Leaders have to have courage to make brave steps, to show the way for others. They have to be **committed**, show persistence when they take on tasks and plan campaigns. They have to be ready to work, and keep on working until they reach the common goal. The way towards winning an issue might be long and members will only keep on working if their leaders do. Working in a community is **working with people.** Leaders need to care of them, and be fully open to cooperate in order to build democratic organizations. They must be open to take suggestions and discuss different solutions for a problem, in order to find the best one. This might also require **flexibility**. And working on campaigns with different tactics will need **creativity**. It is best if there are creative leaders and members in the organization.

Every organization's leadership needs people with different attitudes and ability. In an ideal setting these types of leaders supplement each other's talents and this makes an organization strong.

The **visionary** leader sees the big picture, is creative and can show the way towards the end goal. He is good in giving hope and a reason to act and be followed. He attracts new members and mobilizes people to act. However, he may not be interested in the small details of the work and sometimes even confronts the reality of certain goals.

The **strategic** leader is good in seeing and mapping the power relations, motivations of people, finding tactics that can be used in a campaign and can lead us to victory.

The **process leader** has a good sense of the details of the work process; she manages the team, divides the work to small tasks and manages deadlines.

Ethical leaders can be those who set the stop sign in front of the group (and the strategic or visionary leaders) when the group is leaving the road they planned, when they are confronting their own values.

There also should be an **integrative leader**, someone who cares about the wellbeing of the members and the whole group. They organize events that help build cohesion and recognize tension arising between people and helps resolve it. They would remember to bring a cake to for your birthday, organize free time leisure activities, and celebrate all important events of the organization.

SOURCES:

The Community Tool Box, Center for Community Health and Development, University of Kansas - https://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/become-community-leader/main

Elizabeth Clemants: Taylor Yess, 2014. At: **Planning Change** - http://www.elizabethclemants.com/leadership-5-ways/

Shel Trapp: **Basics of Organizing 1985** (http://tenant.net/Organize/orgbas.html#I11)

VI.
MILAN KAJO ZBORIL

WHY ARE WE WORKING TOGETHER?

THE POLITICAL DEVELOPMENT OF MEMBERSHIP AND LEADERS

Organizers identify, recruit and develop leadership; build community around leadership; and build power out of community. Organizers bring people together, challenging them to act on behalf of their shared values and interests. They develop relationships, motivate participation, strategize campaigns, and take action that enables people to gain new appreciation of their values, the resources to which they have access, their interests, and a new capacity to use their resources on behalf of their interests.

…but for what?

Besides laying foundations for an active and strong community where people work together to solve their problems, another role of the organizer is to envision how a community can turn the resources it has into the power it needs, to get what it wants in the long term perspective. Community organizations, community leaders and community organizers should ensure that citizens are perpetually capable to take political action. It does not require membership in a political party or acting in favor of any specific political party, but to be able to articulate citizens' interests, opinions and visions.

Governments (on all levels) and politicians are competing amongst each other for the best ways to resolve social problems. But in same time they are in competition for influence and power. Community / civic groups without the power are not able to organize a community, let alone enforce their vision and ideas in resolving social problems.

Ideologies and specific worldviews are of particular relevance for governments, politicians, parties, and they have the means and channels promote it to citizens. In case these visions are not ensuring social justice, civic groups should bring their own values, goals and vision. Visions which inspire and justify actions for social justice. They are fundamental elements to build inclusive societies.

Political thinking and political visions are influenced by political ideologies, like, for instance, liberalism, conservatism, and in recent years growing nationalism and fascism in Central Europe. Civic groups should develop and present "de-ideologized" vision as nowadays many parties are stressing their ideological visions more than their pragmatic approach to social and economic challenges. Ideologies are still crucially relevant for political parties, whereby politicians and their voters identify with certain worldviews and political positions.

For civic groups to be effective, their members need to adhere to a common vision and follow democratic group rules. Such civic groups should be open, transparent, inclusive, permitting a divergence of views. Members of civic groups should agree on group goals and vision, taking on an active role and initiative to implement it. Civic groups that are unable to perform well according those rules will likely not succeed as strong and growing organizations. It is challenging job for civic groups to strive to balance different needs and interests of community, as well as individual civic group members.

Civic groups should inform the public about what a group stands for, and convince people to support the group. Civic groups unable to effectively communicate their visions and plans to constituents will not be successful in building broad membership and strong leadership. In its simplest form a civic group message is a statement of why someone should support group effort, or become a group member.

The test of a good message comes when a group member can give a short and exact reply to the question "why should I support your group or campaign?" The member's answer to that question should be the civic group's message. Such groups messages should be backed up with a strategy of how the civic group is going to achieve what it stands for or how it is going to prevent what it is against.

Vision of a civic group should be:

- **Formulated in advanced and used by every member of civic group** – vision cannot be created spontaneously and need to be developed and agreed by group members

- **Brief** – Good vision can be communicated in one or two sentences

- **Easy to understand** – The words that are used should be understandable for people in the community

- **True** – People will not support a group that does not tell the truth.

- **Positive** – Should give people hope that working with civic groups will improve their lives.

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VII.
BÁLINT MÓNIKA – GICZEY PÉTER

POLITICS IN COMMUNITY ORGANIZING

THEORY

Why is political organizing important for a community organizer? The answer is simple: if you want to achieve social change, you sometimes have to influence politics, politicians and people to exercise their political rights, e. g. to participate in elections and support those political forces which want social change and which fight for human and social rights. So, our goals concur. Broadly speaking, all activities which are in connection with electoral processes, from voter mobilization to forming political organizations, belong to political organizing. Political organizing is a non-partisan activity, it does not tell which party or candidate one have to vote. But obviously, coming from core values as social justice, equal rights, democracy, it is often considered as a left oriented activity. Indeed, it raises the quality of democracy and effects on quality of life – that's the point.

Community organizing basically focuses on decision makers, but is issue and policy oriented.

Through political organizing, elections, local or national, can help community groups to reach their goals, put their issues on the agenda, recruit new volunteers and members, strengthen the group cohesion and develop leadership.

Political organizing is important for us living in Central East Europe, as before the 1989-1990 transition there was limited possibility to participate in public life, for lack of a democratic system. That is why these countries suffer from democratic deficit, low levels of trust in democratic institutions, and low level of citizens' participation. People widely share the view that they have no chance to influence decisions. Furthermore, there is a low awareness of citizens' rights.

Populistic party politics (both from left and right) are trying to avoid real questions, discussion policies in public. Therefore issues that need to show high social responsibility of the elected officials – like healthcare, social care system, social inclusion – are often missing from their agenda. Community organizations and other civil organizations have

to challenge this and work on bringing these topics back to the public arena, by defining clear issues that have to be solved and by demanding change [1].

PRACTICE

Political organizing is centered on voters' mobilization. There are some key tools for doing this:

1. CANVASSING – DOOR KNOCKING

Meeting people personally and telling them why you support an issue, and why it makes a major impact. It takes time and as many volunteers as you can recruit. Yet it is the most effective tool!

2. PHONE BANKING

The advantage of this tool is that you can reach much people in relatively short time, but it has costs and reactions are uncertain.

3. SENDING SMS AND E-MAILS

It is good to reach a lot of people but you need a good data base. SMS is a quick attention raising tool, e-mails give broader information about your goals and good to recruit new group member and volunteers.

4. SOCIAL MEDIA

A useful tool, because when one's entire social network lives online, organizers can put issues in the center and can talk about the issues that matter to them using social media.

But one thing is clear: relationships still matter a lot, a strong personal connection is the most important tool in political organizing.

5. USING THE MEDIA

Defining topics in the media and therefore setting the agenda of an election period is a good challenge for any advocacy group or local community. We need to build good

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1   A good example on how to put issues on the agenda is the Citizens UK's General Election Accountability Assembly, 2015, see: http://www.citizensuk.org/citizens_uk_general_election_accountability_assembly

relations to the media and create events where we can express our opinions and demands to journalists, so that they get reflected in the media. Actions, press conferences, interviews given in this period can help create a situation when politicians have to reflect on the agenda that we form. And most importantly it informs the public.

6. ORGANIZING PUBLIC FORUMS

Public forums are events where members of the community and voters can practice their participation and get involved. It also gives opportunity to get confidence in feeling support from their community, from people who experience the same problems and have similar opinions. And most important it builds connection between them. From our side it is important to get these people informed and agitate to use their right to vote, and mobilize others.

PRACTICE IN HUNGARY

Hungarian community organizers began to discuss political organizing in 2016, and in mid 2017 started to develop a strategy led by Civil College Foundation (CCF) to involve the community organizing groups. The parliamentary election on 8th April 2018 gave a perfect chance to try political organizing, in mobilizing people to go to vote, in a non-partisan way, and to put their organizations issues on the agenda.

Our strategic aims were:

- Short term: Speak to the election assemblies and other statespersons that the candidate supports. Tell them our claims (not the issue, but our demands connected to the issues we are working with.)

- Middle: Get a potential ally through the candidate in parliament, to continue the negotiations.

- Long: Increase our influence on local or national political decision making, by showing that our (stakeholder) group is a political factor, counting our vote and our opinion

We offered the following activities to our community organizing groups and through our special webpage 'Still you can vote!' (https://www.cka.hu/szavazz/) to all citizens and NGOs:

1. ELECTION MOBILIZATION

Help get more people in your environment to choose among candidates and parties! This also increases the strength of your community. If you can show that the issues you represent are important to many people who are active and will vote, they will have a greater chance of benefiting from your promises and decisions. Some ideas for mobilization:

Who are those who do not vote? Where are they available? Make a plan.

Tell them why their vote is important. Build this message into newsletters, trainings, conversations.

Organize community conversations about your choices. Inform people: let people know which polling stations they can vote on, what papers they should take with them.

Provide information materials in community spaces.

Speak to familiar organizations, communities, community or social workers so that they can bring their news: voting is important. Get together! Set up a stand in more generous locations, and disseminate information materials.

2. "LET'S TALK ABOUT OUR COMMON AFFAIRS!" - PUBLICITY, ELECTION FORUM, ACCOUNTABILITY SESSIONS

It's easier to compare the performance of your candidates if you manage to bring them around a table and have a discussion. Organize an election forum that can be either a one-off or a thematic series. In this way, you could create more publicity about the important issues that you need, which you will otherwise need to get support to from decision-makers. Some good advice:

Who do you known in the constituency or in the settlement? Get together!

Pay attention to the fact that the candidates are on an equal footing, and to rely on the facts while drafting the opinions. To moderate this forum, select a moderator. If a candidate does not attend the event, we need to communicate this to the public. Online streaming (streamlining) is also worthwhile to organize, in order to reach more viewers. These public events can be organized as forums with individual candidates, or inviting all candidates. If we have all of them in the room, we can have an accountability session, where all candidates are asked directly to say yes or no to your questions (demands).

3. "WE EVALUATE YOUR PERFORMANCE!"

Members of Parliament (MPs) are our employees. Therefore, apart from evaluating party programs, it is also worth taking the time to check each candidate. Research who they are, where they came from, what are the issues they care about and what are their negative sides? What did they say in public? Particularly interesting are the candidates who have are running for reelection, and have shown much performance over the last 4 years. Some tips:

- Look at what the candidate has done in the past 4 years.

- How did the candidate represent the interests of the constituency in parliament? How would you have voted in their place? Rate his decision on a scale of 1-5.

- Evaluate together! Who are you familiar with in your constituency or from other settlements? Bring them in too!

Distribute your views in public, in a balanced way with facts.

In our 2018 voter mobilization campaign we have cooperated with the independent political analyst organization Political Capital. With their help CCF have published a collective analysis on how different parties are addressing certain issues. We developed party program summaries along the 11 policy areas.

4. "CAN WE HAVE SOME QUESTIONS?" - QUESTIONNAIRE, ELECTION MEETING

The campaign period is a good way to focus the public's attention on matters that are important to you. Even though these are not easy to apply, public attention can give you leverage.

Set up a questionnaire and send it to the candidates, or ask questions at party-organized meetings. Make the answers public.

Involve people, groups, organizations that work on similar issues that you care about and sent your questions together. The more NGOs or communities you have lined up behind an issue, or the more constituencies, the greater the chances of winning the party's attention.

You can ask about the meetings organized by the parties. Go ahead, get ready for questions, take a camera.

We focused our mobilization activities on Citizens' Participation Week, which was held 19-25 March, 2018, two weeks before election day. CPW is a joint and accentuated expression of the Central and Eastern European networks, in order to bring the issue of civic participation to greater exposure in European media, politics and civil society. It consists of a series of events that call the attention of the narrower and wider social environment to the importance of participatory democracy, in a loud and accessible manner. Programs are eye-catching, focus on public good, local community and civic action, and they show that this is possible. Local, county and nationwide actions, professional and civil meetings, media events, public gatherings, festivals, exhibitions, etc. all enrich the Citizens' Participation Week program.

https://www.facebook.com/reszvetelhete/

We had an additional campaign, the 'Do not sell your vote!' focusing on Roma voters, and run by young Roma activists, because their general experience was that many of people living in poverty, and especially Roma communities, sold their votes for some 10-15 EUR to political parties. In this campaign we organized shows and forums with famous Roma musicians, explaining the importance of their free voting.
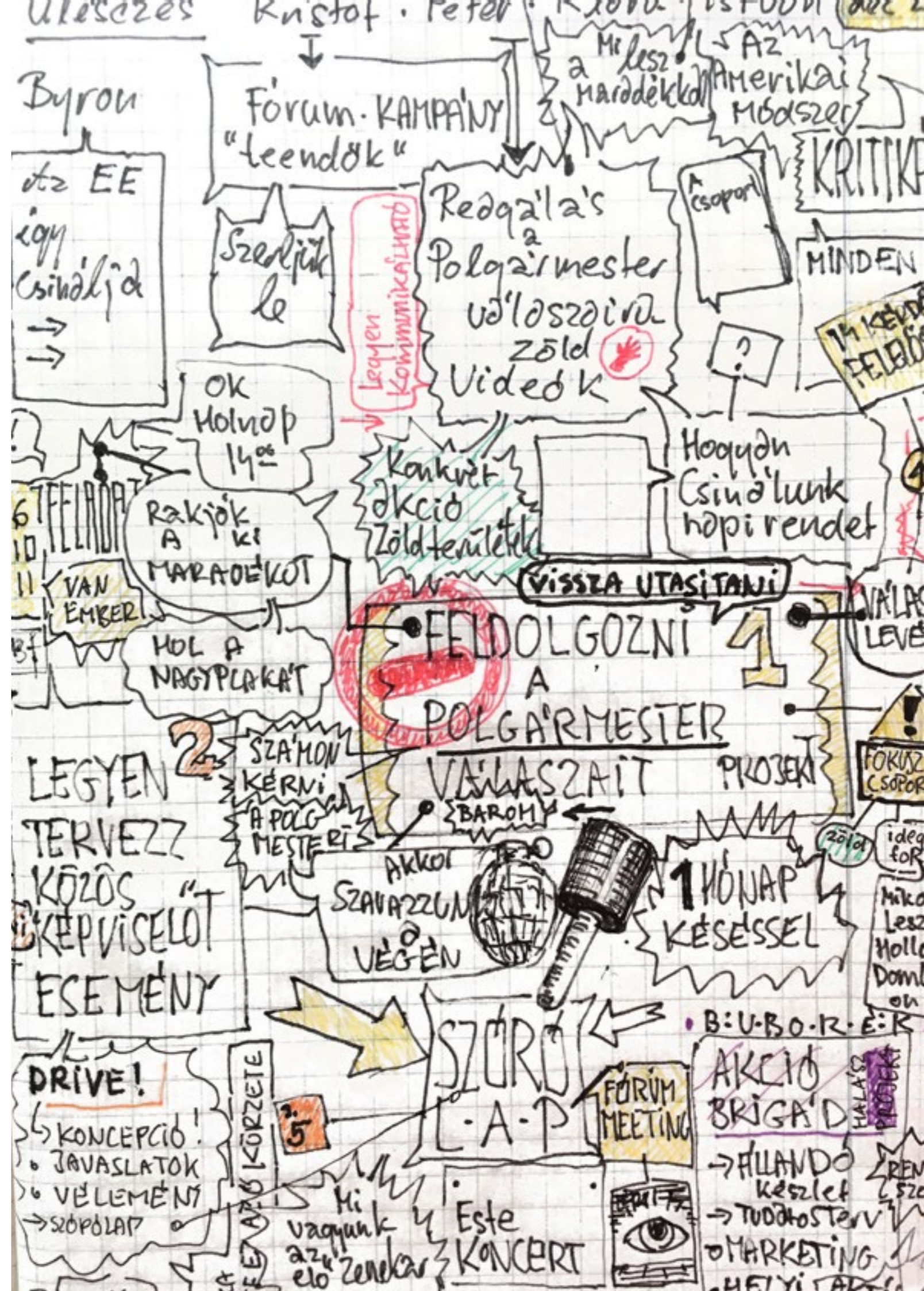
VIII.

PRACTICES

MILAN KAJO ZBORIL:
MENTORING/SUPERVISING PRACTICE OF
CENTER FOR COMMUNITY ORGANIZING
(SLOVAKIA)

Mentor – A mentor is a person who shows you the path. They've been there, they've done that, and they're willing to show you how you can do it, too. They didn't just catch a fish, they built a fishing factory. The most important trait of a mentor is real-life experience. In short, a mentor is a trusted, established example of where you want to go.

(https://www.linkedin.com/pulse/
20140801154027-2445758-consultants-vs-mentors-vs-coaches/)

Mentoring and supervising practice in CKO is based on the recognition that such "one on one" personal instructions and conversation is most effective form of learning.

CKO mentoring / supervising aims to provide less experienced organizers with:

- guidance and encouragement from more experience organizers

- space to ask questions senior organizers.

Guidance is focused **on all aspect of organizers work** and role in community:

- **listening** – how to listen, analyze and use information from community members; how to identify problem and develop campaign

- **research** – how (in close cooperation with community leaders) to gain and share information, options, alternatives to solve identified problems

- **c**ampaign – how to plan and implement strategy during civic campaigns

- **membership** – how to recruit new members, maintaining membership base

- **leadership** – how to work with members to build their capacity to gain leadership skills; how to encourage leadership; how to train and support members to fulfill their role in newly built organization (speaker, facilitator, organize meeting / event, build relations with community and other partners...)

- **building organizations** – how to build democratic structure and participatory processes within community organization

but mentors' role is also to make sure that new organizer is familiar with CKO values and standards, expectations, project outcomes, as well as to make sure organizer has enough information and support to perform their jobs as expected.

Rules of mentoring relationship are defined soon after new organizer is hired.

CKO mentoring consist of:

- written weekly plans and reports

- personal one on one meetings

- group (mentoring / coordination) meetings of mentor and several mentees

Weekly **plans and reports** should **consist:**

- **Reflection** – general reflection what happened during reporting period / what is expected for planning period either in community, organizers private life, country, etc. making impact on organizer work and campaign

- **Meetings** (any meetings - door to door, one on one, partner organization, etc.)
  - from reported period – with whom, results of meeting, next steps / follow-up
  - planed – with whom, why / expectation from meeting, who will participate at the meeting

- **Objectives** – related to all aspects of organizers role (as described above) also divided to:
  - reporting period – what was done and accomplished, or what did not go as planned and what measures should be taken to accomplish planned result
  - planned – new objectives or objectives from past with new approach

PERSONAL MEETINGS

Meetings are held approximately every two weeks. Meeting last around two hours with pre-agreed agenda. Some organizers prefer specific day during the week, according their weekly schedule or routine, but some are more flexible. It is always better to figure out which days and times work best for both - mentors as well as mentee.

Meetings are held in locations where organizers are working. If possible, meetings are held in more formal place (even relations with organizers are good, friendly and informal) – local branch office, office of cooperating organization, etc., Sometimes meetings are in more casual settings as a private house of organizer or coffee shop, a restau-

rant. But always it is individual and confidential meeting. Personal information, personal struggles are not share by mentor with other people. It can be shared only by mentee, for example if she or he wants to discuss specific work-related situation.

In between meetings communication / follow-up is done via phone calls and individual or group emails. CKO has general rules for internal communications - when it is appropriate to call each other, when to answer emails. Those rules were re-confirmed with organizers to make sure that people are not bothered in inappropriate times.

GROUP MEETINGS

Group meetings, meetings of all organizers and mentor that meet on a monthly basis are meant to be "peer to peer" meetings, mutually discuss and solve real-time problems with own experience. Meetings are facilitated by community organizing program mentor. Those meetings are safe place for organizers to share their experiences, successes or failures, and through discussion to share good practices or learn from mistakes, own or fellow organizers. This is also place to brainstorm new ideas, short and long term organizing plans, program goals.

IWONA NOWAK:
SUPERVISION IN BONA FIDES CIVIC ASSOCIATION
(KATOWICE, POLAND)

Over a decade Bona Fides Civic Association has been involving inhabitants so that they could take part in the decision-making process concerning city of Katowice and its particular districts. Comparing Katowice now with Katowice from a few years ago, a great progress in this area has been noticed. However, we still observe a tendency that the most active are few non-governmental organizations and some individuals, "ordinary inhabitants" are usually passive.

We had been looking for various methods, which would enable us to activate more people in Katowice. After a few years of searching and gaining experience in the United States and from our colleagues from European Community Organising Network, in 2011 we started Community Organizing programme. Its main goal is to form local citizens into strong and sustainable groups able to cope with numerous local issues, which affect their communities. Through trainings and regular work with community organizer, local leaders learn how to actively influence public decision-making and change effectively their surroundings. Thanks to community organising method up to date a number of achievements have been gained, to begin with building a parking lot in Ścigały and Kukuczki Housing Estate and skate point in Burowiec district, renovation of one of the roads located in the center point of Kokociniec Housing Estate, first ever meeting with local councilors and representatives of auxiliary council units in Załęże district and to end with withholding forced evictions in Borki Housing Estate. We believe that finally we found a way to give voice to the ones less active in public sphere.

Work of community organizers requires regular contact with members of community, including regular assistance in dealing with issues that of importance to them and also providing mediations in case of conflicts within a group. As work of community organizers is very demanding and they are exposed to huge stress, in 2013 we decided to introduce both an individual and a group supervision. From our viewpoint supervision is especially crucial for organizers who are less experienced in work with communities. It is the best kind of training that is available to them, helping to be strategic and thoughtful about their work on a regular basis, forcing to prioritize, to evaluate and learn from their mistakes.

During an individual supervision a supervisor in Bona Fides concentrates on three categories:

1. supervising issue campaigns
2. supervising organization-building
3. supervising personal development

Only paying attention to all three of these categories provides desired and long-term effects. Of course the balance between them may vary, given that a new community organizer needs more attention and the focus is more on training, specific issue campaign tasks and personal development rather than building the power of an organization, whereas more experienced organizer is more working on developing powerful leaders and sustainable group.

The key to good supervision of issue campaigns is to make a detailed work plan with a timeline, and to set very clear expectations. The groups that are supported by Bona Fides choose independently what are the most pressing issues to be solved in their community, nevertheless, an organizer has to have evident picture of what it is expected from him to be delivered (for example each group should win at least 2-3 issues throughout a year or carry out door knocking as one of the forms of bringing new members into their group).

Good personal development requires that supervisor also takes time to get to know every organizer, to discover his strengths and weaknesses, as well as his professional goals and motivations. If there are more than one organizer, a supervisor takes care of development of each organizer, but also of the whole team. Here could be used tools aimed among others at active listening, building teamwork or managing conflicts.

Building a powerful and sustainable organization or a group should be one of the most pivotal parts of an organizer's work. Concentration during supervision should be here directed towards bringing in new members to groups supported by organizer, developing leaders or building and entrenching Bona Fides reputation and brand.

Another essential aspect of good and effective supervision is building accountability into the work. Following tips can be useful:

- create a work plan, which specifies clearly the goals for each organizer. People can be hold accountable if they know what the expectations are

- provide regular and specific feedback – it allows organizer to improve his skills and correct mistakes. It also keeps him motivated and focused on his primary aim

- introduce periodic written reports – it is a useful way to keep track of an organizer's work. They should be however short and to the point. Reports can serve as a valuable introduction to one-on-one conversation with an organizer

- introduce one-on-one meetings – they should be conducted on a regular basis, preferably once a week. Before the meeting you should get familiar with the written report delivered by organizer and prepare questions, which would turn your conversation into more active and fruitful

- develop periodic performance evaluation – you should carry it out at least two times a year. Evaluation should base on expectations described in the work plan. The stress should be put on until now progress, challenges and achievements as well as plan of the work for the upcoming year. During evaluation you can ask questions like: *What was most challenging for you throughout this year? What was your greatest achievement that you are proud of? What have you learned? What would you*

like to achieve in the upcoming year? How do you assess our cooperation? Is there anything you need from me?

In case of group supervision regular meetings are very valuable tool as they provide space to share experiences between organizers, look at current issues and group dynamic of supported community groups and build teamwork and group morale. Such meetings should ideally be conducted every week or every two weeks, so the team is regularly updated with the progress on the given campaign and other important issues.

To conclude, a good supervisor:

- gives clear tasks with concrete deadlines
- provides regular and constructive feedback
- provides detailed directions for new and less experienced organizer/s
- provides space for organizer creativity
- draws a long-term context of work
- creates a positive atmosphere of teamwork
- underlines organizer strengths and encourage to take on new challenges.

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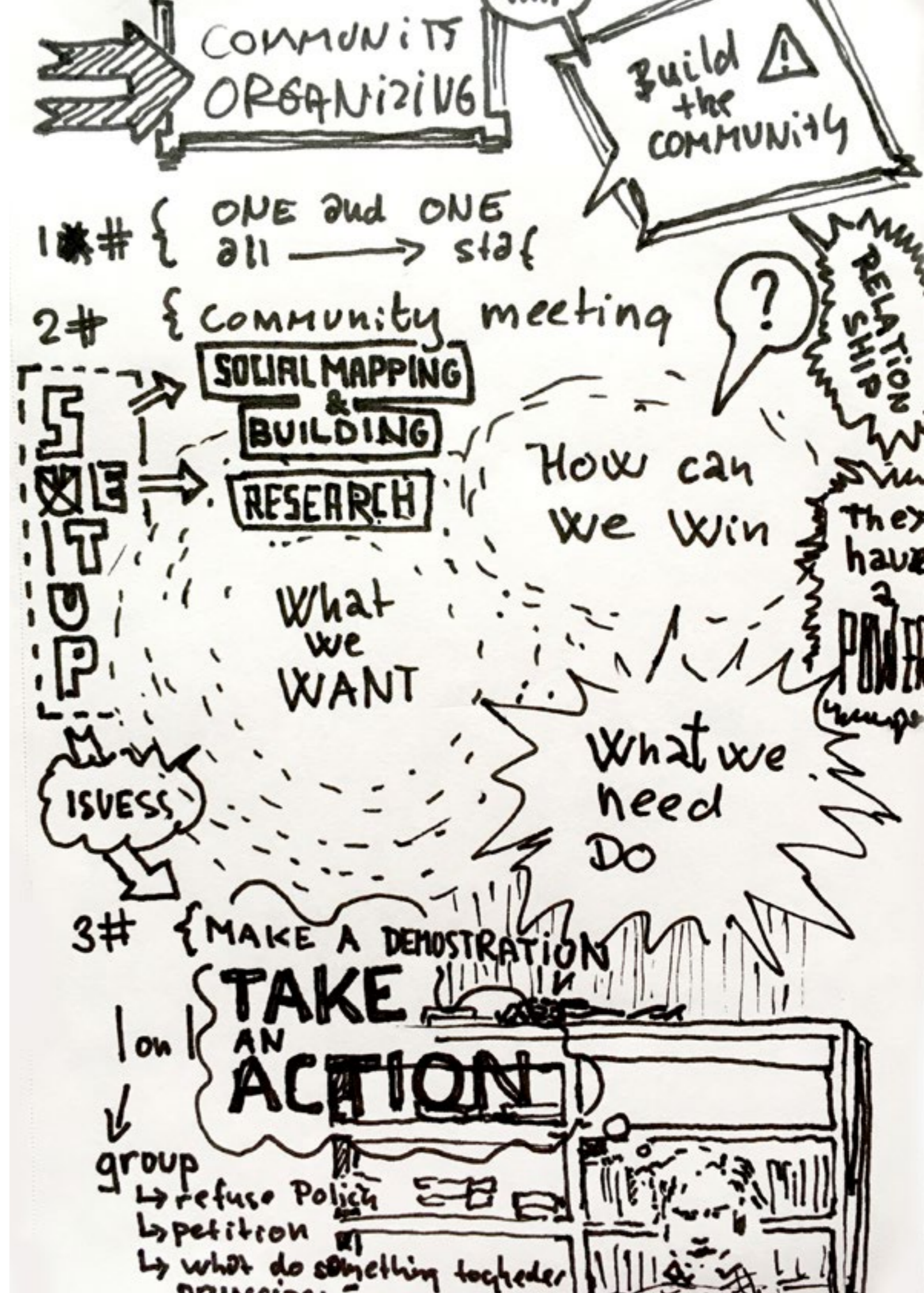
PÉTER GICZEY:
CIVIL COLLEGE FOUNDATIONS ROLE AS PROFESSIONAL SUPPORTER AND ITS CONSULTING PRACTICE (HUNGARY)

THE SIGNIFICANCE AND CHARACTERISTICS OF CONSULTATION

The Civil College Foundation (CCF) provides various types of professional support within the framework of the program, including mentoring for participating community organizers which is primarily built on consultation. Mentoring and consultation is a common practice in social help professions and CCF follows the existing international, primarily US, practice of community organizing in this respect. This essentially means that the mentor and the community organizer are in permanent contact, discussing, evaluating and planning the community organizing process at regular meetings. In addition, in urgent cases the community organizer can immediately take advantage of their mentor's assistance. In the domestic practice, mentoring has further importance because in the process of building a new approach and profession we are at a stage when continuous professional support is essential for the fieldwork started. At the 40-hour basic training and national meetings community organizers are given sufficient qualifications to begin and continue their work, but since community organizing is a community-oriented profession, a stronger professional approach and a more profound and practical acquirement of the methods is realized during the community organizing process.

THE PROCESS

In the process of mentoring, one in-person (most of the time the mentor visits the organizer) or online (Skype, Facebook, etc.) or telephone consultation is held per month for a minimum of one hour (the duration can go up to even 90-120 minutes, depending on the needs of the community organizer and the local situation). Furthermore, during the program period the mentor is ready to assist the community organizer when so requested by phone or email.

To help the mentor's work (as well), the community organizer prepares monthly plans and weekly reports. Both are structured according to the key elements of the community organizing process: organization building, campaigns, in-person conversations / interview marathons, community leaders, formal or informal training of members, self-development and communication of the process. Obviously, when creating a monthly plan, the community organizer calculates and plans how much time to devote to each working phase. In the weekly report, the organizer briefly describes the progress made as well as new developments regarding each activity. As for organization building, the focus is on group meetings and the issues discussed there, community events, intragroup

communication (e.g. mailing lists), the development of the database, and the creation of potential partnerships. The organizers also present the problems and issues they are working on. In the campaign section, the community organizer needs to consider and describe the progress made by the organization (group) in terms of planning - with the help of the campaign planning table - and implementing campaigns and the tactics and actions to be taken. What meetings were held with allied organizations, and has an external expert been contacted in person, over the phone or via Skype? Where does the research laying the foundations of the campaign stand? An important element in this structure is the training of leaders and members, to which continuous attention must be paid so that the members of the group can formulate and represent their interests regarding an issue. The self-development of the community organizer is also inevitable. In this section they describe recently read literature, studies, articles or other reading related to the issue, or in case they have attended some kind of external training, the applicability of what they have learned there. Finally, the external communication of the process is taken into account: what has been posted on the organization's blog on Facebook, what news items have appeared in the media about the process and events, etc. All this is complemented by the attached documentation recently created.

Prior to the consultation, the mentor prepares on the basis of the monthly plan and the weekly reports, and the documentation provided to them. They also orient themselves regarding the broader and narrower social, economic and political conditions that characterize the given environment. During the latter they review the articles, studies and documents available. During the community organizing process they follow media appearances in relation to both the given context and the organization.

Consultation takes place on three levels: the professional, organizational and emotional levels. It primarily happens in an individual (mentor/community organizer) framework, but it also occurs in a group form (involving several community organizers, or several community organizers and community leaders). A mentor usually has 4-5 community organizers to supervise. During the first phase of the conversation the mentor asks the organizer about their general emotional status, and then about recent developments. Then, they analyze developments occurring during the process together. While doing so, the focus is on networking / recruitment conversations, that is, the status of the interview marathon, the problems and issues that have emerged as a result, and people's attitudes. The other thread is constituted by questions around the development and functioning of the organization, and the number and preparedness of members and community leaders. Particular emphasis is placed on the democratic and efficient functioning of the organization and an overview of the techniques that promote it. A separate section is devoted to a detailed discussion of the problems, dilemmas, difficulties, and conflicts arising among people, and outlining potential solutions. During the other half of the consultation, the status of the campaign and the discussion of next possible steps are discussed (rather obviously, since making adequate progress to win the chosen issue is subject to this). Finally, the process and the organization's communication are discussed (where, what and how we have managed to reach the public).

Advanced training: organized on a total of 4 occasions, with the following themes: media, fundraising, how local governments work, group history, and building contacts.

Advanced training courses were held several times and involved international trainers.

Consultation: approximately 2 hours per month involving in-person evaluation, planning, and preparation with each organizer. Setting the agenda of consultations is done with the help of the annual plan, the monthly plans, and the weekly reports.

Summer University: each year, organizers have a chance to attend a domestic and an international summer university. Besides providing an opportunity to learn and exchange experiences, the events also facilitate domestic and international networking, and the development of joint projects.

Joint campaign: coordinated actions during the Citizen Participation Week. In 2017, the community organizers in the program organized 13 street actions, public forums, and media events during the week. www.reszvetelhete.hu

Study trips abroad: through CCF's related programs, each year participants are provided opportunities to attend international programs, experience exchanges, and community organizing training courses, as well as win small grants.

Retreat: each year community organizers attend a 3-day meeting to assist each other and evaluate and plan their work. As a result of the event, participants often start cooperating with each other independently as well.)

The mentor is not an adviser, and it's not our goal to have the mentor tell the organizer to do. Due to their position, mentors are external observers, and this has both advantages and disadvantages. One disadvantage is that the mentor cannot perceive all the particular details of the process, because it's not them who works on the field or know all the members of the organization - they just do not know about everything. By contrast, an advantage is that as an external observer they can view the process from a distance, as if from above, and perceive things that the organizer dealing with all the little threads of work might not consider to be so emphasized or important. By pointing to these, or the less perceived interconnections, they can open a new dimension in the organizer's work. Undoubtedly, the mentor is a helper who, due to their knowledge and experience, can easily find themselves in a situation in which others look forward to their advice, expecting them to tell them what to do. This is exactly the trap that they have to avoid, because, due to the above-mentioned disadvantages, they could be led astray. So one should always keep the golden rule of consultation in mind: do not give advice, but make the organizer realize what the most optimal move could possibly be in the given situation. The mentor does not offer a solution, but tries to bring the ways of finding possible solutions to the surface. Therefore, the mentor primarily asks questions during the consultation, mostly open ended ones such as 'Why do you think this step would be useful?' Any question that begins with 'Why?' greatly enhances the organizer's thinking and helps them recognize and formulate possible steps forward themselves.

Naturally, the mentor also brings up examples related to the given situation from their own professional knowledge and experience, but they do so in a way to facilitate the organizer's independent reflection on how to choose the adequate steps. It is important to encourage the organizer to take creative and innovative steps and search for unusual solutions, but they also have to make sure that the organizer's work is regular and sys-

tematic. Consultation can be regarded as a kind of training, as the mentor often recalls what has been said at training courses, calling the organizer's attention to the indispensable elements of the community organizing process. Closely related to the training nature of the consultations and the professional development of the organizer, the mentor occasionally recommends professional literature, case studies, as well as participation in external training courses where the organizer's knowledge can be further developed. The effectiveness of consultation and the utilization of the contents of consultations are fundamentally influenced by the personal relationship between the community organizer and the mentor: without mutual consultation, trust, respect and partnership, consultations just will not be effective.

SUMMARY

Community organizing is a reflective, and self-reflective, profession. This means that community organizers themselves have to take account of their tasks independently, plan ahead and evaluate what has been done, and make corrections if necessary. This is facilitated by monthly planning and the preparation of weekly reports. Reflectivity and external feedback are provided through the mentoring process, primarily through the consultations involved, and meeting with other community organizers at national meetings. So beyond what has been said above, the purpose of consultations is to broaden the community organizer's perspective, highlight new approaches, and place local problems and issues into greater social contexts, sometimes even into a global perspective. The mentor's job is to encourage and praise the organizer, giving them confidence, inspiration and motivation.

The consultation is successful if both the community organizer and the mentor have the feeling that there is enough ammunition, momentum, and strength to carry through the coming weeks.

Finally, who can be a mentor? A mentor must have a professional qualification and many years of practical experience in social help professions, community organizing, advocacy work and the fight for social justice in general. They have to be up-to-date regarding the domestic and international professional literature. It is important that they have basic pedagogical skills and knowledge, the ability to listen with understanding, as well as the necessary empathy and patience. At the same time, they ought to be familiar with domestic social processes, the main activities of related professions, and everyday politics. From a practical aspect, they need to have completed basic training in community organizing and must have at least two years of experience in community organizing and community organizer training.

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