Harwood Practice Developmental Stages
Applies to small actions and large-scale collective actions

	Stage 1 Community Ownership	Stage 2 Strategies and Action for Impact	Stage 3 Sustainability
Public Innovator – Application of Core Competencies	• Focus on community shared aspirations • Authentically engage community and discern key insights • Apply knowledge from engaging community to decision-making • Strategically share knowledge from engaging community to build community ownership and public will	• Identify and act on specific strategies of change that align to local context • Focus on creating conditions necessary for community change • Determine "who to run with" as partners • Develop networks for innovation and learning • Adopt the right metrics to gauge progress	• Cultivate can-do community narrative • Build capacity of partners and other groups to create network(s) of allies and community strength • Recalibrate efforts based on changing challenges and conditions • Apply core competencies to other challenges in the community
Boundary Spanning Organization – Developing Culture and Focus	• Develop understanding and commitment among staff, volunteers and board on being outward-facing • Create ongoing spaces for innovation and learning that use community as reference point • Apply 3A's of Public Life to develop discipline for being an outward-facing organization	• Apply Harwood practice to one or two key organizational functions • Clarify the primary purpose of organization in driving community change • Communicate about organization's relevance to community	• Apply Harwood practice across main functions of organization • Align organizational structure, staffing, and resources with being outward-facing • Adopt organizational performance measures that reflect being outward-facing

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