



***Change is a threat when done to me,
but an opportunity when done by me.***

Rosabeth Moss Kanter



Community-Led Impact Partnerships
© What is beautiful?

This guide is for people who want to take the lead in solving problems and seizing opportunities.

If that's you, good luck, enjoy the process and let's begin!

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Change will not come if we wait for some other person at some other time. We are the ones we've been waiting for. We are the change that we seek.

Barack Obama



Getting Ready

Taking the first step

Are you an agency with a brief, a group on a mission or an individual with an idea you can't ignore? Maybe you've identified a problem that needs solving or an opportunity with real potential. Perhaps you're ready to step up as a leader or simply tired of watching from the sidelines.

Whoever you are, and whatever your goal, your passion for making a difference is what matters most. That passion makes you the right person to take the first step, even if someone else leads the way later.

But first, a word of caution: while the urge to dive in quickly may be strong, rushing in often leads to mistakes. You're far more likely to succeed if you start by building a strong team, then shaping a clear vision and solid plan together.

This 'Getting Ready' phase lays the foundation for success and a good place to begin is to reflect on what you can bring to your project.



Getting Ready

Taking the first step

			No	Maybe	Yes
1	Passion	Do you genuinely care about the project's success?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Motivation	Would you still push forward even if challenges rise?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Resilience	Can you handle setbacks without losing motivation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	Problem solving	Are you comfortable making difficult decisions under pressure?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Leadership	Can you inspire and motivate others?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	People skills	Are you comfortable delegating tasks and trusting your team?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	Organisation	Can you keep track of multiple tasks and deadlines?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	Decision making	Are you good at prioritising what needs to be done first?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Experience	Do you have the necessary skills and knowledge (or can you learn them quickly)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Kudos	Have you led a team or project before?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	Time	Do you have enough time to dedicate to leading this project properly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Commitment	Are you willing to put in extra effort when required?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Score yourself: **0** for 'No', **1** for 'Maybe', and **2** for 'Yes'.
Add up your total.

Total:

 /24



None of us are as smart as all of us.

Ken Blanchard



Getting Ready

The One Page Plan: turning vision into action

Creating real change in a community isn't just about having a great idea – it's about overcoming the barriers that stand in the way.

That's where the Change Formula comes in: **Change = (D x V x P) > Barriers**. This simple but powerful model explains what's needed for change to take root:

- **D = Dissatisfaction** with the current situation
- **V = Vision** for a better future
- **P = Plan** to make that future a reality
- **Barriers** = The obstacles that slow progress, such as lack of funding, skills, time or support.

If the combined strength of D, V and P is greater than the Barriers, change happens. If it's not, resistance wins and progress stalls.

The One Page Plan helps determine if there's enough dissatisfaction to create urgency, a clear unifying vision and a strong plan for action.

In the end, communities aren't just defined by geography or problems – they are shaped by connections and shared goals. The One Page Plan will help your team bring these elements into sharp focus – turning ideas into action.

Getting Ready

The One Page Plan: turning vision into action



Getting Ready

The One Page Plan: turning vision into action

Project name:

Date:

Version:

Your team

Project leader (if relevant, leave it blank):

Project facilitator (if relevant, leave it blank):

Project size

Small: 1-5 people Medium: 6-10 people Large: 11-20 people Very large: 21+ people

Team size

2-5 people: 6-10 people: 11-20 people: 21+ people:

Duration

0-12 months: 13-24 months: 25-36 months: 37-48 months:

Budget

Minimal / limited: Moderate: Significant: Substantial:

Project category

Community-led: Collaborative: Institutional:

Team member name:

Other (please specify):

Disatisfaction (the current situation)

Why a change is needed or needed? Please explain using one of the templates below.

Problem
What is the issue?

Our local park lacks sufficient lighting, making it unsafe for evening activities.

Impact
Who is affected and how?

The residents park's use and accesses safety concerns, especially for women and children.

Context
Why does this problem exist?

The current lighting infrastructure is outdated and not enough to cover the entire park.

Desired outcome
What would you like to see?

By installing additional lighting, we can ensure the park is safe and accessible for all, particularly after dark.

Context
What are the barriers?

When visitors use the local park in the evening, they face inadequate lighting throughout the park.

Consequence
What is a problem for...

This is a problem for park users, especially women and children, as it increases safety concerns and restricts use after dark.

Cause
What is the cause of the problem?

The park's lighting infrastructure is outdated, and there are not enough lights to cover the entire park.

Barriers

Describe your main driving forces:

What is your proposed change?

Describe your main resisting forces:

The Change Formula

How ready is your community for change? Rate your community in terms of its readiness for the change you are proposing.

Factor	No	Maybe	Yes	Comments / actions
Is there a dissatisfaction with the current situation?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Is there a clear vision for a preferred future?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Is there a plan to achieve that future?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of funds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of public will	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
Barrier: lack of support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

Change Formula **Change = (D x V x P) ÷ Barriers**

D = Dissatisfaction with the current situation / desire for better V = Vision for a preferred future P = Plan to achieve that future Barriers = Lack of funds, resources, skills, time, will, support

Triggers (your plan)

Use the template below to create your triggers. If empty, leave it blank.

Key event or condition (the "trigger")	Specific action (the "response")
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Please use the A2 sheet to complete your One Page Plan.



***A pessimist sees the difficulty in every opportunity;
an optimist sees the opportunity in every difficulty.***

Winston Churchill



Getting Ready

Building a core team

At this point, it's highly likely that you (and your team if you have one) are already dissatisfied with how things are and have ideas for doing things better.

But one thing is certain: change only happens when enough people care about the problem or opportunity to act upon it. Being a solitary leader, a "lone prophet", can lead to change, but it is the hardest and loneliest route to take.

The key to creating change is to find and harness the energy of others. If you're ever in doubt about the choices you are making, and who you're making them with, the simple answer is this: **go where the energy is.**

Of course, complex problems often require expert input and solid evidence to tackle their root causes. However, without involving those most affected, any solution is bound to fail.

So whether you're tackling a problem or seizing an opportunity – such as creating a new product, improving a service or optimising resources – collaboration with a diverse range of people is essential.

This makes building a strong team central to the success of your project. So, what does it take to build such a team?



Getting Ready

Building a core team

Again, the answer is relatively simple: you need individuals with different strengths, skills and perspectives – optimists and pessimists alike!

A solid team goes beyond just diversity in numbers. Each team member should:

- Believe in and commit to the same goal.
- Be engaged, listened to and respected.
- Offer a range of strengths, skills and qualities.
- Understand their role and how they contribute to the bigger picture.
- Follow a clear process.

Take a moment to reflect with our project survey and evaluate whether your team is strong and whether there are any key roles missing.

Key takeaways:

- Identify passionate individuals who care about the issue.
- Ensure a mix of skills and perspectives.
- Establish clear roles and responsibilities.
- Set up regular communication channels.



Getting Ready

Building a core team

Tick the box that best describes your project size.
If unsure, leave it blank.

	Project size	Team size	Duration	Budget	Scope	Risks
<input checked="" type="checkbox"/>	Small	2-5 people	A few weeks / months	Minimal	Clearly defined, minimal complexity	Low
<input type="checkbox"/>	Medium	5-15 people	3-12 months	Modest / bootstrapped	Involves multiple stakeholders and dependencies	Requires risk management
<input type="checkbox"/>	Large	15-50 people	1-3 years	Allocated	Complex, multiple partners, evolving needs	Requires risk management and contingency plans
<input type="checkbox"/>	Very large	50+ people	3+ years	Millions!	Involves multiple organisations and regulation	Rigorous



Getting Ready

Building a core team

Tick the box that best describes your project type.
If unsure, leave it blank.

Community-led: Those the community can manage independently.

Collaborative: Those that require partnerships with others (e.g. government, voluntary sector).

Institutional: Those that only larger organisations or government bodies can undertake.

Please note: CLIP has not been designed for 'institutional' projects.

Getting Ready

Building a core team



Describe who you represent.
If unsure, leave it blank.

Team member name	From community	From institution	From voluntary sector	Other (please specify)	I skill characteristic
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>	<input type="text"/>



Getting Ready

Building a core team

Add the name(s) of those guiding your project.
If unsure, leave it blank.

Member name

Who is your...

Facilitator

A facilitator is the neutral backbone of a project team, ensuring every voice is heard, maintaining independence and guiding discussions towards balanced and effective collaboration.

Leader

A leader provides clarity, motivates the team and drives progress towards a specific goal; often by balancing vision, collaboration and accountability.



Getting Ready

Building a core team

Who is missing from your team? Add your notes.
If unsure, leave it blank.

Note: If your project is being supported by a Made Open platform, search the 'member network' for people to contact. Also, please make sure your profile is complete so that others can see your skills and strengths too, and reach out.



An ounce of prevention is worth a pound of cure.

Benjamin Franklin



Getting Ready

Defining the problem

As you can imagine, there are many common problems affecting communities but there are countless ways to frame them in a way that others will understand and empathise with.

How you present your problem is crucial to others buying in, and a strong problem statement clearly outlines the issue, its impact and why it needs addressing.



Use one of the templates provided to help you frame the problem.



Getting Ready

Defining the problem

Dissatisfaction

Why is a change wanted or needed?

Problem

What is the issue?

Our local park lacks sufficient lighting, making it unsafe for evening visitors.

The local food bank is running out of supplies and cannot meet the increasing demand from the community.

Impact

Who is affected and how?

This restricts park's use and increases safety concerns, especially for women and children.

Low-income families are unable to receive the help they need, leading to further hardship.

Context

Why does this problem exist?

The current lighting infrastructure is outdated and not enough to cover the entire park.

The local population has grown, and donations have dropped due to the rising cost of living, leaving the food bank under-resourced.

Desired outcome

What would success look like?

By installing additional lighting, we can ensure the park is safe and accessible for all, particularly after dark.

Securing more donations and partnerships will help the food bank meet demand and ensure no family goes hungry.



Getting Ready

Defining the problem

Dissatisfaction Why is a change wanted or needed?

Context
When ... [situation]

Consequence
This is a problem for...

Cause
What's the cause of the problem?

When visitors use the local park in the evening, they face inadequate lighting throughout the park.

This is a problem for park users, especially women and children, as it increases safety concerns and restricts use after dark.

The park's lighting infrastructure is outdated, and there are not enough lights to cover the entire park.

When the local food bank tries to meet the increasing demand from the community, it runs out of supplies.

This is a problem for low-income families in particular, leading to further hardship for them.

The population has increased, and donations have dropped due to the rising cost of living.

Empty rounded rectangular box for additional context.

Empty rounded rectangular box for additional consequences.

Empty rounded rectangular box for additional causes.



***When the best leader's work is done the
people say, 'We did it ourselves'.***

Lao Tzu



Getting Ready

Developing a shared vision

A clear and shared vision provides purpose and unites everyone towards a common goal. Often, that goal goes beyond just solving the problem that you have identified. It's something exciting and inspiring that drives action.

A good starting point for this process would be Simon Sinek's **Golden Circle** – a simple tool for building a vision.

Inspiration is especially crucial in the Getting Ready stage of CLIP, as a project must resonate emotionally with people to truly engage them.

That said, your vision isn't something set in stone – nor should it be. If it remains unchanged, that could be a red flag for your community project. Why? Because the best community initiatives are rooted in empathy and direct engagement– and you haven't yet begun the **Design Thinking** phase.

Design Thinking helps ensure your vision stays relevant and responsive as it allows for continuous testing and refining based on feedback.

Think of this way:

- Use the Golden Circle to build a vision and inspire people.
- Use Design Thinking to create practical, user-centred solutions.

Getting Ready

Developing a shared vision

Why?

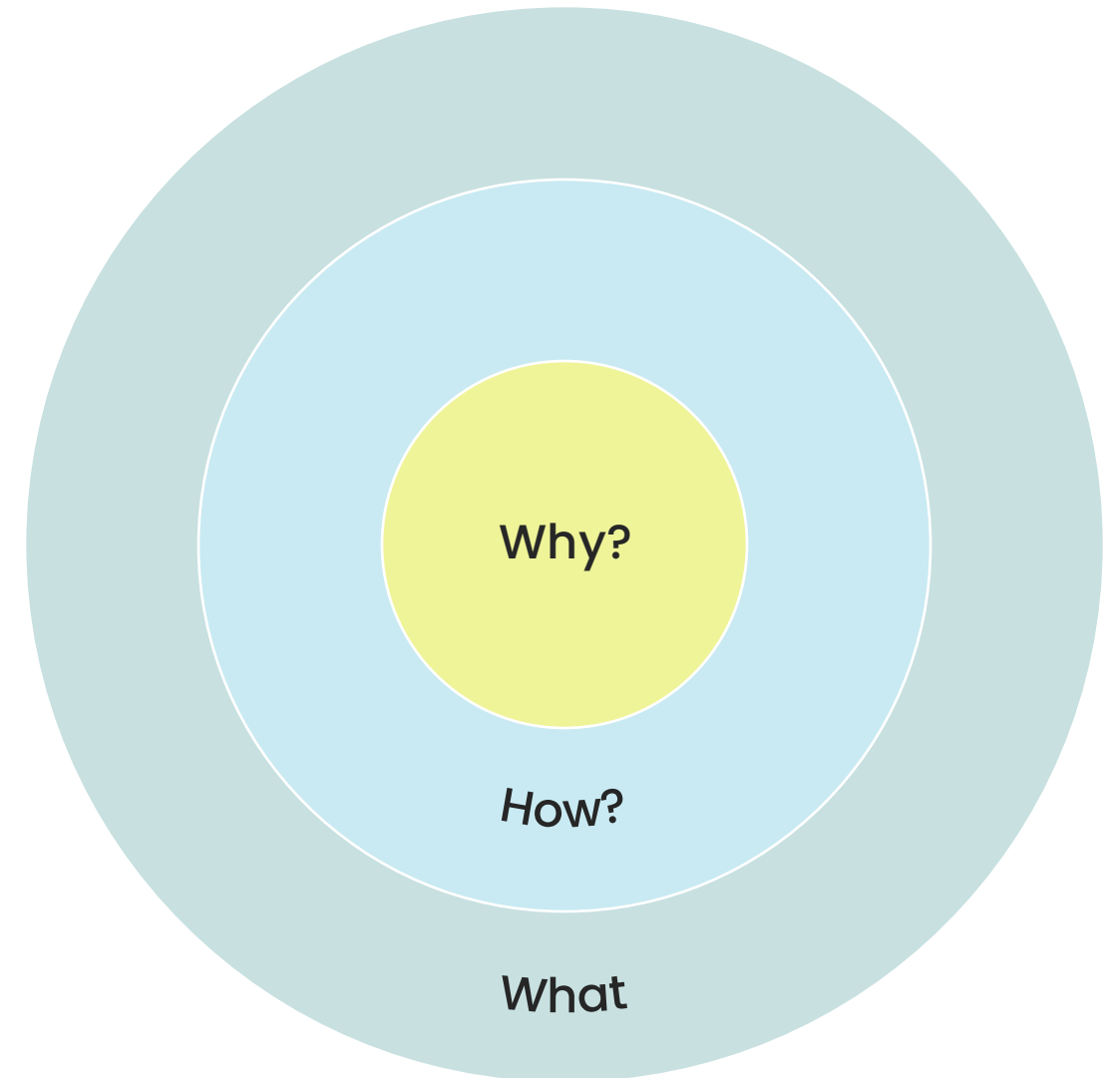
Why is this important (and what impact do you want to have)?

How?

How will you do it differently or better?

What?

What will you actually do, sell or deliver?





There is nothing more difficult to arrange, more doubtful of success, and more dangerous to carry through than initiating changes. The innovator makes enemies of all those who prospered under the old order, and only lukewarm support is forthcoming from those who would prosper under the new.

Niccolo Machiavelli



Getting Ready

Creating triggers

One thing we can guarantee: no matter how strong your team is, how big the issue is or how inspiring your vision is, transforming problems into opportunities will challenge your thinking.

You'll navigate the tension between those who insist **'this is how we do things'** and those who ask **'what if we did it differently?'**. But it's in this friction that real innovation begins.

This is where a solid plan (driven by a clearly defined problem and vision) makes all the difference. A good plan isn't just written – it's co-created. It evolves with fresh perspectives, adapts to changes and stays open to bold ideas.

Of course, as referenced in your project survey, projects typically fall into three categories (community-led, collaborative, institutional) and, as such, some projects can only be solved by certain people or organisations.

For example, if your town has congestion issues, you can push for change, but only the council or transport authority can redesign roads and add traffic signals.



Getting Ready

Creating triggers

While you may already have an idea of which category your project falls into, a well-structured plan will help you develop a clear roadmap with timelines and responsibilities.

But here's the rub: in the early stages of a project, especially when things are fluid and uncertain, this is near impossible.

A better approach might be to focus on "triggers" – key events or conditions (the triggers) that prompt specific actions (the responses).

This approach allows teams to remain adaptable while staying aligned with the overall vision. It's more agile because it enables the team to respond in real time to what's happening on the ground, rather than rigidly following a pre-set timeline or checklist.

Use the template provided to create your triggers. You can also refer to the example triggers if you plan to follow the three-stage CLIP process.



Getting Ready

Creating triggers

Use the template below to create your triggers.
If unsure, leave it blank.

Key event or condition (the “trigger”)

Trigger 1: Complete the ‘Getting Ready’ stage

The project team will complete the One Page Plan and Change Formula (D x V x P > Barriers) scorecard.

Trigger 2: Complete the ‘Getting Started’ stage

The project team will have a clear understanding of the problem, backed by insights, with prioritised user needs, stakeholder alignment, a validated problem statement, and a roadmap for solution development.

Trigger 3: Complete the ‘Getting Results’ stage

The project team will have explored and tested potential solutions, refining them based on feedback and iteration. This includes prototyping, user testing, stakeholder validation and a finalised solution ready for implementation.

Specific action (the “response”)

On completion of scorecard, we will:

- a) Discontinue due to lack of interest (Barriers > D x V x P)
- b) Stay in the ‘Getting Ready’ stage until case for change is made.
- c) Proceed to the ‘Getting Started’ stage (Trigger 2).

On completion of stage, we will:

- a) Discontinue due to lack of momentum.
- b) Proceed to the ‘Getting Results stage (Trigger 3).

On completion of stage, we will:

- a) Discontinue due to lack of momentum.
- b) Proceed to full business case / proof of concept.



Getting Ready

Creating triggers

Use the template below to create your triggers.
If unsure, leave it blank.

Key event or condition (the “trigger”)

Specific action (the “response”)



***Never doubt that a small group of thoughtful,
committed people can change the world. Indeed,
it is the only thing that ever has.***

Margaret Mead



Getting Ready

Identifying 'Drivers' and 'Resisters'

Some of the most successful community-led projects occur when people take ownership of improving their own areas. However, change is rarely straightforward.

Mahatma Gandhi, one of history's most influential leaders, understood that people often resist change due to their attachment to old habits and the comfort of the familiar. Ironically, as he won the trust of the British, many of his own people began to reject him.

This paradox of resistance can also occur in smaller-scale community projects, where the very individuals pushing for change may be the ones most reluctant to it.

To navigate these challenges, a valuable tool is **Kurt Lewin's Force Field Analysis**. Lewin's model suggests three key steps: unfreeze the current state, make the change, and refreeze the new reality.

In simpler terms, to bring change to your community, you should:

- Strengthen the forces driving change.
- Weaken the forces resisting change.
- Create new forces for change.

Example drivers (forces supporting change)

- Strong leadership & vision
- Clear objectives
- Skilled & motivated team
- Support from senior management
- Effective communication
- Regulatory compliance benefits

Example resisters (forces opposing change)

- Lack of stakeholder buy-in
- Limited budget / resources
- Resistance to change
- Conflicting priorities
- Technical limitations
- Organisational bureaucracy



Getting Ready

Identifying 'Drivers' and 'Resisters'

Describe the forces for and against change.
If unsure, leave it blank.

Driving forces (the forces supporting change)

Resisting forces (the forces opposing change)

Proposed change:



To succeed in life, you need three things: a wishbone, a backbone and a funny bone.

Reba McEntire



Getting Ready

Finding a boundary spanner

If your project requires collaboration with partners from across government or business (in particular), having a ‘boundary spanner’ on your side can be invaluable.

Boundary spanners don’t typically sit on boards or steering groups; instead, they operate in the spaces between, connecting the various parts of the system.

These individuals build support from anyone who can play a crucial role in supporting your project or sharing your vision. They encourage a cooperative approach, replacing competition with collaboration and self-interest with service. Consequently, this individual will prioritise the project over the interests of individual organisations or personal gain.

While they can be hard to find (because who doesn’t have a self-interest these days!), boundary spanners are invaluable.

If you can’t find such an individual, organisations whose interests align with yours may also play a crucial role and offer valuable support. They may be more akin to a ‘backbone organisation’, as defined in the Collective Impact model.

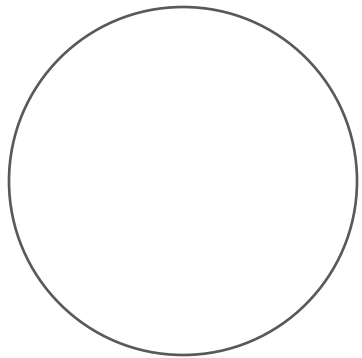
It is quite possible that the organisation funding this project or programme could already be your backbone organisation, and a key ally. They may be able to help your project.



Getting Ready

Finding a boundary spanner

Who is your ideal boundary spanner
and what are their qualities?





Getting Ready

Congratulations!

Congratulations on completing the 'Getting Ready' phase.

As you will now know, the 'Getting Ready' phase is all about setting yourself up for success. While the excitement to act is natural, real impact starts with strong foundations: a clear problem, a shared vision, a committed team and the beginnings of a practical plan.

You have created that! Or at least started it!

By taking the time to prepare, assess your readiness and engage the right people, you are not only increasing the likelihood of success - you are ensuring that the change you create is meaningful and, hopefully, sustainable too.

Now that you've built a strong foundation, you're ready to move forward with confidence. The next phase, 'Getting Started', will take you from preparation to action, helping you bring your vision to life through collaboration, experimentation and real-world testing.

What is beautiful?

Creating more good in the world.

Thank you:

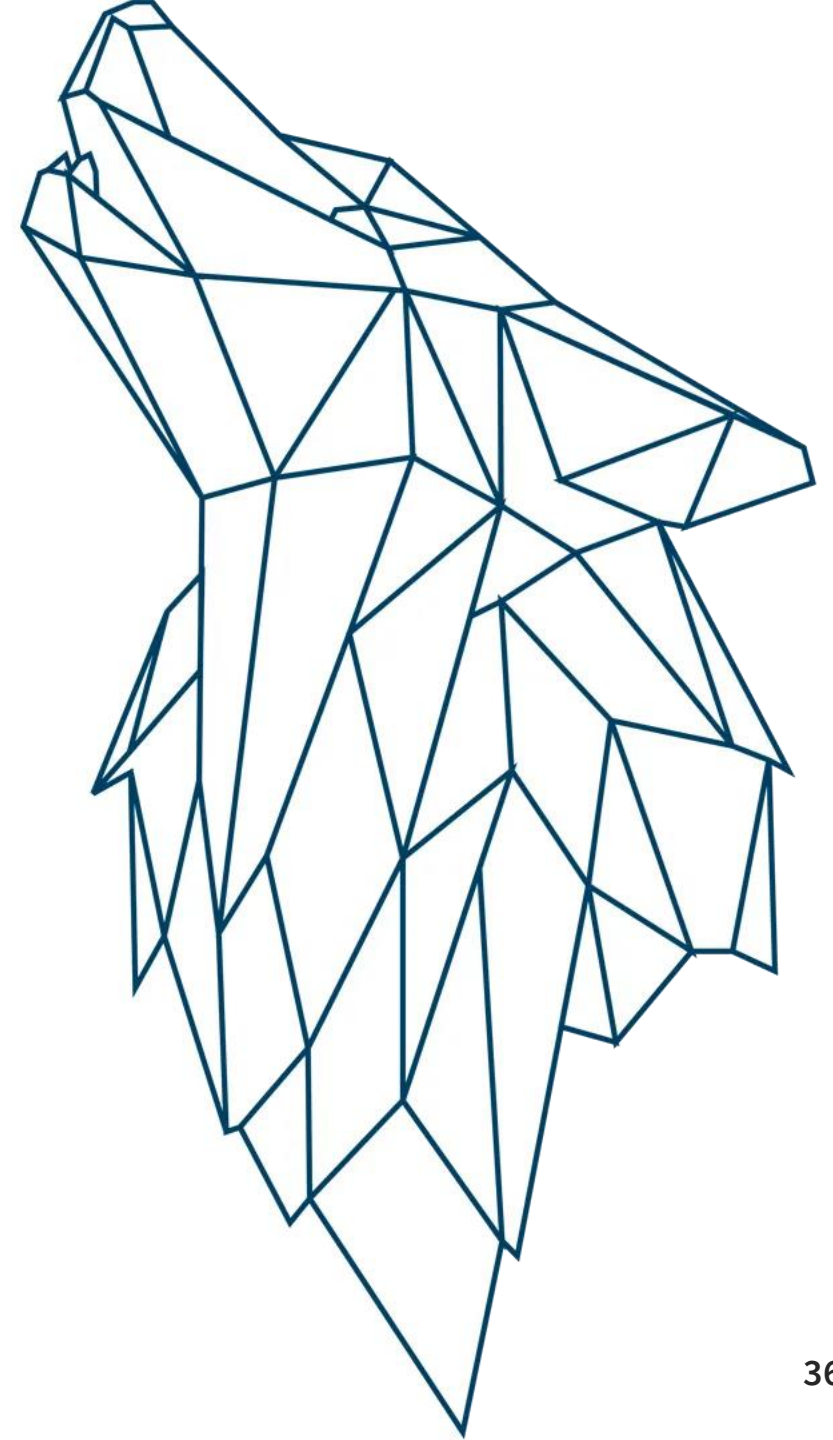
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Finding your role

This technique is useful for scenario planning and brainstorming.
But, who are you?

