2024
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Client Kit

The (He)art of Community
& Citizen Engagement

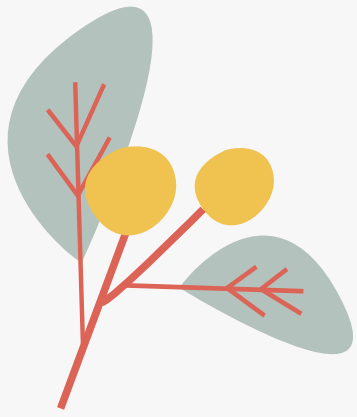# The (He)art of Community & Citizen Engagement

Skillseed

Perhaps these vignettes resonate?

You grasp the importance of being able to empathise. To promote one's dignity. To truly listen and connect. You believe that *we* proves stronger than just *me*. Yet, doubts distract when you try to apply these critical human skills in engaging with stakeholders, citizens and community. You know they are key, but don't know how and where to begin.

Perchance, you are an educator. Those whom you influence may have the smarts, but at times, may lack the heart and touch for communities around us.

Or maybe, you are convinced that corporate *caring* can truly unleash the immense potential of corporate giving, and is crucial in moving us beyond the gravity of BAU (business as usual; not the fluffy white delectable snack that we Singaporeans love).

Perhaps in serving your community, you realise that a deficiency-oriented paradigm, without considering its strengths, furthers a saviour complex. One that inadvertently denigrates the very agency of those whom we seek to serve and collaborate with.

Maybe, like us, you feel that in these increasingly uncertain times, it is evermore imperative that we ground ourselves and (re)discover how to (re) connect with people and community. To mutually nurture *trust*.
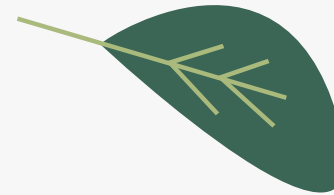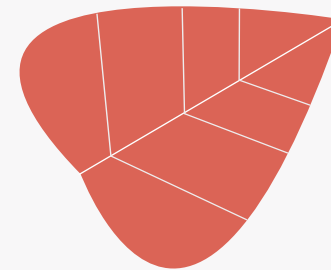
At Skillseed, these are some of the burning issues that drive us.

We invite you to discover how we might partner to address these challenges and more, *here*.

01

SKILLSEED, the He(art) of Community & Citizen Engagement

SKILLSEED is a Singaporean social enterprise labouring alongside our stakeholders to build *collaborative communities of deep trust*, through experiential community engagement and capability development programmes.

We distil insights from journeying with different communities, into experiential learning curricula that amplifies engagement capabilities of our stakeholders. These include government leaders, corporate stewards, teachers, youths, social workers and more. Our community and capability development efforts contribute towards the accomplishment of UNSDG goals No. 4 (Quality education for all), No.10 (Reduced inequalities) and No. 17 (Partnerships for the goals).

We are members of the Singapore's Centre for Social Enterprise (raiSE). Our team is also proud to be advised by a board of distinguished veterans in the education and social sectors.

About Us
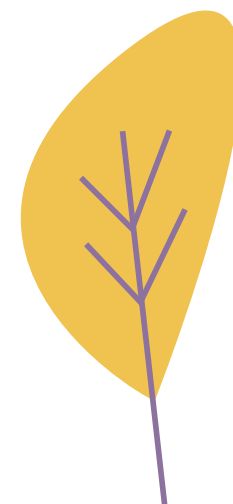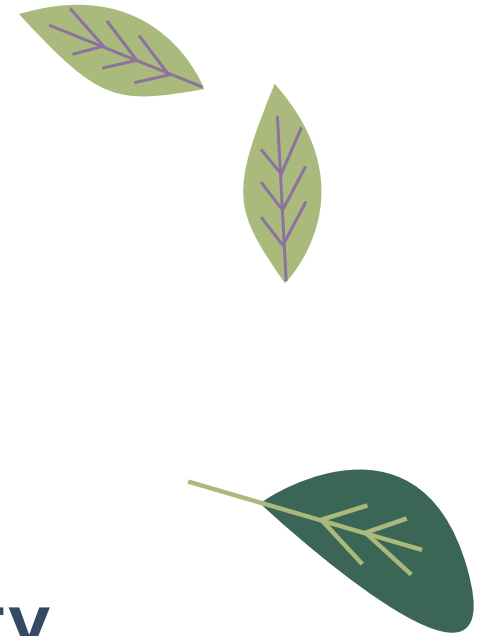
Our Purpose

Skillseed's core purpose is to help build a trust-driven and collaborative society, alongside our partners.

Our People

Our team comprises purpose-driven learning experience designers, facilitators, as well as community and partnership practitioners.

Our Beliefs

We believe that all co-creative endeavours will be made more inherently sustainable when guided by authenticity, relationality, dignity, empathy and a strengths-based approach. Ownership, and ultimately, deep trust, would be natural outgrowths of this paradigm.

Our Impact

Here's an overview of how Skillseed meets our UNSDG goals:
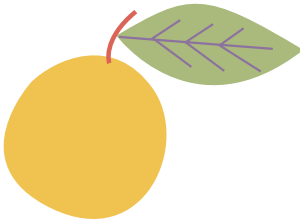
GOAL 4
Quality Education

We equip participants across all sectors and across a range of ages and abilities to be more relational, impactful and trusted in their various capacities and communities.

GOAL 10
Reduced Inequalities

Through our not-for-profit initiatives such as Citizen Library and Resilience Trails, we promote inclusive, flexible and dignified paid engagements of individuals from under-resourced communities, while also providing them a platform to promote their voice, agency and stories. We celebrate their grit whilst honouring the challenges they (have) face(d).

GOAL 17
Partnerships for the Goals

We are all about collaborations and co-creation.

Key Outputs at a Glance*

GOAL 4

6,754

Participants equipped and counting

GOAL 10

5

Community Guides

>$2,060

Channelled towards Citizen Books of our Citizen Library

>$68,770

Invested in our Resilience Trails programming and Guides to date

GOAL 17

35

Non-profit/SE partnerships to date

>79,075

Skilled volunteering and training hours

>$296,530

Channelled towards Community Partners

*Latest impact numbers circa Q1 2023
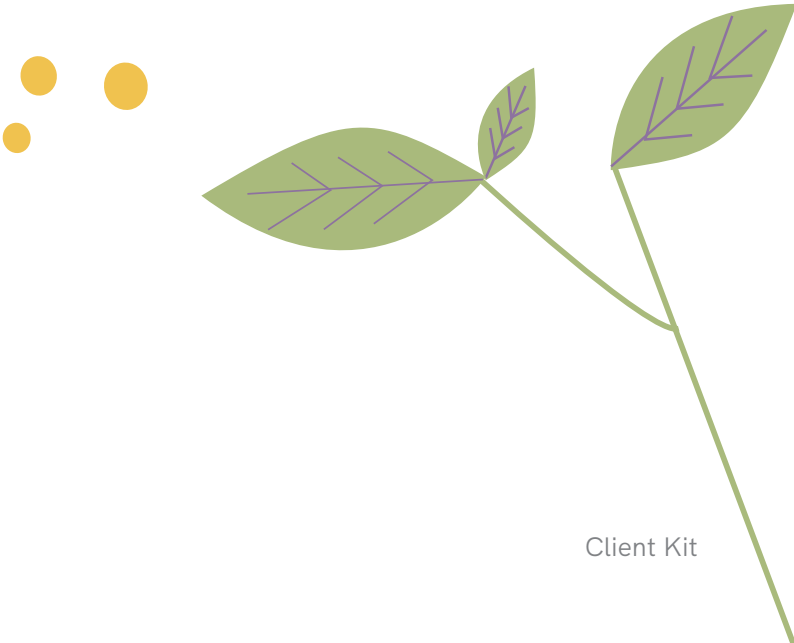
Going forward, we will be using the B4SI framework to more accurately measure and track our impact. We've started doing this for our Resilience Trails and look forward to sharing more in the next iteration of our Client Kit.

→

The Skillseed Difference

The Skillseed experience is integrated and holistic.

The insights that we glean from our community building labours enrich our capability development arm. In tandem, we apply the validated frameworks that we share with others in our training modules to design and sustain more effective partnership projects on the ground. This synergy allows us to offer a flexible turnkey solution to client partners, whether they desire an end-to-end service, or a more topical approach to their community and partnerships engagement endeavours.

Our learning journeys, equipping programmes and community building efforts are deeply informed and nuanced by insights gleaned from a decade of field work, consultancies and equipping conducted in collaboration with these local and global partners. In our capability development arm, we candidly share cases of failures and successes, as well as best practices we have gleaned from our local and global community partners.

In short, we share what we have learned from the ground in our equipping programmes; in turn, our work with communities improves through our craft as trainers in training. While our sight, reach and friendships span the world, our heart remains inexorably Singaporean. We are privileged to be Singaporeans doing work that matters to fellow Singaporeans and we are grateful to be shaping our home. Looking ahead, our focus is to scale our community-building efforts and partnerships at home (in Singapore), as well as deepen our strategic collaborations with partners based in Bali.

Here's a snapshot of some past and present collaborators doing incredible work in their respective fields.

The remaining pages will build on this ethos[1], starting with our **Community Building Complement**, followed by our **Capability Development Complement**.

1 This also influences how we organise Skillseed. Rather than delineating with departments or "divisions", we have Complements. Our Community Building complement is symbiotic with our Capability Development (Training) complement. They mutually strengthen each other.

CHIANG MAI
Local Alike

SINGAPORE
Migrant x Me

CHIANG MAI
BEAM Foundation

SINGAPORE
SPD

SIEM REAP
Husk Cambodia

SINGAPORE
Citizen Adventures

COLUMBO
Sri Lanka Wildlife Conservation Society

SINGAPORE
Accommodate

BALI
Biosphere Foundation

02

Community Building

The Heart of Community Building

Co-creating community initiatives that are dignified, co-owned and asset-based.

Virtual Skills-based Service Programmes

As the COVID-19 pandemic changed our world, we needed to flow with it. Building on the relationships that we'd forged over the years with our overseas community partners, and leveraging the unique skills and knowledge of our local students, we developed a programme that equipped and encouraged our youth to serve with a host community through a virtual platform.

In our inaugural virtual skills-based service programme, Singapore Management University partnered with Skillseed to organise an Overseas Community Service Programme (OCSP) for their team of scholars. Named Project Hai Khun, we organised two virtual runs of the Education for Empowerment programme with our host community, BEAM Education Foundation, before progressing to an in-person run. The SMU scholars designed fun and engaging workshops across 6 weeks with and for our BEAM Community and we are excited to see them carry the project forward independently.

Local Asset-based Walkshops & Learning Journeys

Our local walkshops and learning journeys aren't just an exploration of Singapore's sprawling urban ecosystem and community assets – they're a holistic blend of theory and hands-on experience that offer a window into the world as we see it.

We'll take you on a journey of the streets of Singapore, where we'll reveal the dynamic, vibrant gifts of our nation obscured by the mundanity of urbanity. Where others might see weeds, we see the ecology of resilience. Where they see void decks and empty fields, we see a wealth of assets.
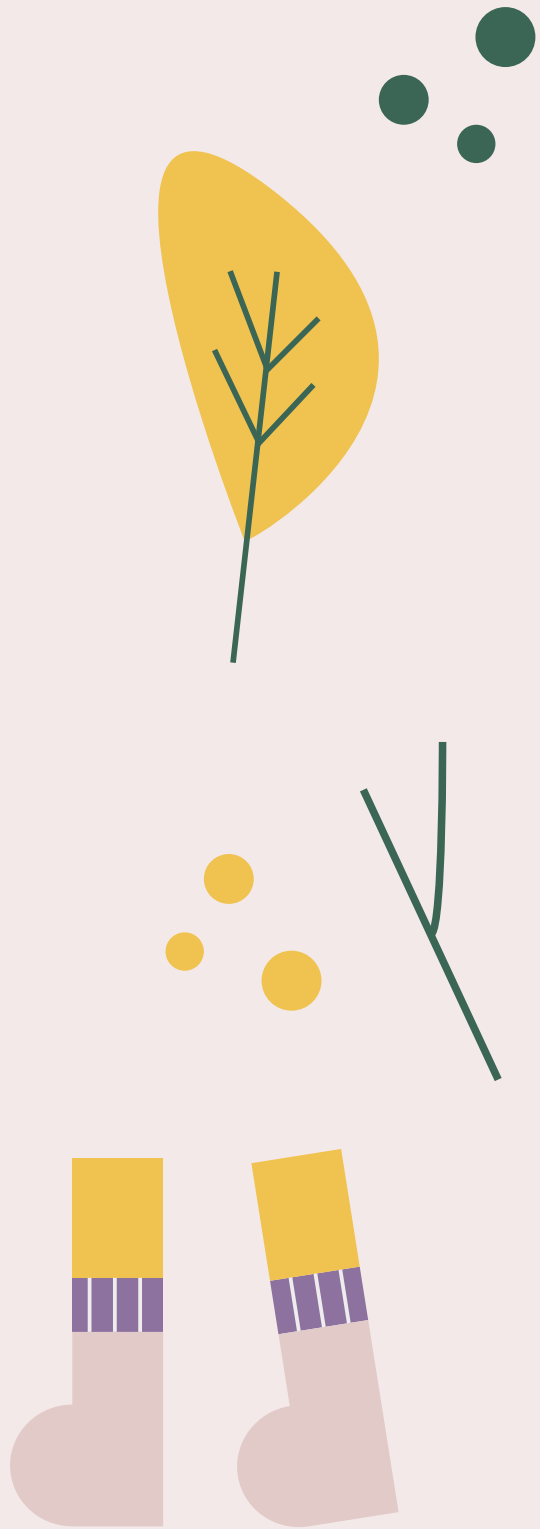
1

ABCD Walkshops

Our years in the social service sector have taught us that no community is without gifts; we just have to learn how to recognize them.

Learn how to identify the inherent assets of a community with our walkshops, which aim to impart the basics of Asset-Based Community Development (ABCD) - an applied methodology for development, sustained and anchored by a community's diverse assets.

Our ABCD walkshop begins with a workshop segment and ends with a guided walk at a chosen community. This encourages participants to identify and leverage a stakeholder's and/or a community's assets when designing any kind of community solution. Join our experienced Skillseed facilitators as we explore how ABCD can be leveraged to understand and tackle prevalent social issues in the community.

Participants will learn to:

- Develop the skills to identify assets, using the Head, Heart, Hands, Heels and Human Connections model

- Learn to view recipients of aid as co-creators of change rather than beneficiaries

- Practise the tools and concepts, such as asset-mapping, in a real-life setting

- Experience a holistic curriculum that comprises both theoretical and practical knowledge

Above: Participants at an inclusive supermarket with a trolley that is designed to work for a wheelchair user

OPTION 1

Assets in Action*

After the workshop, based on the chosen theme, participants can visit Kampung Admiralty, or Our Tampines Hub. At each location, participants will understand and identify the different capitals that represent the different themes to be explored such as (1) Ageing-in-Place and (2) Environmental Sustainability.

DURATION:

4 hours, including travelling time

OPTION 2

(Re)Discovering our Backyard*

After the workshop, explore your own community and apply what you have learned to rediscover its capitals and map the gifts of individuals that you may not regularly interact with! Understand more about the significance of spaces to different groups of users in your community and how one might leverage such insights in community projects.

DURATION:

3 - 3.5 hours

*Virtual option available

②
Learning Journeys

Challenge what you know about the world around you - through hands-on workshops, community trails and meetings with local changemakers. Through these journeys, build perspectives and learn to identify the issues beneath the surface.

Build up your own toolkit of knowledge, frameworks, inspiration and tools that will enable you to design, implement, and evaluate innovative solutions to social challenges!

National Education

Discovering assets and our roles in the community

In this learning journey, we will briefly share about Total Defence and its six pillars. We will then expose participants to various categories of assets under the Asset-based framework and ways we can map these community and environmental assets. These assets would be closely linked to fostering stronger Social, Psychological and Civil Defence in our society.

Our focus would be to share how we can discover and leverage the community's strengths so as to achieve the shared outcomes of Total Defence. It is important to note that the relationships within the community are important in navigating crises and in rebuilding our nation together, as seen with the recent pandemic. Building on that, the session will culminate with participants embarking on a virtual walkabout in Kampung Admiralty (KA) or Our Tampines Hub (OTH) to carry out community asset-mapping with a mission brief of identifying assets that exemplify the Social, Psychological and Civil Defence within the community.

DURATION:
1.5 - 2 hours

Across, from top to bottom:
1 Fadillea sharing about a community building model she learnt; **2** Lydia sharing about her neighbourhood; **3** Fazeli sharing what Ang Mo Kio - Bishan Park meant to him and his family

Resilience Trails

Resilience Trails is our flagship community programme where we partner Allkin Singapore.

We engage individuals with disabilities, single mothers and individuals from under-resourced communities to co-create and co-run community trails in their own neighbourhoods. Through these Trails, we hope to bring participants on a journey of empowerment, empathy and endless possibilities, while providing our Guides with dignified, flexible and home-oriented employment.

These unique individuals, who we refer to endearingly as our Community Guides, are either former or current beneficiaries of Family Service Centres run by Allkin Singapore. Anchored in the Ang Mo Kio neighbourhood, each trail is co-designed and curated together with the Community Guides as we tap on their strengths and lived experiences.

Every Resilience Trail is unique to our Community Guides, some of whom are shown in action below.
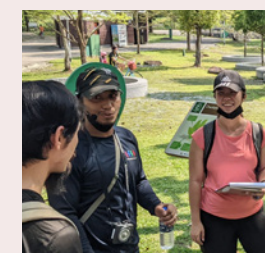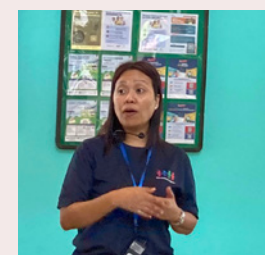
During the trail, we will:

- Hear firsthand from our Community Guides on their journey of empowerment from a beneficiary to an active volunteer

- Contrast our initial assumptions & perceptions with newly gained perspectives of the community

- Observe and identify the strengths of the individual, community and environment, and how they have created value to further develop the community for themselves

- Consider how to adopt an asset-based lens/ approach in our daily lives/ respective fields of work

By joining us on these trails, you will impact our Community Guides on the following levels:

- Every step you take empowers the voice, agency and assets of our guides in an authentic manner

- Financially, your support goes towards providing our guides with dignified, flexible and home-oriented employment at respectful remuneration rates, enabling them to earn as much as 6 - 7 times the hourly rate of a typical F&B service crew.

- This provides them with more time, resources, and bandwidth to care for their families, thus building a positive cycle in the longer term.

DURATION:
3 hours (Includes 30 minutes of mandatory virtual briefing)

Explore more about Resilience Trails and our Community Guides here

Selected vignettes of outcomes we've achieved with our Community Guides

Survey results collated from our pilot run between April to December 2022 revealed an average satisfaction score of 4.7/5 from 129 participants.

Our Community Guides have been empowered in areas of finance, personal and professional development and as a member of the community. They were also able to form and strengthen relationships with people from different backgrounds.

All our guides are motivated by their strengths and aspirations to strive towards their goals and give back to the community

Fazeli has always prioritised health and staying active such that it became part of his identity through Resilience Trails where participants get to experience more of the outdoors at his trails. As an avid runner, he hopes to one day contribute to the community and help others in their running journey.

There are times where we may see Lydia's young children join her while she co-facilitates her trails. She shared that she saw the impact of what she does on her children as they have grown to become more outspoken with meeting new people, from watching her.

An increase of between 10% - 30% in monthly income that is channelled to daily expenses, savings and family

For Fadillea, the income earned from running the trails gives her the opportunity to bring her family out for a treat while for Janet and Fazeli, it supports them in their daily expenses.

4 out of 5 guides found new strengths and aspirations from their experience co-facilitating Resilience Trails

Janet has always hoped to be a motivational speaker one day and the trails have given her the confidence to continue to pursue her goal and the opportunity to improve her public speaking skills.

Julie hopes to establish an F&B business in future that helps other single mothers like her. She is supportive of empowering women to be confident in themselves and creating a supportive environment to contribute back to society.

Above: Fazeli sharing with participants the different plants that can be found at Ang Mo Kio-Bishan Park.

Above: Janet sharing with youth participants from Jurong-Pioneer Junior College on her volunteering experience in cat rescue.

Above: Julie sharing with youth participants from Rahmatan Lil Alamin Foundation (RLAF) about her neighbourhood.

Testimonials

"I think this experience highlighted a lot of community assets that we tend to not notice as much."

ABCD Walkshop

In-person ABCD Backyard Session

Adult participant from Methodist Welfare Services

"The session was very engaging with the various tools shared and the opportunity to map out the community. It's a good starter session for ABCD knowledge and training"

Virtual ABCD Walkshop - *Kampung Admiralty Edition*

Participant from NYC Holler Community

"Well done Team Skillseed! You showed the possibility of how educational, engaging and entertaining adult learning can be, with the numerous e-tivities via Mural, padlet and the curated walking tour. There's a lot of Heart-Head-Hand work that goes into it. Great job, keep innovating, Skillseed is truly the Leading specialist in Asia for Socially Impactful Experiential Learning!

"This experience inspired me to do more and do better in my community."

National Education

JC1 participant from Hwa Chong Institution

"The virtual field trip was extremely engaging and it was interesting to see the different parts of Enabling Village in real-time. This workshop helped to open my eyes to the world around me, emphasising the importance of empathy and inclusivity"

Jennifer Hu, Sec 3 student from Anderson Secondary

"The session has really deepened my understanding of Singapore's society, the nuances and assets around us."

## Resilience Trails

Reflections from Youth Participants

" I think this experience highlighted a lot of community assets that we tend to not notice as much, and it was very heartwarming to see the influence of community spirit on its people."

"I really appreciate the time taken to speak to us, I believe that even when one's story does not have such a happy beginning, you can change that, and you really showed that. Thank you for sharing!"

Reflections from Adult Participants

"I loved our guide's candidness, wit and the stories she shared. Thank you for sharing your stories! This experience inspired me to do more and do better in my community. Every second of the day is precious and an opportunity to express our humanity."

"I'm so humbled and in awe of everything the guide has shared with us, including the skills and knowledge he has. Through this experience, I've also learnt so many things about nature and the sharing with the guide was really heartfelt and insightful!"
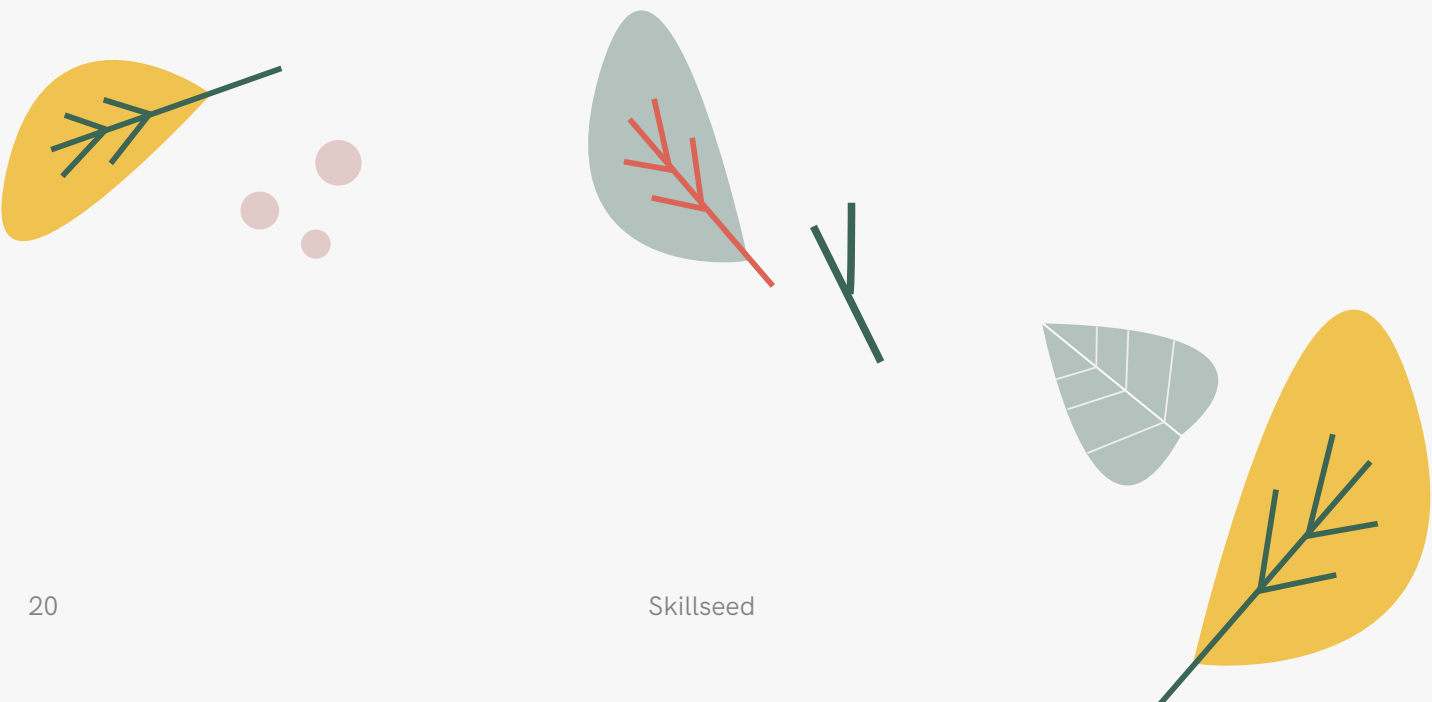
03

Capability Development

The Art of Citizen & Community Engagement

Helping leaders become more impactful, relational and ultimately, more trusted in their capacities and communities through an experiential learning approach.

Our **Tamarind Tree of Trust™** shares a tested model for inside-out growth that turns roots to fruits, and transforms me to we.
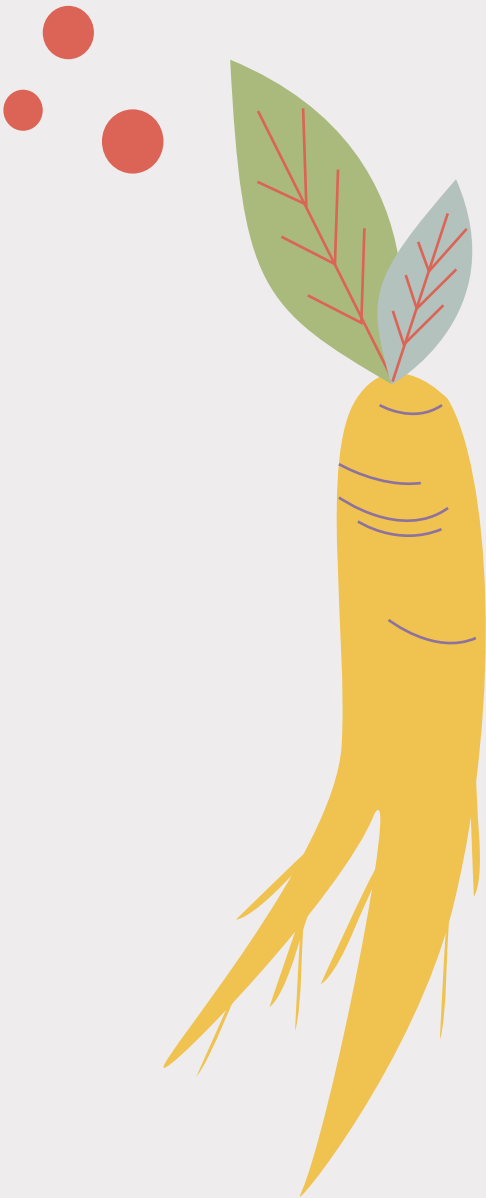
Skillseed's Tamarind Tree of Trust™

For a fuller exposition of our Tamarind Tree of Trust and a Typology of Community and Citizenry Trust, please scan this:

Here, we outline the holistic model that integrates partnerships and community engagement concepts.

Roots: Foundational Concepts That Anchor

Roots anchor. Though largely unseen, they provide a critical foundation to the entire tree architecture and feed the entire plant. Likewise, frameworks in this category relate to our oft hidden mindsets and paradigms that govern our actions. They also provide a firm bedrock to ground our practice in building communities of deep trust. Our Human-centred Leadership and Community Engagement (HLCE) tools, expanded upon below, thus form the core of this rhizosphere.

Frameworks here comprise:

- Emotional Awareness
- Dignity & Stereotypes™
- Collaborative Power and Spheres of Influence
- Mindsets™: Dependent to Relational
- Scarcity Mindsets (Level 1)
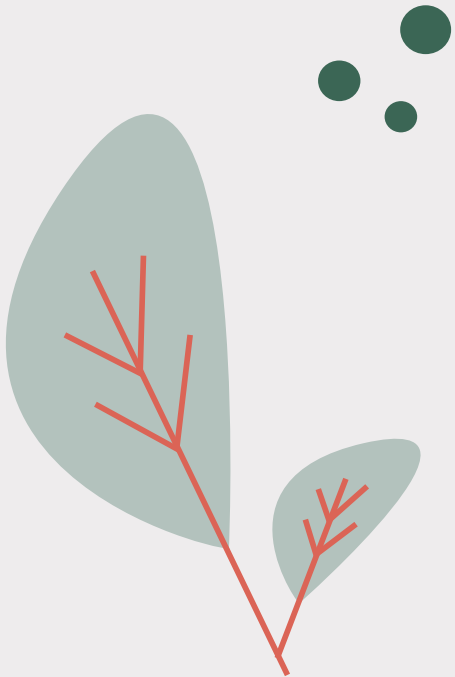
Shoots: Bridging Concepts That Spread Trust

Shoots connect. They comprise the main stem (or trunk in the case of trees), branches and leaves that constitute the observable parts of a tree. Shoots therefore provide structure, linkages and form.

Similarly, the tools here expand our repertoire and help to bridge the fundamentals to more advanced methodologies. They offer us practical handles for engaging our stakeholders with dignity, empathy and empowerment. As connectors, these frameworks have diverse applications, and can be experienced alone or stacked with the Root Modules.

Frameworks here include:

- Intentional Listening
- Empathy Mapping
- Effective Facilitation
- Scarcity Mindsets (Level 2)
- Asset-based Community Development (ABCD)
- Citizen Library™ (practicum)

Fruits: Seeding A Virtuous Cycle

Fruits yield. They have their origins in flowers, which are designed to mix and cross pollinate. Fruits are thus the botanical acme of collaboration. These are therefore the togethering-instruments to reach for, to bring our partnerships to fruition.

Frameworks here include:

**Human-centred Leadership & Community Engagement**

- Influencing with Empathy
- Relational Communication Competencies™
- Stakeholder Engagement
- Community Canvas
- Resilience Trails™ (Practicum)

Integrated Social Innovation

- Theory of Change: Systems Mapping
- Design Thinking for Social Impact
- The Social Business Model Canvas
- The Logic Model

The Art of
Citizen Engagement
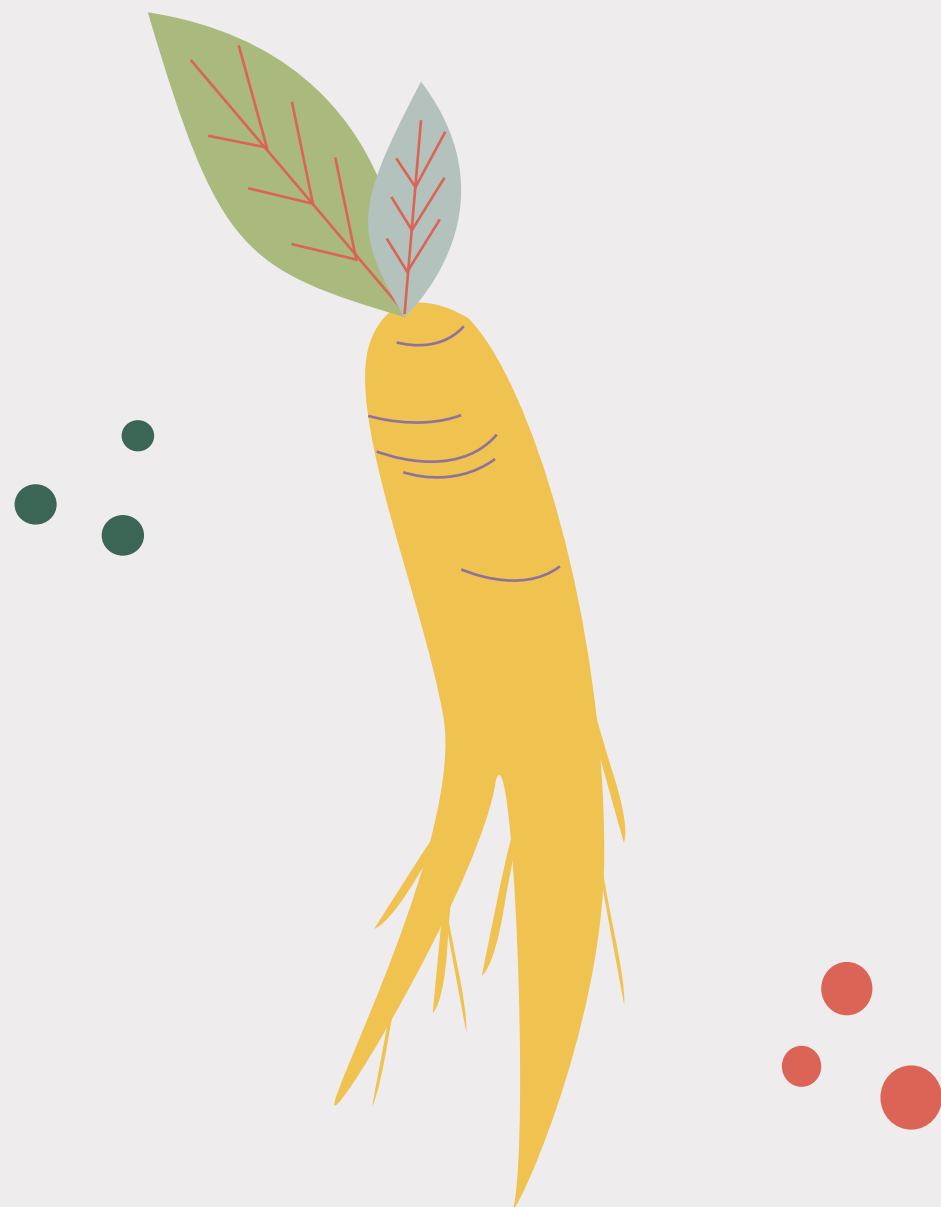
Roots

These foundational modules help us develop a better sense of self-awareness, and set a firm foundation for subsequent tools and frameworks.

Frameworks here comprise:

- Emotional Awareness
- Dignity & Stereotypes™
- Collaborative Power and Spheres of Influence
- Mindsets™: Dependent to Relational
- Scarcity Mindsets (Level 1)

Introduction to Singapore's Social Service Landscape

We will share a broad overview of Singapore's social service landscape and highlight examples of the various communities and issues, based on the selected social service sector (e.g. children). Participants can expect to develop an increased contextual knowledge of the social issues in Singapore which will help better prepare them for their community engagement.

DURATION:
1 - 1.5 hour

A person's actions ⟷ What might they have been feeling? ⟷ What might they have been thinking? ⟷ What might have happened?

Level of speculation necessary
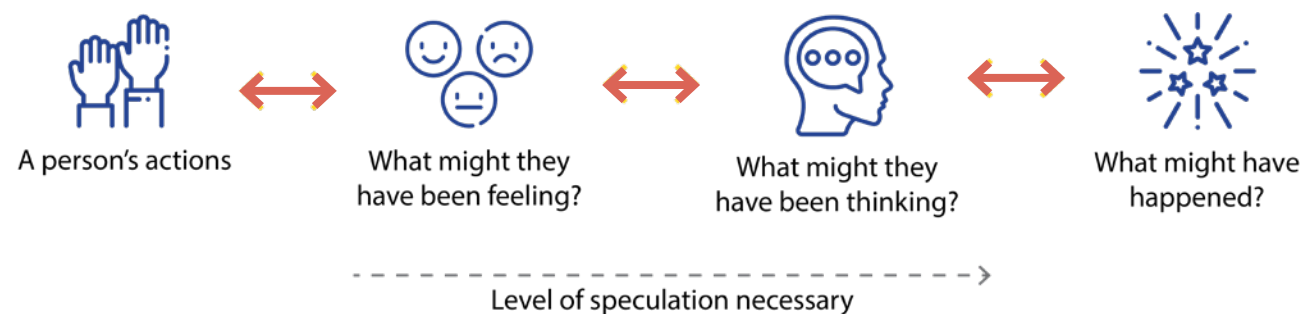
Emotional Awareness*

Emotional Awareness is fundamental to effective self leadership, and to building sustainable relationships. In this module, participants will learn and practise fundamental skills for developing Emotional Awareness.

Through the Thoughts-Feelings-Actions (TFA) framework, participants will better understand the relationships between the different components by reflecting on their lived experiences. By being more aware of the patterns in their thoughts and feelings, one can choose how to respond instead of reacting emotionally. Using TFA in reverse also serves as an empathy tool which helps participants to respond more empathetically.

DURATION:
1.5 hours and up

*Virtual option available

Dignity & Stereotypes*

Dignity is defined as a person's inherent value and intrinsic worth that they are born with, where we recognise the equal value and worth of a person regardless of their behaviour.

This module introduces the concepts of stereotypes, a taxonomy of dignity, conditions that lead to dignity violations, and essential elements of dignity promotion. Participants will uncover some hidden stereotypes they may have and better appreciate how to promote dignity in their interactions with others and communities. The equipping will include hands-on activities, scenario-based case studies for participants to understand the need to consciously practise self awareness and dignity-promoting skills in people engagement.

DURATION:
2.5 hours

*Virtual option available

SKILLS TO BUILD A STRONG COMMUNITY

DEVELOP INTERCULTURAL ABILITY

TRUST BUILDING + BONDING

KNOW SELF | I AM, BECAUSE WE ARE | BUILDING COMMUNITY TOGETHER

Collaborative Power & Spheres of Influence*

Interacting with those who are different from you can be scary, messy, and confusing. Questions of identity and power quickly come into play. In this Module, participants will explore concepts that are fundamental to developing mutually empowering relationships across differences, such as:

- Spheres of Influence
- Informal and Formal Power
- Collaborative Forms of Power

By beginning with awareness of one's own identity, position, and power, participants will understand how their identity complements or conflicts with the identities of others. Once an awareness of the self within the collective is established, participants will be equipped with the skills to share power effectively, a fundamental part of any asset-based service project.

DURATION:
3 hours

*Virtual option available

Mindsets

Dependent, Transactional and Relational Mindset

In this module, participants will explore three types of mindsets - dependent, transactional and relational, and how they might be relevant in different contexts. In particular, we dive into when a relational mindset is necessary, and how one can shift from a dependent/ transactional mindset to one that is more relational. Participants will practise in a safe learning environment through case studies, peer sharing and reflections.

DURATION:
2 hours

Overcoming a Scarcity Mindset (Level 1)*
Beyond limitations: How to optimise your resources

For the first module, participants will undergo a series of simulations to reflect on the effects of a scarcity mindset. Rather than a manifestation of personal traits, a scarcity mindset is a contextual issue that leads us to perceive that we have less than what we feel we need. Along with narrowing our focus solely on matters that feel more pressing, a scarcity mindset taxes our mental bandwidth and forces us to make trade-offs that might cost us more in the long(er) term.

In addition to the experiential element, participants will be challenged to consider the implications of a scarcity mindset in various case scenarios. Strategies on how one can design a scarcity-resistant environment to overcome the detrimental effects of a scarcity mindset would also be shared for participants to consider applying within their personal spheres.

DURATION:
3 hours

*Virtual option available

Shoots

These modules offer an added challenge to participants or organisations who may be operating in the field/social sector/education sector and are interested in building further capacity in human-centred leadership skills and community engagement competencies. They are also appropriate for student leaders and CSR leaders.

Frameworks here include:
- Intentional Listening
- Empathy Mapping
- Effective Facilitation
- Scarcity Mindsets (Level 2)
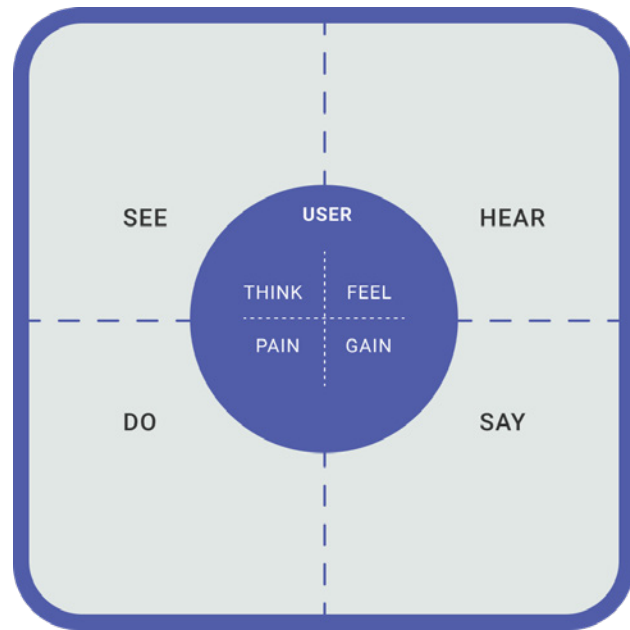- Asset-based Community Development (ABCD)
- Citizen Library™ (practicum)
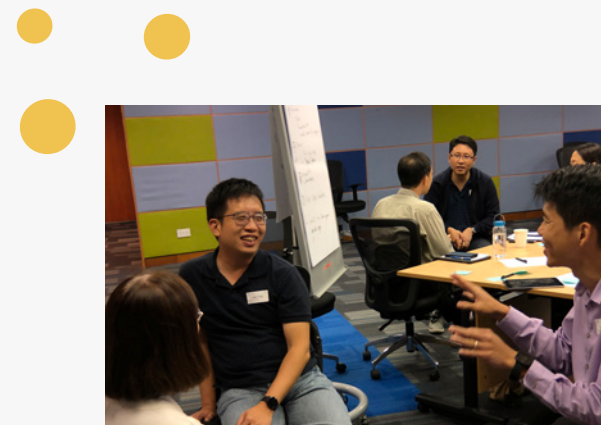
Above: Participants from the Engagement Immersion for Leaders Programme practising Intentional Listening skills as a Speaker, Listener and Observer respectively.

Intentional Listening*

Active Listening is essential not only to community engagement, but to all facets of our personal and professional lives. Here, participants will practice a unique form of active listening that helps isolate and build the cognitive, emotional and empathetic muscles of listening, thus making it intentional and not merely active. The intentionality also arises through the purposeful sharing of peer feedback on the listening process, covering body language to facial expressions, distracting thoughts and more.

DURATION:
1.5 hours

*Virtual option available

Above: Empathy Map

Above: Participants honing their effective facilitation skills to help them to deeply engage across different stakeholders.

Empathy Mapping*

Participants will be introduced to the methodology of Empathy Mapping. The generation of an empathy map helps us better understand our intended end user(s), including their fears and hopes.

The intent of exposing participants to this empathy mapping tool is to equip them with the ability to understand their intended stakeholders (i.e. persons of interest/ end users) on a deeper level, and help them identify and test any inherent assumptions they might have about their intended audience. We will take participants through the practice of Empathy Mapping in projection, observational and retrospective modes.

DURATION:

3 hours

*Virtual option available

Effective Facilitation*

Being able to hold space for powerful, difficult, and important conversations is a skill that is indispensable for leaders, employers, educators, parents, or anyone who works with people-centred processes. With the changing norms, being able to engage in mutually respectful and productive conversations with others online becomes an essential skill as well.

Through dynamic role-plays, quizzes and group activities that stimulate peer learning, this module will introduce participants to the skills and frameworks most fundamental to effective facilitation in-person and virtually, such as:

- Styles of Facilitation for Different Contexts
- Modes of Communication for Different Contexts
- Core Facilitation Skills and Strategies
- Managing Different Personality Types

DURATION:

3 hours

*Virtual option available

Overcoming a Scarcity Mindset (Level 2)*

What is Lacking: Making Programme Interventions Work

For the second module, participants are invited to deliberate over the systemic effects of scarcity traps through carefully-designed interactive activities, especially on the outcomes of programmes and projects as well as policies (where applicable), particularly if they involve under-resourced individuals and communities. There will also be opportunities for participants to discuss and brainstorm on how one might design more effective programmes, projects, or policies that will have increased participation from the community they serve by taking into account key concepts such as 'Slack' and 'Bandwidth Tax' shared during this module.

Finally, using real-life case studies, we will also discuss how the application of a Scarcity Lens might integrate with existing social innovation frameworks such as Needs-Based Analysis, Design Thinking and Asset Based Community Development for a more holistic approach to community-centred solutions.

DURATION:

3 hours

*Virtual option available

Left: Participants out mapping community assets

Above: Geraldine, one of our Citizen Books sharing her lived experiences as a person with physical disabilities with participants in the GIC Sparks & Smiles Programme.

Asset-Based Community Development (ABCD)*

ABCD is a model and practical approach for community development work that recognises, emphasises and leverages the various assets, both tangible and intangible that exist in a given community. As a way of seeing, it also sets the paradigm by which we approach the exploration and solutioning of challenges.

In our ABCD module, we expose participants to the various categories of assets. We emphasise and facilitate participants' practice of asset-mapping from the scales of the individual, to the community and environment through an engaging applied exercise in the local community (Yes, we will learn beyond the classroom!)

We also explore cases of how ABCD has been realised, in the local context to provide concrete examples of how the gifts of various communities can be activated. Participants will understand how this asset/ strengths-based perspective has the potential to empower our communities, helping to create dignity-promoting, sustainable change.
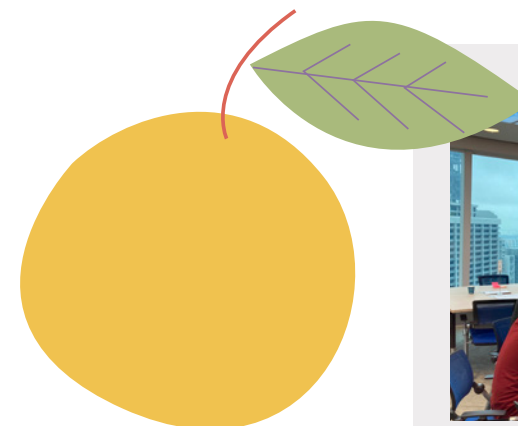
We recommend that organisations experience the ABCD and DT modules together for greater effectiveness.

DURATION:
3 hours

*Virtual option available

Endowment portraits are a key part of the ABCD experience at Skillseed. Find out through QR and **bit.ly/mapgifts**

Citizen Library

Optional add-on to 'Empathy Mapping' and 'Influence with Empathy'

To put theory into practice, a Citizen Library segment can be added where participants will have the opportunity to empathetically interview Citizen Books from Skillseed's network and existing communities. This segment allows participants to engage with Citizen Books who could be their potential end users / audience. Our Citizen Books come from all walks of life and may comprise Persons with Disabilities, retirees, caregivers, environmental activists etc, who are remunerated for their valuable time and contributions, which helps to amplify our social impact.

DURATION:
45 mins and up
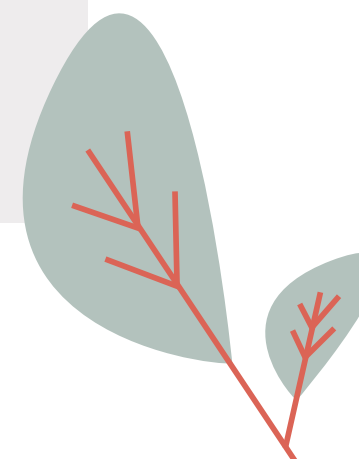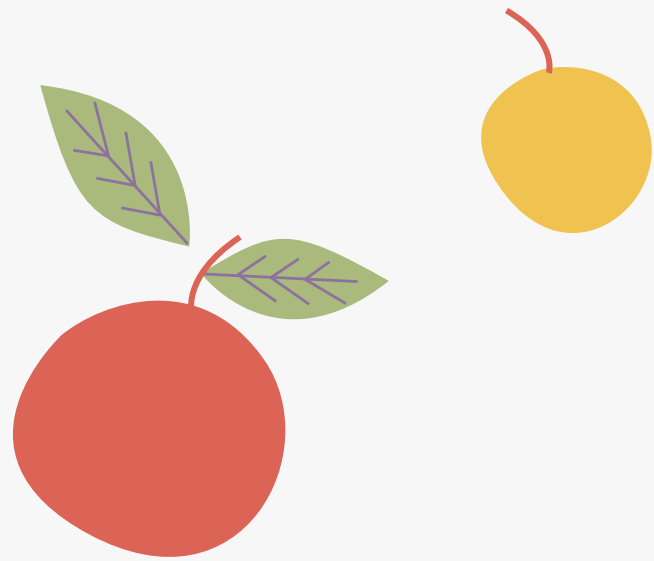
Fruits

Building on the trust that modules above create, the crown of our tree brings our relationships to fruition and provides a holistic approach to co-designing and collaborative solving of our social and environmental challenges.

By connecting and melding various established social innovation frameworks, we believe we have developed a holistic approach to designing for social and environmental challenges.
An approach that is able to span the scales of individuals, organisations and systems.

Frameworks here include:

Human-centred Leadership & Community Engagement

- Influencing with Empathy
- Relational Communication Competencies™
- Stakeholder Engagement
- Community Canvas
- Resilience Trails™ (Practicum)

Integrated Social Innovation

- Theory of Change: Systems Mapping
- Design Thinking for Social Impact
- The Social Business Model Canvas
- The Logic Model

Left: Participants working on a systems mapping exercise.

Theory of Change: Systems Mapping

The Theory of Change is a systems-perspective framework that illustrates a multitude of possible pathways towards a long-term positive outcome. Through the mapping of interventions, short and medium term outcomes, implicit / explicit assumptions, as well as potential choke points and high leverage areas associated with those outcomes, one gains a holistic view of the conditions required for the end vision to be achieved.

Mapping a Theory of Change also gives us a holistic understanding of a chosen challenge space or pathway before delving into the details at the organisational scale. It's therefore a useful model to consider as a prelude the Logic Model

Participants will encounter and construct their Theory of Change through mixed media.

DURATION:
**4.5 hours**

Influencing with Empathy*

While empathy mapping helps us better understand the world of our stakeholders and gain deeper insights into their inner motivations and fears, there are times when we may need to intervene and influence our stakeholders.

For example, when we witness that our stakeholder is engaging in self-destructive behaviour, or when they share that they are struggling with a bad habit. How do we then respond, and influence them in a way that fosters trust and mutual respect, and nudges them towards positive change?

The second segment of the module focuses on practical strategies on how we can influence our stakeholders, whether internal (e.g. project teammates) or external (e.g. community members) with empathy.

DURATION:
2.5 hours

*Virtual option available
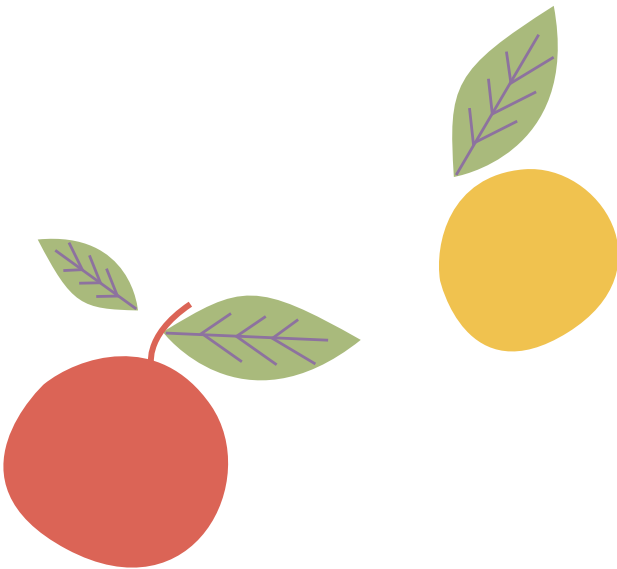
Relational Communication Competencies*

Relational communication is key to building empathetic, mutually empowering, and sustainable relationships among different stakeholders. Projects and programmes are often never smooth-sailing. Hence, being able to respond relationally is even more critical when one has to relay bad news or constraints to stakeholders, or when your stakeholders are already upset or angry over a certain situation of which you had influence over.

In this dynamic module which invites participants to step out of their comfort zones to role play, they will learn and practise the following skills, which build upon one another to achieve the most effective community engagement outcomes:

Discord Resolution: Affirming Responses (AAARR)™

Participants will learn and practise the key components of affirming responses, namely - Acknowledgement, Accountability, Authenticity, Recognition and Reliability. Affirming Responses will be especially useful when we need to communicate constraints or undesirable news.

Relational Questions

In addition to crafting affirming responses, participants may need to ask questions that promote relationality. This segment will explore the fundamental aspects of relational questioning, and relate to the Empathy Map.
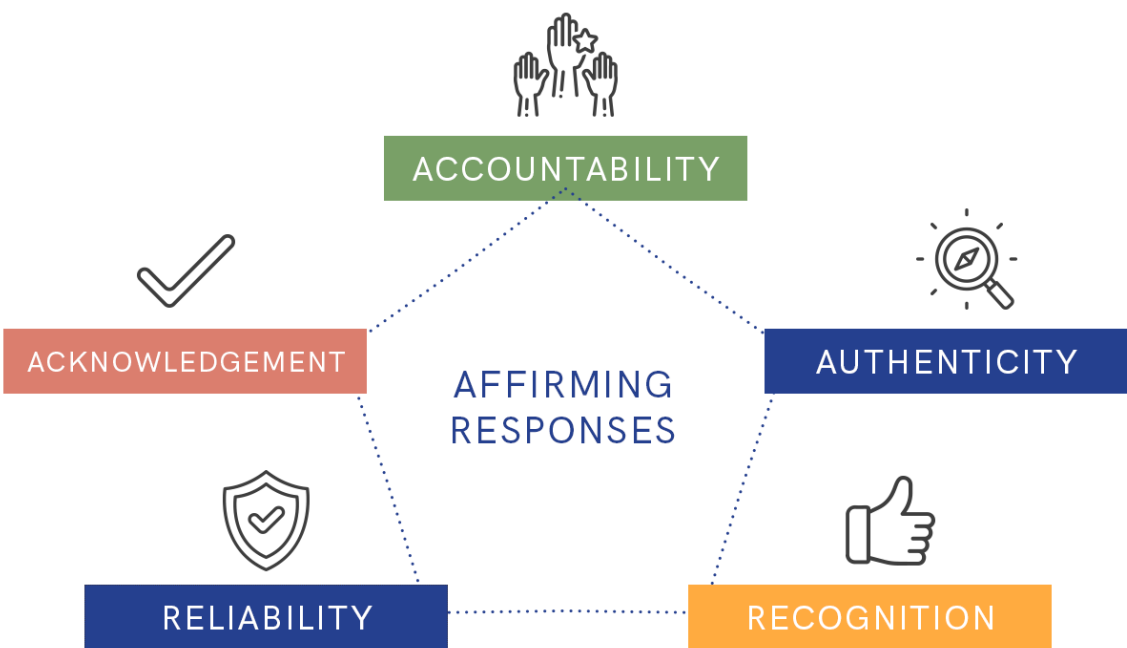
Above: AAARR Framework

Discord Prevention: RRAAA(A)

In engaging stakeholders, there may be occasions when an unreasonable request frustrates us, and we feel tempted to lash out. Sometimes we do, to disastrous outcomes. And even if we don't, we may unintentionally reply in a manner that is dismissive, sarcastic or expresses passive aggression. Either way, it results in stakeholder anger and exacerbates the situation. So how might we respond in a way that preserves the relationship whilst bringing the engagement towards our desired outcome?

Meet RRAAA. That's not the sound of fury voiced (though it's a helpful mnemonic). As the sibling to AAARR (please see above), RRAAA gives us a framework of relating with a stakeholder that helps them discover their blind spots (in the context of their request), builds mutual understanding, and preserves the relationship. When practised well, we might even cultivate an ally in the process. And all these without losing our cool.

Similar to AAARR, participants will catch RRAAA through a myriad of immersive activities including role plays, participatory theatre, case dissections, pair and reflections and group work. RRAAA is best encountered with Emotional Awareness, Level 1 Mindsets and AAARR as complementary pre-modules.

RECOMMENDED PREREQUISITE LEVEL 1 MODULE(S):

• Emotional Awareness
• Mindsets
• Dignity and Stereotypes

DURATION:
3 hours and up

*Virtual option available

Above, from left to right:
1 Participants mapping out their stakeholders on a power-interest grid in order to design effective engagement strategies with them;
2 Youth participants sharing their LEGO prototype with their community partners and receiving feedback from them to iterate and improve their product design.
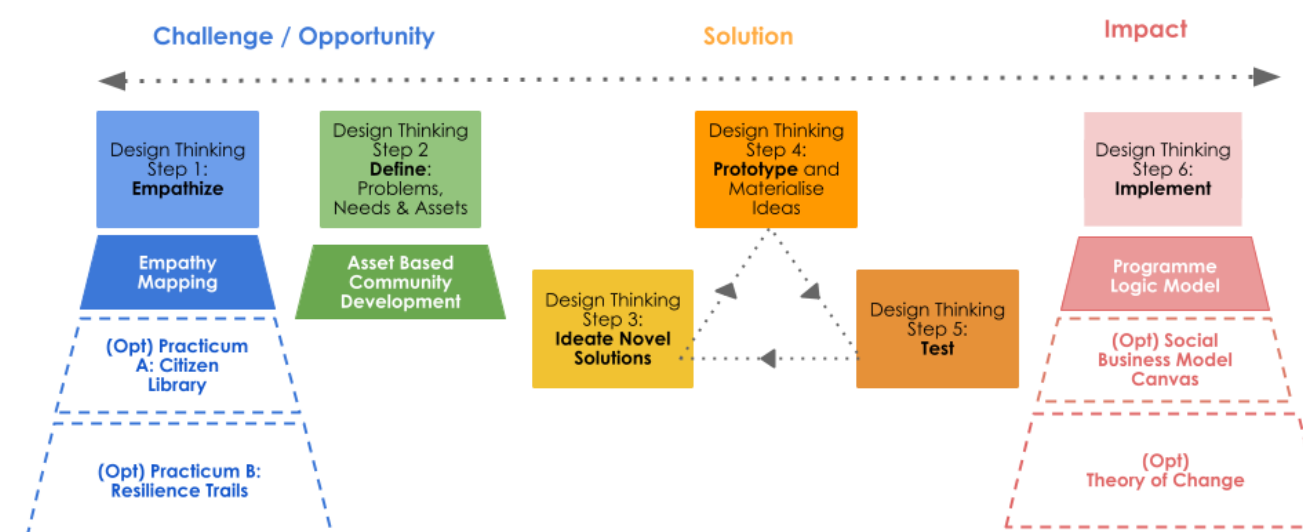
Above: Skillseed's Design Thinking Framework

Stakeholder Engagement

No man is an island - we all need to work with a diversity of stakeholders to achieve the goals of our initiatives. Stakeholder engagement first begins with mapping to help us identify the key stakeholders that may directly or indirectly influence any change initiative.

In this module, participants will learn about the different categories of stakeholders and the importance of mapping them out during the course of a project. They will also be able to identify, understand and work with the perspectives of various stakeholders.

Through the dissection of successful cases, participants will understand how to design effective engagement strategies with various stakeholders, so as to achieve the most ideal and mutually beneficial outcomes for their change initiatives.

DURATION:
3 - 3.5 hours

Community Canvas

A community canvas serves as a platform for stakeholders to co-create the essential elements that will influence the community experience (community identity, community vision, purpose, interaction norms and more). The act of co-creation shares power and builds agency, thus acting as an example for how participants could approach the communities they seek to serve or be a part of. The Community Canvas rests upon the other social innovation modules and lays a firm foundation for starting engaged and bonded communities of any scale.

Participants will engage in a hands-on activity to co-create a Canvas for a new / existing community.

DURATION:
2.5 - 3 hours
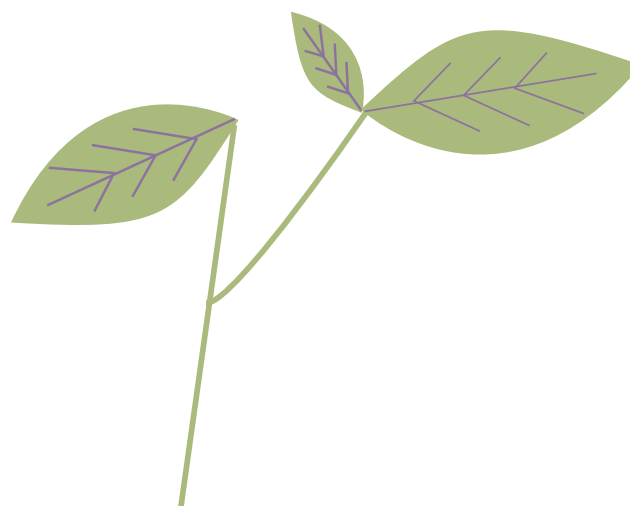
Design Thinking for Social Impact*

Design Thinking (DT) guides participants to focus on the end-user first and foremost. Through an iterative process of empathising, defining the challenge space, ideating, prototyping and testing, we arrive at a potential solution that works, based on and for the user. Not the designer.

At Skillseed, we have adapted the DT methodology specifically for social impact challenges. More recently, we've further built on that experience and expanded into exploring environmental challenges.

Other than our focus, our DT process is also unique on several fronts. We weave ABCD elements into the empathy, solutioning and testing steps of the DT cycle. In the ideation-prototyping phases, our use of creativity primers, an additive brainstorming process that taps on collective wisdom, and LEGO to rapidly prototype, are also experiential highlights that participants enjoy. Finally, we help participants maximise implementation success through the Logic Model, as the final step of DT.

For participants who desire to bring their incipient idea to a fully considered solution, we further integrate the Social Business Model Canvas to the implementation phase of DT. Participants who prefer an introductory overview of DT may opt for a 3-hour standalone primer. This will guide participants through the 6 steps of the DT cycle to uncover the root causes of, and imagine potential solutions, to the challenges that they have identified.

Participants who desire a more thorough and holistic experience of DT may choose an extended module that weaves in other social innovation tools such as, Asset-Based Community Development, the Logic Model, the Social Business Model Canvas etc.

DURATION:
FULL COURSE: 11 hours and up

TRAIN THE TRAINERS: 12 hours and up
intensive training for educators or leaders who wish to adapt our curriculum for a specific event, project or camp.

PRIMER: 3 hours

*Virtual option available

Like a peek into what a Skillseed facilitated DT workshop might be like? bit.ly/skillseedDTplay

Above: Participants work through the SBMC canvas to help them conceptualize and develop their project ideas.

Social Business Model Canvas (SBMC)*

The SBMC adapts the traditional business plan for businesses and projects with a social mission, while allowing project / business designers to remain nimble and attentive to end users. It helps us succinctly articulate the vital facets of a project's key ideas, financial sustainability and its social value proposition in a connected manner on a one page canvas.

In our workshops, participants will work in teams to cover the external-facing aspects of their envisioned project / solution, considering elements such as the problem they are trying to solve, the unique value proposition of their proposed solution, the key stakeholders and more.

Participants will further flesh out their ideas by cogitating the internal considerations, including sustainable financing and long-term social impact. At Skillseed, we often layer the SBMC with the Logic Model.
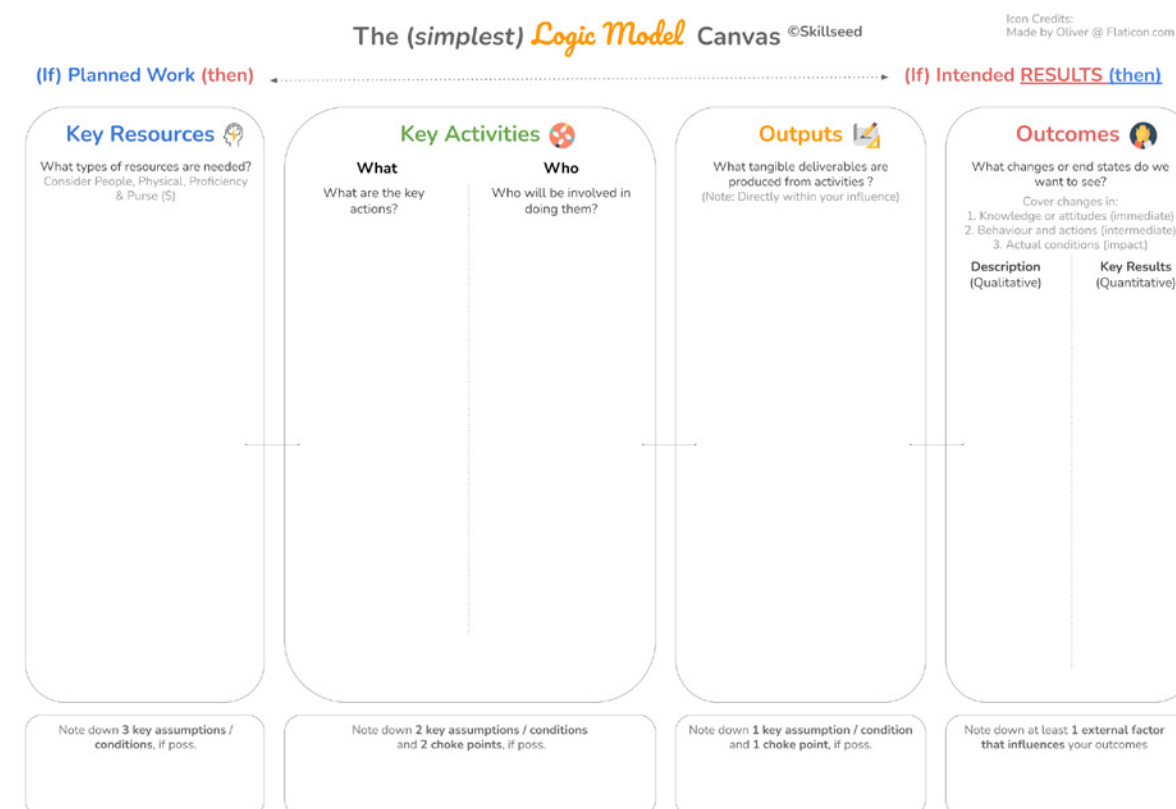
DURATION:

3.5 hours

*Virtual option available

Curious about our philosophy about designing learning experiences? Follow the QR and bit link! **bit.ly/traingphilos**

Above: The Logic Model Canvas used by our facilitators.

Logic Model*

The Logic Model is a systematic, yet simple and visual way to map, plan and measure the outcomes and impact of our projects. It's particularly useful when we work in teams and some form of organisation or reporting is expected. Participants will be primed to consider applying the Logic Model to their envisioned project (if ready), allowing them to conceive their intended impact or outcomes from the start and work backwards to plan the resources and activities that they need for a successful project. When communicated visually, the Logic Model also serves well as a reporting tool.

The Logic Model can be experienced alone, but is best coupled with the Social Business Model Canvas, interacting with the various components of the latter, especially the social impact bottom line.
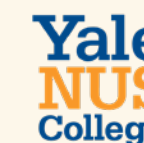
DURATION:

3 hours

*Virtual option available

Testimonials

Since 2013, we've had the honour and privilege to work with various groups and organisations from ministries to higher institutions, NGOs and corporate partners.

Here are some of our client partners:

"The programme had a good mix of theory and experiential learning, it kept all of us engaged and entertained throughout the session."

Irene Tan
Assistant Director, MINDEF

"The (workshop) experience was meaningful and enjoyable. We learnt new concepts such as different mindsets, ways to promote dignity and expressing gratitude for the gifts each person brings to the team. One key highlight was discovering about each team member's attitudes and working styles. The programme had a good mix of theory and experiential learning, it kept all of us engaged and entertained throughout the session.

None of the vendors I had worked with is as proactive and engaging as Skillseed. They sought to understand my challenges and I am most grateful for their positive encouragement along the way which helped me to persevere and make the workshop happen at the end. Thanks so much for everything, really appreciate Wilson and Faith's friendship and help this whole time. Look forward to working with Skillseed again in future."

Sihui
Teacher, Anglican High School

"The presentation was thorough and the facilitator gave prompting questions to help students to stretch their thinking and re-examine their thought process. The trainers were also skillful in guiding the students to develop problem statements and guiding students to think and modify their statements. The whole process of working with Skillseed was smooth as the trainers were prompt in sending relevant materials to the school and were clear in the amount of logistics that were required. Thank you for training our students!"

NUS LKYSPP MPA Class Committee 2022

"Contents such as understanding stereotypes and dignity violations offer immersive experiences and takeaways."

"Engaging, collaborative and fun! Excellent facilitation and sharing of Kampung Admiralty by facilitators who made the session interesting and enriching for the participants' learning, good time management. Smooth pre-event coordination despite short lead time, adjusted programme according to our needs (ie. shortened classroom session and kept the guided walk so that we can come back in time for our afternoon class)."

Kathleen, Learning Facilitator
National Community Leadership Institute

"Skillseed delivered a highly contextualised course relevant to the needs of our participants. Contents such as understanding stereotypes and dignity violations offer immersive experiences and takeaways. Working with the Skillseed Team was an immensely enjoyable journey as we implored pertinent topics and deepened the analysis for learning outcomes. Thank you Skillseed very much once again for the partnership! :)"

Phua Huijia
Founder & Director

Huijia is one of the Principal Trainers at Skillseed who trains Public Servants, corporates and sectoral partners in citizen engagement and community co-creation skills.

Wilson Chan
Director

Wilson is currently a Director at Skillseed, where he leads learning experience design, amongst other key responsibilities. He also serves as a Principal Trainer in equipping participants, from all sectors, citizen engagement, community co-creation and social innovation skills.

Our Management

Through the Engagement Immersion for Leaders (EIL) programme, a milestone course for senior Public Servants (Directors to Deputy Secretaries) in building a citizen-centric Singapore Public Service, she and her fellow Skillseed Trainers have equipped over 690 senior officers from across the Public Service.

She has also conducted similar human-centred leadership skills training for CSC milestone programmes such as the Senior Management Programme's (SMP's) Community Attachment Programme. Huijia is also part of CSC-MCCY's Partnerships and Engagement Experts Panel, where panellists can be engaged to provide expertise in Engagement and Facilitation Strategy and Design within the public service.

Huijia founded Skillseed in 2013 with the vision of unleashing human potential for social good through an asset-based approach. Huijia straddles both the community building (skilled volunteerism projects) and capacity building (training) arms of Skillseed, and therefore has a nuanced understanding of ground needs, while being able to convey deep insights in a candid and humorous manner. Over the years, Huijia has designed and facilitated sessions and learning journeys for a diverse range of participants, from youth with disabilities to local retirees, students from different countries and cultural backgrounds, fellow social sector partners, ground up movements, teachers and corporate leaders.

In her previous life, Huijia founded several community initiatives, which included an environmentally and socially conscious student-run cafe (still going strong after a decade) at Yale University while pursuing her Masters degree in Environmental Management. She was the first recipient of the Kroon Cup from the Yale School of Forestry & Environmental Studies (Yale F&ES), which recognizes individuals who embody stewardship and implement projects that engage and inspire the larger community.

Currently a mother of two, Huijia spreads her time across being tested by her young toddler and newborn, mentoring her team and informally advising younger social enterprise leaders.

Wilson paints, makes and tends.

He graduated from Queen Mary University of London with a 1st Class Honours degree in Marine and Freshwater Biology. He is grateful for the largesse of the Fulbright Scholarship, the Yale F&ES Scholarship, and the NParks' Post-graduate Scholarship, all of which enabled him to read for a Master's degree in Environmental Management at Yale University. There, he co-founded a social enterprise providing a free peer community to international students applying to US colleges, and was appointed a Yale Entrepreneurial Institute Fellow.

Wilson has had 10 years of public service experience, working on biodiversity conservation, research and policy. In his previous role as an Assistant Director in the National Parks Board (NParks), Wilson was privileged to drive the development of Singapore's Integrated Coastal Management program, and co-led the Centre for Urban Greenery and Ecology in his concluding role. He has been shaped by the experience of befriending and caring for vulnerable elderly, as well as mentoring young students.

Wilson belongs to Christ.

Contact us

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in [Skillseed Singapore](http://linkedin.com/company/skillseed-singapore)