Community leader persona A: The Active Engager

A. The Active Engager
Readily gets involved with wellbeing and active lifestyle interventions with little motivation. Looking for new projects or injections of inspiration.

Wants and needs
- Clear direction
- Inspiration
- Someone to bring energy to mirror theirs
- Wants to share what they are doing with new contacts
- Exciting project pitch
- Learn from new briefs/approaches

Challenges
- Sometimes weary about the motives of new projects/contacts
- Mindful of past experiences in leadership/third sector fatigue
- Measuring impact
- New projects without a long-term vision

Motivations
- New cause or brief
- Opportunity to share opinions/ideas/thoughts
- Recognition
- Altruistic visions

Influencers
- Commissioners of work/new projects
- Community/service users
- Other community leaders
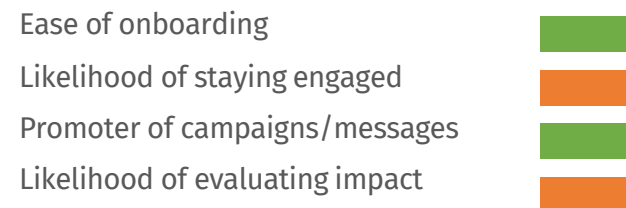- People with community health and wellbeing vision and direction

Communication methods
- Face-to-face
- Personalised (not generic)
- Group settings/meetings/briefings

Engagement approach
- Visionary
- Altruistic
- Local-value
- New/interesting approaches

Project engagement

Ease of onboarding	🟩
Likelihood of staying engaged	🟧
Promoter of campaigns/messages	🟩
Likelihood of evaluating impact	🟧

🟩 Highly likely 🟧 Moderately likely 🟥 Unlikely

Community leader persona B: The Promoter

B. The Promoter Happily takes organised communications and promotes through the various channels they have a available. Happy to share but does not get deeply involved.

Wants and needs

- Ease of delivery
- Clear brief/instructions
- Quick to deliver
- Straightforward actions
- Understanding timescales
- Quality of content
- Relevance of content

Challenges

- Time resource
- Understanding the value of what they are doing
- Scheduling/coordinating different messaging at the best time
- Knowledge of compliance
- Understanding of how to protect their organisation's reputation

Motivations

- Feeling valued
- Quality of campaign/content
- Realistic expectations
- Elevating community profile

Influencers

- Community leaders
- Comms professionals, agencies and organisations
- Community figureheads and local celebrities
- Political leaders

Communication methods

- Email
- Sending a campaign pack/resources toolkit (physical or digital)
- Social media direct message

Engagement tactics

- Personalised value proposition for their organisation
- Clear instructions
- Rich content
- Mention of who else is involved

Project engagement

Ease of onboarding	🟩 Highly likely
Likelihood of staying engaged	🟧 Moderately likely
Promoter of campaigns/messages	🟩 Highly likely
Likelihood of supporting evaluation	🟧 Moderately likely

🟩 Highly likely   🟧 Moderately likely   🟥 Unlikely

Community leader persona C: The Collaborator

C. The Collaborator
Motivated by group work in project teams. Prefers to be a part of a shared solution but not wholly responsible. Proactively looks for opportunities for collaboration.

Wants and needs

- To be part of group/project work
- Work across areas
- Gaining a network (contacts)
- Opening up new opportunities
- A coordinator/leader to oversee
- A good problem to solve

Challenges

- Working alone
- Sole responsibility
- Being in the same environment too long
- Self-motivation
- Scale of work

Motivations

- Working with others/team spirit
- New environments
- Opportunities to learn from others
- Sense of achievement and group success
- Being part of early decision making

Influencers

- Team/project groups
- Sector leaders
- Trusted organisations
- Comparator organisations or key figures

Communication methods

- Email followed by phone call
- Invitation to group chat, event or meeting
- Face-to-face meeting at networking event

Engagement tactics

- Positioning the opportunity to be part of a new project group
- Contact via another contact in their network
- Referral from another contact

Project engagement

Ease of onboarding	Moderately likely
Likelihood of staying engaged	Highly likely
Promoter of campaigns/messages	Moderately likely
Likelihood of supporting evaluation	Moderately likely

Highly likely • Moderately likely • Unlikely

Community leader persona D: The Solo Flyer

D. The Solo Flyer
Entrepreneurial go-getter. Creative but organised (where it matters). Can easily take on projects and deliver them tenaciously, often feeling they drive the project forward best when taking full responsibility for it.

Wants and needs

- Great brief with lots of detail and emotive content
- Clear goals and objectives
- Full responsibility for something
- Freedom to do it their way
- Energy and enthusiasm
- Permission to get results or innovate
- Absorb knowledge

Challenges

- Shared responsibility
- Delegating roles/tasks
- Distracted by others/working with others
- Over committing and overly optimistic
- Levels of interest
- Lack of feedback
- Works right up to the last moment
- Subjective practices

Motivations

- Proving the naysayers wrong
- Taking on problems/tough challenges
- Genuine feedback, praise or constructive criticism
- Meeting targets and results

Influencers

- Innovators
- Disruptors
- Experts
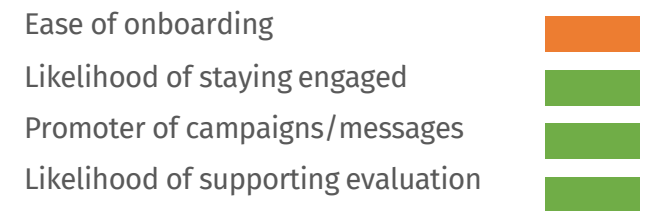- Beneficiaries/those with lived-experiences

Communication methods

- Liking their posts on LinkedIn or other social channels (if relevant)
- Email followed by phone call
- Invitation to take part/tender – more than just an email (vision video, PDF)

Engagement tactics

- Researching their work or reputation
- Praising their work or reputation
- Providing an interesting, creative and emotive briefing
- Providing sound bites, emotive facts and case studies

Project engagement

Ease of onboarding	Moderately likely
Likelihood of staying engaged	Highly likely
Promoter of campaigns/messages	Highly likely
Likelihood of supporting evaluation	Highly likely

Highly likely · Moderately likely · Unlikely

Community leader persona E: The DIY-er

E. The DIY-er

Usually in a situation where circumstances dictate they are the only person to deliver the work of a full team, alone. They persist with purpose and a DIY mentality but the job gets done. It isn't always done as well as it could be.

Wants and needs

- Funding or resourcing
- Training and development
- Volunteers
- Keep busy and add value
- Presenteeism
- For people to know how hard they work (mostly with the objective of achieving support or change, not for bragging)

Challenges

- Lack of funding or resourcing
- Not asking for support
- Expertise
- Understanding of standards and benchmarking
- (For some) Communications and marketing skills
- Can find it difficult to delegate

Motivations

- Funding and resource
- Training and development
- Volunteers or extensions to team
- Meet new people

Influencers

- Senior leaders
- Service users
- Community figureheads

Communication methods

- Face-to-face
- Drop in/walk into place of work
- Phone call
- Email (may be slower reply)

Engagement tactics

- Empathise with and acknowledge workload
- Position offerings that won't add to workload
- Support/resources/volunteers as part of offering

Project engagement

Ease of onboarding	Moderately likely
Likelihood of staying engaged	Moderately likely
Promoter of campaigns/messages	Moderately likely
Likelihood of supporting evaluation	Moderately likely

Highly likely   Moderately likely   Unlikely

Community leader persona F: The Networker

F. The Networker
An experienced person who brings a wealth of contacts from previous roles and continuously builds more through their current work. Always joining up the dots and creating opportunities. Signposts, but doesn't always take on work.

Wants and needs

- Make connections
- Help others to collaborate
- Create and follow up on opportunities
- Listen to problems and come up with connections for solutions
- Use past experience to provide opportunities

Challenges

- Difficult to commit outside of skillset
- Decreasing networks
- Number of 'asks/favours' per contact
- Not always dealing with decision makers

Motivations

- Opportunities to find connections for problems
- Opportunity to show pride in contacts/contact book
- Being knowledgeable on most topics because of contacts made

Influencers

- Other networkers
- Experts and senior leaders
- Team and colleagues

Communication methods

- Networking events and activity
- Follow up email after meeting face-to-face
- Formal introductions (email, face-to-face) from others they know

Engagement tactics

- Community contacts/referrers ('She knows everyone, you need to speak to her')
- Invitation to a coffee or event
- Reach out with a network request 'Can I pick your brains on who you know in…'

Project engagement

Ease of onboarding — Highly likely

Likelihood of staying engaged — Unlikely

Promoter of campaigns/messages — Highly likely

Likelihood of supporting evaluation — Unlikely

Highly likely   Moderately likely   Unlikely

Community leader persona G: The Figurehead

G. The Figurehead
A local celebrity who has become a Community Leader because of their local/political activism. Not fully trained in all public sector methods, doesn't like paperwork or red tape but trusted by many and gets stuff done their way.

Wants and needs

- Champion their community
- Ensure the people in the place they grew up are looked after
- Make positive change for future generations
- Keep the peace
- Use their personal stories and experiences to create social good

Challenges

- Rogue approaches
- May need to play down projects or situations to influence people
- Keeping people on side and keeping a good distance from becoming corporate or institutionalised in any way
- Maintaining trust with community
- Frustrated with public sector approaches

Motivations

- Being trusted to do things their way
- Being given a vision and evidence of the social good a project can deliver
- Long-term funding or projects
- Grassroots approaches

Influencers

- Community groups/organisations
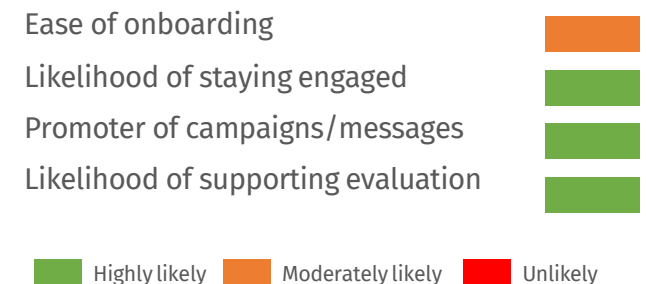- Friends and neighbours
- Commisioners of work

Communication methods

- Face-to-face
- Phone call
- Text/Whatsapp
- Email (where relevant)

Engagement tactics

- Jargon-free local communication
- Evidence local knowledge and interest
- Authenticity and genuine empathy

Project engagement

Ease of onboarding	🟧
Likelihood of staying engaged	🟩
Promoter of campaigns/messages	🟩
Likelihood of supporting evaluation	🟩

🟩 Highly likely 🟧 Moderately likely 🟥 Unlikely

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Community leader persona H: The Ideator

H. The Ideator
Constantly generating new ideas for projects or initiatives. Has great vision but not always the people or resource to get ideas off the ground. Can get frustrated or distracted by new ideas.

Wants and needs

- Problems to solve
- Group/event problem solving scenarios
- Funding/teams to make ideas happen
- People to mentor or organisations who need new ideas and approaches
- Creative spaces, briefs and events

Challenges

- Frustrated by holding on to good ideas
- Box ticking exercises where ideas don't gain longevity
- Lack of funding or resources

Motivations

- Frustrated by holding on to good ideas
- Box ticking exercises where ideas don't gain longevity
- Lack of funding or resources
- Co-production/co-creation

Influencers

- Creative people
- Senior leaders
- Bloggers
- Comparator organisations
- Workshop leaders

Communication methods

- Invitation to sessions/co-creation
- Email

Engagement tactics

- Co-creation briefings
- Creative communications
- Question-based communication
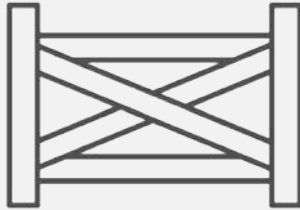- Multi-media communications

Project engagement

Ease of onboarding	🟩
Likelihood of staying engaged	🟥
Promoter of campaigns/messages	🟧
Likelihood of supporting evaluation	🟥

🟩 Highly likely 🟧 Moderately likely 🟥 Unlikely

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Community leader persona I: The Gatekeeper

I. The Gatekeeper Typically a protector, controlling access to an established community because of the type of community that exists (e.g. faith, vulnerable, infirm etc.) Cares deeply about upholding the values of their community.

Wants and needs

- Persuading that it is a genuine project
- Convincing it is important and beneficial for their community
- Acknowledgement of their role and status
- Rightfully respected for the role they do
- Trust in ethos and values
- Be specific

Challenges

- Adopting change or new ways of working
- Optimism around new initiatives
- Struggles with ideation
- Risk adverse
- As a protector, sees problems/risks more than solutions

Motivations

- Recognition of their loyalty
- Praise and thanks
- In control of decision making
- Badges, titles or roles
- Being valued for expertise

Influencers

- Senior leaders in organisation
- Instructional or managerial leaders
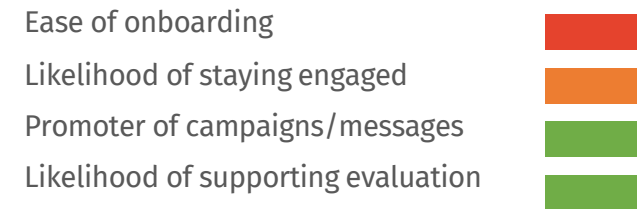- Others in similar roles

Communication methods

- Initial call
- Face-to-face meeting
- Email/phone follow up

Engagement tactics

- Case studies of community impact/benefits
- Bespoke and personalised propositions for their community/area of work
- Via senior leadership introductions

Project engagement

Ease of onboarding	🟥
Likelihood of staying engaged	🟧
Promoter of campaigns/messages	🟩
Likelihood of supporting evaluation	🟩

🟩 Highly likely 🟧 Moderately likely 🟥 Unlikely

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