

An aerial photograph of a river delta with a bridge crossing it. The image is overlaid with a semi-transparent dark blue layer. In the bottom right corner, there are several large, colorful circles in shades of purple, blue, yellow, and red.

APRIL 2025

# Five Dimensions Toolkit:

**Resources for Working with the  
*Five Dimensions of Inside-Outside Strategy***



# Working with the Five Dimensions

The *Five Dimensions of Inside-Outside Strategy* provides a structured framework to help individuals, groups, and partnerships analyze their unique contexts, assess challenges and opportunities, and develop strategies that are responsive to real-world conditions. While there is no single “right” way to engage in this work, the Five Dimensions offer a common language and resources to support stronger, more effective partnerships.

At its core, the Five Dimensions is built around five key areas essential to advancing inside-outside strategy:

- **Nourish Relationships:** Foster trust and build networks across individual, interpersonal, and organizational levels
- **Deepen Leadership:** Leverage and shift power by cultivating both individual and collective leadership
- **Build Capacity:** Develop resilient organizational support structures to sustain power-building and health equity work
- **Navigate Political Landscapes:** Assess external influences and power dynamics to identify allies, opponents, opportunities, and threats
- **Hone Analysis:** Build shared understanding of root causes and align around strategies and goals for transformative change

This toolkit resource is not a standalone guide; rather, it serves as a companion to the Five Dimensions framework, offering practical tools to apply the framework to the unique conditions of your community and work. These companion tools are designed to guide you through various real-world contexts using structured reflection, in-depth analysis, and action planning.

The toolkit is adaptable and applicable to both “inside” and “outside” actors – whether you work within a governmental public health department or a community power-building organization (CPBO), these tools can help you assess your current position, navigate challenges, and build more effective strategies for collaboration. While this resource offers a starting point, the work of inside-outside strategy is an ongoing process that requires continuous learning, relationship-building, and collective action.

If you are interested in learning more, sharing feedback, or piloting these tools, we invite you to connect with us at [BridgingInfo@humanimpact.org](mailto:BridgingInfo@humanimpact.org).

# Overview of the Tools

## Screening Grid

The **Screening Grid** is a quick-start tool to begin applying the Five Dimensions to your specific context. Use it to identify your starting point and determine which tools and resources will be most relevant to your needs.

4

## Self Reflection Questions

The **Self-Reflection Questions** include a set of prompts for each of the Five Dimensions, which can be used as journal prompts or for open-ended thinking. This tool can be used by all, including those who aren't currently part of inside-outside partnerships but want to consider how they can engage in this work.

8

## Strategy Snapshot Worksheets

The **Strategy Snapshot Worksheets** help partnerships and campaigns to develop strategies using the Five Dimensions. Each dimension has its own worksheet with prompts and exercises to help you reflect on your experiences, identify challenges and opportunities, and create actionable steps to advance your work.

12

## Conflict Identification Tool

Conflict is common in equity and justice work – how we engage with it determines whether it is destructive or transformative. Proactively working through conflict involves identifying what the conflict is and getting to the root causes of why it's occurring. The **Conflict Identification Tool** uses the Five Dimensions to identify common sources of conflict that can occur with inside-outside strategy work.

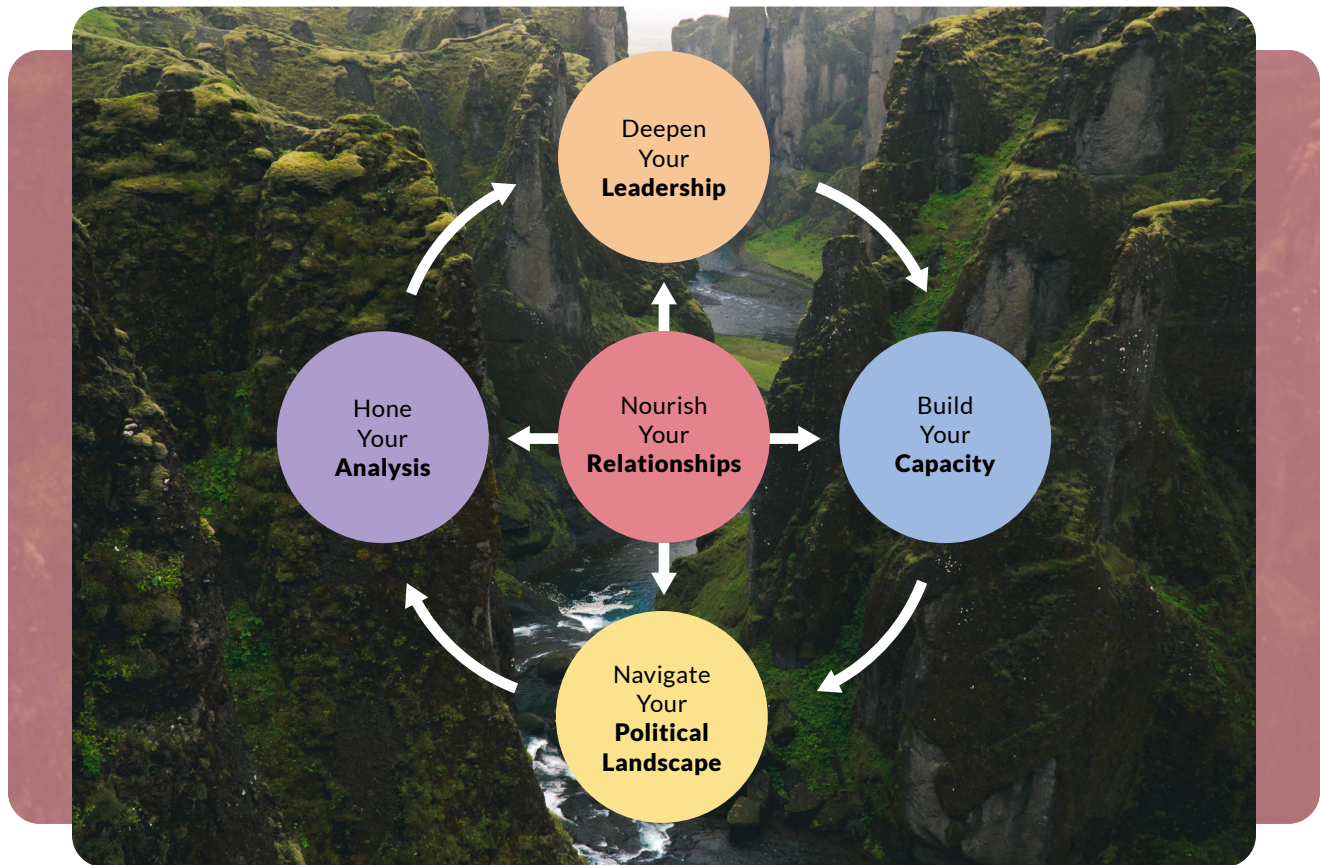
18

## Assessment Tools User Guide

The **Assessment Tools User Guide** helps partnerships conduct a thorough analysis of their work, assess strengths and challenges, and develop strategies for deeper alignment and impact. This is the most in-depth and comprehensive tool for applying the Five Dimensions. The assessment process begins with individual reflection worksheets for staff at both CPBOs and health departments, moves to combined organizational assessments done with your team/organization, and then outlines a process for partner discussion and strategization across organizations. Expect to engage in detailed discussions, analyze your work together and identify concrete opportunities for growth.

22

# Screening Grid



**The Screening Grid is a quick-start tool to begin applying the Five Dimensions to your specific context. Use it to identify your starting point and determine which tools and resources will be most relevant to your needs.**

The grid is four quadrants arranged by the level of involvement on both the inside and outside.

**The horizontal X axis charts readiness of the *outside* partner, with least ready on the left and most ready on the right, based on:**

- Level of social movement activity with established community power-building organizations doing base-building, community organizing, and leadership development
- Presence of active social movement coalitions working in strategic alignment around shared goals
- Number of community members who you think could be involved in using the Five Dimensions

**The vertical Y axis charts readiness of the *inside* partner, with least ready on the bottom and most ready on the top, based on:**

- Level of equity and justice oriented work happening within a local government or agency
- Presence of equity-oriented staff, positions, teams or leadership within the agency
- Number of government staff who you think could be involved in using the Five Dimensions

Read the descriptions in the four quadrants of the screening grid to find which one best fits your context.

Once you have identified the best fitting quadrant, go to the Tools and Recommendations page to find which Five Dimensions tools and resources will be most relevant.



## Screening: Your Starting Point

### Primarily *Inside*

- Active and ready government agency or team
- Equity work well-established on the inside

#### *But:*

- Limited experience working with organizers
- Don't have an active relationship with CPBO
- Not much social movement activity established within community

### Inside-Outside Ready

- Active and ready partnership with both government (inside) and CPBO (outside)
- Established inside-outside relationships

#### *But:*

- Unsure what to focus on
- Have some conflict or challenge to navigate (ex. Staff or funding gaps, political threat, turmoil)

Outside partner readiness

### Individual or Small Team

- Interested individual(s) or small teams
- Might have 1:1 inside-outside relationship(s)

#### *But:*

- Feeling isolated or unsure of what to do
- Limited organizational support
- Not much social movement or governmental equity infrastructure

### Primarily *Outside*

- Active and ready CPBO
- Base-building and organizing well established

#### *But:*

- Limited experience working with government
- Don't have an active relationship with people inside government agencies
- Local government not responsive or oppressive

Inside partner readiness

## Screening: Tools and Recommendations

### Primarily *Inside*

Starting from a primarily inside position, cultivate relationships with organizers and identify ways to support their base-building capacity. Move at the speed of trust, be careful of paternalism or top-down urgency.

#### Relevant tools and resources:

[HIP Power Resources](#)  
[Facilitating Power Spectrum](#)  
[Health Equity Guide](#)  
[Five Dimensions Assessment Tools User Guide](#) (Health Department assessments)

### Inside-Outside Ready

The Five Dimensions were designed with this as the intended starting point for the full toolkit. Confirm the people who will be working together and jump in.

#### Relevant tools and resources:

[Five Dimensions Strategy Snapshot Worksheets](#)  
[Five Dimensions Assessment Tools User Guide](#)  
[Five Dimensions Self Reflection Questions](#)  
[Five Dimensions Conflict Identification Tool](#)

Outside partner readiness

### Individual or Small Team

Starting as an individual or small team, find people you can trust and build from there. Explore the Five Dimensions for ideas on nourishing relationships, deepening leadership, building capacity, navigating politics and honing analysis. Remember: its quality over quantity. Start where you are and take your time.

#### Relevant tools and resources:

[Five Dimensions Self Reflection Questions](#)  
[Five Dimensions Strategy Snapshot Worksheets](#)  
[HIP Power Resources](#) and [Health Equity Guide](#)

### Primarily *Outside*

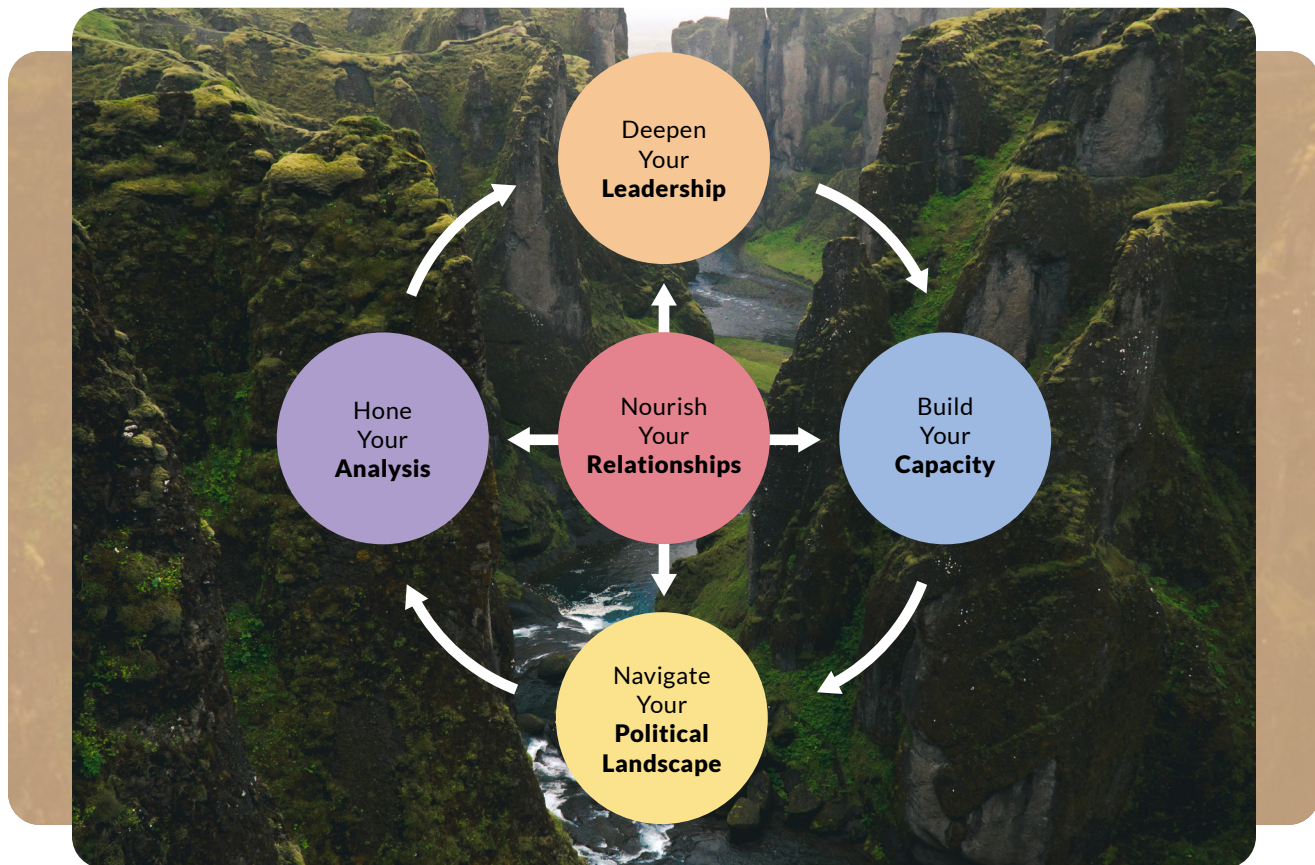
Starting from a primarily outside position, identify allies on the inside and build relationships with them. Community takes the lead and calls in government as a potential partner and/or target for accountability.

#### Relevant tools and resources:

[Five Dimensions Strategy Snapshot Worksheets](#)  
[Five Dimensions Assessment Tools User Guide](#) (CPBO assessments)  
[Public Health 101 for Organizers](#)  
[8 Ways to Connect with your Public Health Dept](#)

Inside partner readiness

# Self-Reflection Questions



**The Five Dimensions is designed for group processes, but everyone engages with this work from their unique position and perspective. Individuals, regardless of whether they are part of a group process, can use the Five Dimensions to consider their personal role and relationship within their organization and broader community.**

**The Self-Reflection Questions include a set of prompts for each of the Five Dimensions, which can be used as journal prompts or for open-ended thinking. This tool can be used by all, including those who aren't currently part of inside-outside partnerships but want to consider how they can engage in this work.**



## 1. Nourish Your Relationships

*Relationships are the heart of inside-outside strategy. Find your people to grow powerful and supportive networks of individual, interpersonal, and organizational relationships.*

### Self-Reflection Questions:

- What identities and relationships to communities, legacies, and land do you carry with you?
- What is your relationship to systems of oppression and privilege? How does it show up in your work?
- What communities and constituencies do you represent in your work? How are you accountable to them? How much trust do they have in your organization?
- How would you describe your relationship to the organization that you are part of? What is your role within your organization, and how does it affect your relationships with colleagues?
- How do the dynamics of “power-over” or “power-with” show up in your relationships? Consider your relationships with community members, partners, grantees or funders, along with your relationships with colleagues – what power dynamics are operating in those interactions?

## 2. Deepen Your Leadership

*Leadership can take many forms. This dimension includes leadership positions and bottom-up collective leadership. Identify the power you have access to and take strategic risks to leverage and shift power.*

### Self-Reflection Questions:

- In what ways can you exercise leadership in your position? What authority do you hold, what types of decisions do you have a direct say on?
- What power do you have access to, and how well are you positioned to leverage it?
- In what ways are you already sharing power and supporting people with less positional authority than you?
- Do you feel supported by your organization’s leader or leadership group?
- If not, are there other people or formations within or outside of your organization that you can build and strategize with? What will it take to get them on board?

### 3. Build Your Capacity

*Capacity is shaped by internal organizational support structures and barriers. Work around constraints and build up the structures needed for resilient and sustainable power-building and health equity work.*

#### **Self-Reflection Questions:**

- How well does your job align with the work of building community power?
- Do you feel supported in your work?
- What are the biggest barriers and limitations that you face?
- What would help you build more capacity?

### 4. Navigate Your Political Landscape

*Political Landscape is made up of external influences, local politics, and power players. This dimension is the ability to collectively identify allies and opponents, and describe threats and opportunities for strategic action.*

#### **Self-Reflection Questions:**

- How would you describe the political landscape of your community?
- Which arenas of decision-making are you most familiar with?
- Which of these arenas do you have access to or the ability to influence?
- Who and what are you accountable to?
- Is there tension between different people or institutions that you feel accountable to?
- What is your tolerance for taking risks?
- Do you have leadership backing for taking risks?





## 5. Hone Your Analysis

*Analysis is an iterative cycle of learning and making decisions to take action. This dimension involves clarifying the “Why” through shared understanding of the root causes of inequities, and getting aligned around a shared vision of what strategy and goals to pursue.*

### **Self-Reflection Questions:**

- How would you describe your own worldview and political perspective?
- How does your worldview and politics align with or differ from those that you work with?
- What underlying narratives do you hold as common sense truths?
- What’s your analysis of power and how power plays out at work and in your community?

# Strategy Snapshot Worksheets



The Strategy Snapshot Worksheets help partnerships and campaigns to develop inside-outside strategy using the Five Dimensions. Each dimension has its own worksheet with prompts and exercises to help you reflect on your experiences, identify challenges and opportunities, and create actionable steps to advance your work.

The worksheets can be used at different stages of a campaign and revisited as strategies evolve. While they can be used individually, we recommend engaging with them in a group to support deeper thinking, dialogue, and planning for transformational change.



# Relationships Worksheet

**Relationships are the heart of inside-outside strategy: Who is involved on the inside and the outside?**

Write each person's name in a circle. Draw lines connecting the circles to show relationship connections between people.

If people are part of separate teams or organizations, draw a circle around the group(s).

**Inside**

**Outside**

**Nourish Your  
Relationships**



## **Reflection questions:**

How well do people know and trust each other?

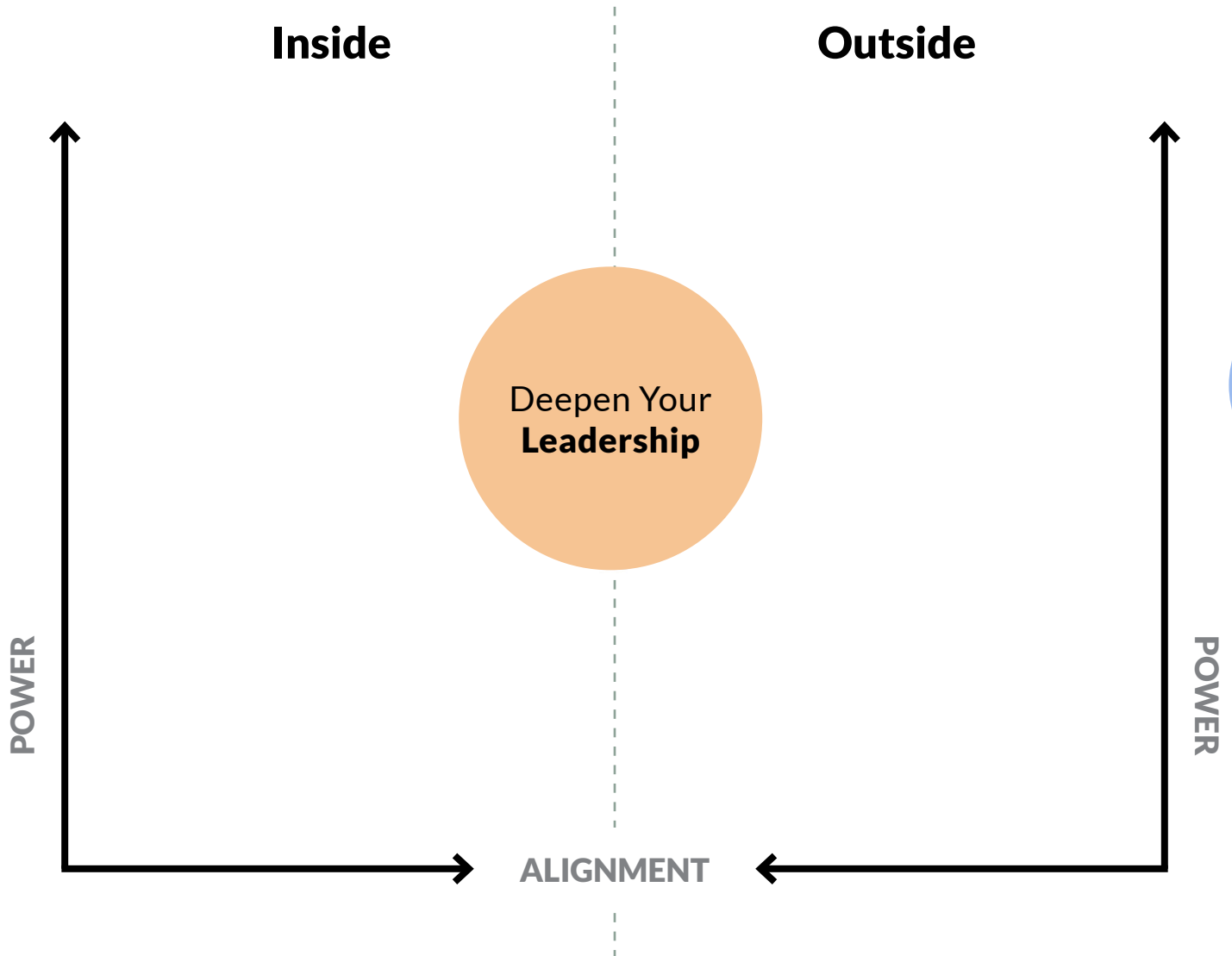
Are there any interpersonal tensions or conflicts that need to be worked through?

# Leadership Worksheet

**Deepening your Leadership: What positions are you in to leverage and shift power?**

Add the people from the “Nourish your Relationships” worksheet: this time, include roles/positions.

Place based on relative power/influence (higher on top) and alignment to your inside-outside partnership (towards the middle).



## Reflection questions:



Do you have support from people in positions of power? If they aren't listed, what is your relationship with them?

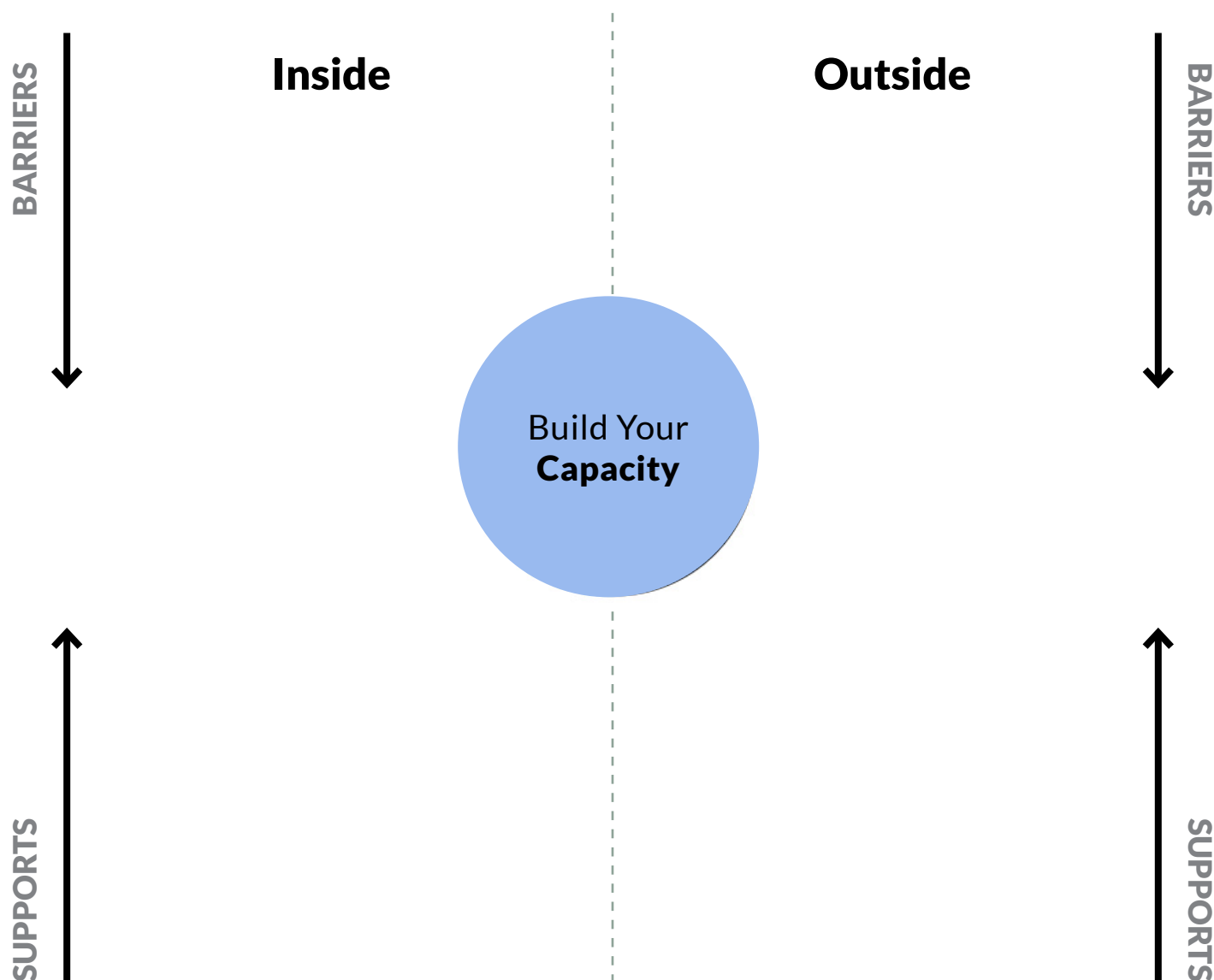
What inside or outside organizing is needed to shift and build power?



# Capacity Worksheet

**Build your Capacity: What are your internal support structures for shifting and building power?**

This dimension is about internal structures on both the inside and outside (ex. staffing, funding, policies, membership, communications, etc). Make a list of the internal structures that support (on the bottom) or are barriers (on the top).



## Reflection questions:



What strengths in capacity can be used to advance your work? What gaps need to be filled?

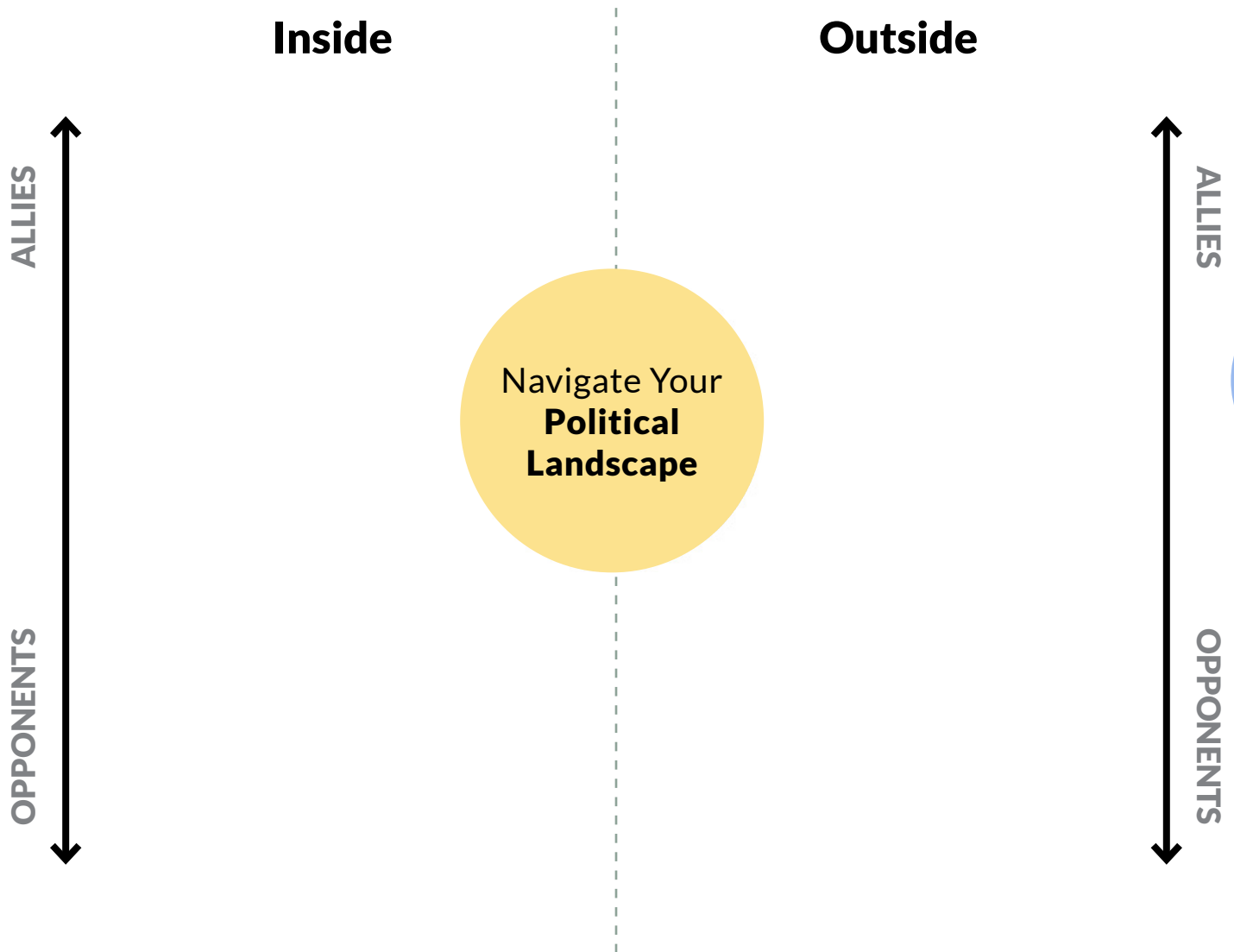
What barriers are preventing progress? Can you break them down or get around them?

# Political Landscape Worksheet

Navigate your *Political Landscape*: depending on where you are, there is a unique set of external influences on your work.

Identify and map out the landscape of local politics and power dynamics that you are navigating.

Write down the key individuals or organizations based on whether they are allies (top) or opponents (bottom).



## Reflection questions:

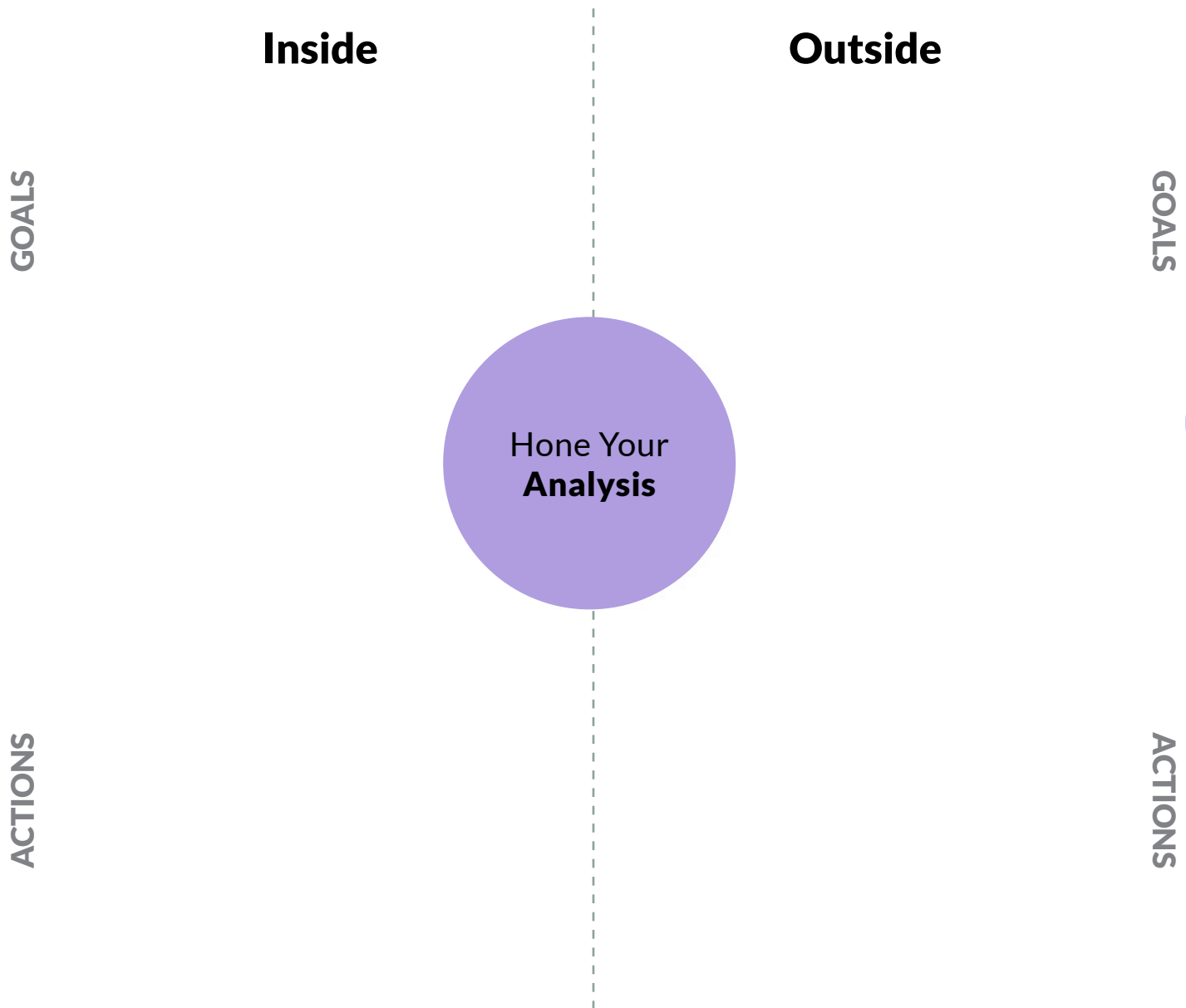


What are the opportunities and threats in your political landscape?  
Does the political landscape look similar or different from the inside compared to the outside?

# Analysis Worksheet

**Hone your *Analysis*:** clarify the “Why” through shared understanding and vision.

Based on the information in the previous worksheets and your understanding of root causes, develop some inside and outside goals and actions.



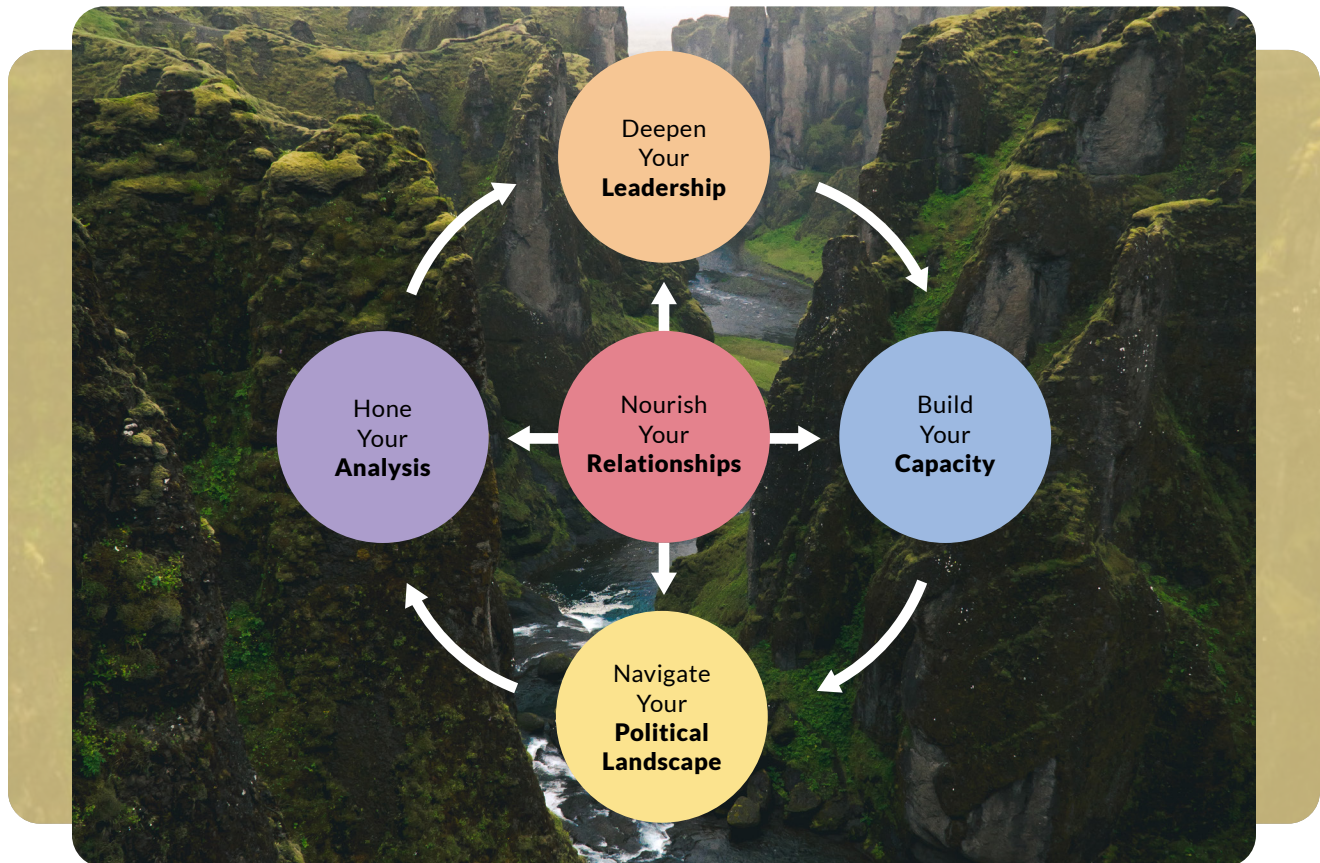
## Reflection questions:

Is there shared understanding of the root causes and past or ongoing harms?

Is there alignment around a shared vision of what actions should be taken, and by whom?



# Conflict Identification Tool



**Conflict is common in equity and justice work – how we engage with it determines whether it is destructive or transformative. Proactively working through conflict starts with identifying what the conflict is and getting to the root causes of why it is occurring.**

**The Conflict Identification Tool uses the Five Dimensions to identify common sources of conflict that can occur with inside-outside strategy work.**

**If conflict is showing up in your organization or partnership, take a pause and step back to identify and address it. Conflict avoidance inevitably makes things worse. Read through the following examples and identify which dimension(s) are most relevant to the conflict. Next, identify who needs to be involved in working through the conflict together, and gather resources that can support you in reaching a generative resolution.**

## Nourish Your Relationships

*Relationships are the heart of inside-outside strategy. Find your people to grow powerful and supportive networks of individual, interpersonal, and organizational relationships.*

### **Examples of how conflict may show up in the Relationships dimension:**

- Interpersonal conflict between individuals and related impacts on group dynamics
- Conflict around accountability: imbalance or lack of accountability in relationships, or tension between different relationships that you are accountable to
- Conflict around power dynamics of oppression and privilege operating at the internalized, interpersonal, or institutional levels
- Conflict related to imbalanced or one-sided relationships including funder relationships
- Conflict related to lack of trust or trustworthiness
- Conflict related to unclear boundaries, unclear communication, and respect or disrespect

## Deepen Your Leadership

*Leadership can take many forms. This dimension includes leadership positions and bottom-up collective leadership. Identify the power you have access to and take strategic risks to leverage and shift power.*

### **Examples of how conflict may show up in the Leadership dimension:**

- Conflict around how people navigate hierarchies and wield power-over within organizations
- Conflict related to leadership egos, founder's syndrome, and lack of power-sharing
- Conflict related to the roles people hold within organizations: how work, responsibility, credit or blame gets assigned or shared
- Conflict between competing formations within organizations: between management and staff or between different siloed teams
- Feelings of control and distrust
- Feelings of isolation and not feeling supported in taking risks
- Feelings of fear: of getting in trouble, of losing status or employment, or conflict aversion

## Build Your Capacity

*Capacity is shaped by internal organizational support structures and barriers. Work around constraints and build up the structures needed for resilient and sustainable power-building and health equity work.*

### **Examples of how conflict may show up in the Capacity dimension:**

- Burnout and staff turnover from attempting to accomplish more than there is the capacity to do, or from expecting work outside of job descriptions or work hours
- Conflict stemming from turnover and departures of people leaving or being pushed out
- Stress and organizational dysfunction arising from lack of necessary support structures
- Challenges dealing with overbearing organizational structures of power-over control
- Undervaluing and under resourcing the internal work of operations, logistics, and training / developing members
- Partnership conflict related to different structures, procedures, and organizational norms

## Navigate Your Political Landscape

*Political Landscape is made up of external influences, local politics, and power players. This dimension is the ability to collectively identify allies and opponents, and describe threats and opportunities for strategic action.*

### **Examples of how conflict may show up in the Political Landscape dimension:**

- Conflict is an expected part of the terrain of the political public sphere with competing political pressures for people and organizations to act in a certain way or make specific decisions
- Conflict can show up interpersonally related to the experience of being in the political spotlight and having individuals or agencies being the target of community organizing
- Conflict can also show up around experiences of moral injury or feelings of complicity, and can take the form of anger, shame, or powerlessness from being part of harmful systems



## Hone Your Analysis

*Analysis is an iterative cycle of learning and making decisions to take action. This dimension involves clarifying the “Why” through shared understanding of the root causes of inequities, and getting aligned around a shared vision of what strategy and goals to pursue.*

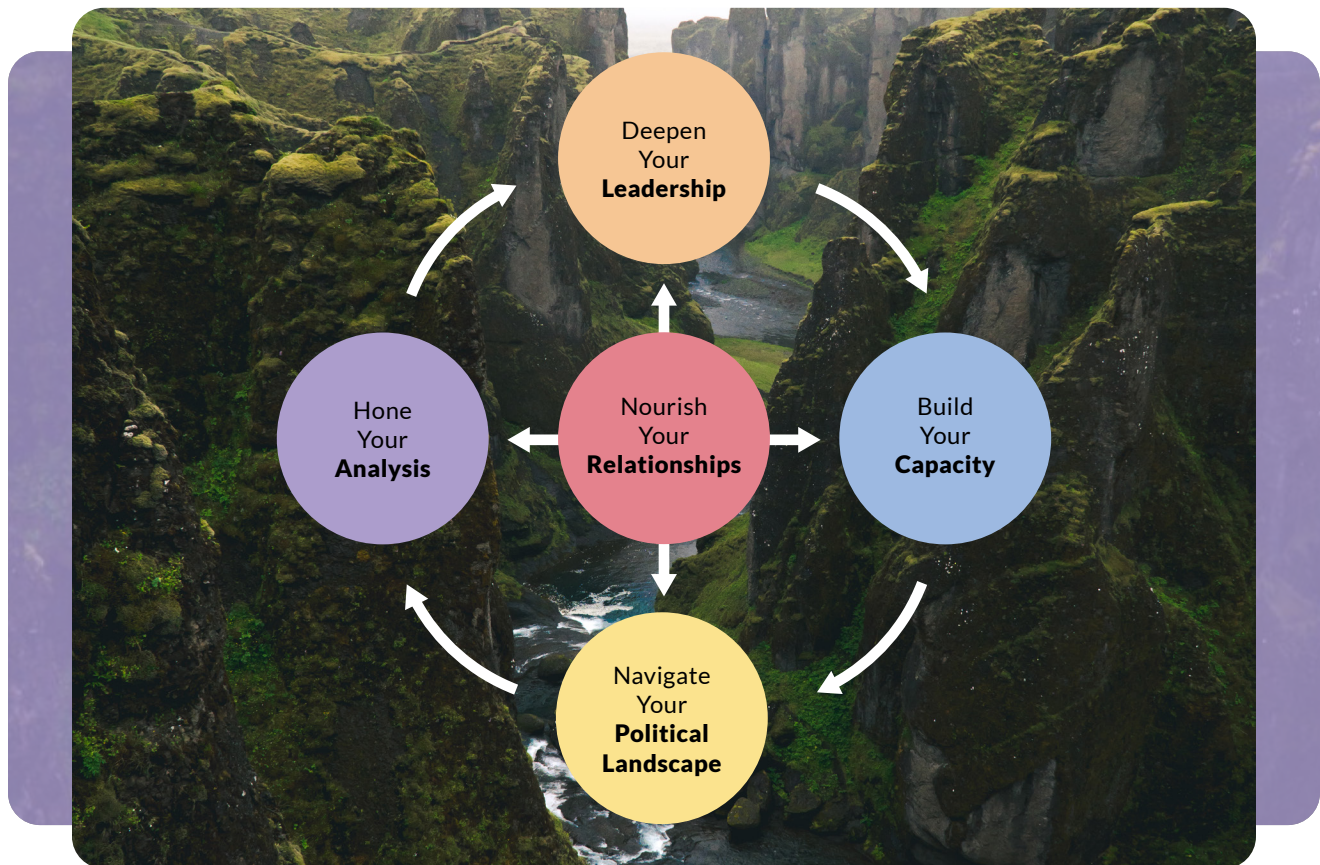
### **Examples of how conflict may show up in the Analysis dimension:**

- Conflict related to different worldviews and understandings of problems and root causes
- Conflict related to different political perspectives or values
- Conflict related to different strategic and tactical choices to create change

## Additional Resources

As always, but especially in moments of conflict, it is essential to have a strong container to hold your process. Review HIP’s [Building Containers for Health Equity Work](#) for ideas and recommendations. External third party facilitators, particularly those trained in generative conflict and community accountability, can be extremely helpful in working through challenging circumstances. Resources like [Turning Towards Each Other: A Conflict Workbook](#) offer practical tools for engaging in difficult conversations, while [Fumbling Towards Repair](#) provides guidance specifically for community accountability facilitators working towards healing and justice. [In It Together](#) reminds us that vulnerability, trust, and courageous conversation are essential in conflict navigation. By embracing these approaches, we can transform conflict into a space for deeper connection, shared power, and meaningful change.

# Assessment Tools User Guide



**The Assessment Tools User Guide helps partnerships conduct a thorough analysis of their work, assess strengths and challenges, and develop strategies for deeper alignment and impact. This is the most in-depth and comprehensive way of applying the Five Dimensions.**

**The assessment process uses a set of tools and steps including reflection, discussion, and action-planning to support long-term collaboration between government agencies and community power-building organizations. Expect to engage in detailed discussions, analyze your work together, and identify concrete opportunities for growth.**

## Overview of the Assessment Process:

The Five Dimensions Assessments are a multi-step process that starts with individuals followed by organizations and then partnerships. It starts with separate tracks for those on the inside (health departments) and the outside (CPBOs) to have internal assessments and discussions about their own agency/organization before sharing their results across the inside-outside partnership.

The assessment tools for health departments and CPBOs are both based around the Five Dimensions, but since the inside and outside are very different contexts there are two separate sets of assessment tools with different questions. Organizations that do not currently have an inside-outside partner can still use the relevant assessment tools for their context.

Health department staff will complete their individual assessment tools for the health department, while organizers and staff at a CPBO will do the same for their organization. Next, colleagues will come together within their organization to aggregate their scores and identify patterns. Given the number of individual responses, it is essential for organizations to take the time to share their scores and thoughts and compile a single, combined organizational assessment tool. Finally, both organizations will come together to share their combined organizational assessment with their inside-outside strategy partner.

The assessment process is a collaborative effort. This process will be most impactful for partnerships that have an existing relationship – there should be some familiarity with each others' work, and prior experience working together.

The assessment guide is meant to support partnerships along their process. It is not meant to serve as the entirety of your engagement with the framework. Please familiarize yourself with the [\*Five Dimensions\*](#) before proceeding.



## Things to consider before beginning:

- **Identifying roles:** While we encourage all participants to take ownership of this collaborative process, we understand that having clear points of contact and knowing who the main coordinators are for a particular project can be reassuring for many people. If it feels necessary, have folks self-select roles. Roles can include: note-takers, data analyst, facilitators, and or coordinators.
- **Time commitment:** Over the course of this process, partnerships will meet a number of times. At minimum, we envision 1) a preliminary meeting to review the process and make sure everyone has the context needed to complete their respective self-assessments, 2) An internal meeting at each organization for team members to share their self-assessment results and complete an combined organizational assessment, 3) A partnership meeting where both teams come together to share and discuss their organizational assessments. Communicate this time commitment with staff so they are aware of what will be expected of them.

We are not able to estimate how much time partnerships will need to conduct this process in its entirety. This is a unique process for everyone who engages. We recognize the urgent moment we collectively are navigating. We understand that much of the work you're leading requires a rapid response to the immediate needs of your community members. While we are not recommending that you halt your organizational operations, we ask that your organizations carve out the time needed to conduct this assessment process effectively so that the data that is revealed can receive the attention it deserves.

- **Facilitation & coordination:** While it is important for everyone involved in the assessment process to feel ownership over the work, it is crucial that there are folks identified who can hold the container and ensure the process is moving forward. Coordinators are the point people responsible for coordinating the process and keeping things on track. They are responsible for acquainting themselves with the totality of the assessment process, and they are most likely the folks who'll communicate most regularly with each other. They'll ensure meetings are scheduled and the proper cross team communication is taking place. Some partnerships may want to identify third party external facilitation to guide their process and facilitate discussions.
- **Conflict:** Conflict can be a common occurrence in our equity work. Intentional facilitation is important because these conversations can uncover difficult dynamics within an organization and identifying individuals who can hold hard conversations will be crucial. If your organization or partnership runs into conflict, the [Conflict Identification Tool](#) can offer guidance and support in navigating these challenges.

## Step 1: Build a container

Container building refers to the process of establishing practices and norms that create a safe space for individuals and groups to be and do together. Prior to diving into the assessment process, create a container with all members of your partnership to discuss expectations and ensure that everyone who will be participating is on the same page.

To learn more about Container Building, see HIP's [Building Containers for Health Equity Work](#).

Your container will need to include everyone who will be going through the assessment process together. Note that this does not need to be everyone in an organization, but it should be a defined group or team that can make a commitment to the process and each other.

We recommend having everyone in the group familiarize themselves with the content of the Five Dimensions framework before beginning the assessment process. Those who want to do a deeper dive around their own role and relationship to the Five Dimensions and inside-outside strategy work can use the [Personal Reflection Questions tool](#). Individuals will not be asked to share their thoughts about the self-reflection questions, but these thoughts can inform how they engage with the rest of the assessment process.

## Step 2: Individual assessment

This step is structured around two different assessment tools for individuals in health departments or community power-building organizations. They are formatted the same way and both go through all five dimensions, but with different sets of questions for the different organizations.

## Step 3: Combined organizational assessment

Once everyone has completed the self-assessment tools, the next step is to come together as colleagues of their respective organization to share and compare results. Together, the group compares their individual results and identifies places of alignment and difference in how they view their organization along each of the Five Dimensions. Like the individual assessments, there are two versions of the combined assessments for health departments and CPBOs.

**Data analyst role(s):** We encourage all team members to come together to synthesize responses and to identify themes. However, if it feels necessary for a few members of your team to take over this part of the process and then report back, feel free to do so. If there are individuals at organizations who are particularly specialized in data synthesis, they may choose to take on this part of the process, especially if the group has limited time.

**Discuss:** As a group, talk through your responses for each of the Five Dimensions.

- Highlight where there is general agreement and consensus around strengths (high scores)
- Highlight where there is general agreement and consensus around growth areas (low scores)
- Create space to talk through areas where there are differences in perspectives or a big range of scores for a given question or dimension

*If you are working on the assessments as a solo organization without an inside-outside partner, step 3 will be your final step in the assessment process - skip to step 5 strategy development.*

## Step 4: Partnership discussion

Once both the health department and community power-building organization complete their combined organizational assessments, the teams meet as a partnership and go through a process of sharing their organizational assessments with each other.

We recommend going through each of the Five Dimensions one at a time, with one partner sharing a summary of their assessment and discussion around where they see their organization being along the spectrum for that dimension, as well as any points of difference that came up. The partner then asks questions or responds, sharing any differences in perspective, with more discussion as needed around points of clarification or difference.

They then switch and the other partner shares their collective response for that dimension, and receives and responds to questions or feedback. The process of going through the combined organizational assessments for all Five Dimensions may take multiple meetings, depending on how many questions are raised and how much discussion is needed to reach shared understanding.

## Step 5: Organization and/or partnership strategy development

**Organizations:** Once the self assessment is complete, organizations should have a clearer understanding of their work and may have identified areas for growth. Your responses should inform the steps needed to build a partnership with either a health department or community power-building organization. Refer back to the [Five Dimensions screening grid](#) and the full [Five-Dimensions of Inside-Outside Strategy](#) framework for resources on how to build HD-CPBO inside-outside partnerships. In addition to working towards addressing any internal challenges, if your organization feels ready to forge an inside/outside partnership, now would be the time to begin.

**Partnerships:** Once the process of partnership discussion is complete — potentially over multiple meetings — there should be a much more nuanced understanding of each other's context, challenges, and opportunities. This can then be used to inform the development of inside-outside strategies based on mutual trust and shared understanding of each other's strengths and challenges. Based on this information you can use the [Strategy Snapshot Worksheets](#) to set goals and identify next steps.



### **Shaping your analysis and strategic direction:**

While the Analysis dimension is the last of the Five Dimensions, analysis building is a cyclical process. Data from the assessment process can help organizations identify which areas of the work you're strong in which can lead to a strengths-based approach for future work. It can also unearth areas of growth which can also inform next steps. It is up to partnerships to decide what to focus on based on these responses. Developing a shared analysis of your work utilizing the Five Dimensions assessment tools is an important step but this process will be ongoing.

We recommend referring back to the Five Dimensions strategic planning resources and partner resources. We also recommend utilizing the [Strategy Snapshot Worksheets](#) to support your campaign development. A SWOT analysis may also prove beneficial to identifying which direction to take your work.

# Individual Assessment Tools



The following two Individual Assessment Tools are the first part of the assessment process for the [Five Dimensions Inside-Outside Strategy](#). Before using this tool familiarize yourself with each of the Five Dimensions. You can also use the [self-reflection question tool](#) to consider your personal connection to the dimensions.

There are two versions of the assessment – one for those on the inside (working in a health department) and another for those on the outside (part of a community power-building organization). Refer to the Assessment Process User Guide for details.

- [Individual Assessment for Health Departments](#)
- [Individual Assessment for Community Power Building Organizations](#)



## Health Department Individual Assessment

**Your Name:**

**Health Department Name:**

**Fill out your responses** to the questions in each of the following pages. For each dimension there is a short set of questions asking you to rate the extent to which specific conditions or practices are present in your agency, followed by one written response question.

For the ratings questions, the scale is:

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

**Scoring:** At the end of each section, count up the number of ratings that are 1-2, 3, and 4-5 and note them in the table.

**Sharing:** Once everyone has completed the self-assessment, you will meet to share your answers and create a combined health department assessment.

## Dimension 1 - Nourish your Relationships

*Relationships are the heart of inside-outside strategy. Find your people to grow powerful and supportive networks of individual, interpersonal, and organizational relationships.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your health department...	Score
(a) have experience working with community power-building organizations, policy advocates, coalitions, etc (those focused on power-building beyond service delivery or health education)?	
(b) have good working relationships with other departments/agencies within your government jurisdiction?	
(c) acknowledge past harms and commit to repairing them?	
(d) work to shift power to community ownership in your partnerships?  (see <a href="#">Spectrum of Community Engagement to Ownership</a> stages: Ignore > Inform > Consult > Involve > Collaborate > Defer To)	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

How would you describe the quality, depth, and trust of your agency's partnerships with community, community organizations, or other government agencies?



## Dimension 2 - Deepen your Leadership

Leadership can take many forms. This dimension includes leadership positions and bottom-up collective leadership. Identify the power you have access to and take strategic risks to leverage and shift power.

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your health department...	Score
(a) have people in senior leadership positions that have relationships with community organizers and/or community power-building organizations?	
(b) have people in senior leadership positions that are able to navigate complex political and personal power dynamics in government?	
(c) have people in senior leadership positions that are willing and able to take strategic risks to support community power-building?	
(d) delegate power, authority, and protection internally to support leadership of staff doing health equity work with community organizers?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

Describe any example(s) of your health department taking strategic risks to support community power-building. If none – what are the barriers and what is needed?

## Dimension 3 – Build your Capacity

*Capacity is shaped by internal organizational support structures and barriers. Work around constraints and build up the structures needed for resilient and sustainable power-building and health equity work.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your health department...	Score
(a) have staff or units dedicated to working on health equity that have the ability to work with community organizers? (ex. People who have health equity and working with community organizers built into their job descriptions and roles)	
(b) have funding/budgets dedicated to your agency's health equity work?	
(c) provide general funding to support the capacity of community partners?	
(d) have institutional commitments to racial justice and ensuring that institutional practices and internal policies are equitable and just? (ex. Institutional policies and commitments related to purchasing, grants, hiring, contracting, training, decision-making processes, etc)	
(e) use practices for self and community care, mediation, conflict resolution, or facilitation to create a supportive internal culture that sustains equity work and avoids burnout?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			5

### Written response

Other than funding, what does your agency need most to increase its capacity for working with community power-building organizations?

## Dimension 4 - Navigate your Political Landscape

*Political Landscape is made up of external influences, local politics, and power players. This dimension is the ability to collectively identify allies and opponents, and describe threats and opportunities for strategic action.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your health department...	Score
(a) have a supportive working relationship with the elected executive branch official that oversees your agency? (ex. Mayor, governor, administrator, etc)	
(b) have supportive working relationships with a majority of elected officials in the legislative body that approves budgets and creates policies? (ex. City council, county commissioners, state legislature, etc)	
(c) have internal discussions about local political dynamics and political risks or opportunities for health equity & social determinants of health?	
(d) take strategic risks (visibly or behind the scenes) to support community organizing policy priorities?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

How would you describe your current political context for health equity work? What support or barriers exist? What could help with navigating any challenges?

## Dimension 5 - Hone your Analysis

*Analysis is an iterative cycle of learning and making decisions to take action. This dimension involves clarifying the “Why” through shared understanding of the root causes of inequities, and getting aligned around a shared vision of what strategy and goals to pursue.*

<b>1:</b> Not present	<b>2:</b> to a small extent	<b>3:</b> to a moderate extent	<b>4:</b> to a large extent	<b>5:</b> to a very large extent
-----------------------	-----------------------------	--------------------------------	-----------------------------	----------------------------------

On a scale of 1 - 5, to what extent does your health department...	Score
(a) have a shared analysis of how specific local historic and current dynamics and policies have shaped the current conditions for health inequities and social determinants of health?	
(b) continually develop and reinforce a shared understanding of the root causes of inequities?  (Examples include: having a robust health equity staff training program; accessible professional development opportunities; and spaces for ongoing conversations and learning about health equity and racial justice)	
(c) have written documentation of your overall organizational analysis? (ex. Website, organizational strategic plans, assessments, or other documents)	
(d) view it as strategic to work with community organizers on identifying shared goals and taking actions together?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

What are the biggest gaps or contradictions in your agency’s analysis of the root causes of health inequities and solutions?





## CPBO Individual Assessment

**Your Name:**

**Organization Name:**

**Fill out your responses** to the questions in each of the following pages. For each dimension there is a short set of questions asking you to rate the extent to which specific conditions or practices are present in your organization, followed by one written response question.

For the ratings questions, the scale is:

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

**Scoring:** At the end of each section, count up the number of ratings that are 1-2, 3, and 4-5 and note them in the table.

**Sharing:** Once everyone has completed the self-assessment, you will meet to share your answers and create a combined CPBO assessment.

## Dimension 1 - Nourish your Relationships

*Relationships are the heart of inside-outside strategy. Find your people to grow powerful and supportive networks of individual, interpersonal, and organizational relationships.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your organization...	Score
(a) actively participate in local or regional grassroots organizing coalitions?	
(b) have connections and support from national or international organizing networks?	
(c) participate in broad multi-sector collaborations?	
(d) have experience working in accountable partnerships with government agencies? (whether health department or other local, county, state or federal agencies)	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

How do your various partnerships help you build community power? How have you worked through difficult or challenging partnership dynamics?

## Dimension 2 - Deepen your Leadership

Leadership can take many forms. This dimension includes leadership positions and bottom-up collective leadership. Identify the power you have access to and take strategic risks to leverage and shift power.

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your organization...	Score
(a) have organizational leaders with personal or working relationships with health department staff?	
(b) have organizational leaders that are able to navigate complex political and personal power dynamics in community?	
(c) have organizational leaders that are willing and able to take strategic risks in working with governmental agencies?	
(d) delegate power and authority internally to support leadership among staff and membership?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

Describe any example(s) of your organization working with the health department to support your organizing priorities. If none – what are the barriers and what is needed?

## Dimension 3 - Build your Capacity

*Capacity is shaped by internal organizational support structures and barriers. Work around constraints and build up the structures needed for resilient and sustainable power-building and health equity work.*

<b>1:</b> Not present	<b>2:</b> to a small extent	<b>3:</b> to a moderate extent	<b>4:</b> to a large extent	<b>5:</b> to a very large extent
-----------------------	-----------------------------	--------------------------------	-----------------------------	----------------------------------

On a scale of 1 - 5, to what extent does your organization...	Score
(a) have a large and active membership base that represents communities impacted by inequities and injustice?	
(b) have people working as community organizers to build and mobilize your base?	
(c) have the infrastructure to communicate with and mobilize your membership base? (examples of communication and mobilization capacity can include social media presence, text or phone trees, print or digital mailing lists, interpretation and translation capacity, etc)	
(d) have adequate financial resources for your current work, with the ability to manage those resources? (ex. Annual budget, grants, contracts, fee-for-service income, and capacity for bookkeeping, grant writing/reporting and managing grants and contracts)	
(e) use practices for self and community care, mediation, conflict resolution, or facilitation to do your work in a sustainable way?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			5

### Written response

Other than more funding, what does your organization need most to increase its capacity to do its work sustainably?



## Dimension 4 - Navigate your Political Landscape

*Political Landscape is made up of external influences, local politics, and power players. This dimension is the ability to collectively identify allies and opponents, and describe threats and opportunities for strategic action.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your organization...	Score
(a) have established relationships with a majority of local elected officials? (ex. city councilors, mayor, county commissioners, state representatives, etc)	
(b) see the current local political context as supportive to your organizing goals?	
(c) map out and strategically navigate the local or regional political landscape? (ex. Power mapping, campaign planning)	
(d) have a track record of running and winning successful campaigns to achieve wins for your membership base?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

How would you describe your current political context for health equity work? What support or barriers exist? What could help with navigating any challenges?

## Dimension 5 - Hone your Analysis

*Analysis is an iterative cycle of learning and making decisions to take action. This dimension involves clarifying the “Why” through shared understanding of the root causes of inequities, and getting aligned around a shared vision of what strategy and goals to pursue.*

1: Not present	2: to a small extent	3: to a moderate extent	4: to a large extent	5: to a very large extent
----------------	----------------------	-------------------------	----------------------	---------------------------

On a scale of 1 - 5, to what extent does your organization...	Score
(a) have an articulated vision, theory of change, and shared political analysis that are co-created and shaped by members and staff?	
(b) have a political education process for members to identify systemic failures underlying their individual problems and develop their strategic analysis?	
(c) have a nuanced working knowledge of how local governmental structures function and how to engage with them strategically?	
(d) view it as strategic to work with the health department on identifying shared goals and taking actions together?	

Number of 1-2 Ratings (Not at All / Small Extent)	Number of 3 Ratings (Moderate Extent)	Number of 4-5 Ratings (Large/Very Large Extent)	Total Number of Ratings
			4

### Written response

Does your organization’s political analysis relate to health equity or social determinants of health?  
How?

# Combined Assessment Tools



The following two Combined Assessment Tools are the second part of the assessment process for the [Five Dimensions Inside-Outside Strategy](#). These tools should be used once everyone in your group has completed the Individual Assessment Tools.

As with the individual assessments, there are two versions of the combined assessment - one for those on the inside (health departments) and another for those on the outside (CPBO). Refer to the Assessment Process User Guide for details.

- [Combined Assessment for Health Departments](#)
- [Combined Assessment for Community Ppower Building Organizations](#)



## Health Department Combined Assessment

**Health Department Name:**

### Instructions

This combined assessment tool should be filled out as a group once everyone involved completed the individual assessment for health departments. Refer to the [Assessment Tools User Guide](#) for details.

**Combine the scores and responses** from the individual assessments. For each dimension:

- Use the table at the top of the page to compile the total number of ratings for each category
- Add up the total number of ratings and calculate the percentage of ratings for each category
- Go through each question and mark down the lowest and highest individual scores
- Take note of any notable areas of commonality or difference
- For the written response questions, take note of themes from individual responses

**Discuss:** As a group, talk through your responses for each of the five dimensions:

- Highlight where there is general agreement and consensus around strengths (high scores)
- Highlight where there is general agreement and consensus around growth areas (low scores)
- Focus on the areas where there is the most to discuss
- Create space to talk through areas where there are differences in perspectives or a big range of scores for a given question or dimension. If you can get past conflict aversion, the most learning often comes from talking through differences.
- If more time is needed, plan a follow up meeting(s) to continue the discussion

### Summarize:

- Once you have discussed each of the five dimensions, use the final page of the combined assessment to summarize and identify priorities for future planning and action



## Dimension 1 - Nourish your Relationships

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our health department:

**(a) have experience working with community power-building organizations, policy advocates, coalitions, etc. (those focused on power-building beyond service delivery, health education, etc.)?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have good working relationships with other departments/agencies within your government jurisdiction?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) acknowledge past harms and commit to repairing them?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) work to shift power to community ownership in your partnerships? (see [Spectrum of Community Engagement to Ownership](#) stages: Ignore > Inform > Consult > Involve > Collaborate > Defer To)**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Relationships dimension written responses:** How would you describe the quality, depth, and trust of your agency's partnerships with community, community organizations, or other government agencies?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 2 - Deepen your Leadership

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### Reflection and Discussion

To what extent does our health department:

**(a) have people in senior leadership positions that have relationships with community organizers and/or community power-building organizations?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have people in senior leadership positions that are able to navigate complex political and personal power dynamics in government?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have people in senior leadership positions that are willing and able to take strategic risks to support community power-building?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) delegate power, authority, and protection internally to support leadership of staff doing health equity work with community organizers?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			



**Leadership dimension written responses:** Describe any example(s) of your health department taking strategic risks to support community power-building. If none – what are the barriers and what is needed?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 3 – Build your Capacity

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our health department:

**(a) have staff or units dedicated to working on health equity that have the ability to work with community organizers?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have funding/budgets dedicated to your agency's health equity work?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) provide general funding to support the capacity of community partners?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) have institutional commitments to racial justice and ensuring that institutional practices and internal policies are equitable and just?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(e) use practices for self and community care, mediation, conflict resolution, or facilitation to create a supportive internal culture that sustains equity work and avoids burnout?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Capacity dimension written responses:** Other than funding, what does your agency need most to increase its capacity for working with community power-building organizations?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 4 - Navigate your Political Landscape

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our health department:

**(a) have a supportive working relationship with the elected executive branch official that oversees your agency? (ex. Mayor, governor, administrator, etc)**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			



**(b) have supportive working relationships with a majority of elected officials in the legislative body that approves budgets and creates policies? (ex. City council, county commissioners, state legislature, etc)**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have internal discussions about local political dynamics and political risks or opportunities for health equity & social determinants of health?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) take strategic risks (visibly or behind the scenes) to support community organizing policy priorities?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Political Landscape dimension written responses:** How would you describe your current political context for health equity work? What support or barriers exist? What could help with navigating any challenges?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 5 - Hone your Analysis

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our health department:

**(a) have a shared analysis of how specific local historic and current dynamics and policies have shaped the current conditions for health inequities and social determinants of health?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) continually develop and reinforce a shared understanding of the root causes of inequities?**

*(Examples include: having a robust health equity staff training program; accessible professional development opportunities; and spaces for ongoing conversations and learning about health equity and racial justice)*

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have written documentation of your overall organizational analysis?**

*(ex. Website, organizational strategic plans, assessments, or other documents)*

Lowest Individual Score:		Highest Individual Score:		Average Score:	
Notable points of commonality:					
Notable points of difference:					

**(d) view it as strategic to work with community organizers on identifying shared goals and taking actions together?**

Lowest Individual Score:		Highest Individual Score:		Average score:	
Notable points of commonality:					
Notable points of difference:					

**Analysis dimension written responses:** What are the biggest gaps or contradictions in your agency's analysis of the root causes of health inequities and solutions?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Summary and Reflections Across the Dimensions

*As a group, consider the ratings and reflections across all five dimensions and discuss:*

- What stands out as strengths for your health department?
- What stands out as the most important areas for improvement?
- What emerges as your top shared priorities for taking action?



## CPBO Combined Assessment

**Organization Name:**

### Instructions

This combined assessment tool should be filled out as a group once everyone involved completed the individual assessment for CPBOs. Refer to the [Assessment Tools User Guide](#) for details.

**Combine the scores and responses** from the individual assessments. For each dimension:

- Use the table at the top of the page to compile the total number of ratings for each category
- Add up the total number of ratings and calculate the percentage of ratings for each category
- Go through each question and mark down the lowest and highest individual scores
- Take note of any notable areas of commonality or difference
- For the written response questions, take note of themes from individual responses

**Discuss:** As a group, talk through your responses for each of the five dimensions:

- Highlight where there is general agreement and consensus around strengths (high scores)
- Highlight where there is general agreement and consensus around growth areas (low scores)
- Focus on the areas where there is the most to discuss
- Create space to talk through areas where there are differences in perspectives or a big range of scores for a given question or dimension. If you can get past conflict aversion, the most learning often comes from talking through differences.
- If more time is needed, plan a follow up meeting(s) to continue the discussion

**Summarize:**

- Once you have discussed each of the five dimensions, use the final page of the combined assessment to summarize and identify priorities for future planning and action

## Dimension 1 - Nourish your Relationships

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our organization:

**(a) actively participate in local or regional grassroots organizing coalitions?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have connections and support from national or international organizing networks?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) participate in broad multi-sector collaborations?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) have experience working in accountable partnerships with government agencies?**

*(whether health department or other local, county, state or federal agencies)*

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Relationships dimension written responses:** How do your various partnerships help you build community power? How have you worked through difficult or challenging partnership dynamics?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 2 - Deepen your Leadership

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our organization:

**(a) have organizational leaders with personal or working relationships with health department staff?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have organizational leaders that are able to navigate complex political and personal power dynamics in community?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have organizational leaders that are willing and able to take strategic risks in working with governmental agencies?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) delegate power and authority internally to support leadership among staff and membership?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Leadership dimension written responses:** Describe any example(s) of your organization working with the health department to support your organizing priorities. If none – what are the barriers and what is needed?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	

## Dimension 3 - Build your Capacity

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

## Reflection and Discussion

To what extent does our organization:

**(a) have a large and active membership base that represents communities impacted by inequities and injustice?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have people working as community organizers to build and mobilize your base?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have the infrastructure to communicate with and mobilize your membership base?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) have adequate financial resources for your current work, with the ability to manage those resources?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(e) use practices for self and community care, mediation, conflict resolution, or facilitation to do your work in a sustainable way?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			



**Capacity dimension written responses:** Other than more funding, what does your organization need most to increase its capacity to do its work sustainably?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 4 - Navigate your Political Landscape

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our organization:

**(a) have established relationships with a majority of local elected officials? (ex. city councilors, mayor, county commissioners, state representatives, etc)**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) see the current local political context as supportive to your organizing goals?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) map out and strategically navigate the local or regional political landscape? (ex. Power mapping, campaign planning)**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) have a track record of running and winning successful campaigns to achieve wins for your membership base?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**Political Landscape dimension written responses:** How would you describe your current political context for health equity work? What support or barriers exist? What could help with navigating any challenges?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Dimension 5 - Hone your Analysis

Working from the completed individual assessments, add up the number of ratings for each ratings category (1-2 small, 3 moderate, 4-5 large). For each category, calculate a percent by dividing the category number of ratings by the All Combined number of ratings.

Ratings	Number of Ratings	Percent of Ratings
1-2: Not At All or Small Extent		
3: Moderate Extent		
4: Large or Very Large Extent		
All Combined		100%

### **Reflection and Discussion**

To what extent does our organization:

**(a) have an articulated vision, theory of change, and shared political analysis that are co-created and shaped by members and staff?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(b) have a political education process for members to identify systemic failures underlying their individual problems and develop their strategic analysis?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(c) have a nuanced working knowledge of how local governmental structures function and how to engage with them strategically?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			

**(d) view it as strategic to work with the health department on identifying shared goals and taking actions together?**

Lowest Individual Score:		Highest Individual Score:	
Notable points of commonality:			
Notable points of difference:			



**Analysis dimension written responses:** Does your organization's political analysis relate to health equity or social determinants of health? How?

Compiled themes from individual responses:	
Notable points of commonality:	
Notable points of difference:	



## Summary and Reflections Across the Dimensions

*As a group, consider the ratings and reflections across all five dimensions and discuss:*

- What stands out as strengths for your organization?
- What stands out as the most important areas for improvement?
- What emerges as your top shared priorities for taking action?



