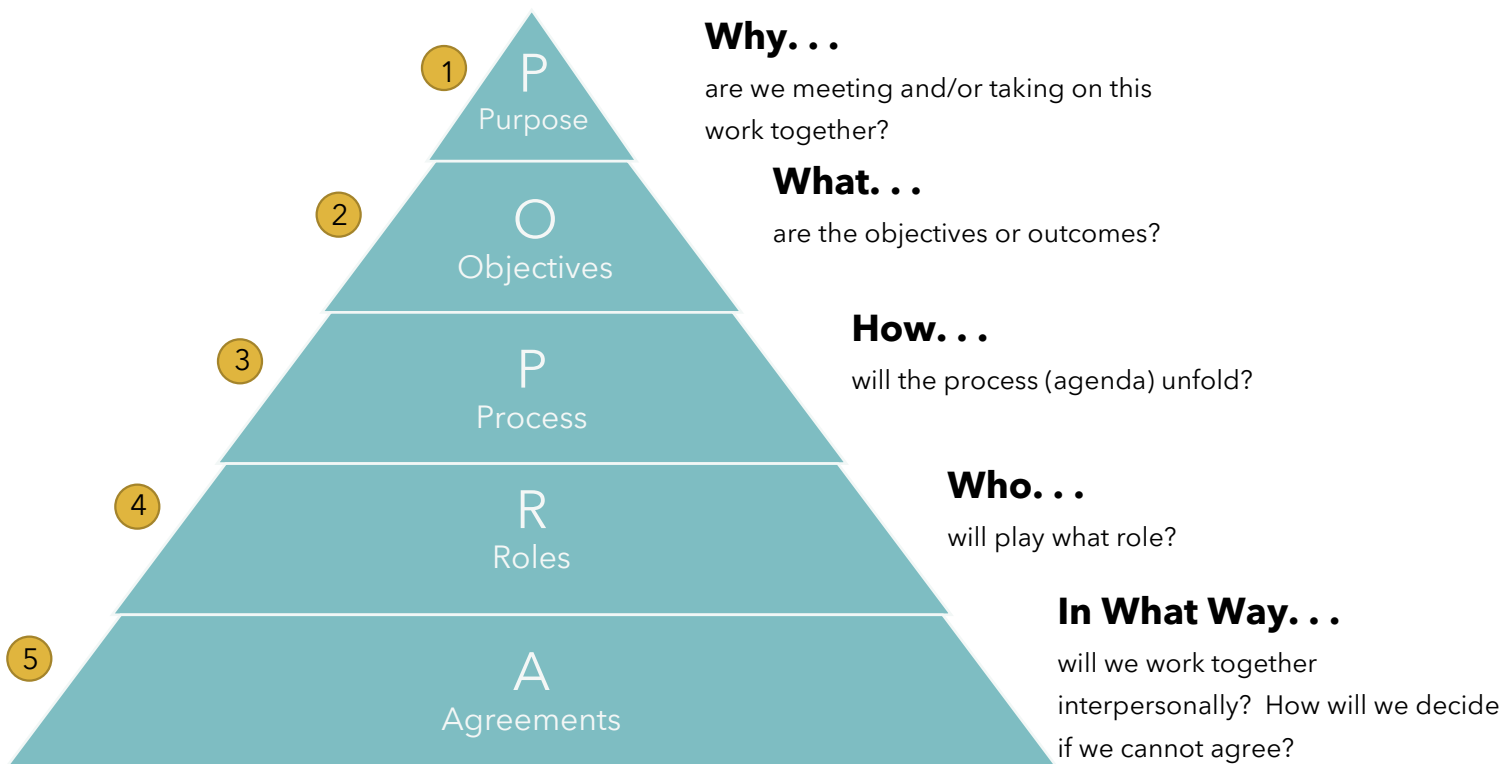


TOOL POPRA

OVERVIEW

When starting a meeting or a project, POPRA provides groups with a shared understanding of what they're doing together, why they're doing it, and how they'll do it. The tool can be used by facilitators to create an agenda and guide people through a simple set of steps that help increase clarity. The five elements are purpose, objectives, process, roles, and agreements. Together, they form a supportive structure or "container" for collaboration.



WHEN TO USE

POPRA can be used at the beginning of a meeting or at the beginning of a project to help provide clarity to participants about how a group will work together. By taking the time to work through the 5 POPRA steps, a facilitator heads off many questions that come up later in



a process when group members have questions about what they’re trying to achieve or the role each person plays.

Once you’ve practiced using POPRA to create clarity at the beginning of a meeting or project, you may see additional opportunities to use POPRA at different stages of a project. For example, say you facilitate a group of community members to design a new park. During a first meeting, you may lay out an initial POPRA that describes three stages of the project where the team will collect community ideas, prioritize ideas, and design. For each of those stages, you may have another series of meetings that each start with a mini- POPRA for that stage of the work as objectives, process, and roles may change throughout. POPRA can be used in “nested layers” within projects—that is, a project-level POPRA can be used to outline the overall purpose, objectives, roles, etc. of a long-term project, and then mini-POPRAs can be used to frame each meeting within the project.

HOW TO USE

At the beginning of a project launch or a meeting:

1. Work sequentially through the 5 steps of the tool, answering the key questions for each step for participants.
2. Provide a visual of each step, whether on easel paper or a slide deck. Keep POPRA visible and/or available to participants throughout the meeting/project.
3. Check for clarity and agreement after each step. To check for clarity, you can ask participants to give you a thumbs up, thumbs middle, or thumbs down. To check for agreement, you can use a quick [Fist-to-Five](#).
4. A good guideline to follow for an effective meeting is to spend 5-10% of the meeting on a “smooth take off” (warm welcome and POPRA overview), 80-90% on a smooth flight of the meeting (content and process tools), and 5-10% on a smooth landing (closure and next steps). In a typical 60-minute meeting that might mean:
 - a. Welcome and POPRA review (5-7 minutes)
 - b. Meeting content (45-50 minutes)
 - c. Closure, evaluation of objectives, and next steps (5-7 minutes)

As an example of POPRA being used in practice, the following table is an example of what a new committee working on increasing attendance at an upcoming forum on police-community relationships might look like when structured around the POPRA framework.

Time	Topic	Description
1 minute	Welcome and Purpose	The meeting host welcomes the group, introduces themselves, and shares an opening slide that outlines the purpose for the project. They then introduce the facilitator.



1 minute	Objectives	The facilitator explains that the specific objectives for tonight's meeting are to create a list of potential outreach strategies, and select volunteers interested in helping with each strategy.
1 minute	Process	The facilitator walks through the items on the agenda, explaining how they help get the group to the objectives, and asks if there are any clarifying questions
3 minutes	Roles	The facilitator asks each person to briefly introduce themselves, sharing name, what organization they are with (if any), and how they are connected to the project. They begin with themselves, clarifying their role as facilitator in the meeting.
2 minutes	Agreements	The facilitator shows a slide of suggested agreements the group can use for discussions (e.g. share air time, step up and step back, listen for understanding, challenge ideas not each other) and asks if there are any that are not acceptable, or any missing.
45 minutes	Content: Brainstorm strategies for outreach	<p>The facilitator shares a slide restating the purpose for the upcoming police-community forum, the date, and the intended audience. They then ask the group to share ideas for how many people they would ideally like to see at the forum to know it was successful and captures answers on a flipchart as they are shared. The facilitator estimates what number might be in the middle of the pack of suggestions and offers it as a potential goal, testing agreement with the group.</p> <p>They then ask what types of people and groups will be important to have at the meeting and captures them on a flip chart paper. As a follow up prompt, they ask "Whose voices will be critical to hear when we think about improving the relationship between police and community, and keeping our neighborhood safe? Who is closest to the problem?"</p> <p>Once the list feels complete and no other suggestions are offered, the facilitator invites people to form small groups and to identify specific people and/or groups they are willing to recruit and to list the strategies that will work best to ensure they will attend the forum. As the groups complete their lists, they share them with the full group and incorporate suggestions.</p> <p>As a final step, the facilitator asks for volunteers to act as point people for each of the groups to help make sure all the tasks get completed on time.</p>
5 minutes	Next steps	The facilitator asks the group what next steps have been identified during the meeting and what date they should be completed by. The group finishes by setting a time for a next meeting.



2 minutes	Evaluation	The facilitator passes out sticky notes and asks participants to share their feedback on how the meeting went, putting ideas that worked well under the “Worked Well” column on a chart paper as they leave, and ideas for improvements on the “To Improve” column on the chart.
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Tips and Tricks

- Scale POPRA to fit the complexity of the meeting, the time available, and the history of the participants’ working relationships. For example, don’t spend as much time on it if the group has a history of working together and already has standing agreements they work with regularly.
- Generally, it is helpful to do your participant introductions after explaining the purpose (“why”) and before explaining the specific objectives for the meeting (“what”), though depending on the circumstance, introductions might fit best after you have moved through full POPRA (see the example below).
- Research has shown that most of the causes for low team productivity are due to lack alignment around one or more of the five POPRA questions, with Purpose being most important to align around, then Objectives, etc.

COMMUNITY LEARNING MODEL

Culture of Collaboration

Strengthen the capacities that support collaborative work such as facilitative leadership, communication, information sharing and shared accountability. These elements strengthen the ability to move through the stages of the Community Learning Model.

POPRA is a tool for the Culture of Collaboration phase of the Community Learning Model because it helps establish a foundation for groups to work more effectively together during all the rest of the phases. To learn more about tools for dialogue and the other areas of the Community Learning Model, visit civiccanopy.org/clm.

