



Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP
REGIONAL LEARNING COLLABORATIVE PROGRAM



Session 3

FORGE A CONSENSUS AND COMMUNITY VISION

November 12, 2025
11:00 a.m. - 1:00 p.m.
Online via Zoom



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

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SESSION 3: FORGE A CONSENSUS AND COMMUNITY VISION | INTRODUCTION TO COMMUNITY EXCELLENCE

SHARED EXPECTATIONS

- ◆ **Be focused.**
- ◆ **Be engaged.**
- ◆ **Be open & curious.**
- ◆ **Practice courage & leadership.**
- ◆ **Demonstrate willingness to listen & collaborate.**
- ◆ **Share ideas and information.**

◆ **Practice Zoom courtesy:**

- Mute when not talking, but go ahead and talk when appropriate.
- Keep your camera on as much as possible. Your engagement contributes to everyone's positive experience.
- Everyone's voice is necessary. Listen and let everyone speak.
- Value the role of the parking lot. Your thoughts, ideas, and questions are important. We'll get to them all.

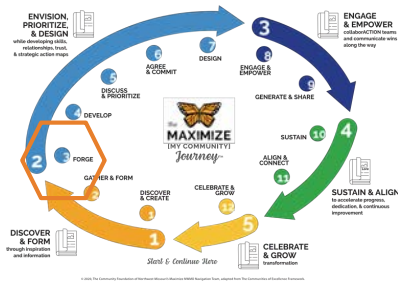


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Your Itinerary for the Year



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September 24, 2025
In-Person

Maximize NWMO 3rd Annual Celebration Lunch
Session 1: Discover & Create a Sense of Urgency

October 8, 2025

Session 2: Gather & Form a Guiding Coalition

November 12, 2025

Session 3: Forge a Consensus & Community Vision

December 10, 2025

Session 4: Develop a CollaborACTION Story Through Systems Thinking

January 14, 2026

Session 5: Discuss & Prioritize with All Sectors & Groups

February 11, 2026

Session 6: Agree & Commit to Shared Vision, Values, & Opportunity Priorities a.k.a. Strategic Objectives

March 11, 2026

Session 7: Design Strategic Action Maps Based on Data & Stakeholder Experience With Design-Thinking

April 8, 2026

Session 8: Engage & Empower CollaborACTION Teams to Work Through the Action Maps for Each Priority

May 13, 2026

Session 9: Generate & Share Wins Along the Way

June 10, 2026

Session 10: Sustain Accelerated Progress & Dedication Through Support & Networking

July, 2026

NO SESSION - SUMMER BREAK

August 12, 2026

Session 11: Align & Connect to Continuously Improve Performance & Outcomes

September 23, 2026
In-Person

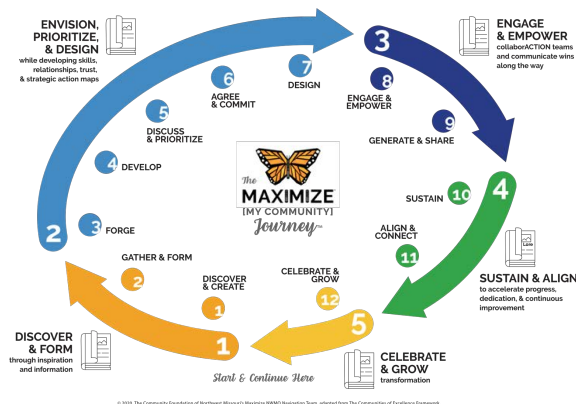
Session 12: Celebrate & Grow Transformation: Recognizing Success & Areas of Improvement to Continue Maximize NWMO 4th Annual Celebration Lunch

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SESSION 3 ITINERARY



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- Community Share Out from Session 2
- Intro to Milestone 2: Envision, Prioritize, Design
- Intro to Step 3: Forge a Consensus & Community Vision
- Building a Strong Culture for CollaborACTION
 - Bias, Conflict, Self-Protecting Strategies, and Types of Power
 - Shared Values
 - Initial Navigational Statements
- Understanding & Using Factual Stories
 - Baseline Data & Asset Mapping
 - Intro to Decision-Making Roles

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SHARE OUT



FOLLOW UP FROM SESSION 2

CollaborACTION

- Together, agree to **one location** for all progress and decisions to be **documented**.
- Document what your group looks like right now from a **leadership and governance structure**.
- Decide and document early decisions about the way you will work together (**your initial processes**).
- Review and edit or sign your Launching Navigation Team Member **Commitment Form**.
- Begin to fill in the **Who to Invite** worksheet individually and then discuss collectively.

3-5 minutes

per group

Remember

Your group will go at your own pace, so you may not have gotten to all this yet. We're interested in keeping track of and coaching your through where you are as we share the steps of the Journey throughout the year.

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Engaging and supporting leaders through a journey

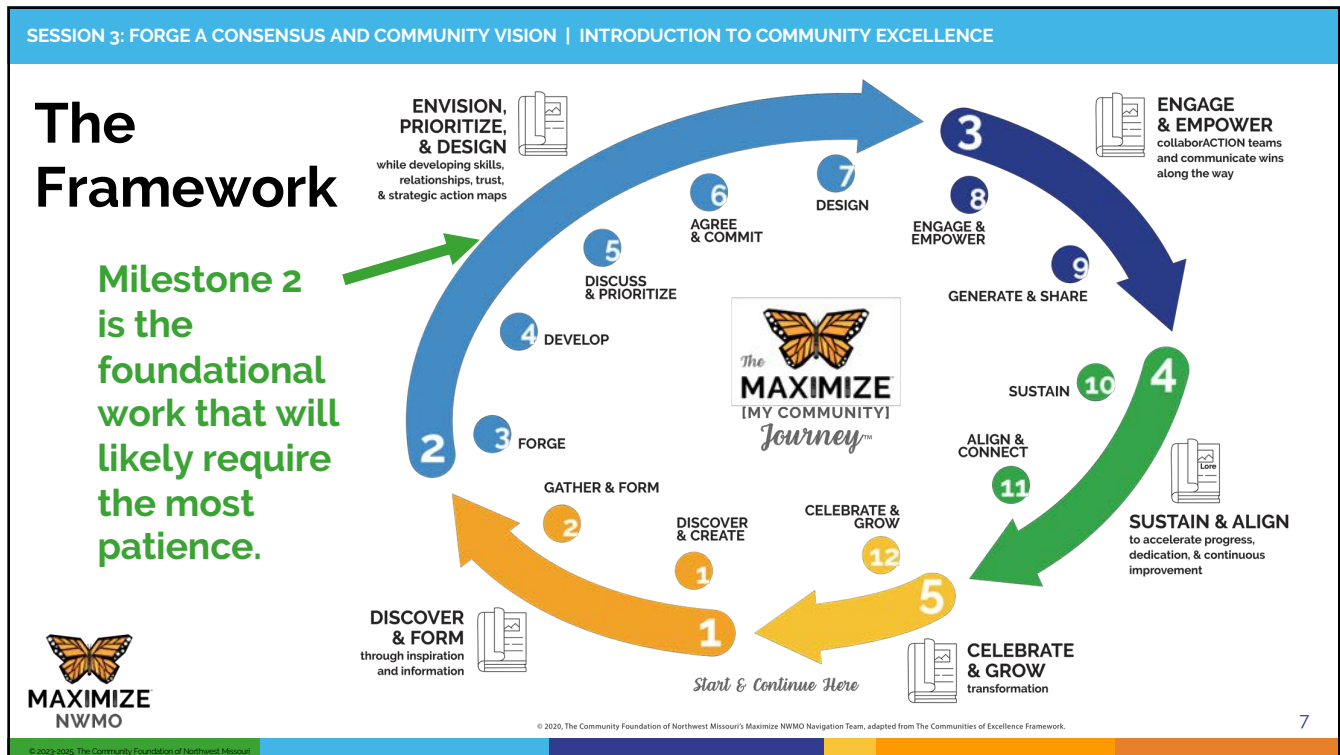
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© 2020, The Community Foundation of Northwest Missouri's Maximize NWMO Navigation Team, adapted from The Communities of Excellence Framework.

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Going Slow (or what can feel like backwards) to Go Fast



bcmmini.com

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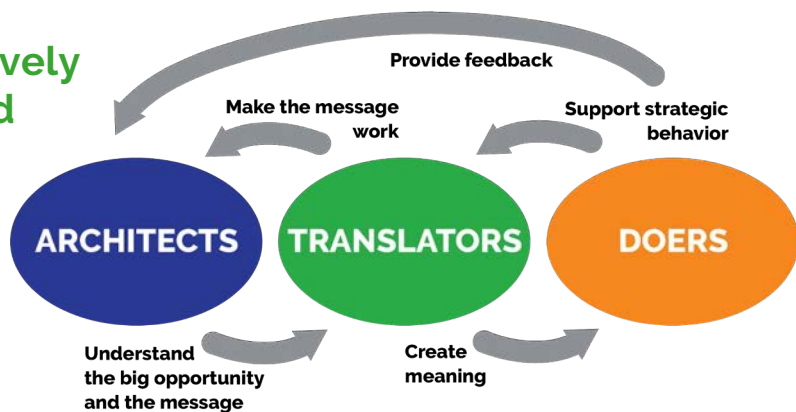
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Respecting Each of These Strengths Throughout the Journey

Mutual Respect
Helps Us Collectively
Reach Our Shared
Goals Faster
and With More
Sustainable
Success



From Bleak, J.L. & Fulmer, R.M. "Strategically Developing Strategic Leaders". Excerpted from Linkages Inc's, *Best Practices in Leadership Development Handbook*, 2nd Edition, San Francisco, Pfeiffer, 2009

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Practical Roles in Your Guiding Coalition

Taking Action in Milestone 1 and 2



Internal relations:

- **Meeting administrator**
Scheduler/set-up, note taker, decision and action item tracker, calendar keeper, internal communications (central emailer)
- **Meeting facilitator (+ back-up facilitator)**
- **People coordination**
Experience architect, member onboarding, caregiver, conflict management
- **Logistics coordination**
Task coordinator, tech support, financial management

External relations:

- **Spokesperson**
- **Online presence manager**
Social media poster and moderator, website content creator and caretaker
- **Public relations manager**

Strategy and process design:

- **Framework expert and scribe**
Liaison with Community Coach, task initiator, progress tracker
- **Strategist and researcher**
Comparative data analyst, conversation catalyst, big picture thinker, proposing critical path of alignment

Network weaving and resource development:

- **Advocate and asker**
Reaching out to others to inform and invite.
- **Storyteller**
- **Resource developer**
Finding funds (grants, sponsorships, etc.), friends, and other needed assets



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What form of governance?

Just agree and then, TRUST!

- Structure is less important than agreements
- Give thoughtful consideration to the structure you choose, considering competition, systems and interpersonal fears in the space
 - What is the best way we can work together?
- Everyone has to agree, know, and fulfill their role

Remember: Transforming systems means
changing how we work together.



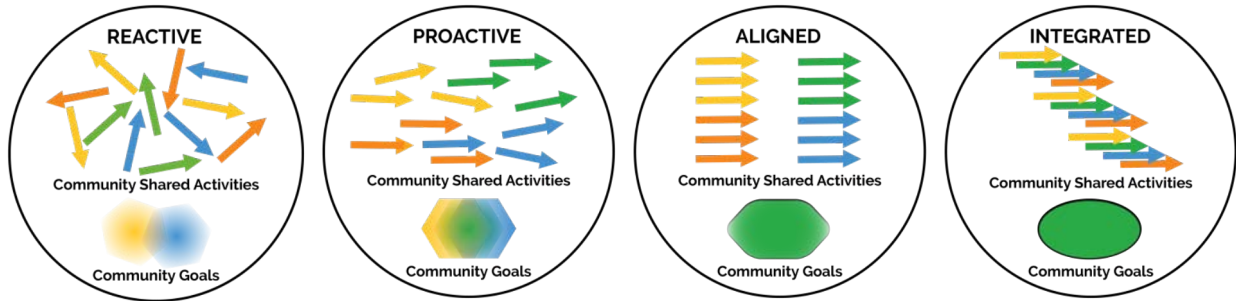
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Do you want to move forward together?



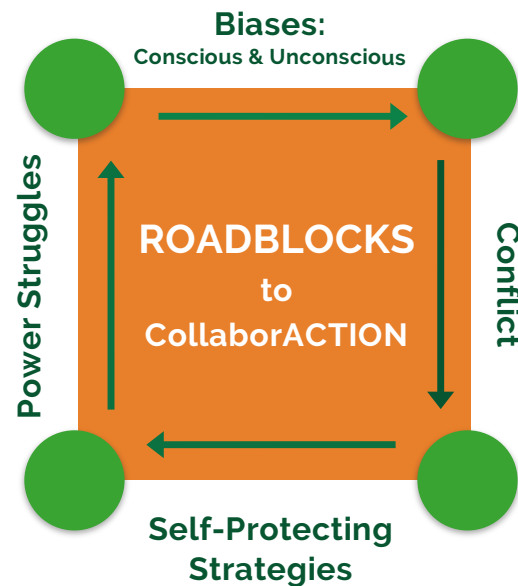
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What typically gets in the way of becoming a strong team for community excellence?



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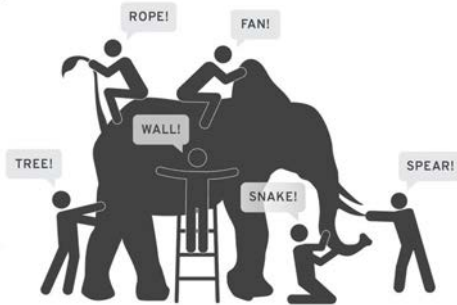
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Remember Our Story About Different Perspectives?



The 6 Blind Men and the Elephant.

Retrieved from <https://twitter.com/burrsutter/status/854184722792108032>



- If we never turn on the light to Collective Genius, we are in the darkness of our **biases**.
- **Biases are mental models** or representations of the way we see ourselves, others, and the world.
- They shape our attitudes and behaviors with **mental shortcuts**.

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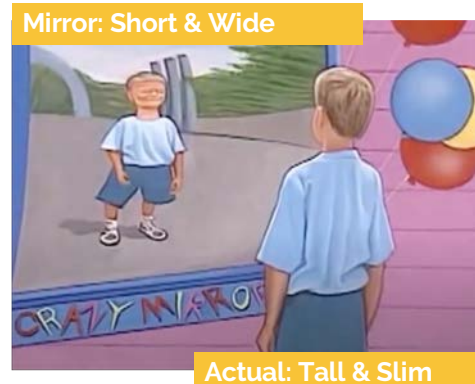
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Biases are Mental Shortcuts They Can Be Like Fun House Mirrors

- Imagine that everyone views your community in a different mirror, and therefore, may see it differently than you do.
- Also consider that your perspective may not always match reality.



The Fun House Mirror
Referred to in Stephen Covey's Paradigm video.



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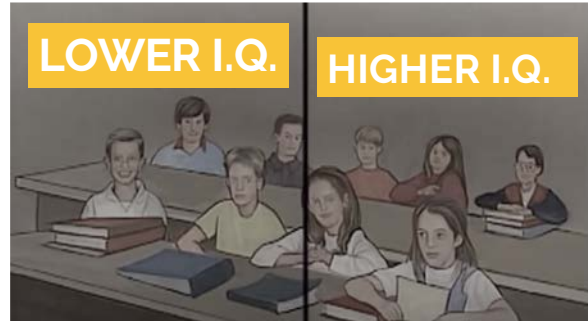
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Mental Shortcut:

Self-Fulfilling Prophecy

- Holding certain beliefs about people and having them respond accordingly, whether the beliefs are true or not
- Your attitudes and actions flow out of how you see the world, which is a function of the beliefs you hold



The Intelligence Quotient Test Example
Referred to in Covey's Paradigm video.



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Mental Shortcut

Confirmation Bias

When we see what we want to see and seek only information that confirms our pre-existing beliefs



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Mental Shortcut

Affinity and In-group Bias

We are more likely to support or believe someone who reminds us of ourselves or is within our own social group rather than an “outsider”



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Mental Shortcut:

Self-Serving Bias

We are more likely to support or believe someone who reminds us of ourselves or is within our own social group rather than an “outsider”



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Mental Shortcut

Perception / Fundamental Attribution Error

Stereotyping, assumptions, and assuming a person's actions depend on the characteristics rather than on the forces that influence the person



PEANUTS, drawings by Charles Schulz; 1989 United Features Syndicate Inc. Reprinted by permission of UFS, Inc.

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Mental Shortcut

Groupthink / Conformity

Going with the group instead of your individual thoughts and beliefs...sometimes because of a **halo effect** or only being able to see someone in a positive light



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“All of the significant breakthroughs were break-withs old ways of thinking.”

- Thomas Kuhn, *The Structure of Scientific Revolutions*



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Forging Consensus Requires Us to . . .



Let's talk about:

- What not to do and
 - What to do
- ... in building strong relationships.



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Self-Protective Strategies

Intimidation	Sarcasm or Humor
Discrediting others' competence	Intellectualization – "I know and you don't"
Blaming/Making others wrong	Domination
Saying "I'll do it myself"	Acting confused
Acting "Politically" - Not being straight with others	Coalition-Building – Finding others who agree with me
Making excuses	Being Nice or Being Tough
Restricting flow of information	Withdrawing or Stepping Back/Out



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BREAKOUT



Look for the following in our story:

Self-Protective Strategies:

Intimidation	Sarcasm or Humor
Discrediting others' competence	Intellectualization – "I know and you don't"
Blaming/Making others wrong	Domination
Saying "I'll do it myself"	Acting confused
Acting "Politically" - Not being straight with others	Coalition-Building – Finding others who agree with me
Making excuses	Being Nice or Stepping Back/Out
Restricting flow of information	Withdrawing or Stepping Back/Out

Mental Shortcuts:

- Self-fulfilling Prophecy
- Confirmation Bias
- Affinity/In-Group Bias
- Self-Serving Bias
- Perception Bias/ Fundamental Attribution Error
- Groupthink or Conformity Bias



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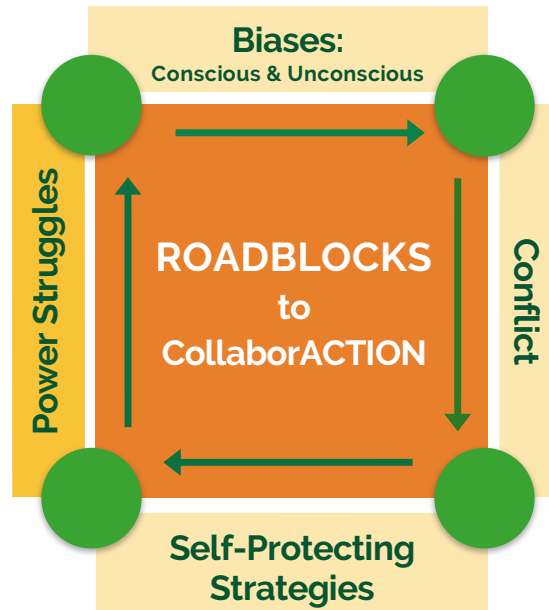


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Turning Roadblocks Into Assets on Your Way to Becoming a Strong Team for Community Excellence



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Which is most powerful?



French and Raven, 1958

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The most powerful is...

RELATIONAL POWER

"Always protect the relationship."

-Lara Summers, Luminary Leadership



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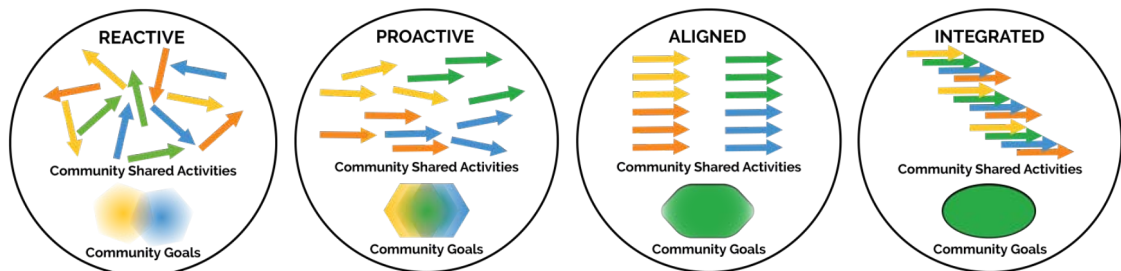
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Relationship Power Helps Your Team and Community Move Forward



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Signs that Your Guiding Coalition has Challenging Relationships

- It is clear that we don't have all the information and perspectives we need involved.
- We get into group think and allow the group to be railroaded into one direction before considering everyone's input.
- There is more conflict and blame than respect and willingness to work together.
- We don't see the positive intentions and good efforts of others who are reaching for the same or similar goals.
- We interrupt each other and make declarations.
- We use a lot of different self-protective strategies out of fear instead of feeling comfortable being ourselves.



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Signs that Your Guiding Coalition has Great Relationships

- We lower our defenses and allow ourselves to hear and understand what's really going on
- We move past positions to shared interests
- We work to understand and do something about the real issues, instead of misperceptions
- We are more compassionate and use respectful language
- We support others
- We navigate difficult situations instead of ignoring them
- We use "we" more than "Me, My, and I"
- We ask instead of assume



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Forging a Consensus and Community Vision Requires a Clear and Shared Set of Values



Community Systems Perspective



Visionary Community Leadership



Resident & Stakeholder Focused Excellence



Valuing People



Community Learning



Agility & Resilience



Focus on Success & Innovation



Management by Fact



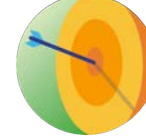
Mutual Societal Responsibility



Ethics & Transparency



Delivering Value & Results



2025-2027 Communities of Resilience & Excellence Guide 35

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EVENTUALLY: Your Navigational Statements

Inspiring & Uplifting Action

PURPOSE

- Endures
- Answers why
- Idealistic and motivational
- Stimulates and inspires change and progress
- Never fully realized

VISION

- Energizes
- Creates strategy
- Creates risk
- Brings chaos to order
- Is revolutionary
- New or changed vision implies strategic effectiveness
- Aims to become irrelevant

MISSION

- Authorizes the organization
- Ignites processes
- Contains risk
- Brings order to chaos
- Is evolutionary
- Doesn't change or is slow to evolve
- Aims to become more relevant

Rules of the Road on Your Journey

VALUES

- Describes the agreed upon culture upheld by your group



Adapted from www.derekhendrix.com, JUPER Communications, and Luminary Leadership by Maximize NWMO

Getting Down to Business

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now: Your Navigational Statements



All of these statements may initially be as simple as your Just Cause or Manifesto or Elevator Speech.

Keep it simple and engaging!



<https://www.youtube.com/watch?v=HChlibM4xCg>

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Maximize Monarch Town

A Story of Successfully Building a Strong Team
Who Tangibly Improved Their Community Over Time

Their Navigational Statements are shared in the introduction to their CollaborACTION Story!



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Maximize Monarch Town's Navigational Statements

Found in the 2nd column of Page 8.



P1b OUR GUIDING COALITION

P1b(i) Mission, Vision, Values, and Culture

- What are our Guiding Coalition's stated mission, vision, and values?
- What are the defining characteristics of the group's culture?

Vision

Monarch Town is a vibrant community embracing a culture of CollaborACTION, growth, and opportunity where families enjoy an exceptional health, opportunities for lifelong learning, economic prosperity, and overall quality of life.

Mission

To mindfully build upon longtime progress making Monarch Town the best and safest place in rural America to live, learn, work, and play now and for generations to come.

Values (Figure 10)

- Respect for, and engagement of, all community members.
- Integrity, honesty, and transparent communication.
- Encouragement of big picture / systems thinking and leadership.
- Innovation and progressive thinking balanced with preserving core values and traditions.
- CollaborACTION – Prioritizing, planning, acting, and assessing performance together.

Culture

Monarch Town's culture is one of progressive "can do" attitudes with a love for nostalgia balanced with innovation and entrepreneurial mindsets.

Figure 10

KEY VALUES



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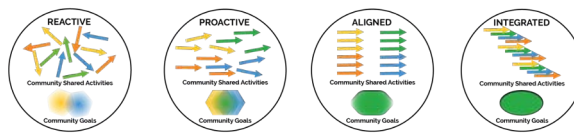
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Navigational Statements Help Us



- Connect with each other and our stakeholders
- Meaningfully explore our community
- Tell a story that engages individuals, organizations and groups
- Take action together



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Why Story?

7 Reasons for Using Stories in Community Development Initiatives

1. **Raises awareness**
2. **Emotionally compelling**
3. **Brings people together**
4. **Focuses on what matters**
5. **Brings understanding**
6. **Creates meaning of data and trends**
7. **Makes it memorable and repeatable**



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Understanding & Using Facts as Stories

- ◆ **Can open conversations and engage the people & resources needed around the table**



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Many Facts are Available! Gathering Your Baseline Data

Communities of Resilience & Excellence Common Community Scorecard

CORE ASPECTS	INDICATORS
 Health	Life Expectancy
 Education	High School Graduation Rate
 Economy	Median Household Income
 Natural Environment	Ambient Air Quality Days Exceeding National Standards
 Built Environment	Access to High-Speed Broadband
 Housing	Homes with Suboptimal Conditions
 Social Connections	Adults with 14+ "Not Good" Mental Health Days Per Month



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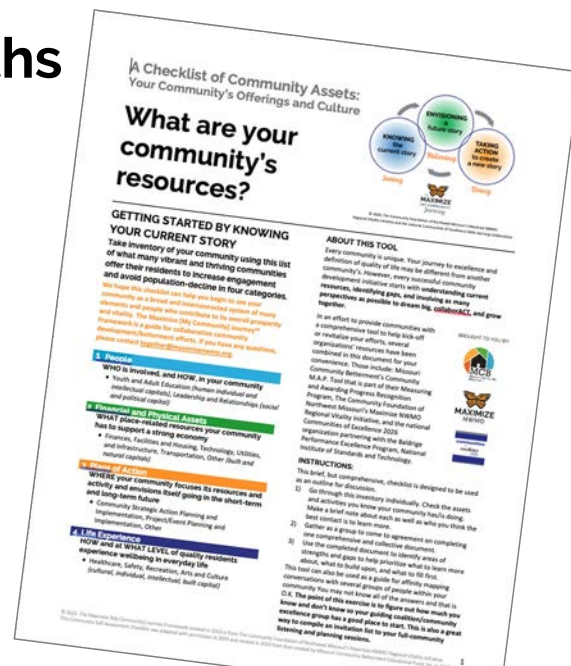
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Discovering Strengths and Gaps Through Asset-Mapping

The Checklist of
Community Assets
was a great start
to Asset-Mapping



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Discovering Strengths and Gaps Through Asset-Mapping



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Seeing the Story Clearly Empowers Better Decision-Making

- When we take the time to sort facts and perceptions on the front end, we end up saving time on the back end.

Choosing
the **LESS**
important
first =



vs.

Choosing
the **MOST**
important
first =



*Fitting the **KEY**
priorities in
and achieving
some **KEY**
quick wins
to gain
momentum!*



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PREPARE FOR SESSION 4

CollaborACTION

- Choose one of the asset-mapping methods on the worksheet and complete it as a group with the information you collectively know right now.
- Be prepared to share what you have identified as your community/county's key assets and what information you still need to gather.
- If additional time permits, begin drafting an early statement of your 'just cause'. Why does your effort exist?

STEP

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REFLECTIONS & QUESTIONS

- **What is one takeaway from our time together today?**
- **What questions do you have that you feel would be helpful to focus on in a coaching call between now and our next session?**

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What's Next?

SESSION 4 - Online

**Develop a CollaborACTION Story
Through Systems Thinking**

Wednesday, December 10, 2025

11:00 a.m. - 1:00 p.m.

<https://us02web.zoom.us/j/87407749861?pwd=glu7G2BXsTwokyQJVqW1cTaAkwGOIJ.1>



Meeting ID: 874 0774 9861
Passcode: BST2025-26

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Dreaming big and growing together!



together@maximizenwmo.org | www.maximizenwmo.org

Financial support for this program comes from partner contributions to
The Community Foundation of Northwest Missouri's Maximize NWMO Regional Vitality Initiative.

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OPEN ROOM



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Community Breakouts to Jumpstart Your Prep Work

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