



Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP
REGIONAL LEARNING COLLABORATIVE PROGRAM



Session 2
GATHER AND FORM
A GUIDING COALITION

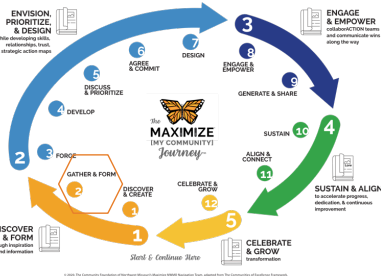
October 8, 2025
11:00 a.m. - 1:00 p.m.
Online via Zoom



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

SESSION 1: DISCOVER AND CREATE A SENSE OF URGENCY | BUILDING STRONG TEAMS FOR COMMUNITY EXCELLENCE

Your Itinerary for the Year



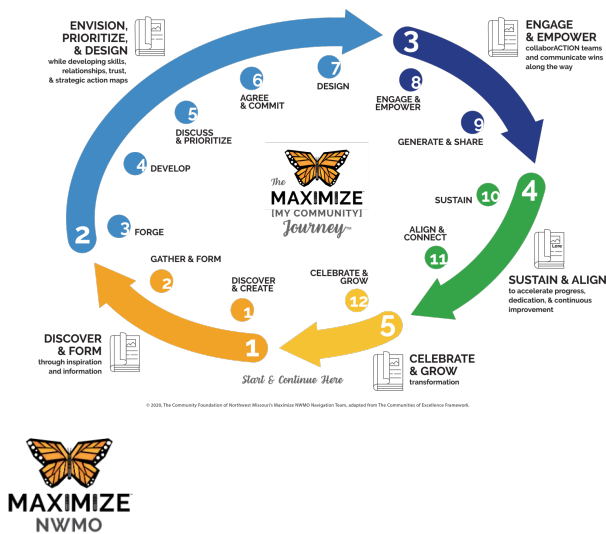
September 24, 2025 In-Person	Maximize NWMO 3 rd Annual Celebration Lunch Session 1: Discover & Create a Sense of Urgency
October 8, 2025	Session 2: Gather & Form a Guiding Coalition
November 12, 2025	Session 3: Forge a Consensus & Community Vision
December 10, 2025	Session 4: Develop a CollaborACTION 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 4 th Annual Celebration Lunch



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2

SESSION 2 ITINERARY



- **Brief Review of Expectations**
- **Community Share Out from Session 1**
- **The Value of Collective Genius**
 - Who Do We Engage?
 - Peter Senge Video
- **Leadership Structure**
 - The Core Leadership Triad
 - Distributed vs Hierarchical Leadership
 - Creating Structure with Shared Accountability
- **Engaging Others for a Strong Team**
 - Value of Diverse Perspectives
 - Assembling Your Team for CollaborACTION

3

3

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.



4

4

SHARE OUT



FOLLOW UP FROM SESSION 1

- In your **Getting Started Readiness Assessment**, did you make any discoveries?
- How did you define your group's **sense of urgency**? Share your slide if done!
- What did you discover from completing the **Checklist of Community Assets**? What did you learn or experience as you completed this assignment?

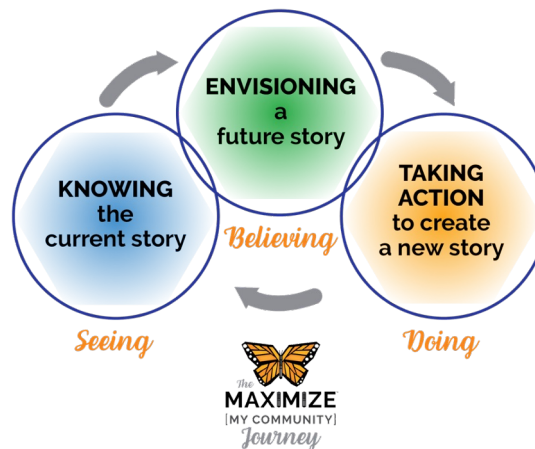
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per group

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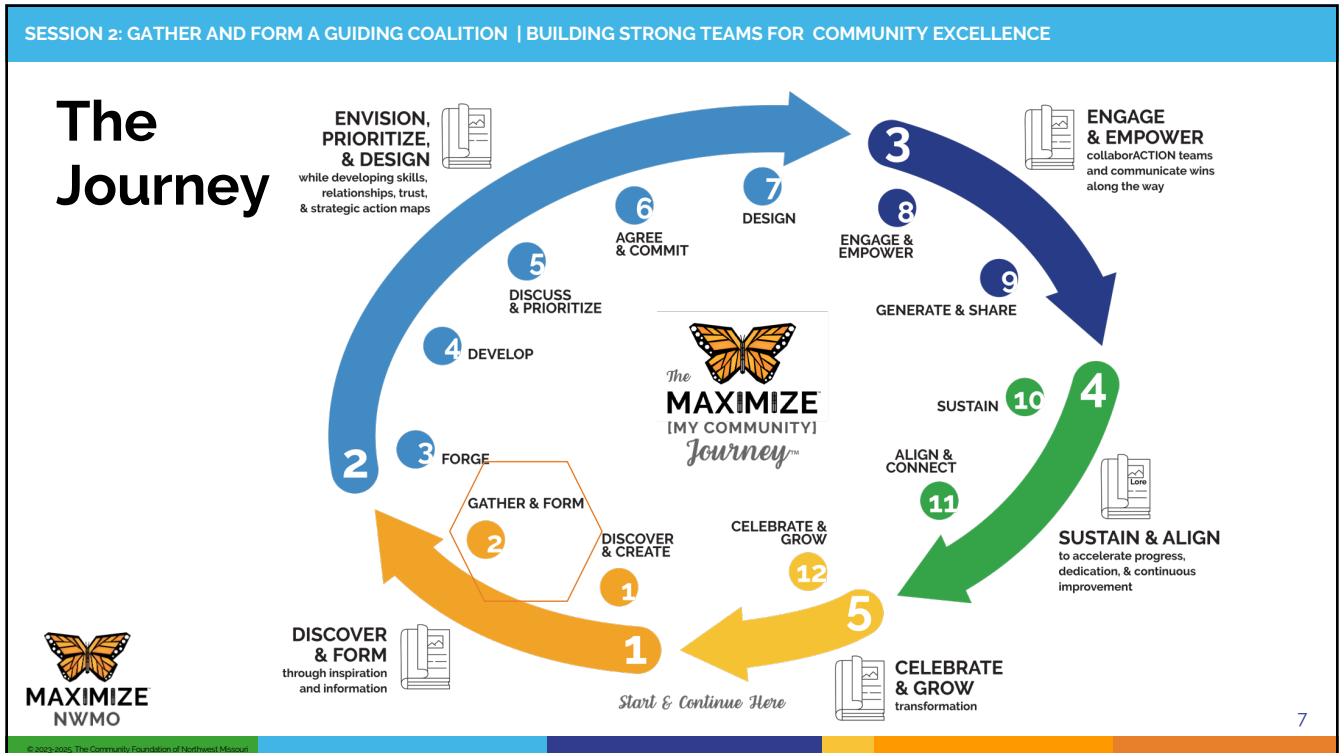
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Engaging and supporting leaders through a journey

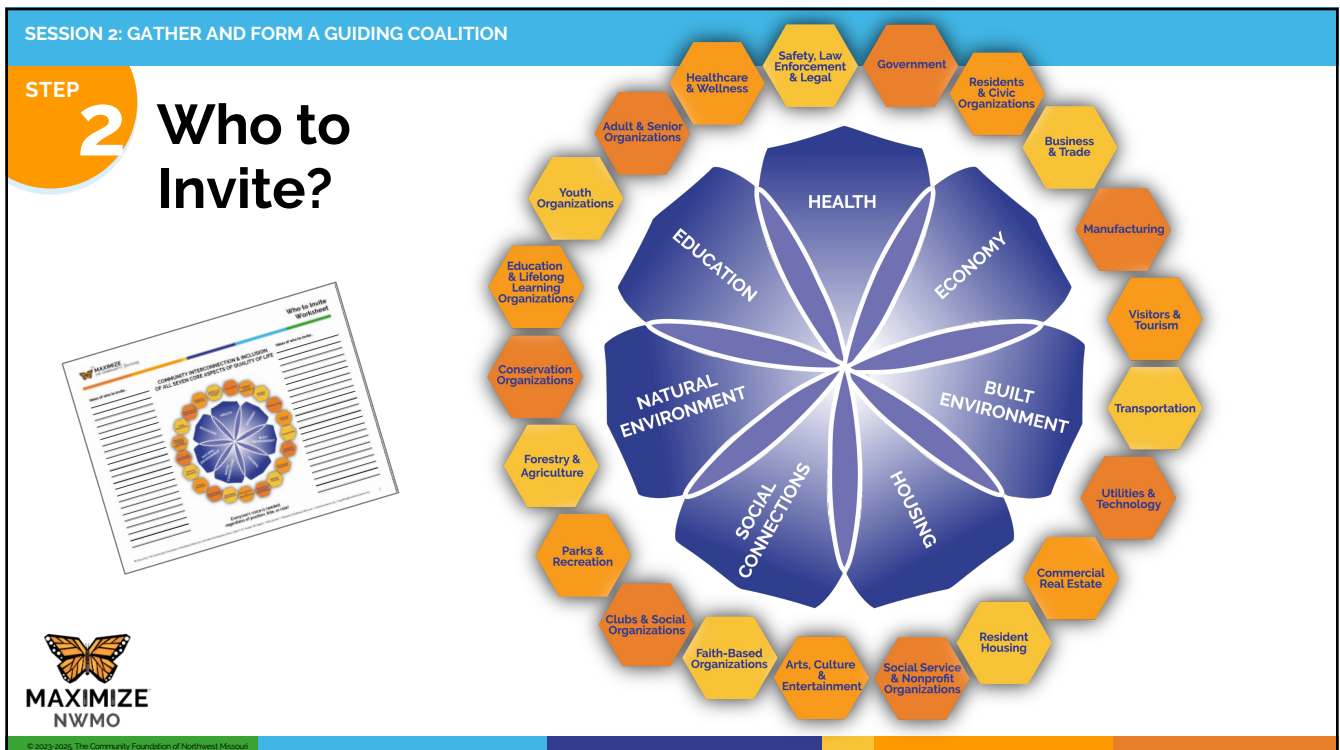


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8

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Who Do We Engage?

- Seek those willing and eager to CollaborACT
- Seek out representation from all perspectives
- Consider talents, involvement, connections, and skills
- Start with **relationships**



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9

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Begin with the End in Mind and Think About the Value of Collective Genius



Peter Senge



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<https://www.youtube.com/watch?v=OpignCAQ6S8>

10

10

DISCUSSION

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- What are your initial reactions to the video?
- Why is viewing leadership through this lens different from our traditional approaches?
- How might this way of viewing organizational leadership change the way your group organizes itself?

11

11

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Complex Leadership Structures

Instead of traditional top-down & bottom-up...

HIERARCHY
LEADERSHIP

- Hierarchies of command & control
- Grassroots of loose organization
- Leader-centric, linear, time-bound outcomes
- Few people involved in decision-making

...building networks across real & perceived boundaries.

DISTRIBUTED
LEADERSHIP

- Elevate the importance of existing
- Establish new deliberately & organically
- Focused on community/network shared purpose, vision, values, and priorities
- Many people involved in decision-making

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12

12

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Distributed Leadership is Shared

1. There is **no monarchy**
2. You have to work as a team and **agree on a set of values**
3. You have to have **defined roles and responsibilities** and respect that **all have value**
4. You **use strengths beyond authority** to influence change



13

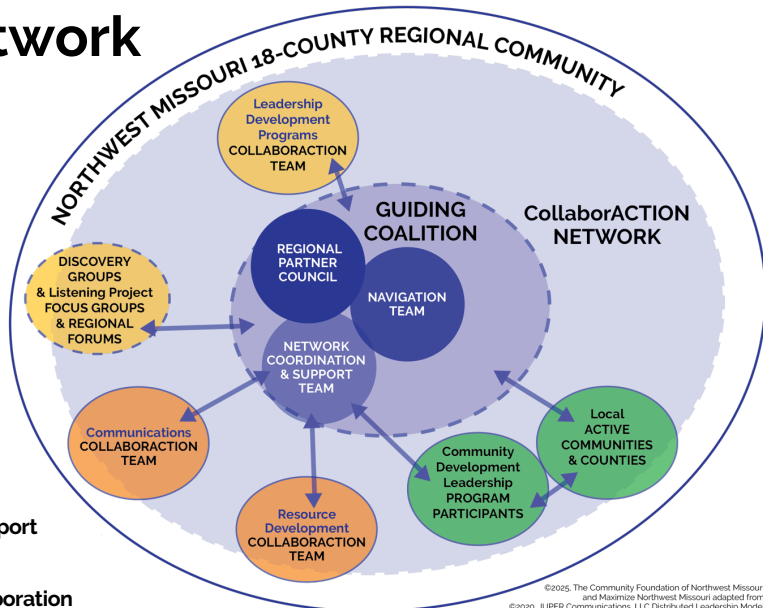
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Building a Network of Leadership and Decision Participation

- Open Communication
- All Network Participants
- Exploration & Action on Shared Priorities
- Backbone Operations Support
- Leadership Development & Local Next-Level Collaboration



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and Maximize Northwest Missouri adapted from
©2020, JUPER Communications, LLC Distributed Leadership Model

14

14

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Team Structure for Community Collaboration Efforts

Community Development CollaborACTION NETWORK

Guiding Coalition = 3 Teams Combined

- **Partners** (Compared to Advisors/Board)
- **Nav Team** (Compared to Executive Committee/CEO)
- **Network Support & Coordination** (Compared to Day-to-Day Staff & Volunteers)

CollaborACTION Teams = # of Work Groups

(Compared to Committees, Task Forces, Departments)



15

15

GLOSSARY

Guiding Coalition NOUN

: the group of individuals who serve as the core visionaries and implementers of community development and collaboration efforts focused on community performance excellence improvement following The Maximize [My Community] Journey Framework™; comprised of the Navigation Team, Partners, and Network Coordination and Support Team



16

16

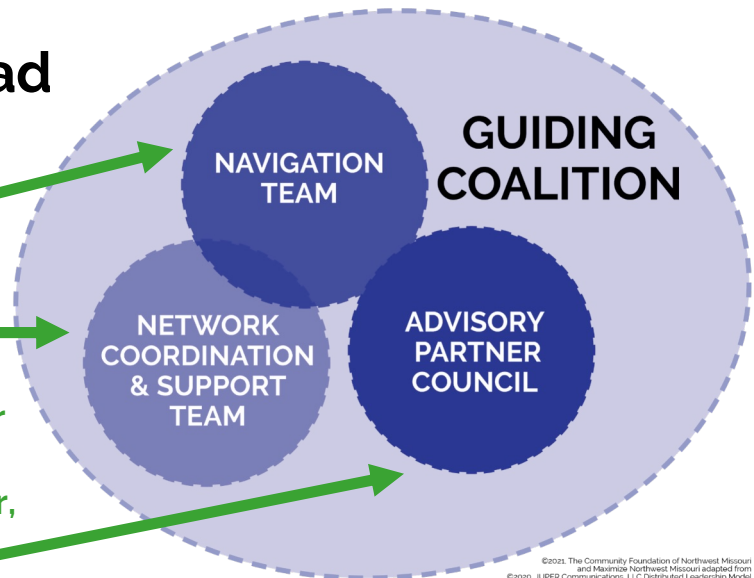
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The Core Leadership Triad

Start with building a Navigation Team and securing help with coordination and support!

When you have your initial group and messaging together, invite partners.



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17

17

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Distributed Leadership Supports Decision-Making

A 21st Century Governance Structure

- **Elevates** the importance of existing successful efforts
- **Establishes** new efforts deliberatively and organically
- **Focuses** on community network shared
 - Purpose
 - Vision
 - Values
 - Priorities
- **Involves** many people in decision-making and building trust throughout all roles



18

18

“Successful communities have always been organized in this distributed leadership structure and processes. We just have a name for it now.”



- Steve Wenger, Maximize NWMO Co-founder and Navigation Team Member

19

19

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Roles and Responsibilities Model



20

20

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Example of Practical Roles

Internal relations:

Meeting administrator

Scheduler/set-up, note taker, decision & 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



21

21

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Example of Initial Role Categories



☐ BE A DOOR OPENER/AMBASSADOR & ADVISOR

☐ BE A DOER & PARTICIPANT

☐ Navigation Team

☐ Network Coordination & Support Team

☐ Partner Council

☐ CollaborACTION Teams:

Communications and Resource Development



☐ BE A DONOR

22

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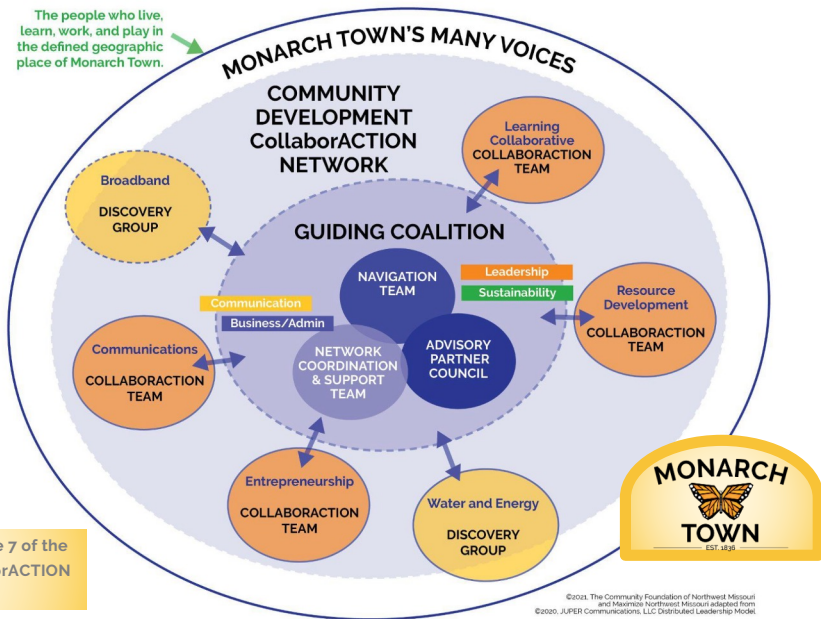
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Building a Network of Leadership and Decision Participation



See this model on page 7 of the
Monarch Town CollaborACTION
Story.



23

23

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DISCUSSION

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Leadership Structure Decision Making

- What does this view of leadership structure stir up for you? What are your initial impressions?
- Who do we want to be as we 'grow up' as a Navigation Team? What do we want to be known for?
- What leadership roles or structure do we need now to get organized?

24

24

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25

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Why to Consider Others' Perspectives

An Elephant in the Dark by Rumi

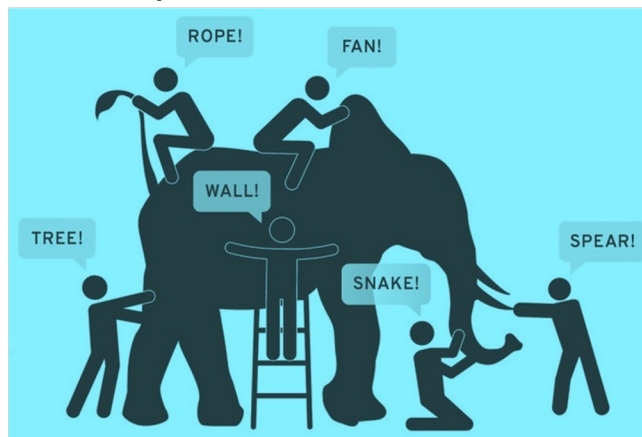


Image retrieved from . <https://twitter.com/burrsutter/status/854184722792108032>



26

26

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Who do we engage to ensure we are being as inclusive as possible of all the different perspectives in our community?



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27

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WHY and HOW Do We Engage?

- ◆ Diverse perspectives
- ◆ Inclusivity
- ◆ Approach to Systems Thinking
- ◆ Early vs. Late Adopters
- ◆ Level of participation
- ◆ Strengths-based . . . everyone is a genius at something!



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COMMUNITY INTERCONNECTION & INCLUSION



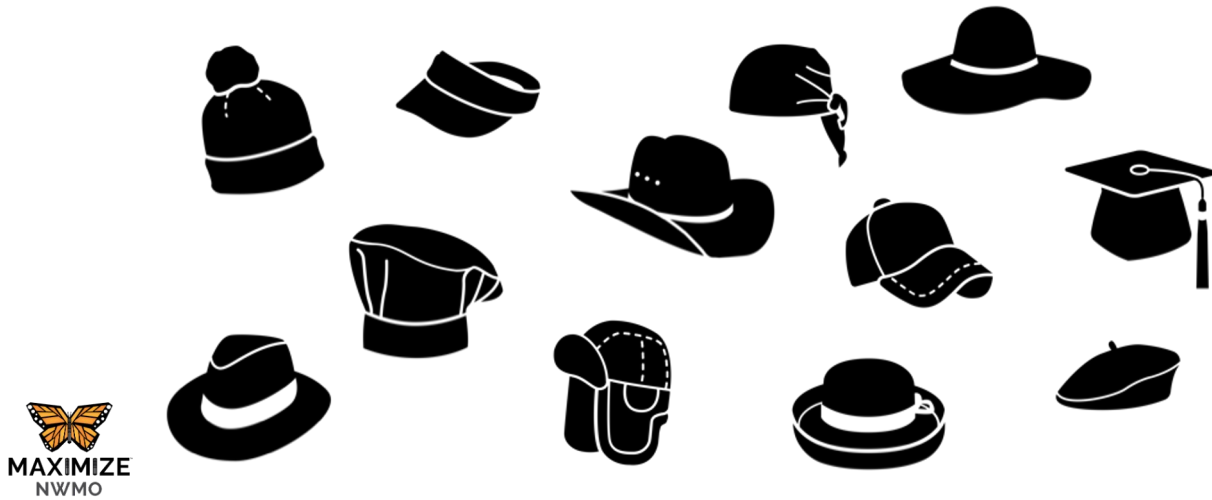
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Start with Relationships: Hats We Wear

Aligning Interests and Talents to the Work

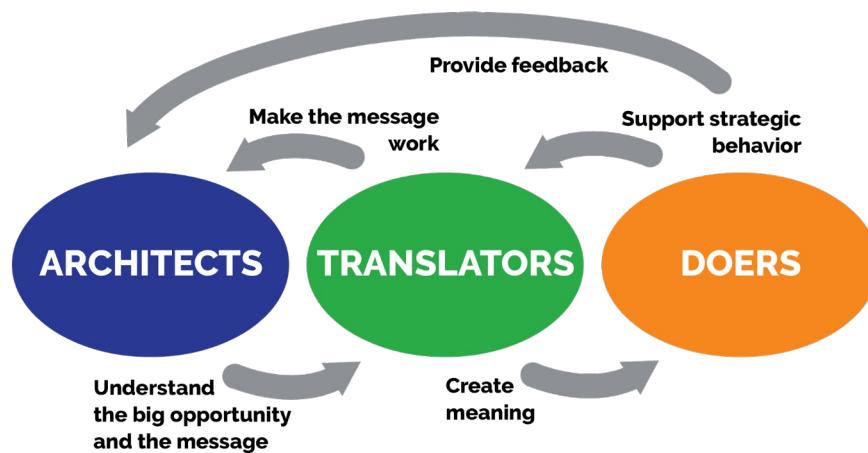


29

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Individual Perspectives Shape Our Approach to Systems Thinking



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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

30

30

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ARCHITECTS
Creator

- Broad thinker
- Easily sees relationships between concepts
- Likes to think big and new
- Intrigued by what is possible not what is proven
- Innovative and strategic
- Free thinker
- Often more ideas than can execute on

TRANSLATORS
Operational

- Seeks out strategy with application in mind
- Able to take a vision and conceive how to make it reality
- Contributes valuable input to highly strategic thinkers
- Makes big visions operational by translating them into lasting systems
- Thinks in a way to bridge communication gaps between doers and architects

DOER
Operational

- Detail oriented
- Follows a mental protocol
- Prefers deep expertise
- Wants proven methods
- Wants a step-by-step process
- Sound logic based in research or experience
- Finds comfort in the known and proven
- Often shuts ideas down before they are fully developed

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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

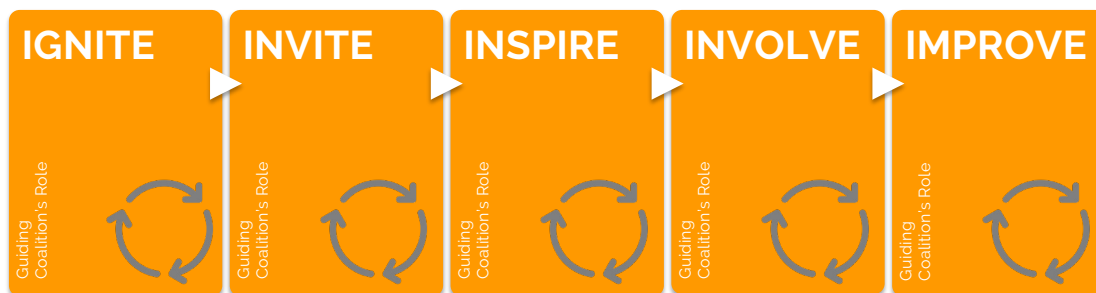
31

31

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The Guiding Coalition's Role in Engaging Stakeholders in the Journey**MAXIMIZE**
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32

32

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COMMUNITY ENGAGEMENT MAP

How do we engage people along side us?



Goal

Premise

Tools

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that you concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
• Fact sheets • Websites • Social media posts • News releases • Open houses	• Surveys • Random polls • Public meetings & comment • Focus groups • Online discussion forums	• Listening & sharing sessions • Workshops • Deliberate polling	• Guiding Coalition and Action Network consensus-building • Learning Collaborative Cohorts • Participatory decision-making	• Voting/election ballot • Delegated decisions • Citizen juries



Adapted by The Community Foundation of Northeast Missouri's Regional Vitality Initiative, Maximize NWMO. All original IAP2 information is copyrighted by the International Association for Public Participation. Learn more at: <https://iapausa.org/Resources/Documents/IAP2%20Foundation%20-%20IAP2%20Plan%202022%202023.pdf>

33

33

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Who Do You Engage and When?

1. Those who are affected by a decision have a right to be involved in the decision-making process.
2. Promise that the public's contribution will influence the decision.
3. Promotes sustainable decisions.
4. Seeks out and facilitates involvement.
5. Seeks input from participants in designing how they participate.
6. Provides participants with the information they need to participate in a meaningful way.
7. Communicates to participants how their input affected the decision.



International Association of Public Participation (IAP2) Core Values 34

34

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Consider Your Relationships

Go Scouting: Look for Game Film

1. **Motivation:** Drive for taking their community to the next level
2. **Workstyle:** Organizing tasks for efficient completion
3. **Initiation:** Taking action & inspiring others to succeed
4. **Collaboration:** Building quality partnerships & relationships focusing on action and outcomes
5. **Thought Processes:** Solving problems through looking at the big picture and root causes



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35

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How to Engage?

- ◆ Activate through community meetings/gatherings
- ◆ Hold listening forums
- ◆ Conduct a community survey
- ◆ Work your network
- ◆ Look for all three:
 - Door Openers/Ambassadors/Advisors
 - Doers
 - Donors



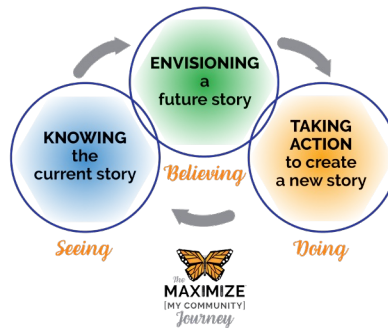
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36

36

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CollaborACTION

(CO) (LAB) (OR) (ACTION)
(LABOR) (ON)



37

37

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The 7 C's of CollaborACTION

1. **CLARIFY** purpose
2. **CONVENE** the right people
3. **CULTIVATE** trust and respectful inclusion
4. **COORDINATE** existing and new activities
5. **COLLABORATE** for systems (network) impact
6. **CELEBRATE** wins and appreciating the people responsible
7. **CONTINUE** to improve through next cycle of action



38

38

"We get together on the basis of our similarities: we grow on the basis of our differences."

- Virginia Satir American author and psychotherapist



39

39

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CollaborACTION Requirements

- ◆ Broaden your comfort zone to include differences of opinion and perspective to agree on what is shared as a vision.
- ◆ Open mind towards untapped resources
- ◆ **Planning, Planting, Nurturing, and Patience**



Frog and Toad Together, "The Garden", by Arnold Lobel



40

40

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2

What's Next?

SESSION 3 - Online

**Forge a Consensus and
Community Vision**

Wednesday, November 12, 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



41

41

GROW & GO



PREPARE FOR SESSION 3

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.

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3

42

42

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.

43

43

OPEN ROOM

Community Breakouts to
Jumpstart Your Prep Work



44

44