



Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP
REGIONAL LEARNING COLLABORATIVE PROGRAM



Session 5

DISCUSS AND PRIORITIZE WITH ALL SECTORS AND GROUPS

January 14, 2026
11:00 a.m. - 1:00 p.m.
Online via Zoom



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

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SESSION 5: DISCUSS AND PRIORITIZE WITH ALL SECTORS AND GROUPS | BUILDING STRONG TEAMS

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.

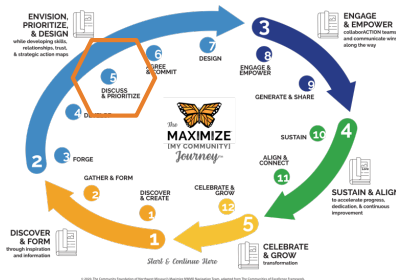


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Your Itinerary for the Year



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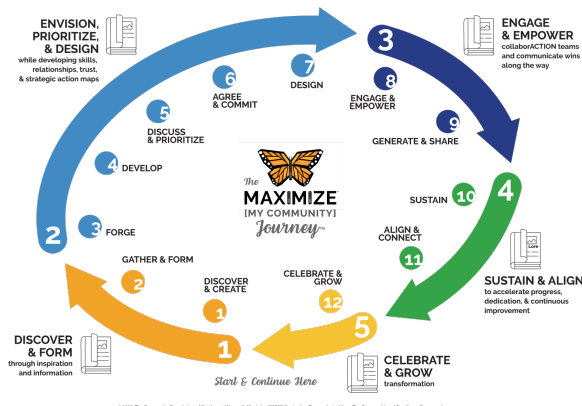
September 24, 2025 In-Person	Maximize NWMO 3 rd Annual Celebration Lunch Session 1: Discover & Create a Sense of Urgency
October 8, 2025	Session 2: Gather & Form a Guiding Coalition
November 12, 2025	Session 3: Forge a Consensus & Community Vision
December 10, 2025	Session 4: Develop a CollaborACTION 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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SESSION 5 ITINERARY



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- Community Share Out from Session 4 on Navigational Statements & Initial Thoughts on the Listening Project
- Intro to Step 5: Discuss and Prioritize with All Sectors and Groups
- Overcoming Hurdles
- Intro to the First Steps of Design-Thinking and the Decision-Making Process
- Sorting Through Feedback & Prioritization
- Tools for Decision-Making
- Position vs. Interest and Getting Out of Comfort Zones

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SHARE OUT



FOLLOW UP FROM SESSION 4

CollaborACTION Reports

- Look back at previous steps. What has your group **not yet completed** that will benefit future action?
- Begin to draft initial questions for **your Dream Big Listening Survey**. What do you want and need to know?
- Document **initial responses to CollaborACTION Story questions** in a space that is accessible to all.
- Create a **rough draft of your initial Navigational Statements** (i.e. 'Just Cause,' Manifesto, and/or purpose/vision, mission, values to share with your residents and other stakeholders).

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

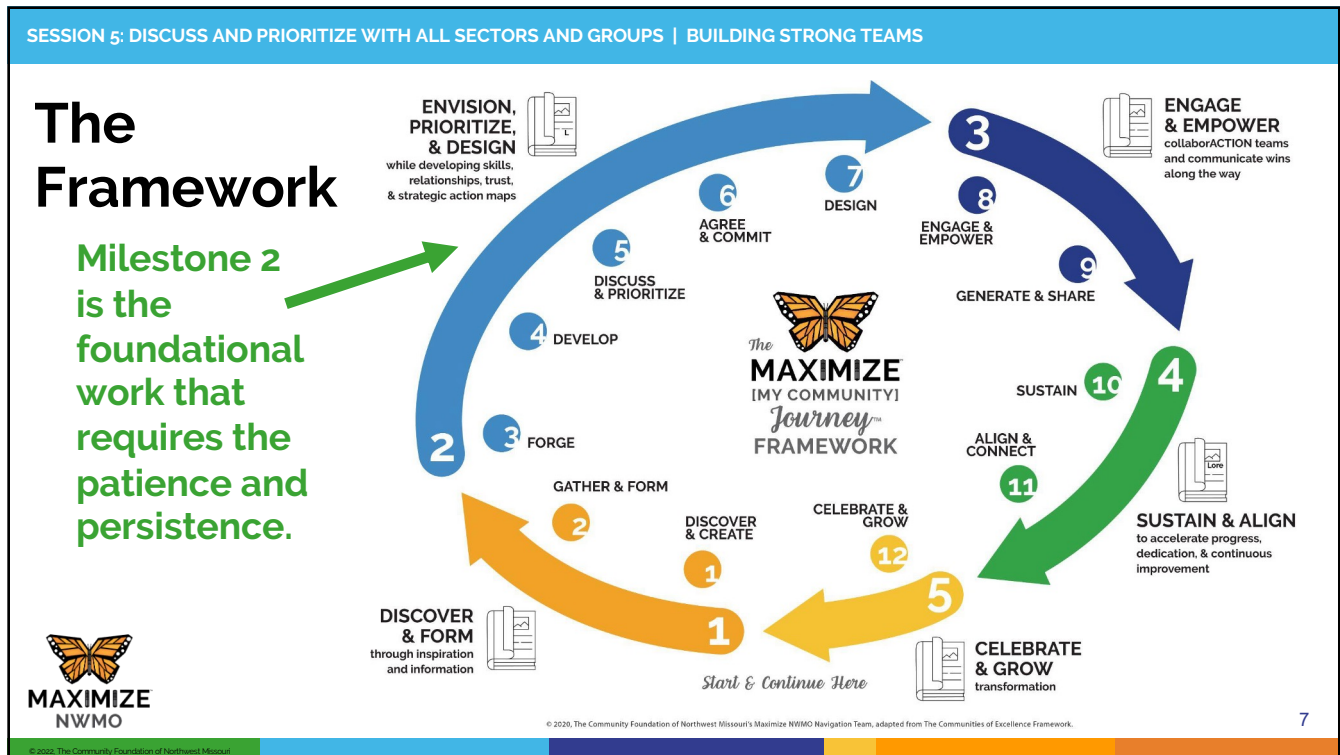
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STEP 5 Planning Your Listening Project

The Dream Big Listening Project Toolkit

- Sample Questions
- Sample Postcard & Distribution Tips
- Sample Social Media Posts
- Sample Flyer promoting Survey & Community Forum(s)
- News Release Announcing Dream Big Listening Project
- Web Page/Landing Page
- Paying for the Project's Elements
- Ideas for Community Forum Presentation Slides
- Facilitating Your Community Forum(s)
- Sample Sorting and Summary Documents & Tools

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STEP

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What are you listening for?



Top 3 Drivers of Resident Attachment:

SOUL OF THE COMMUNITY
2010 STUDY BY GALLUP &
THE KNIGHT FOUNDATION

1. Openness/Welcoming
2. Aesthetics/Beauty
3. Social Connections

MAXIMIZE NWMO 2025
ALUMNI & RESIDENT SURVEY

1. Relationships
2. Community Identity & Ties
3. Cost of Living



<https://knightfoundation.org/solc/what-makes-people-happy-their-communities/> and <https://vimeo.com/16755677>

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GLOSSARY

emotional intelligence NOUN

: the ability to recognize and manage your emotions effectively. Key elements include:

- Self-awareness
- Self-control
- Empathy
- Motivation
- Social skills



Roots and Rounds, Inc.

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“Emotions are a compass, pointing you toward what matters most to you and/or what aligns with your values. Just make sure to balance emotional insights with logical reasoning. Pair emotions and data to make better decisions.”



- Adapted by Christel Gollnick, JUPER Communications, The eMOTION Generator Strategic Planning Process, from Psychology Today¹¹

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Overcoming Hurdles

**The Critical Role of Emotions and Attitudes on
EMPATHY, RESPECT, PERSEVERANCE and GRIT**

Sustainable Community Success Requires:

**HAVE A
CAN DO
ATTITUDE**



**INVEST
IN
THEMSELVES**



**DEVELOP
LEADERS
ACROSS
GENERATIONS**



Don Macke, Center for Rural Entrepreneurship

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Communication Hurdles to Cross-Sector Different-Making Decisions

- ◆ Rumored
- ◆ Imagined
- ◆ Easy to cross
- ◆ Hard, but can be crossed with effort and skill
- ◆ Almost impossible to cross



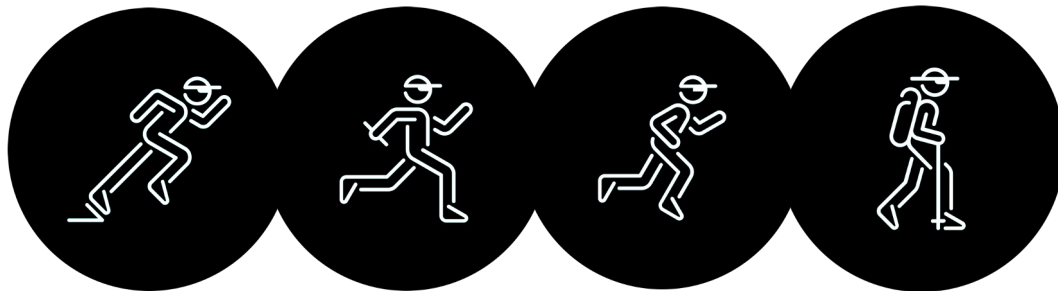
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First Decide on How You Are Traveling, and When, Through the Journey



Sprinter

Relay Runner

Marathoner

Hiker



Eventually, you may have team members doing all of these on different processes, priorities, and projects.

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BREAKOUT

Applying Emotional Intelligence as You Journey Together

- Where or why might you anticipate the need for empathy, respect, perseverance, and grit as you engage in prioritizing and making decisions as a group?
- Where do you anticipate the need to think about HOW you are traveling - as a sprinter, relay runner, marathoner or hiker? Which role do you see yourself in now?



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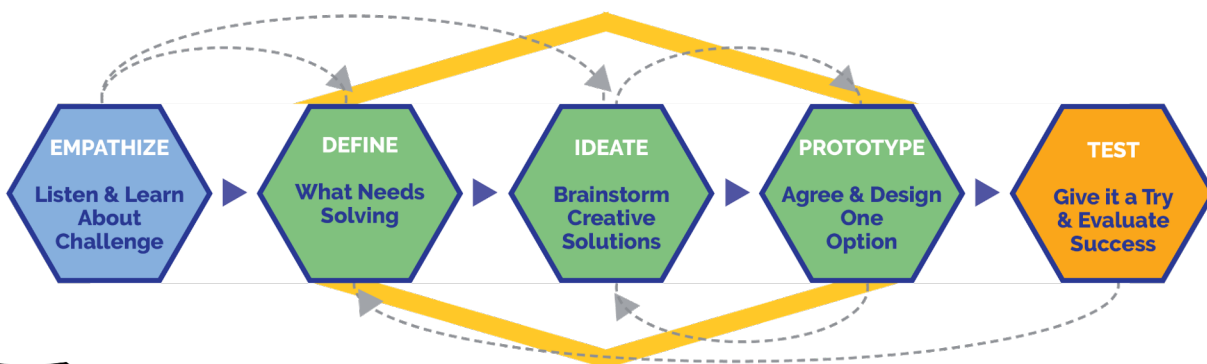
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STEP

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Priority Setting and Problem Solving

THE DESIGN THINKING PROCESS
A Problem-Solving Approach



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Listen Carefully to Residents & Other Stakeholders

- Integrate PEOPLE into design thinking and action taking
- Practice actively listening with ears AND heart to understand what is actually happening
- Listen for the itch/root cause that is driving the problem and suggested solution



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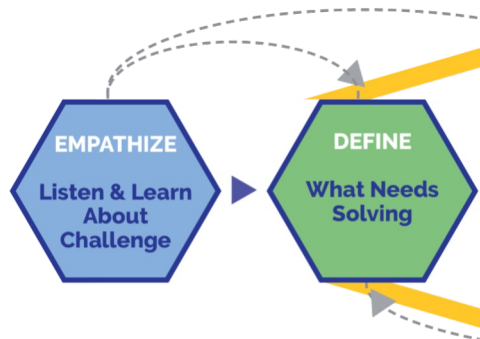
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Define Areas of Opportunity

- Identify the facts (quantitative and qualitative data)
- Sort the facts
- Label the areas of opportunity revealed by the facts



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The Decision-Making Process

1st

Identify
decision
challenge

2nd

Gather relevant
information
(words & numbers)

- **Involve** others/
Include all involved
- **Sort** assumptions/
opinions & facts

3rd

Identify & Consider
the options

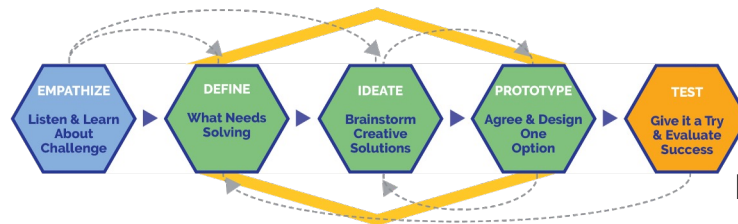
- **Weigh** the pros & cons
- **Check** the needs of those
impacted and potential
consequences of actions
(seen & unseen)

4th

Decide

5th

Review
decision
and results



...aligns with
Design-Thinking

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Sorting Through Ideas and Options Requires Decision-Making to Prioritize

While sorting the feedback from your listening projects, remember to prioritize in a way that meets shorter- and longer-term needs.

Choosing
the **LESS**
important
first =



vs.

Choosing
the **MOST**
important
first =



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STEP

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Sort for Importance and the Most Meaningful Difference-Making



	URGENT	NOT URGENT
IMPORTANT	1st MANGAGE •Crisis/ Emergency •Family Obligations •Real Deadlines	2nd FOCUS •Strategic Planning •Relationship-Building •Deep work
NOT IMPORTANT	3rd TRIAGE •Interruptions •Many "Pressing Matters" •Most Events	4th AVOID •Busywork •Picking out menus, centerpieces, etc. •Most incoming mail

U.S. President Dwight Eisenhower and Stephen Covey's *Habits of Highly Effective People*

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Share the Culture of Cross-Sector Collaboration by Sorting Input Based on the Seven Quality of Life Core Aspects

You'll find that the overlap will help people see the need for alignment!



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Planning a Decision-Making Meeting

- **What kind** of decision is this?
- **Who has the authority** to make this decision?
- **Who needs to commit** to this decision for it to succeed?
- Do you have or can you quickly determine **viable options**?



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How Do We Know a Decision is Made?

A decision has not been made until people know the answers to:

- Who is **accountable** for the tasks/actions?
- What is the **deadline** for each task/action?
- List of who will be **affected** by decision.
 - Where might there be support?
 - Where might there be opposition?
- List of others that need to be **informed** even if not directly affected.



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Peter F. Drucker

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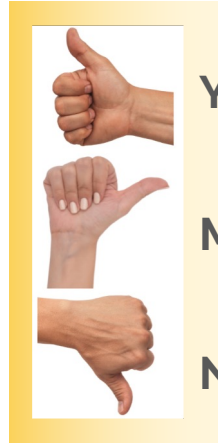
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Ideas for Collaborative Decision-making

3-Thumb Voting
levels for easy
consensus



YES

MAYBE/I DON'T CARE

NO



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Ideas for Collaborative Decision-making

Fist-to-Five Voting
around a table indicating
level of approval and
commitment to involvement

FIST-TO-FIVE VOTING

5 fingers — The proposal is a great idea, and I would like to be one of the leaders in implementing it.

4 fingers — I think the proposal is a good idea and will partner to support the leaders implementing it.

3 fingers — I'm fine with the proposal but can't offer any capacity towards implementation.

2 fingers — I have issues with the proposal.

1 finger — I have significant concerns with the proposal but not enough to block it.

Closed fist — I require changes to the proposal before any action is taken.



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Position vs. Interest

POSITION = Statements of where a person stands

INTEREST = Underlying reasons, values, motivations for their position

As you are listening, make note of interests instead of just the positions people take. Encourage people to share more by asking “WHAT” and “HOW” questions. It will help you understand their “WHY” without putting them on the defense.



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***“[Constant] comfort
is a slow death.”***



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Getting Comfortable with Being Uncomfortable

- Develop empathy to see positions and interests from others' point of view
- Identify if positions are in our best interest or the interests of others
- Approach the differences with humility
- Look for shared interests for broader impact



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Documenting Your Community's Input Allows You to Easily Sort Data

TRANSFER the notes from your Focus Groups and Forums to a master spreadsheet.

INCLUDE the results from your Survey(s) and Interviews.

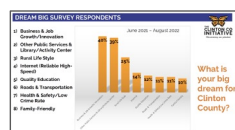
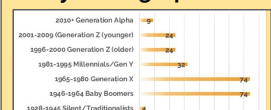
CATEGORIZE the data however it makes the most sense to your Guiding Coalition.

CREATE data visualizations (i.e. graphs and charts)

What are your big dreams for life in your community?



Remember to segment by demographics.



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STEP

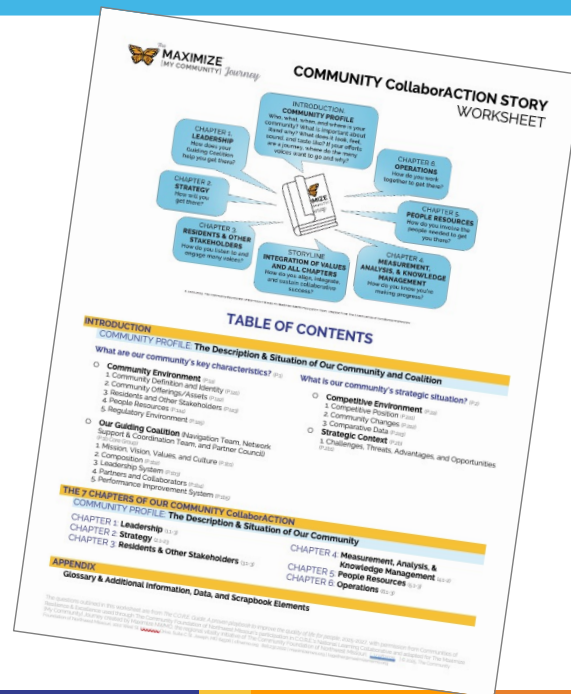
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Documenting Your Big Picture

**Includes Your
Community
Excellence Group's
and Community's
Big Dreams So You
Can Make Better
Decisions Together**



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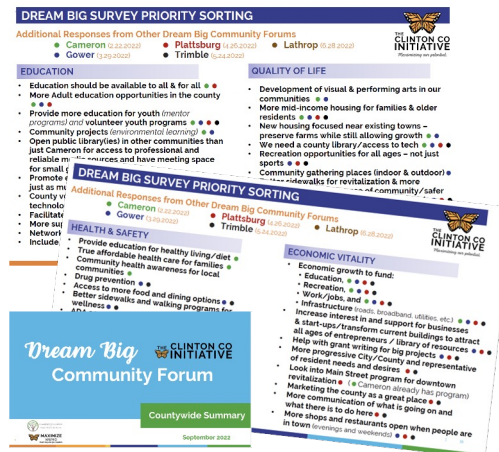
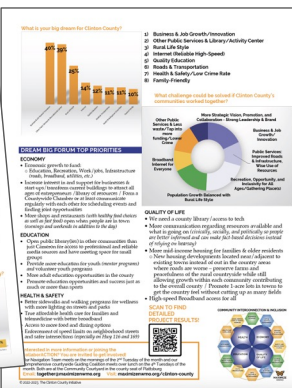
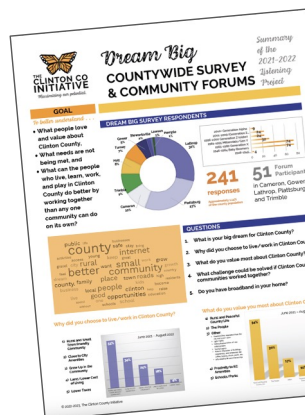
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Sharing the Listening Project Results with Your Guiding Coalition and Community



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Summary Handout and Presentation

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DISCUSSION

Dreaming Big & Planning for What's Next

- As you now think deeper about what you need to know in order to prioritize and make decisions together, does it impact or change what you want or need to know as part of your Dream Big Listening Project?
- Can you share about a time you have learned or been reminded of the value of listening to others' perspectives even when it's uncomfortable? Did you have an ah-ha moment you could share with us?



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STEP

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What's Next?

SESSION 6 - Online

**Agree and Commit to a Shared Vision,
Values, and Opportunity Priorities**

Wednesday, February 11, 2026

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

Join Zoom Meeting

<https://us02web.zoom.us/j/87407749861?pwd=glu7G2BXsTw0kyQJVqW1cTaAkWGOIJ.1>



Meeting ID: 874 0774 9861

Passcode: BST2025-26

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PREP WORK



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PREPARE FOR SESSION 6

CollaborACTION

- **Draft your Navigational Statements** if you haven't yet.
- **Identify and define key sectors and groups** important to supporting and encouraging an environment that can contribute to the achievement of the initial Navigational Statements you've established.
- Work through the Dream Big Listening Project Toolkit together to **prepare for your listening sessions**.
- **Continue documenting your early responses** to the questions to develop your CollaborACTION Story.

STEP

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OPEN ROOM



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Community Breakouts to
Jumpstart Your Prep Work

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Dreaming big and growing together!



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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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Session 5 Topics

- Share-Out of Progress and Questions and REVIEW of Session 4's activities
- Introduction to Milestone 2, Step 5: Discuss and Prioritize with all Sectors and Groups
 - **Launch a Listening Project through a Dream Big Community Survey and/or Forum(s)**
 - Create expectations for this project - handout?
 - Reminder that this is an exercise in collecting valuable qualitative data that will inform better, smarter, faster decision-making.
- **Overcoming Hurdles:** The Importance of **Empathy, Respect, Perseverance and Grit** (Acknowledging how this Journey can feel by sharing examples of communities overcoming hurdles with **Can-Do Attitudes** and Investing in Themselves)
 - Recognition that in addition to data - and perhaps in spite of the facts - all decisions are still emotionally driven. It is how we inform those emotions that can be the difference-maker.
 - Introduce 3 elements of community success (Don Macke - Steve Wenger)
 - Seasons of sprints and conditioning
- **Brief introduction to Design-Thinking's Early Steps**
 - Show the whole process, but focus on the first parts of the process as they relate to listening and understanding (knowing your current story)
- **Sorting Through Feedback and Prioritization**
 - Sorting and organizing (Eisenhower Matrix and 5 Hurdles)
 - Sorting and organizing based on the 5 Core Elements of Community (Health, Education, Economy, Housing, Quality of Life)
 - Spotting patterns that will lead to prioritization (in later steps)
- **Tools for Decision-Making and Practicing Position vs. Interest and the Benefit of Getting Out of Comfort Zones to See Different Perspectives**
 - Quote: "Constant comfort is a slow death."
 - *Getting comfortable being uncomfortable*
 - *Developing empathy/seeing from another person's point of view*
 - *Are our positions in our best interest and/or the best interest of others?*
 - *Looking for shared interests - allow to see broader; benefits for self vs more people.*
 - *Approaching our positions and opinions with a level of humility*
 - **Cascading Decision-Making Differently to Get Different Results**
 - Coverage of all the different types of decisions and being intentional about who needs to be involved, and how, in different types of decisions (Influencers, Observers, Participants, Makers Model) - This is review from the brief intro in Session 3)
 - Tools: Thumbs, Fist-to-Five, and Voting (*See slides from 1st RLC Session 11*)
 - Point: We don't have to reach full consensus for a decision to move forward to

CollaborACTION

- Identify and define key sectors and groups important to supporting and encouraging an environment that can contribute to the successful achievement of the initial draft vision, mission, and values established.
- Communicate the initial draft vision and sense of urgency in this step to broaden the conversation and include all public, private, and resident sectors and stakeholders.

GUIDING COALITION TOOLS

INTRODUCED

- *Process Tool – Dream Big Answers Sorting Sheet*
(*Christel to create*)

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