



# Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP  
REGIONAL LEARNING COLLABORATIVE PROGRAM



## **Session 8**

### ENGAGE & EMPOWER CollaborACTION TEAMS THROUGH STRATEGIC ACTION MAPS

**April 8, 2026**  
**11:00 a.m. - 1:00 p.m.**  
**Online via Zoom**



COMMUNITY FOUNDATION  
OF  
NORTHWEST MISSOURI

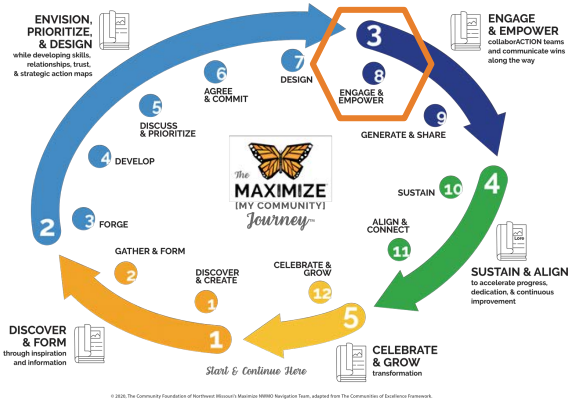
# SHARED EXPECTATIONS

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

## ◆ **Practice Zoom courtesies:**

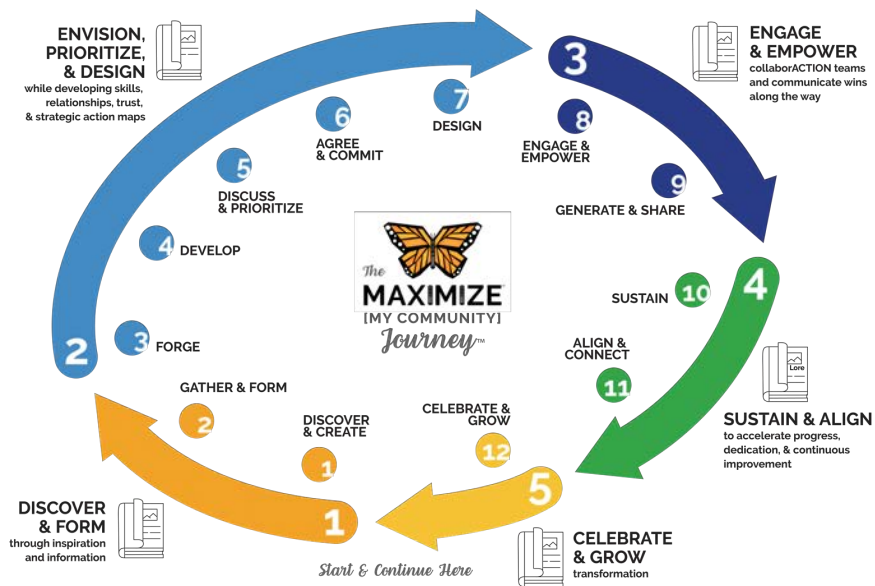
- ◇ Mute when not talking, but go ahead and talk when appropriate.
- ◇ Keep your camera on as much as possible. Your engagement contributes to everyone's positive experience.
- ◇ Everyone's voice is necessary. Listen and let everyone speak.
- ◇ Value the role of the parking lot. Your thoughts, ideas,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

# Your Itinerary for the Year



|                                 |                                                                                                                                                            |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| September 24, 2025<br>In-Person | Maximize NWMO 3 <sup>rd</sup> Annual Celebration Lunch<br>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<br>In-Person | Session 12: Celebrate & Grow Transformation: Recognizing Success & Areas of Improvement to Continue Maximize NWMO 4 <sup>th</sup> Annual Celebration Lunch |

## SESSION 8 ITINERARY



- **Community Share Out from Session 7 on Sorting and Prioritization Tools**
- **Intro to Step 8:  
Engage and Empower CollaborACTION Teams Through Strategic Action Maps**
  - **Becoming a Team of Teams**
  - **Empowering Through Clear Role and Responsibility Descriptions**
  - **Engagement Ideas and Examples**
  - **Scouting for the CollaborACTION-Minded**
  - **Tips for Managing Many Perspectives from Support to Conflict**



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# SHARE OUT



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## FOLLOW UP FROM SESSION 7

### CollaborACTION

- What **tools for sorting and prioritizing** do you plan to use to determine what matters most (right now) after your listening project?
- If applicable to where you are in your Journey, Did you create a **Strategic Action Map** around your first strategic priority?
- What **inputs** have you identified to help you get to work in accomplishing your outputs?
- What **skill sets and individuals** do you need to recruit to further expand your strong team.

3-5  
minutes

per  
group

### *Remember*

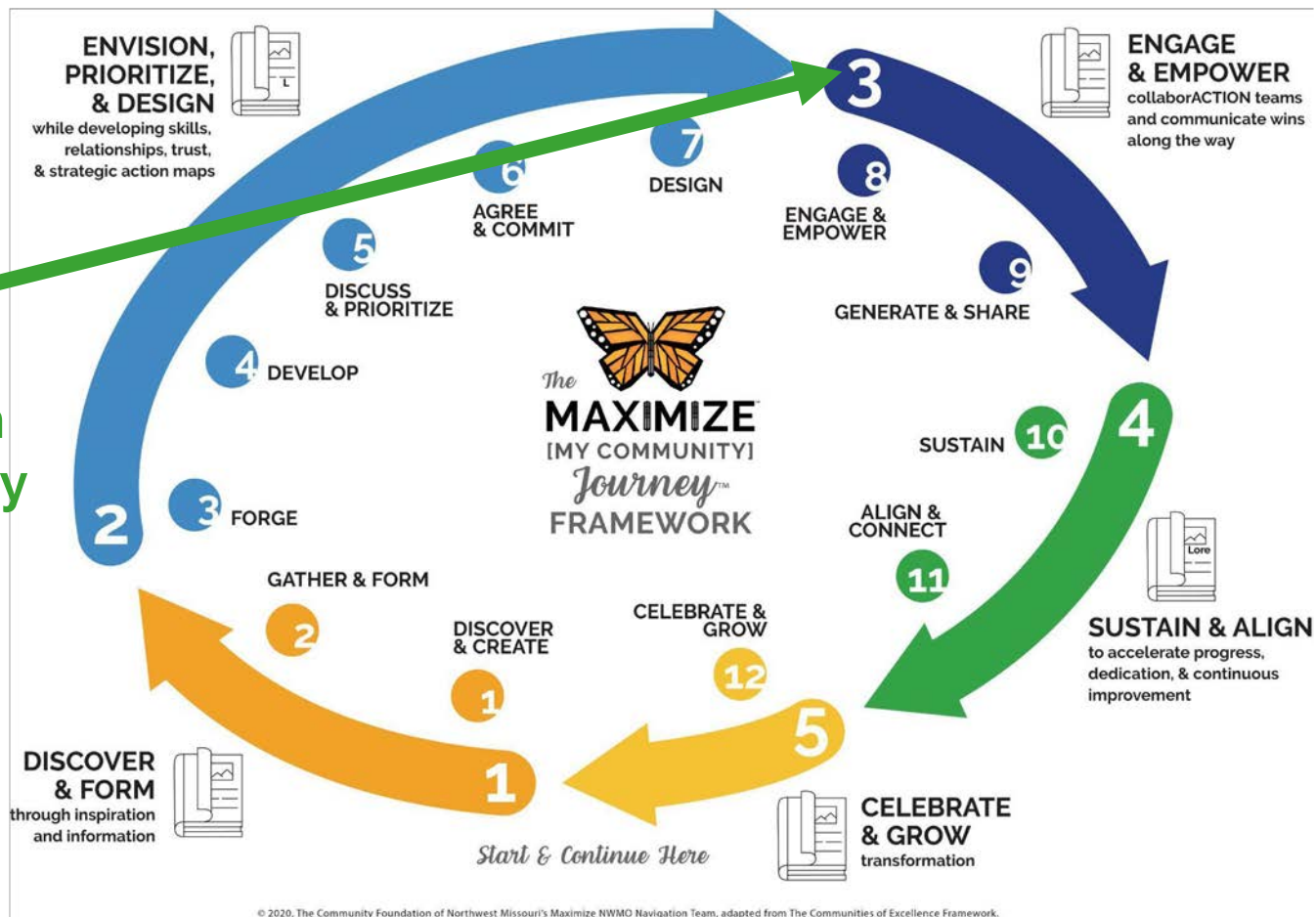
Your group will go at your own pace, so you may not have gotten to all this yet. We're interested in keeping track of and coaching your through where you are as we share the steps of the Journey throughout the year.

# Engaging and supporting leaders through a journey



# The Framework

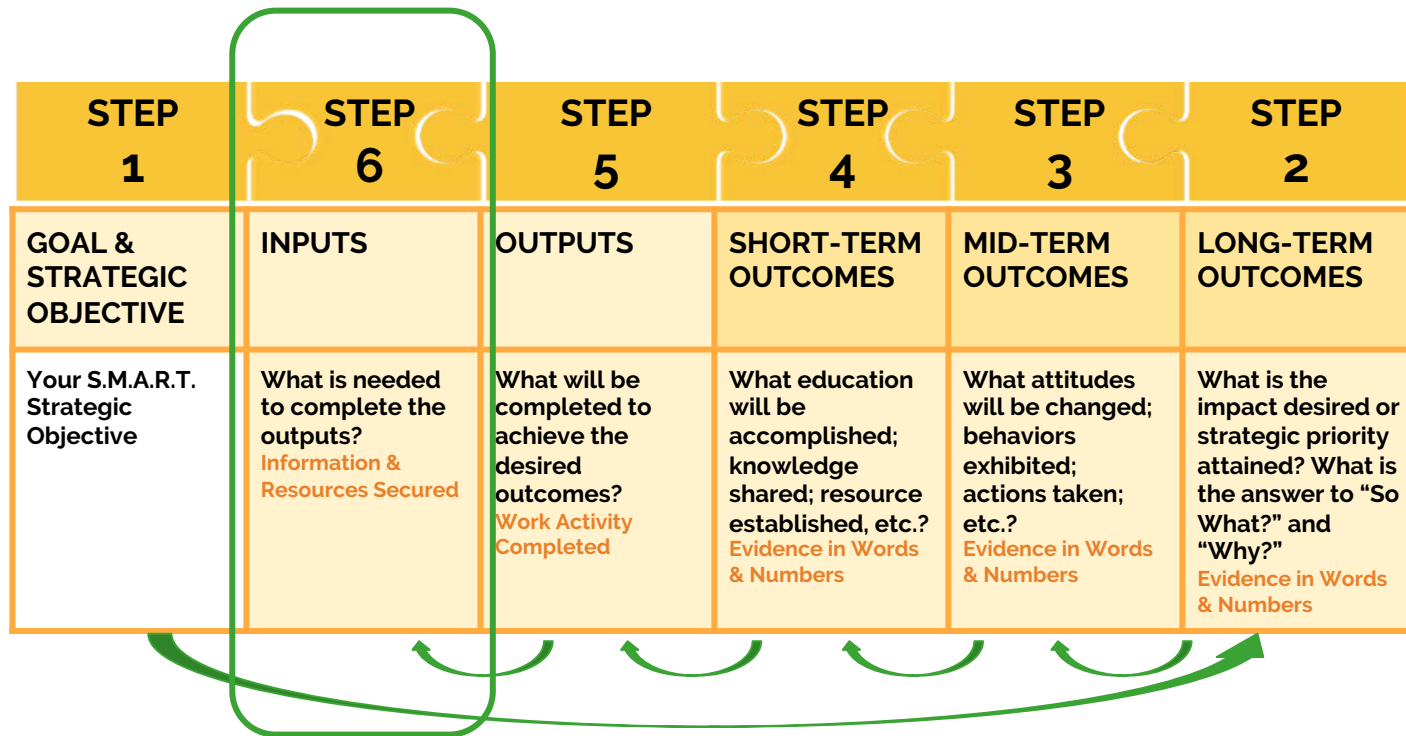
Milestone 3 involves strong communication skills - internally and externally.



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# Feeding The Strategic Action Map

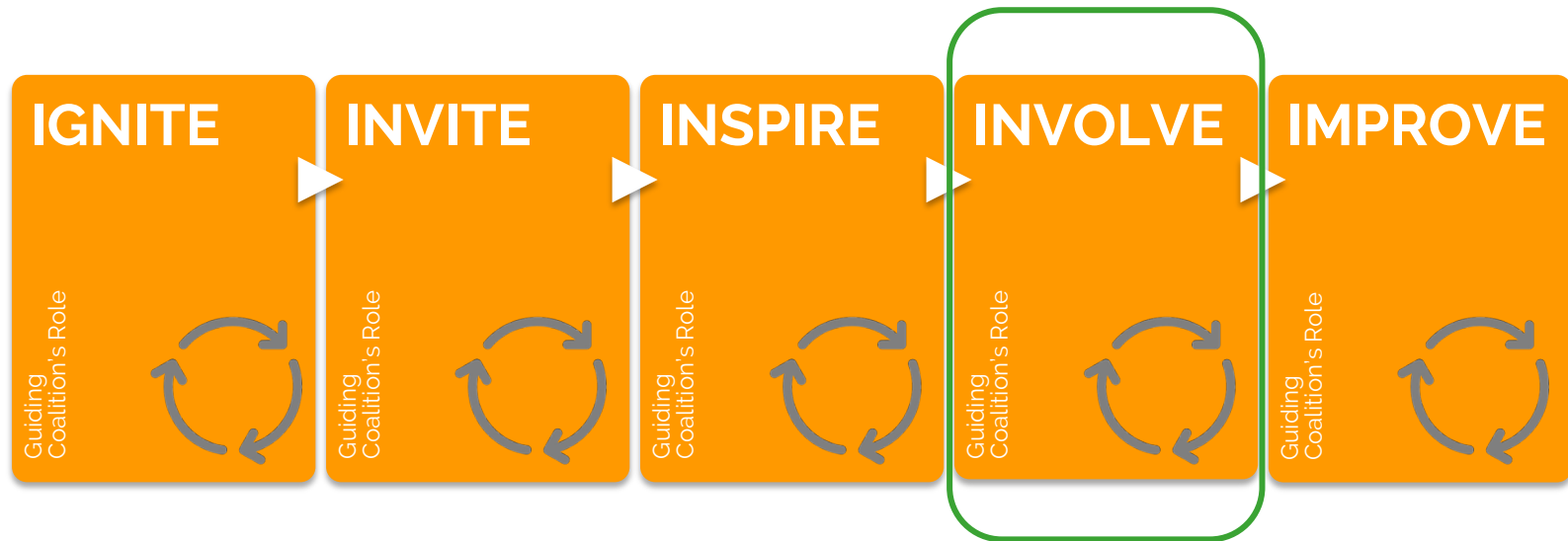


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# The Guiding Coalition's Role in Engaging Stakeholders in the Journey



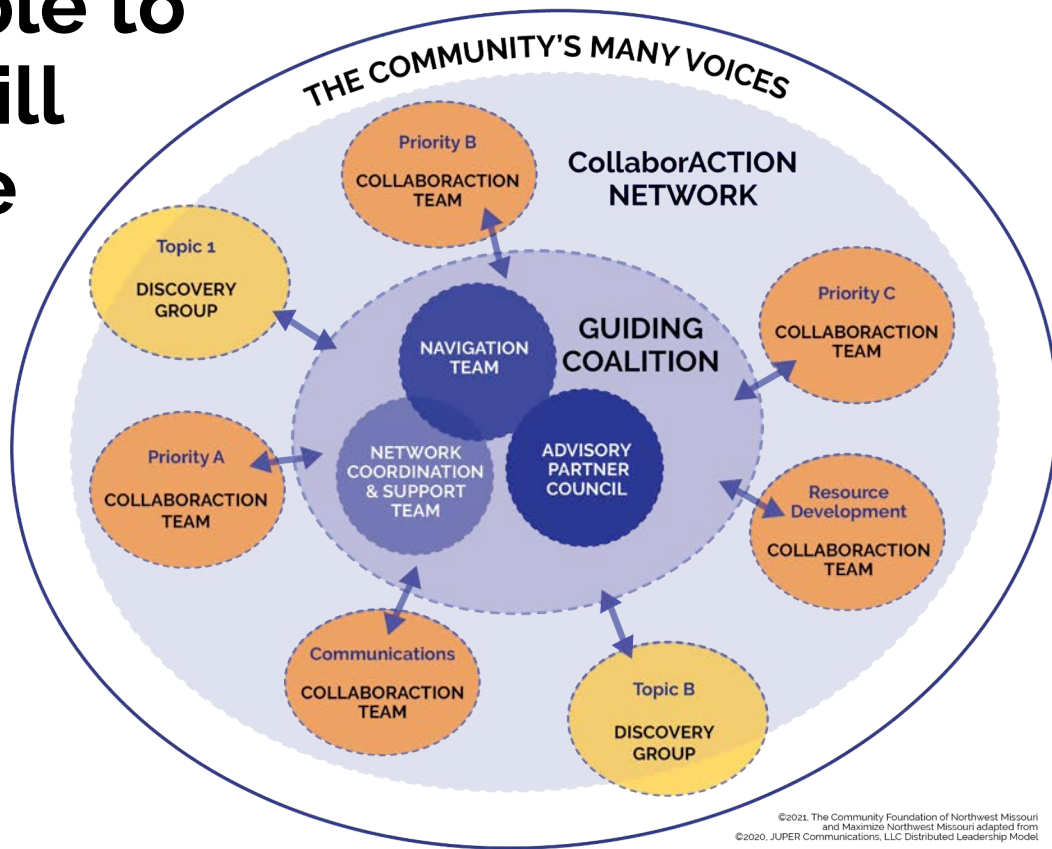
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# Engaging People to Be Involved Will Help You Move Forward

You're starting to get closer to your **IDEAL STATE** 😊



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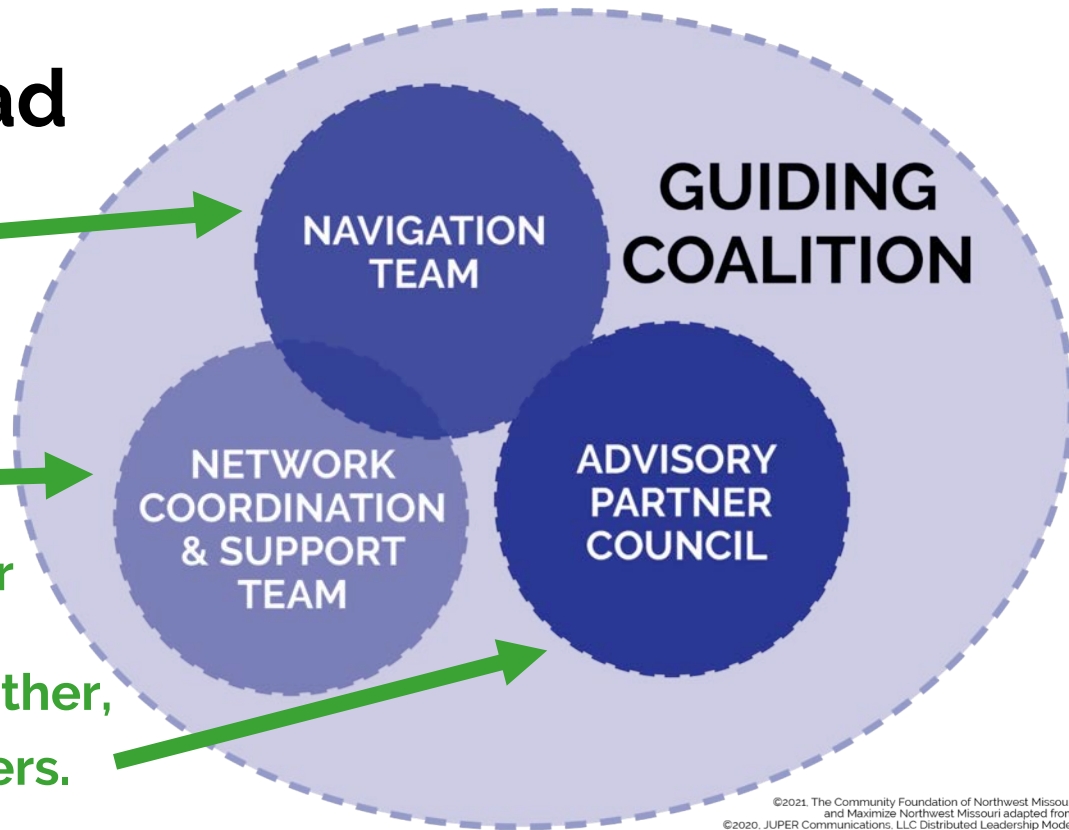
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## The Core Leadership Triad

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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# 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)



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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



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What happens after your listening project is over and you are ready for strategic action?

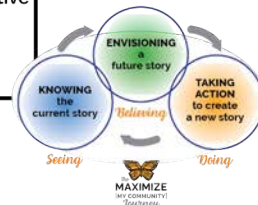


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## COMMUNITY ENGAGEMENT MAP

Goal

|         | 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.                                                                          |
| Promise | 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.                                                                                                  |
| Tools   | <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Websites</li> <li>• Social media posts</li> <li>• News releases</li> <li>• Open houses</li> </ul> | <ul style="list-style-type: none"> <li>• Surveys</li> <li>• Random polls</li> <li>• Public meetings &amp; comment</li> <li>• Focus groups</li> <li>• Online discussion forums</li> </ul> | <ul style="list-style-type: none"> <li>• Listening &amp; sharing sessions</li> <li>• Workshops</li> <li>• Deliberate polling</li> </ul>                                             | <ul style="list-style-type: none"> <li>• Guiding Coalition and Action Network consensus-building</li> <li>• Learning Collaborative Cohorts</li> <li>• Participatory decision-making</li> </ul> | <ul style="list-style-type: none"> <li>• Voting/election ballot</li> <li>• Delegated decisions</li> <li>• Citizen juries</li> </ul> |



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

# CollaborACTION

[CO]

[LAB]

[OR]

[ACTION]

[LABOR]

[ON]



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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

We'll  
cover  
these  
three  
today!



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STEP

# 8 Clarify Your Initial Navigation Statements

Inspiring &amp; 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



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Adapted from [www.derekhendrikz.com](http://www.derekhendrikz.com), JUPER Communications, and Luminary Leadership by Maximize NWMO

Getting Down to Business

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# Clearly Define Roles & Responsibilities



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## 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



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EXAMPLE

## STEP

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# Practical Roles as You Grow

## 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

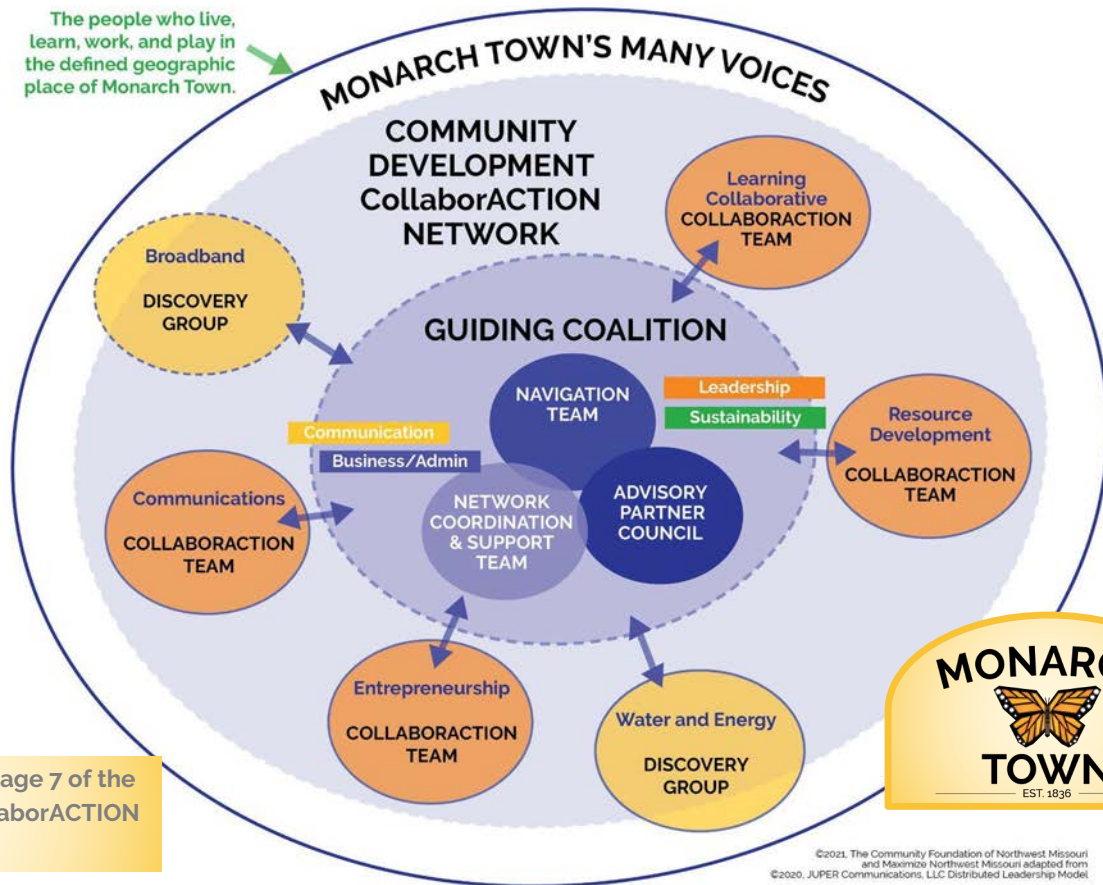


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# Engaging More People In the Action

The people who live, learn, work, and play in the defined geographic place of Monarch Town.



EXAMPLE

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



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# DISCUSSION

## Clarifying Purpose and Building the Team

- How is your purpose evolving and gaining clarity over time?
- What roles does your team currently have?
- What additional roles do you need to articulate and fill?



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# STRETCH BREAK



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# WELCOME BACK!



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STEP

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# The 7 C's of CollaborACTION

1. **CLARIFY** purpose
2. **CONVENE** the right people
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6. **CELEBRATE** wins and appreciating the people responsible
7. **CONTINUE** to improve through next cycle of action

We'll  
cover  
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STEP

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# Scouting for CollaborACTION-Minded Members

Understanding Your Resources, Yourself, and Others' Strengths and Gaps to **Convene the Right People for Next Steps**



## STEP

## 8

# Who Do You Engage and When?

Share  
your  
Dream  
Big  
results in  
your next  
invites.



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.



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# What Info You Engage With Evolves

- ◆ **Activate through community meetings/gatherings/forums**
  - Now you'll be sharing out the results of your Dream Big Listening Project and digging for deeper info!
- ◆ **Conduct a community survey**
  - Tighter segments and topics
- ◆ **Work your network and look for all three:**
  - Door Openers/Ambassadors/Advisors
  - Doers
  - Donors



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# DISCUSSION

## Your Best Ever Team Experience

- Think about your best ever experience on a team.
- What characterized that best ever team?
- How would you describe what made the experience or outcome excellent?



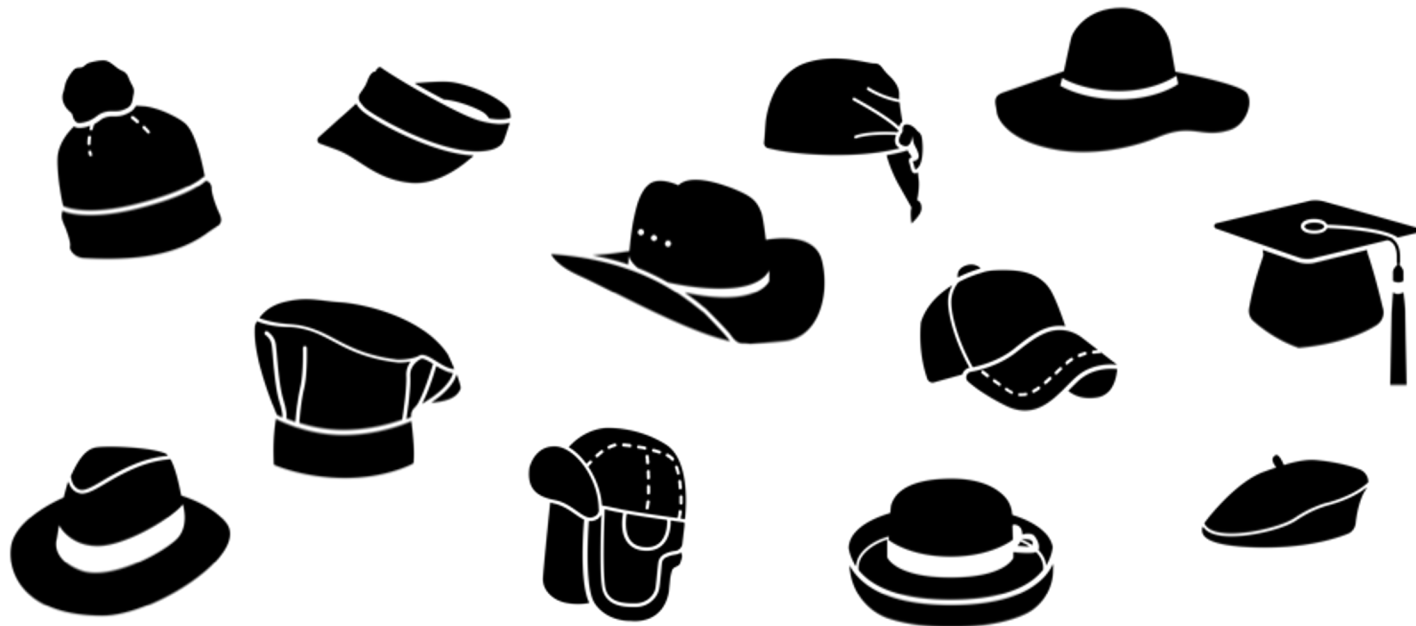
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# Start with Relationships: The Hats We Wear

Aligning Interests and Talents to the Work



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# Build Your Team of Teams

## Create a Strengths Based Coalition



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# Domains of Team Strength

| Executing                                                                                                                                                                                                                                                                                                            | Influencing                                                                                                                                                                                                                                                                                                                                    | Relationship Building                                                                                                                                                                                                                                                                                                                                                                                            | Strategic Thinking                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Those with dominant talents in the Executing domain know how to make things happen.</b><br/>When the team needs someone to implement a solution, these are the people who will work tirelessly to get it done. Those with a strength to execute have the ability to “catch” an idea and make it a reality.</p> | <p><b>Those with dominant talents in the Influencing domain help their team reach a much broader audience.</b><br/>These individuals can sell the team's ideas inside and outside the organization. When the team needs someone to take charge, speak up and make sure the group is heard, look to someone with the strength to influence.</p> | <p><b>Those with dominant talents in the Relationship Building domain can provide the essential glue to hold a team together.</b><br/>Without these strengths on the team, in many cases, the group is simply a composite of individuals. In contrast, team members with exceptional relationship building strength have the unique ability to help the group become much greater than the sum of its parts.</p> | <p><b>Those with dominant Strategic Thinking talents are the ones who keep the team focused on what could be.</b><br/>They are constantly absorbing and analyzing information and helping the team make better decisions. People with strength in this domain continually stretch the team's thinking for the future.</p> |

STEP

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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

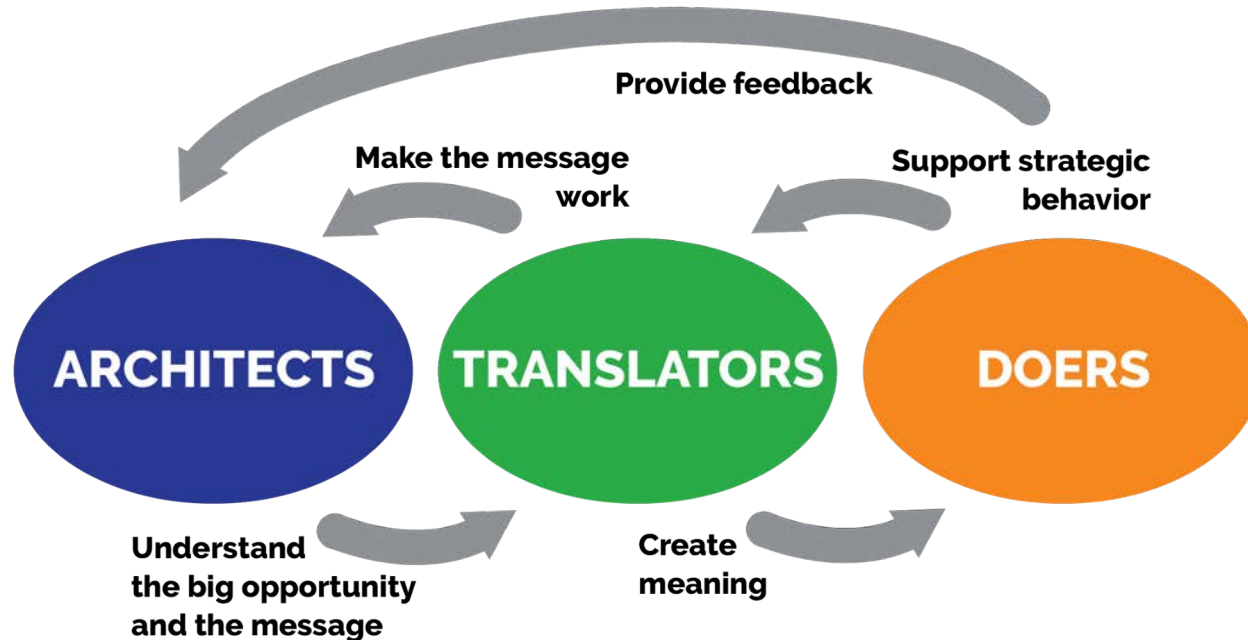


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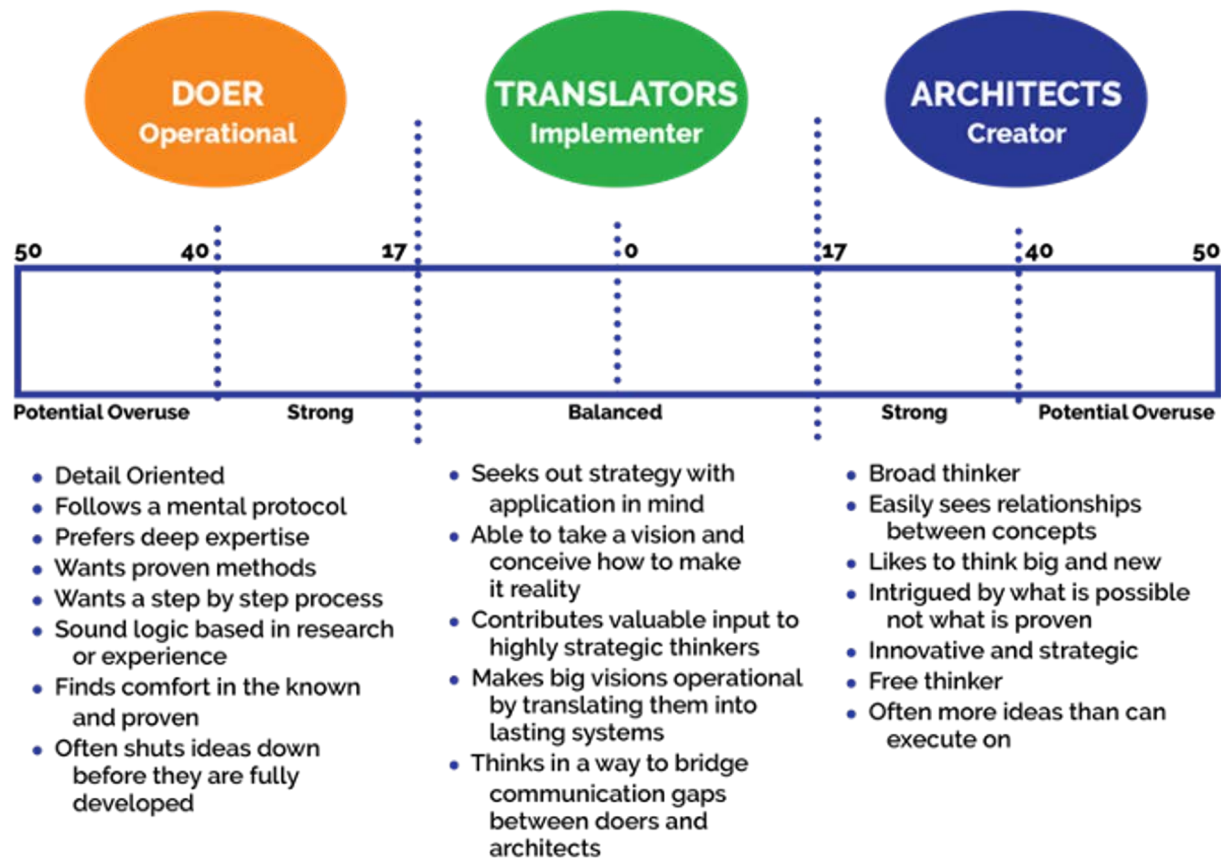
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# Individual Perspectives Shape Our Approach to Systems Thinking



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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*. 2<sup>nd</sup> Edition, San Francisco, Pfeiffer, 2009

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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*. 2<sup>nd</sup> Edition, San Francisco, Pfeiffer, 2009

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# A Tool to Help Identify Your Team's Strengths

## BEST OF US

- You get the best of me when...
- You get the worst of me when...
- You can count on me to...
- This is what I need from you...



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STEP

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# The 7 C's of CollaborACTION

1. **CLARIFY** purpose
2. **CONVENE** the right people
3. **CULTIVATE trust and respectful inclusion**
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We'll  
cover  
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# STEP 8 Importance of Trust

## What builds trust?

- Being transparent
- Keeping your word;  
if you can't keep your word then explaining why- definition of responsibility/ability to respond
- Fewer withdrawals than deposits
- Check facts vs. making assumptions
- Inclusive of all
- Seek to understand; remember it's not as personal as it may seem
- Be competent



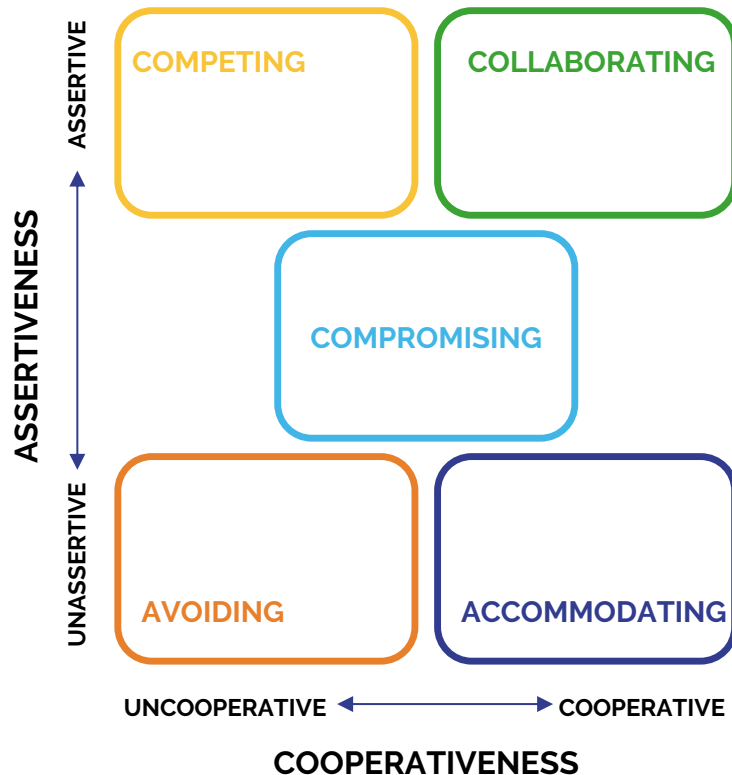
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STEP

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# 5 Conflict-Handling Modes/Tools

How you show up for listening, learning, decision-making, planning, and taking action sets the tone for your Guiding Coalition and Action Network's culture!



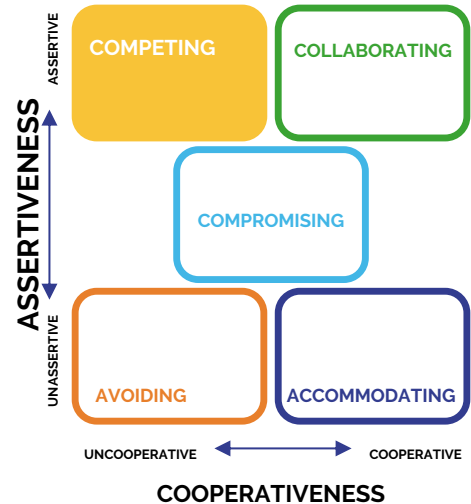
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## STEP

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# Competing

- Assertive and uncooperative
- A power-oriented mode
- Pursues his or her own concerns at the other person's expense
- Uses power to win his or her position.
- Standing up for your rights
- Defending a position you believe is correct
- Trying to accomplish what you desire



## I Win = You Lose

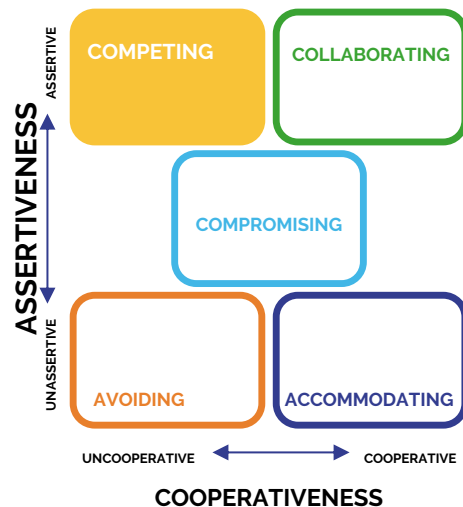


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# When to Use Competing

- Quick, decisive action is vital
- Important but unpopular courses of action are needed On issues vital to community welfare when you think strongly that you may be “right”
- Protect yourself from being taken advantage of



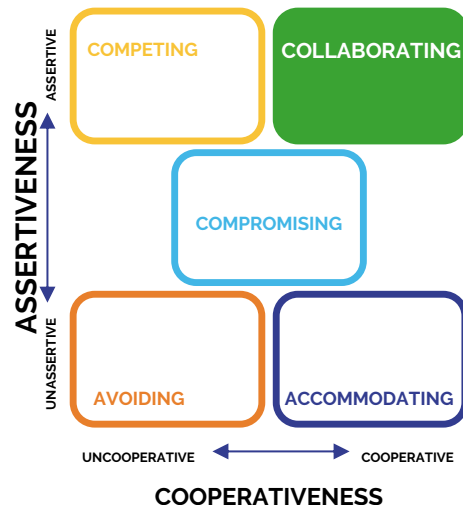
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# Collaborating

- Assertive and cooperative
- Attempt to find a solution that fully satisfies the concerns of all
- Dig into an issue to find alternatives that meets all parties concerns
- Explore a disagreement
- pursue new insights
- Resolve conflict
- Find a creative solution



## I Win = You Win

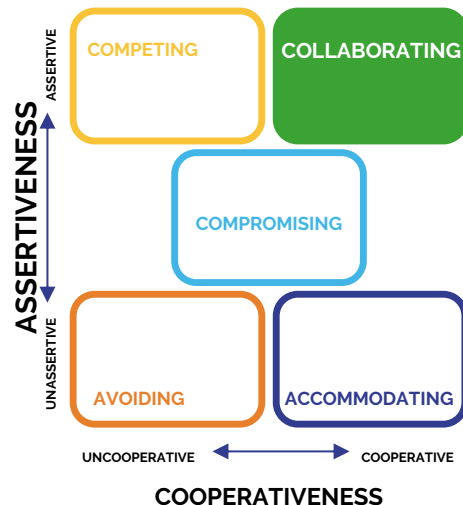


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# When to Use Collaborating

- Concerns of both parties are too important to be compromised
- Test assumptions and learn others' views
- Merge insights from differing perspectives
- Gain commitment by incorporating others' concerns into a consensual decision
- Hard feelings are interfering with a relationship



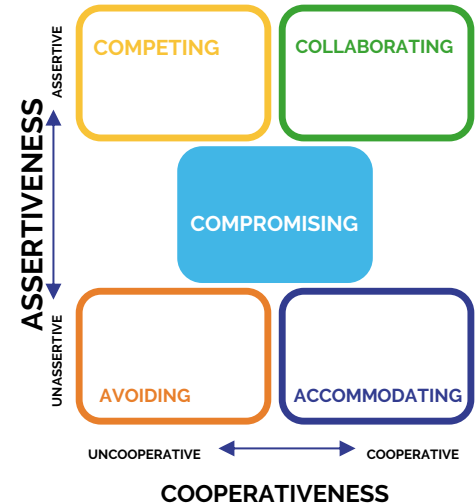
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## STEP

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# Compromising

- Assertiveness and cooperativeness
- Find an expedient, mutually acceptable solution that partially satisfies both parties
- Compromising fails
- Splitting the difference, exchanging concessions, or seeking a quick middle-ground position



**You Win Some, You Lose Some**  
**I win/lose = You win/lose**

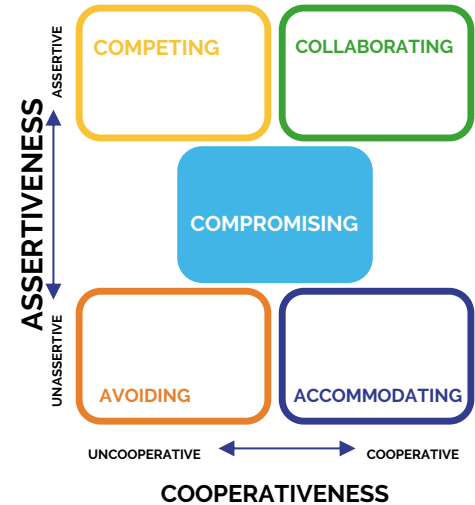


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# When to Use Compromising

- Goals are moderately important but not worth the effort or the potential disruption involved in using more assertive modes
- Equal powers are strongly committed to mutually exclusive goals
- Achieve a temporary settlement of a complex issue
- Arrive at an expedient solution under time pressure
- Backup mode when collaboration or competition fails

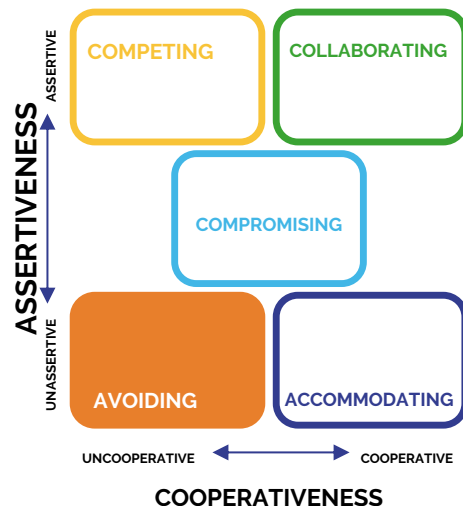


## STEP

## 8

# Avoiding

- Unassertive and uncooperative
- Conflict avoidant
- Sidestepping an issue
- Postponing an issue until a better time or more information
- Withdrawing from a threatening situation



## I lose = You lose

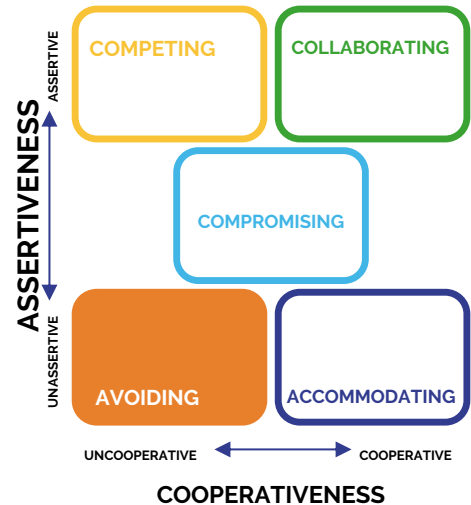


## STEP

## 8

# When to use Avoiding

- Issue is unimportant or when other, more important issues are pressing
- Perceive no chance of satisfying your concerns—for example, when you have low power or you are frustrated by something that would be very difficult to change
- Potential costs of confronting a conflict outweigh the benefits of its resolution
- Need to let people cool down—to reduce tensions to a productive level and to regain perspective and composure
- Gathering more information outweighs the advantages of an immediate decision
- Others can resolve the issue more effectively
- Issue seems tangential or symptomatic of another, more basic issue

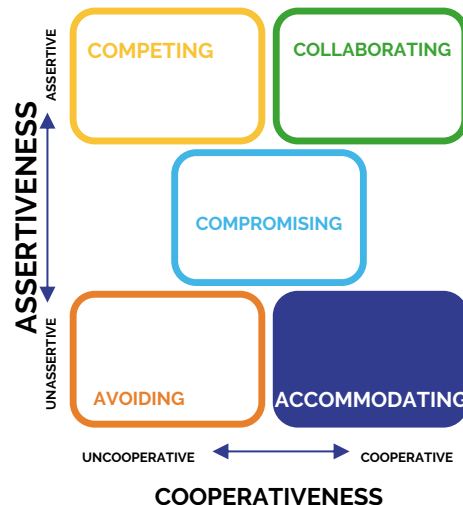


## STEP

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# Accommodating

- Unassertive and cooperative
- Neglects his or her own concerns to satisfy the concerns of the other person
- Element of self-sacrifice in this mode.
- Selfless generosity or charity,
- Obeying another person's order when you would prefer not to
- Yielding to another's point of view.



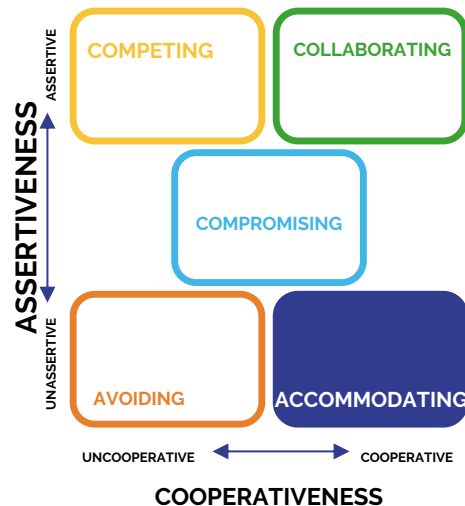
**You win = I lose**

## STEP

## 8

# When to use Accommodating

- Realize that you are wrong
- Allow a better solution to be considered, to learn from others, and to show that you are reasonable
- Issue is much more important to the other person than it is to you
- Satisfy the needs of others
- Goodwill gesture to help maintain a cooperative relationship
- Build up social credits for later issues that are important to you
- Preserving harmony and avoiding disruption are especially important
- Outmatched and losing and more competition would only damage your cause
- Develop others by allowing them to learn from their mistakes



# DISCUSSION



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## Building a Team and Establishing Trust

- Which team building approach feels most appealing or relevant to you?  
*(Strengths-based, Game Film, Architect-Translator-Doer)*
- How would you rate the current level of trust on your team?
- Which conflict-handling mode is most natural to you?  
Why?
- What is the next action step for your Guiding Coalition?

STEP

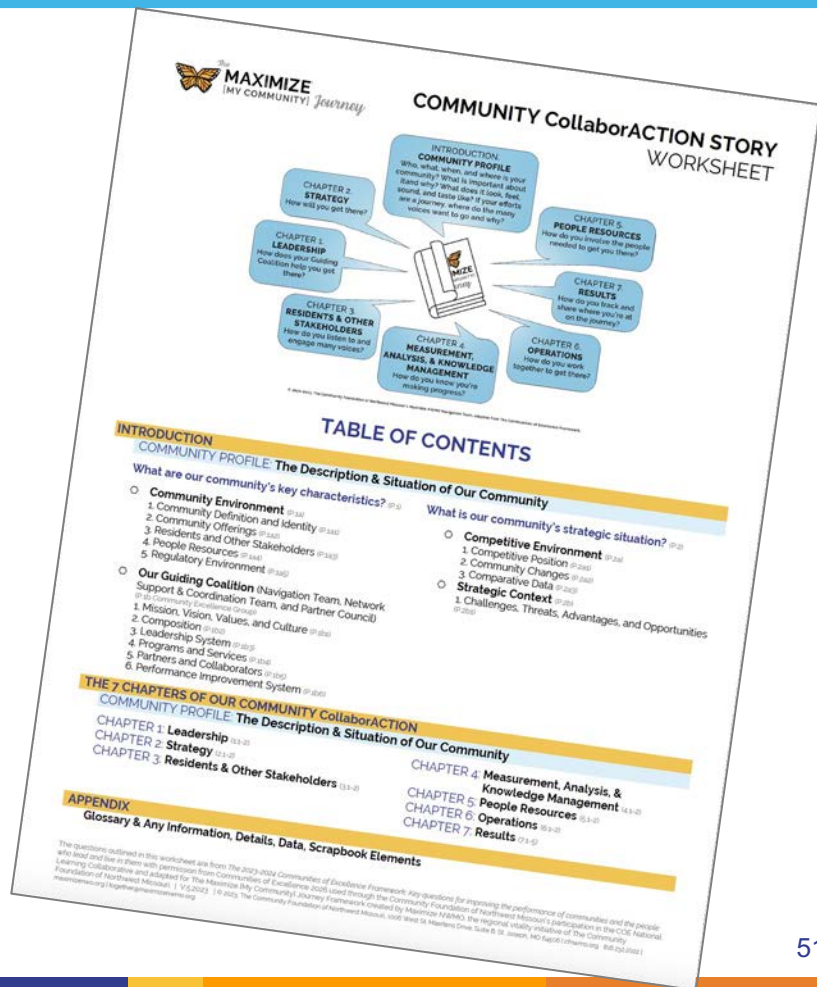
8

# Documenting Your Big Picture

Now is the time, before you get further into engaging and empowering additional team members, to document your decisions and processes so far.



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# PREP WORK



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## PREPARE FOR SESSION 9

### CollaborACTION

- Regardless of where you are in each of your respective Journeys, share what you have documented in the CollaborACTION Story Introduction Worksheet.

## PREPARING FOR STEP 9

- Asset Map who and what you need as inputs to help accomplish the outputs listed in your Strategic Action Map(s). Add a timeline for securing these assets and the desired completion of your planned outputs.



STEP

8

# What's Next?

SESSION 9 - Online

**Generate and Share Wins  
Along the Way**

**Wednesday, May 13, 2026**

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

Join Zoom Meeting

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

Meeting ID: 874 0774 9861

Passcode: BST2025-26



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## Community Breakouts to Jumpstart Your Prep Work

*Dreaming big and growing together!*



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