



Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP
REGIONAL LEARNING COLLABORATIVE PROGRAM



Session 4

DEVELOP A CollaborACTION STORY THROUGH SYSTEMS THINKING

December 10, 2025
11:00 a.m. - 1:00 p.m.
Online via Zoom



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

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SESSION 4: DEVELOP A COLLABORATION STORY THROUGH SYSTEMS THINKING | 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.

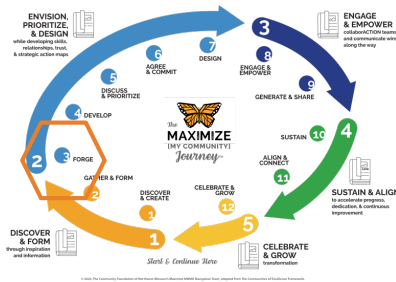


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SESSION 3: FORGE A CONSENSUS AND COMMUNITY VISION | INTRODUCTION TO COMMUNITY EXCELLENCE

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

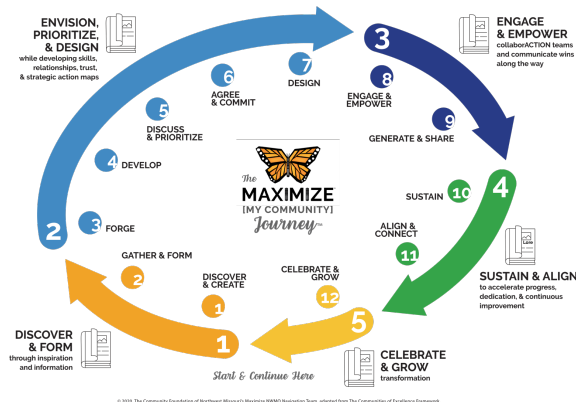
Session 12: Celebrate & Grow Transformation: Recognizing Success & Areas of Improvement to Continue Maximize NWMO 4th Annual Celebration Lunch

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SESSION 4: DEVELOP A COLLABORACTION STORY THROUGH SYSTEMS THINKING | INTRODUCTION TO COMMUNITY EXCELLENCE

SESSION 4 ITINERARY



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- Community Share Out from Session 3 on Asset-Mapping
- Listening Project is Your Next Asset-Mapping Activity
- Intro to Step 4:
Develop a CollaborACTION Story Through Systems Thinking
 - Habits of Systems Thinkers
 - Documenting as a Systems Thinker
- Initial Communications Collateral
 - Engaging People - Early Adopters and Decision-Making Observers and Participants

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SHARE OUT



FOLLOW UP FROM SESSION 3

CollaborACTION

- Which **asset-mapping** method have you chosen to complete as a group with the information you collectively know right now.
- Have you started? If so, what you have identified as your community/county's **key assets** and what information do you still need to gather?
- Have you begun to draft **an early statement of your 'just cause'**. Why does your effort exist?

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Engaging and supporting leaders through a journey

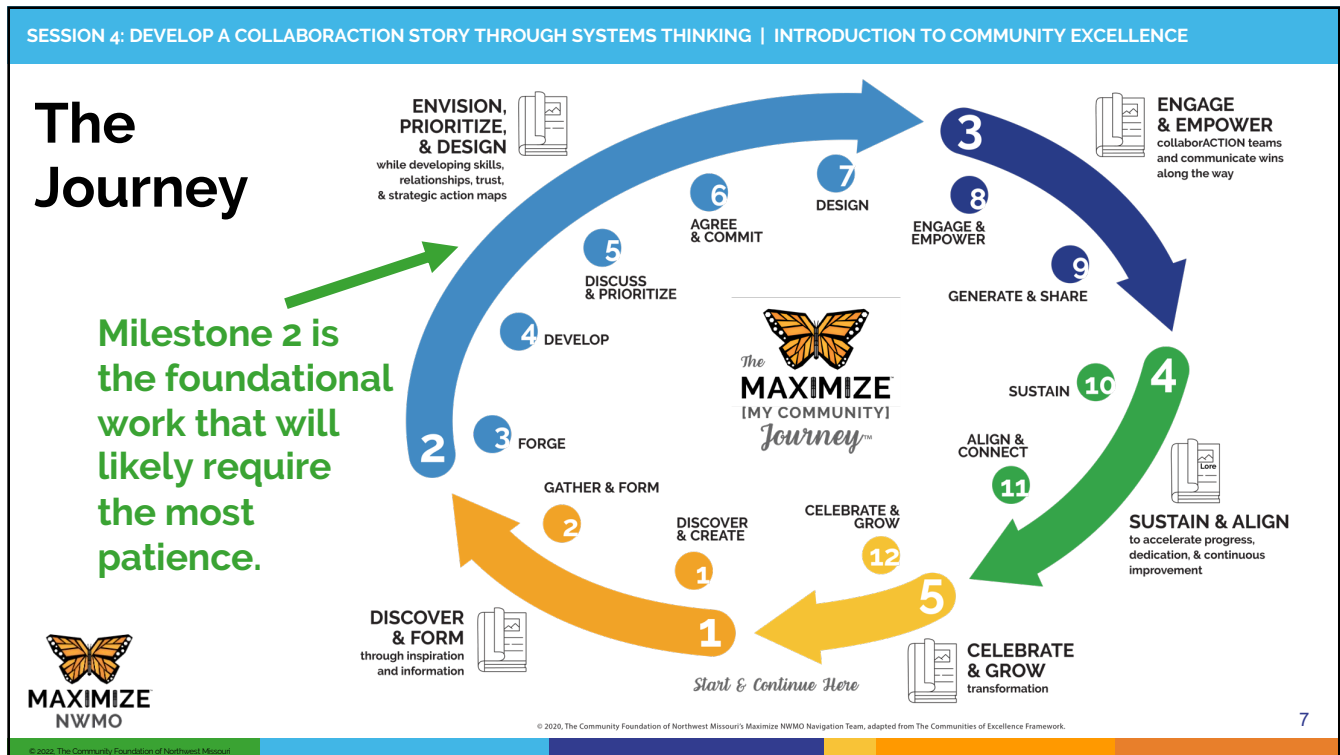
BEGIN
AND
SPEND
TIME
HERE



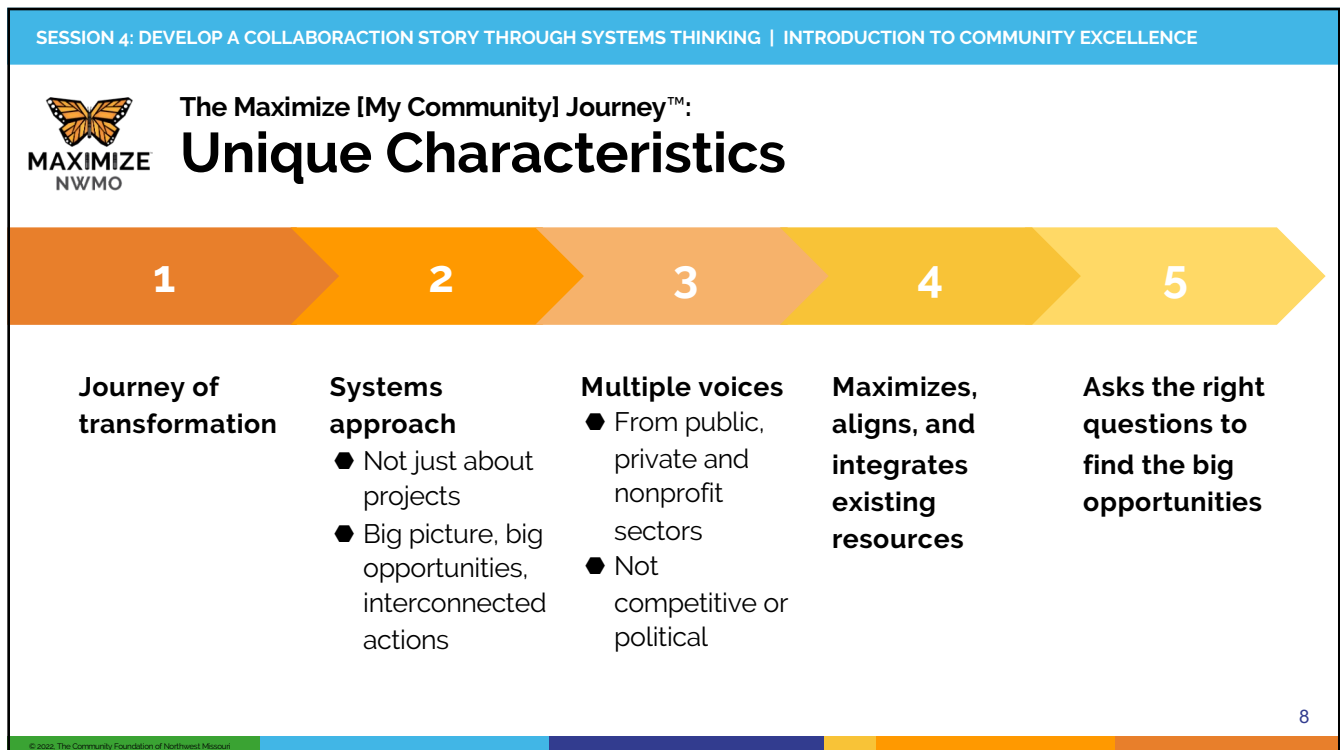
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Introduction to the Listening Project Fully See Your Community!

- PURPOSES:**
- Gain **broad input on** your initial navigational statements: **Vision, Mission, and Values**
 - Identify** community **assets** of many types
 - Discover **many perspectives** on strategic **advantages, challenges, and big dreams** to ensure all residents are included and considered in the next steps of decision-making for your Guiding Coalition
 - Dig deeper to **learn more** details on an opportunity or problem and **build support**



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Asking Questions and Listening Surveys, Focus Groups, and Interviews

MEETING IN A BOX AFFINITY MAPPING QUESTIONS: Adapting <https://cso.org/quality-resources/affinity>
Workforce Development is the Initial Priority of This Collaborative Group

PINK Sticky Notes	What do you like about _____(place)?
YELLOW Sticky Notes	What is our community/county already doing well when it comes to developing, retaining, and attracting talent here? How might we better develop, retain, and attract talent here?
GREEN Sticky Notes	What is our community/county already doing well to ensuring a living wage? How might we continue to get closer to ensuring a living wage for everyone here?
BLUE Sticky Notes	How might we become a place where people of all diversity characteristics (especially perspectives and ideas) feel they belong here? What other areas need attention as we continue to strive toward our vision of being an exceptional place where everyone thrives?
ORANGE Sticky Notes	If you could change one thing about our community/county, what would it be? How can our place be a better community for you and your family?



EXAMPLE

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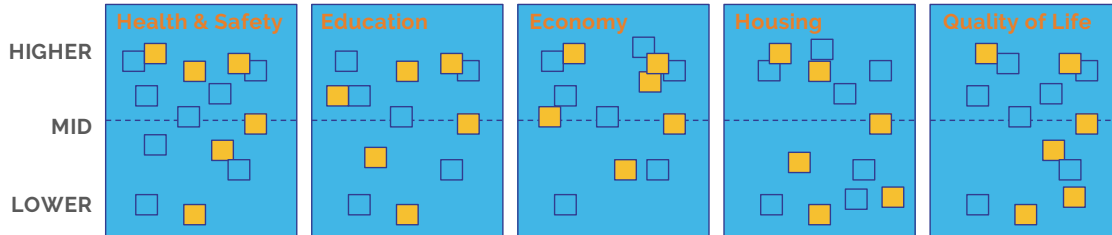
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Asking Questions and Listening

Surveys, Focus Groups, and Interviews

What are your big dreams for life in your community?



Listen and Capture as much feedback as possible while involving people in the process of the early stages of prioritization.

EXAMPLE

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STEP

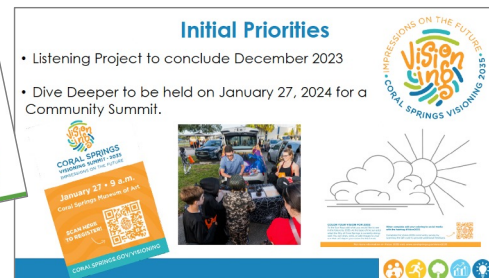
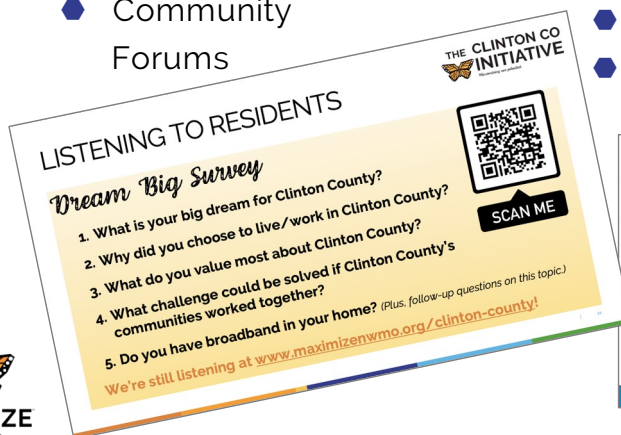
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Listening to Big Dreams and Possibilities

TOOLS

- Surveys (online & printed)
- Community Forums

- Polls
- Interviews
- Focus Groups
- Other?



EXAMPLE

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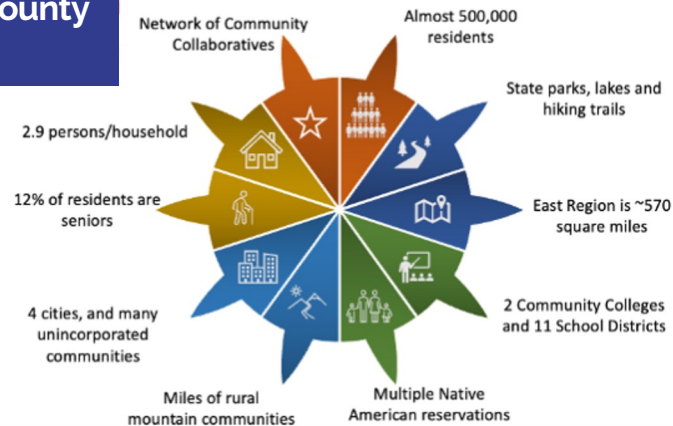
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Gathering Baseline Data Involves Quantitative and Qualitative Data

San Diego County East Region



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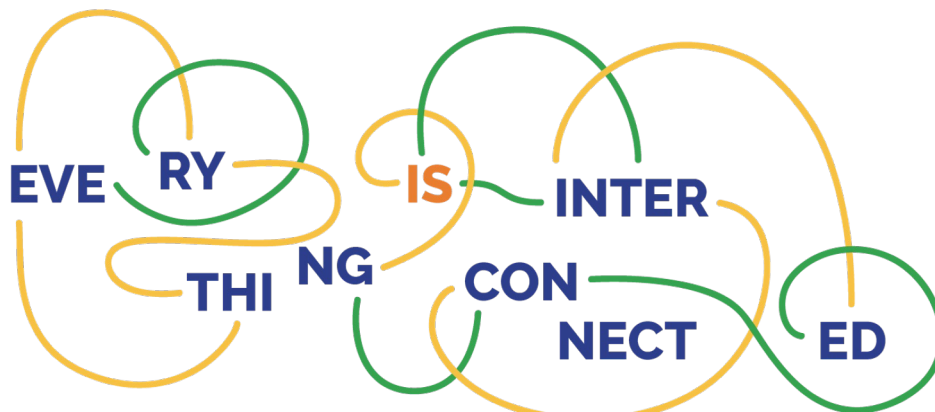
EXAMPLE

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STEP

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Introduce Step 4: Develop a CollaborACTION Story Through Systems Thinking



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STEP

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A Community is Ultimately a System

We need to acknowledge:

- ◆ There is a system in place.
- ◆ To create the results we want, we must first understand how the system is getting the results we experience now.
- ◆ To achieve different results, the system must change.



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Is your community (a system) producing the experiences and results residents want?



“Every system is perfectly designed to get the results that it gets.”



Dr. William Edwards Deming, American engineer, author, and management consultant often referred to as “The father of quality.” (1900-1993)

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Creating Systems Change

We cannot effectively create systems change without developing the...

...HABITS OF
A BIG PICTURE
THINKER.



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Becoming a Big Picture Thinker



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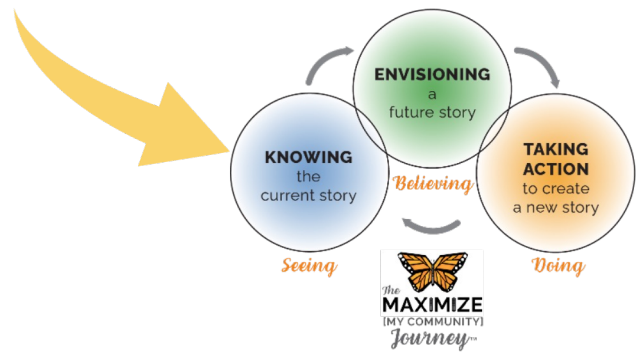


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1. Seek to understand the big picture

- 2.
- 3.
- 4.
- 5.
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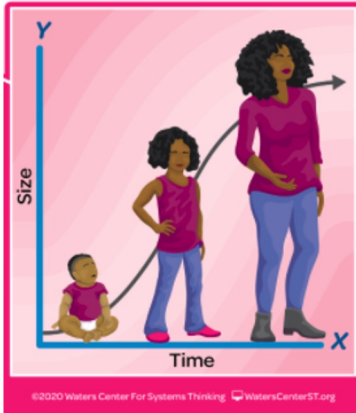
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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
- 3.
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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
- 4.
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STEP

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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
4. Identify cause and effect relationships
- 5.
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- 7.
- 8.
- 9.

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STEP

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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
4. Identify cause and effect relationships
5. Surface and test assumptions
- 6.
- 7.
- 8.
- 9.

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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
4. Identify cause and effect relationships
5. Surface and test assumptions
6. Find where unintended consequences might arise
- 7.
- 8.
- 9.

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Becoming a Big Picture Thinker



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5. Surface and test assumptions
6. Find where unintended consequences might arise
7. Find leverage points to change a system
- 8.
- 9.

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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
4. Identify cause and effect relationships
5. Surface and test assumptions
6. Find where unintended consequences might arise
7. Find leverage points to change a system
8. Resist making quick conclusions
- 9.

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Becoming a Big Picture Thinker



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1. Seek to understand the big picture
2. See patterns/trends in systems
3. Recognize how a system's structure causes its behavior
4. Identify cause and effect relationships
5. Surface and test assumptions
6. Find where unintended consequences might arise
7. Find leverage points to change a system
8. Resist making quick conclusions
9. Change perspectives to increase understanding

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BREAKOUT

Becoming a Big Picture Thinker

- Which habits do you recognize in yourself or someone else in your group?
- Which habits would you like to further develop?
- Where are you already seeing systems or thinking like a big picture thinker for your community?



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STEP

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Maximize Monarch Town

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

Let's talk about
documenting your
big picture while
looking at how
Monarch Town's
Guiding Coalition
documented their's.



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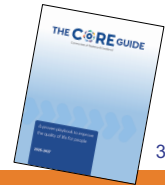
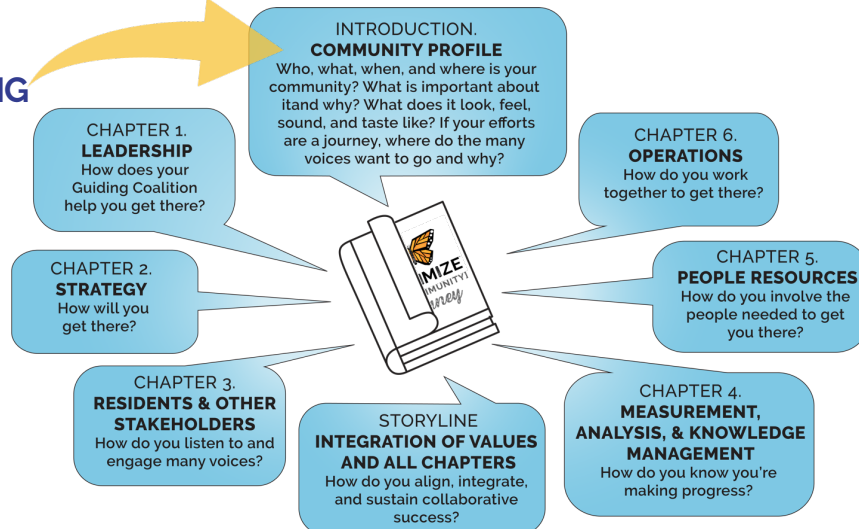
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**WE'RE
STARTING
HERE**

Your Community CollaborACTION Story



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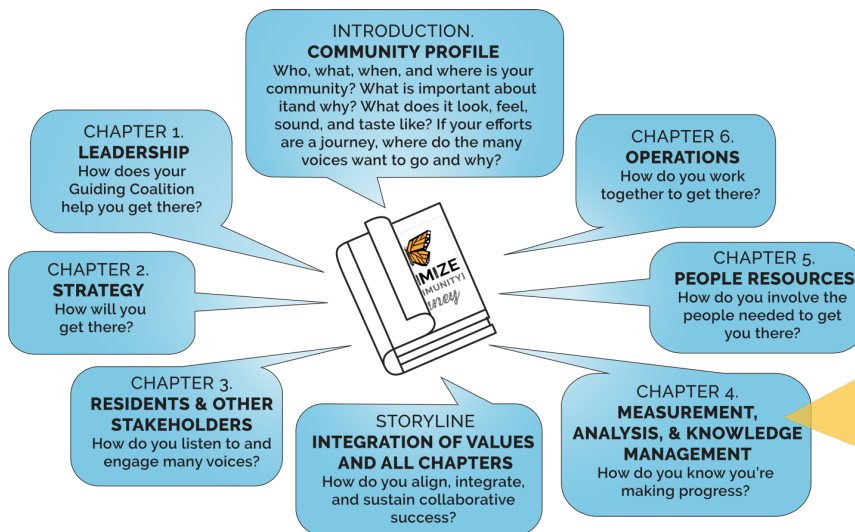
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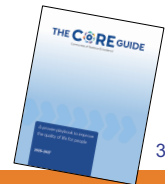
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Your Community CollaborACTION Story



**AND
BUILDING A
STRONG
FOUNDATION
FOR
TRACKING
AND
SHARING
PROGRESS**



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STEP

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Your Community CollaborACTION Story

LEADERSHIP
TRIADDOING
THE
RIGHT
THINGS

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**CHAPTER 1.
LEADERSHIP**
How does your
Guiding Coalition
help you get there?

**CHAPTER 2.
STRATEGY**
How will you
get there?

**CHAPTER 3.
RESIDENTS & OTHER
STAKEHOLDERS**
How do you listen to and
engage many voices?

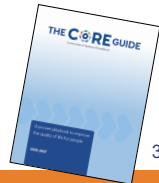
**INTRODUCTION.
COMMUNITY PROFILE**
Who, what, when, and where is your
community? What is important about
it and why? What does it look, feel,
sound, and taste like? If your efforts
are a journey, where do the many
voices want to go and why?

**CHAPTER 6.
OPERATIONS**
How do you work
together to get there?

**CHAPTER 5.
PEOPLE RESOURCES**
How do you involve the
people needed to get
you there?

**CHAPTER 4.
MEASUREMENT,
ANALYSIS, & KNOWLEDGE
MANAGEMENT**
How do you know you're
making progress?

**STORYLINE
INTEGRATION OF VALUES
AND ALL CHAPTERS**
How do you align, integrate,
and sustain collaborative
success?



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STEP

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Your Community CollaborACTION Story

MANAGEMENT
TRIADDOING
THINGS
RIGHT

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**CHAPTER 1.
LEADERSHIP**
How does your
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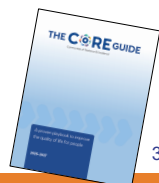
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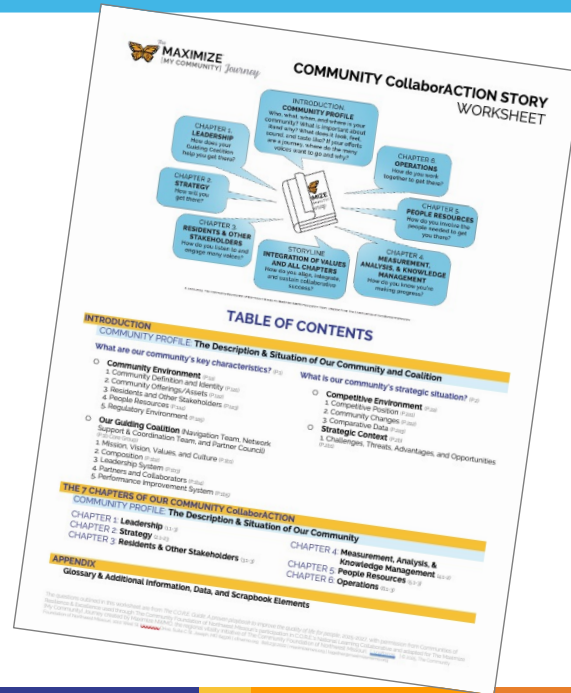
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STEP

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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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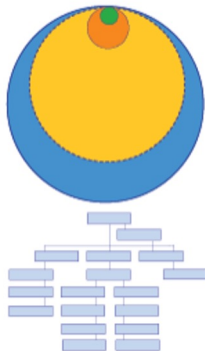
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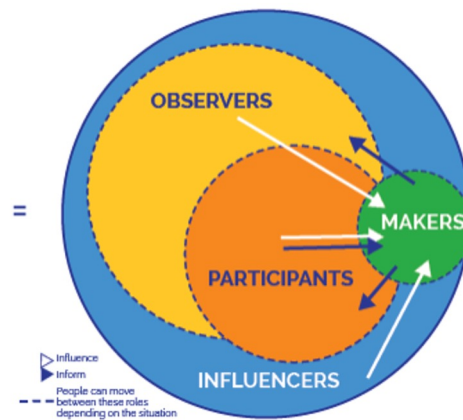
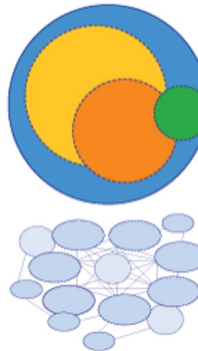
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Decision-Making Roles in Distributed Leadership Approaches

Traditional Structure
HIERARCHY LEADERSHIP



21st Century Structure
DISTRIBUTED LEADERSHIP



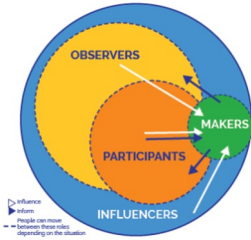
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STEP

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Decision-Making Roles Regardless of Positional Authority



INFLUENCER

Influences when and why decision need to be made.

- May or may not share values with observers, participants, and makers.

OBSERVER

Influences and is informed about when and why decisions are being made, but rarely informs decisions, and has little access to what information shapes decisions.

- May or may not share values with participants and makers.

PARTICIPANT

Informs and influences decisions with a genuine voice and stake in decision outcomes. Has access to varying levels of information and contributes qualitative experience to help makers.

- Responsible for following shared values.

MAKER

Make final decisions based on full access to all information - quantitative and qualitative - available.

- Responsible for following shared values, ramifications of decisions, and communicating decisions.

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STEP

3

Observation Tools in Decision Making

Notice their body language.

- Crossed arms
- Tight jaw
- Furrowed brow
- Throwing hands in the air
- Leaning in
- Smiling
- Nodding their head

EYES TO SEE



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STEP

3

Observation Tools in Decision Making

Listen to what they say and practice true listening.

- Wait for them to finish their point
- Clarify until you understand – Restate their point until they feel understood
- Ask questions
- And, then avoid responding with judgment statements



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EARS TO HEAR



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STEP

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Observation Tools in Decision Making

Bring your eyes, ears, and hearts to the table.

Connect to your own heart.

- Remember nothing is as personal as it seems.
- Understand that not everyone has the same communication skills or levels of self-awareness
- Compassion, kindness, and openness go a long way when they are authentic.



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HEARTS TO FEEL

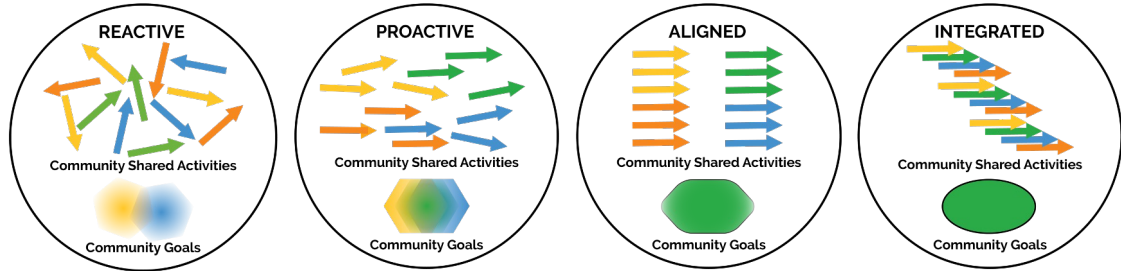


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STEP

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Relationship Power Helps Your Team and Community Move Forward



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STEP

3

How do we align ourselves to move toward integration?

- Look rationally at all the differing perspectives with respect while still honoring our personal values and experience.
- Uplift your connections to each other, commonalities we discover along the way, and a shared vision.
- Collect data - #s & thoughts - from multiple sources.
- Explore all of the resources available to you from within and outside your community/county.
- Look at the community/county as a system understand the relationships within it.
- Discuss what's possible, decide on your key priorities, and begin.



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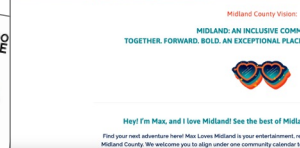
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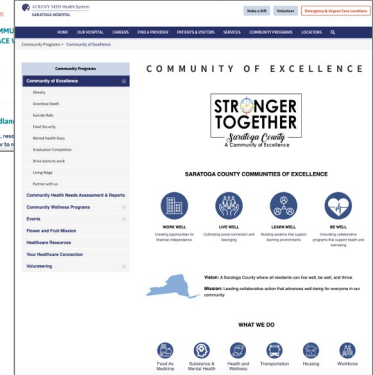
Example of Initial Communications Tools



Flyer

Website
maxlovesmidland.comWeb Page
<https://www.saratogahospital.org/cases/community-of-excellence>

- Power Point
- Social Media
- Brochure
- Emails, etc.



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DISCUSSION



Dreaming Big & Planning for What's Next

- What are you excited to ask or learn through your Dream Big Listening Project?
- What else do you need to know to get started?
What is confusing, intimidating, or gives you pause?
- In order to be prepared to make big things happen in 2026, what do you or your group still need to know, decide, or do?

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STEP

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What's Next?

SESSION 5 - Online

**Discuss and Prioritize with all Sectors
and Groups**

Wednesday, January 14, 2026

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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PREP WORK



PREPARE FOR SESSION 5

CollaborACTION

- 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, and values to share with your residents and other stakeholders).

STEP

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OPEN ROOM

Community Breakouts to Jumpstart Your Prep Work



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Dreaming big and growing together!



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