



Building Strong Teams for Community Excellence

COMMUNITY DEVELOPMENT LEADERSHIP
REGIONAL LEARNING COLLABORATIVE PROGRAM



Session 6

AGREE & COMMIT TO
SHARED VISION, VALUES,
& OPPORTUNITY
PRIORITIES

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



COMMUNITY FOUNDATION
OF
NORTHWEST MISSOURI

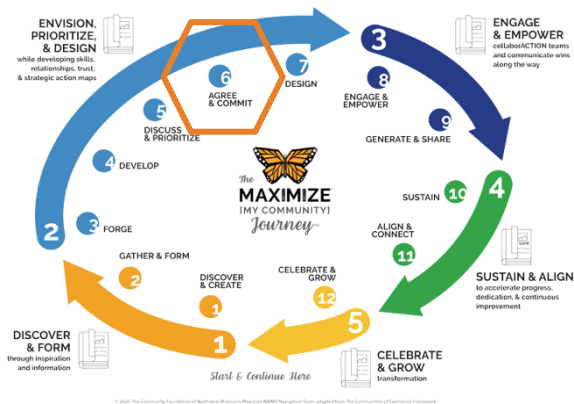
SHARED EXPECTATIONS

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

◆ **Practice Zoom courtesy:**

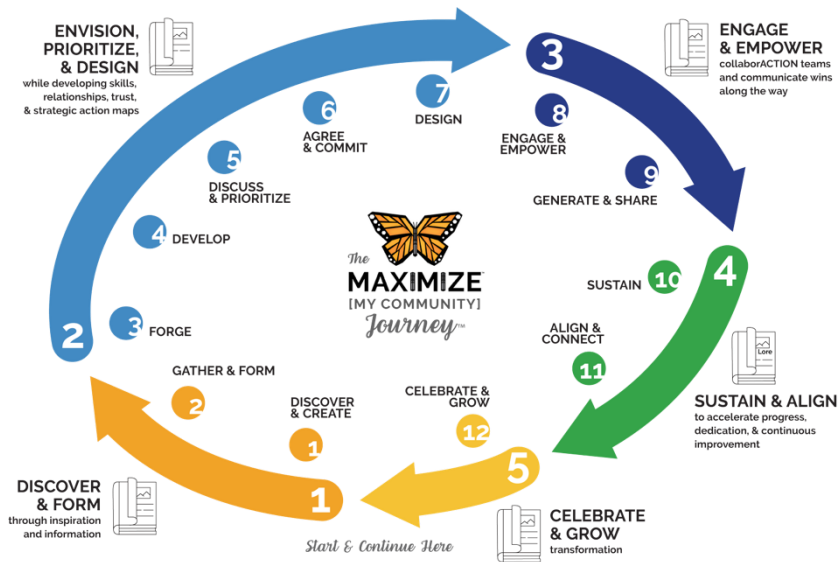
- ◇ Mute when not talking, but go ahead and talk when appropriate.
- ◇ Keep your camera on as much as possible. Your engagement contributes to everyone's positive experience.
- ◇ Everyone's voice is necessary. Listen and let everyone speak.
- ◇ Value the role of the parking lot. Your thoughts, ideas,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

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

SESSION 6 ITINERARY



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- ◆ **Community Share Out from Session 5 on Your Listening Project Progress**
- ◆ **Intro to Step 6: Agree and Commit to Shared Vision, Values, and Opportunity Priorities**
 - ◆ Verifying Your Why
 - ◆ Deciding on Your Group Values
 - ◆ Design Thinking Mid-Steps for Prioritizing Opportunities
- ◆ **Setting Goals and Strategic Objectives**
 - ◆ Drivers of the Strategic Planning Process for Action



FOLLOW UP FROM SESSION 5

CollaborACTION

- **Share Your Progress on the Dream Big Listening Project** (Preparations and/or implementation).
- What responses to the questions have you been able to **document** so far on your CollaborACTION Story worksheet.
- **What key sectors and groups are important** to supporting and encouraging an environment that can contribute to the achievement of the initial Navigational Statements you've established?

3-5
minutes

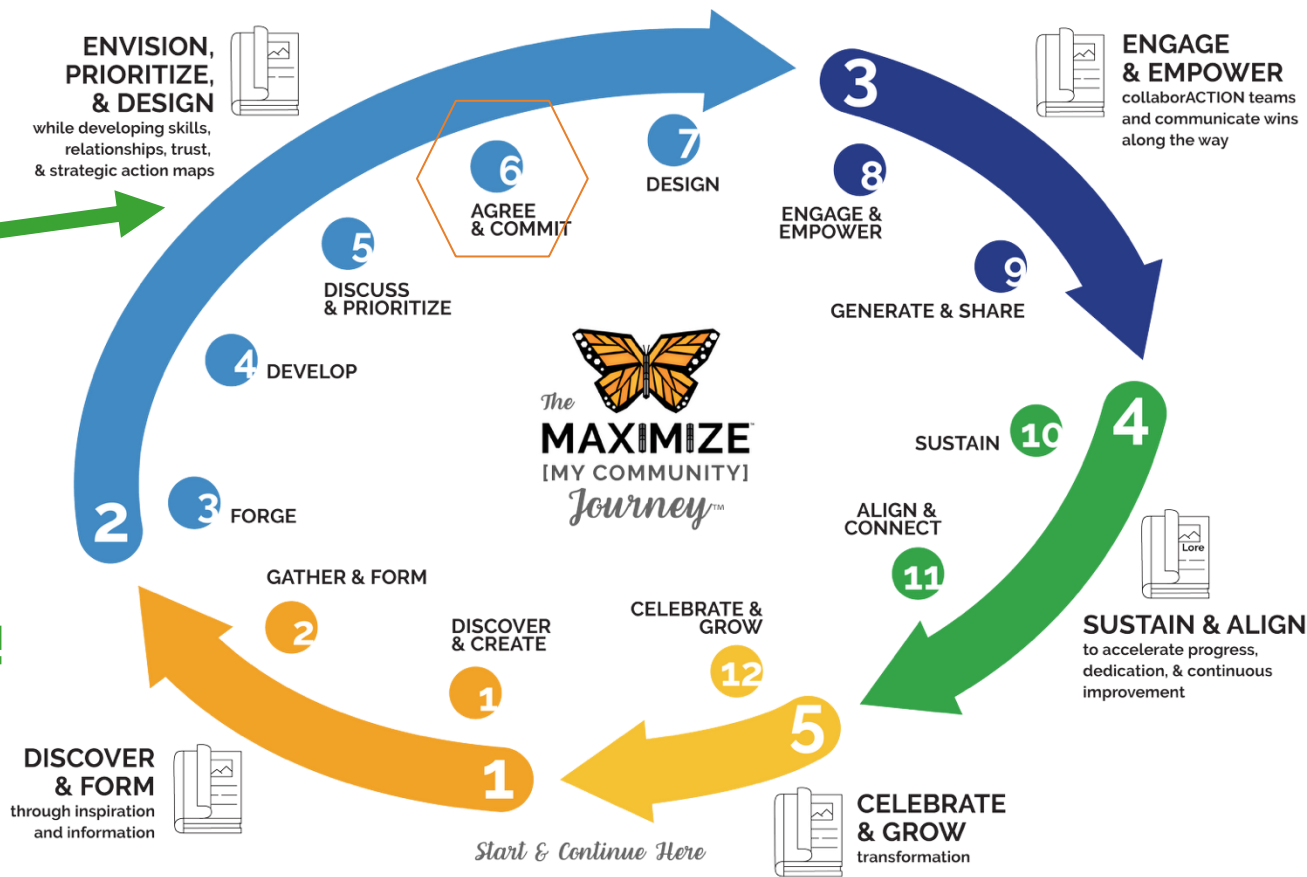
per
group

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.

The Journey

Milestone 2 is the foundational work that will likely require the most patience and positivity about the possibilities of collaborACTING!



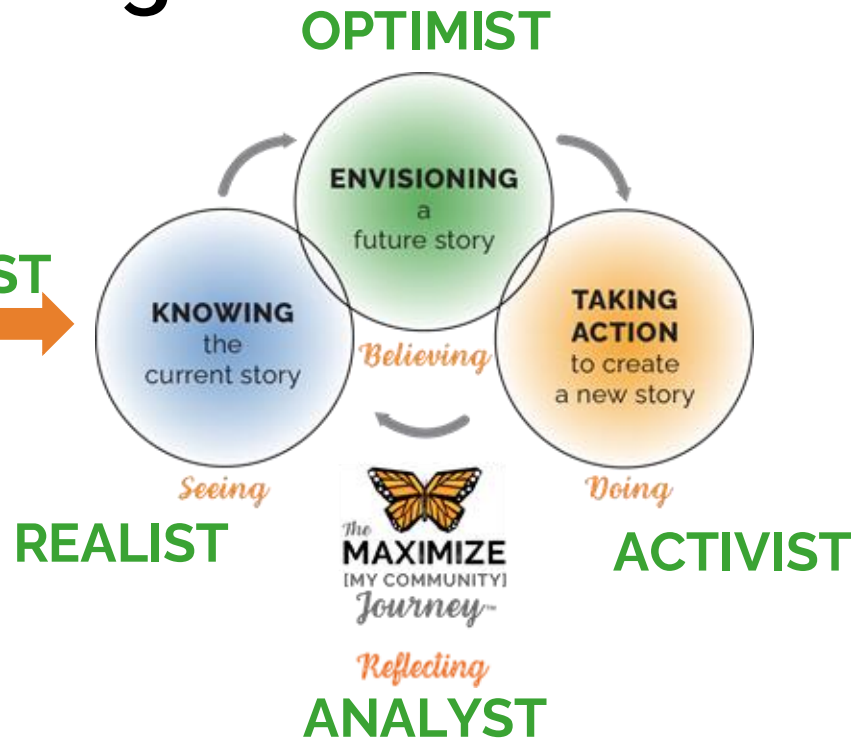
STEP

6

Engaging and supporting leaders through a journey

Dreaming
ROMANTICIST

Step 6 is movement from better understanding your community, after collecting data, to informed decision-making about what to do next **AND** believing that together, you can make a difference!



STEP

6 Revisit Your Initial Navigation Statements

Inspiring & Uplifting Action

PURPOSE

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

VISION

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

MISSION

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

Rules of the Road
on Your Journey

VALUES

- Describes the agreed upon culture upheld by your group



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

Getting Down to Business

STEP

6

Ask Your Navigation Team . . .

(or entire 3-part Guiding Coalition if you have people in place)

- ◆ Are our initial navigation statements (purpose, vision, mission, anchor statement, elevator speech, etc.) still reflective of what we want our efforts to be guided by and focused on?
- ◆ Are there any edits or additions we want to make now that we've learned more about our community and the input from residents and other stakeholders?

Now is the time to rewrite/complete your Navigational Statements as **preparation for inviting and engaging more people** in upcoming steps of the Journey.



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STEP

6

What values did you learn are most important to your community?

What is your unique list?

Community Systems Perspective



Visionary Community Leadership



Resident & Stakeholder Focused Excellence



Valuing People



Community Learning



Agility & Resilience



Focus On Success & Innovation



Management By Fact



Mutual Societal Responsibility



Ethics & Transparency



Delivering Value & Results



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STEP

6

Maximize Monarch Town

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

What are Monarch
Town's values?

How do you know?



MONARCH TOWN COLLABORATION STORY

Over the last two decades we have built a Guiding Coalition with representation from all the key areas and perspectives of our community. Each member has committed to contributing the resources of their time and talent, treasure (financial support), and the empowerment of people in the groups they lead to participate in Monarch Town's CollaborACTION Network. Leadership orientation, transitions, and succession are key values and considerations. We have addressed these challenges/opportunities by implementing simple work processes and the expectation that as individuals leave their job or the community, that person recruits a new and qualified person to take their place. Much of our work is co-led and group driven to ensure no one individual is tasked with too much responsibility.

This distributed leadership and implementation model maintains the balance of power and upholds our values of respect, engagement, transparent communication, and inclusion in the process of accomplishing the work that keeps our community thriving. To avoid knowledge loss over time we diligently document and update our discoveries, progress, and work through this CollaborACTION Story and other process documents that our Guiding Coalition has established using the common language of The Maximize [My Community] Journey. Doing so ensures understanding regardless of the perspective or expertise of our people resources.

P.1a (5) Regulatory Environment

- What are the key aspects of the regulatory environment impacting our community and how it operates?

Regulatory issues are addressed as needed and in accordance with sound agile and design-thinking in decision making discussions. Each group in our initiative's Action Network (Figure 1 explained further in Chapter 1), identify the unique regulatory issues their idea, opportunity, or area of focus requires. For example, Monarch Town's ethanol fuel economic cluster has several EPA, USDA, and state regulations. Our broadband expansion initiative has federal, state, and local county regulations and coordinates with private Internet service providers. Other parts of our system such as internal and external communications processes, our website, and how we decide to report our Guiding Coalition's plans, progress, and results within the CollaborACTION Network and community at-large are self-imposed

instead of being regulated by governmental bodies beyond our nonprofit bylaws and guidelines. Relationships with our legislators are strong.

P.1b OUR GUIDING COALITION

P.1b (1) Mission, Vision, Values, and Culture

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

Vision

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

Mission

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

Values (Figure 10)

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

Culture

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

Figure 10



MONARCH TOWN COLLABORATION STORY

P1b (2) Composition

- What key individuals, organizations, and groups are involved in our Guiding Coalition?
- What are the key drivers that engage them in achieving our vision and mission?
- What are the group's core competencies, and what is their relationship to our vision and mission?
- Who serves as the backbone organizations, if your group includes one?

Our Core Group is a three-part coalition comprised of a:

- *Navigation Team,*
- *Network Support and Coordination Team, and*
- *Regional Partner Council of Supporting Advisors*

We started with simple gatherings of the “caring and concerned” and initially organized ourselves in a traditional hierarchy of power relationships and responsibilities. However, we quickly realized that Monarch Town is definitely not a monarchy. We have no one all-powerful chief executive officer. Instead, we have autonomous senior leaders in many different areas of our community [Figure 8 in P.1.a.(3)]. We decided our community development initiative should be a model of how communities actually get things done. We have structured ourselves with appropriate varied levels of decision-making responsibility and accountability. It is also a method that respects how much each individual person, organization, and entity are willing and able to contribute. Working together has proven to be better.

Core Competencies of Our Guiding Coalition (Figure 11)

Through experience and lessons learned, we realized that we have two core competencies (Monarch Town Guiding Coalition's greatest areas of strength and expertise) that are most important to fulfill our mission's objectives. They are 1) leadership development, and 2) resource development leading to sustainability. Several external coaches and strategic thinkers like the Kaufman Foundation, the community foundation that serves our community, the Democracy Collaborative, our university partners, Communities of Excellence 2026, Stanford Social Innovation Review, Andrew McCrea (“American Countryside” national broadcast and *Total Town Makeover*), Don Macke (National thought leader in community centered economic development) and others have reached the same conclusion about the core competencies needed within thriving communities. Building generational community leadership and financially investing in ourselves

creates the momentum necessary for fostering a “can do” culture that is resilient and capable of meeting the mission, vision and goals of our community's complex systems.

Figure 11
Our Core Competencies*, Key Processes, Sub-Processes, and Skillsets

Business / Administration	Sustainability *	Communication	Leadership*
• Basic daily administrative tasks • Documentation of processes, data, decisions, involvement, strategy, and progress • Accounting • Financial • Reporting • Systematic relationship-building • CRM • Community and (FTE) Economic Development	• Public/Private • Philanthropy • Sales Tax • Community Foundation Fund and Endowment • Tax Incentives • Grants (State, Federal, and Private) • Resource coordination	• Community Development Learning Center (Monarch Learning Collaborative) • Strategic Integrated Communications Plan • Creative Messaging and Content Development • Newspaper • Radio • Website • Social Media	• Maximize Community Coaching • Resource Development • Leadership Orientation and Succession Plan • Governance • Strategic Plan and Strategic Action Maps
Primarily the work of the • Guiding Coalition's • Network Coordination & Support Team (NCST)	Primarily the work of the • Guiding Coalition's • Navigation Team with Advisory Partner Council • NCST, and the • Resource Development CollaborACTION Team	Primarily the work of the • Guiding Coalition's • NCST with assistance from the • Communications CollaborACTION Team	Primarily the work of the • Guiding Coalition's • Navigation Team • Advisory Partner Council, and the • Learning Collaborative CollaborACTION Team

P1b (3) Leadership System

- What leadership system does our Guiding Coalition use to lead our community resilience and excellence efforts?

A key component of our leadership and operating system is organizing people and conversations to ensure as many voices and perspectives are included in decision-making as people desire. This inclusive approach is a distributed leadership model, or a “team of teams” (Figure 9). It is the structure that matches what naturally exists in communities recognizing that everyone plays a role with varying levels and types of power versus the traditional hierarchy model where very few have power at the top of the



MONARCH TOWN COLLABORATION STORY

pyramid. In fact, over the last 20 years our leadership teams have organically evolved to embrace and strengthen this model. It has only been within the last few years that we learned there is strong academic and demonstrated community development research that support our proven leadership structure. (See Chapter 1 for more details on our Leadership System.)

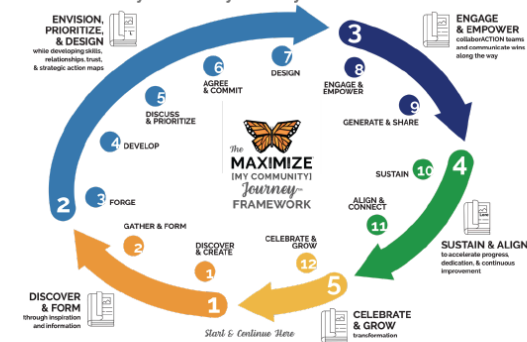
Monarch Town's Guiding Coalition key activities are:

- 1) Dream Big Community Forums featuring relevant research, key questions, story sharing, and progress celebration;
- 2) Facilitation of all the CollaborACTION Network's teams and activities;
- 3) The Monarch Town Learning Collaborative (MLC) providing leadership development opportunities and orientation to The Maximize [My Community] Journey Framework;
- 4) Communications that better connect and promote Monarch Town including a website that serves as a public participation platform and a Zoom link for open meetings; and,
- 5) Igniting, inspiring, and facilitating collaborACTION.

The above activities exemplify what our leadership system and overall playbook, The Maximize [My Community] Journey™ Framework (Figure 12) is all about. It is the foundation of our leadership development key process and community-centered development (leadership and operating system). There are five milestones in this repeating cycle and 12 steps within the journey. (See Chapter 2 for more details on our strategy.) The framework is the basis of how we work, and how we develop generational leadership. Mastery of these methods, tools and skills helps Monarch Town residents, business owners, and leaders think innovatively like entrepreneurs and act with long-term strategy and results in mind. They learn how to engage, assess, and evaluate an idea or opportunity, develop a strategy, identify needed resources (human, financial, data, etc.) and bring their social, health, business, or educational idea to life. Moreover, by practicing these methods and habits, community leaders build a more vibrant Monarch Town and Monarch County ecosystem that contributes to our strategic action objectives.

Figure 12

The Maximize [My Community] Journey™ Framework



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MILESTONE 1 DISCOVER & FORM through inspiration and information	MILESTONE 2 ENVISION, PRIORITIZE, & DESIGN while developing skills, relationships, trust, & strategic action maps	MILESTONE 3 ENGAGE & EMPOWER collaborACTION teams to communicate wins	MILESTONE 4 SUSTAIN & ALIGN to accelerate progress, dedication, & continuous improvement	MILESTONE 5 CELEBRATE & GROW transformation
Step 1: Discover and create a sense of urgency. Step 2: Gather and form a guiding coalition of as many sectors and resident perspectives as possible.	Step 3: Forge a consensus & a community vision. Step 4: Develop a Communities of Excellence 2026 Community Profile & learn about systems-thinking. Step 5: Discuss & prioritize with all sectors & groups. Step 6: Agree & commit to shared vision, values & opportunity priorities. Step 7: Design strategic action maps based on in-depth quality data and stakeholder experience & learn about design-thinking.	Step 8: Engage & empower collaborACTION teams to work through the action maps for each priority. Step 9: Generate & share wins along the way.	Step 10: Sustain accelerated progress & dedication through support & networking. Step 11: Align & connect to continuously improve performance and short-, mid-, and long-term outcomes.	Step 12: Celebrate & grow transformation through pausing to recognize success and assess for areas of improvement.



DISCUSSION



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Understanding Your Community and Believing in What is Possible

- What do your residents and other stakeholders need, want, respect, and value?
- What does your team need, want, respect, and value?
- Is what you value as a group aligning with your community members?
 - What is the same?
 - What is different?



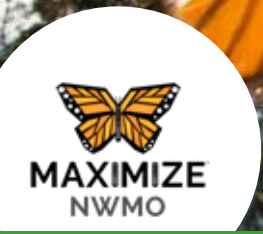
STRETCH BREAK



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WELCOME BACK!

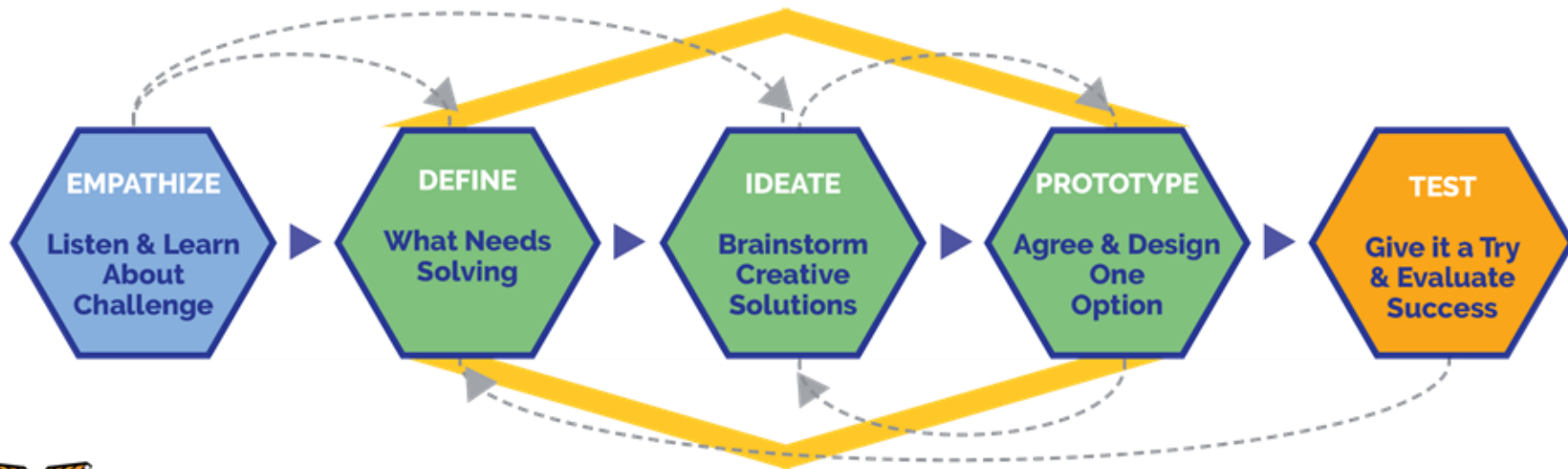


STEP

6

Priority Setting and Problem Solving

THE DESIGN THINKING PROCESS
A Problem-Solving Approach



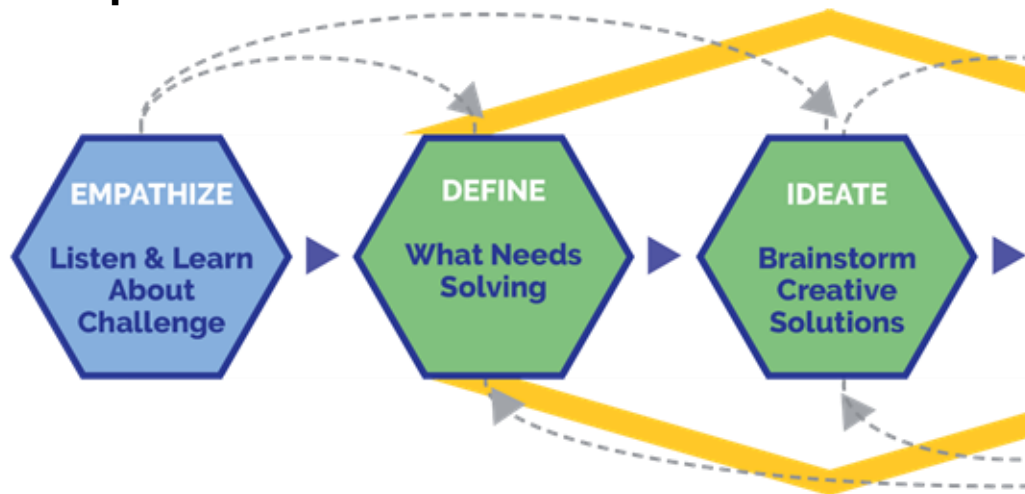
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STEP

6

Brainstorm Creative Options

- ◆ What strategic goals or priorities do you want to move forward to address the primary areas of opportunity, or the root problem defined in the second step?
- ◆ Capture all ideas!



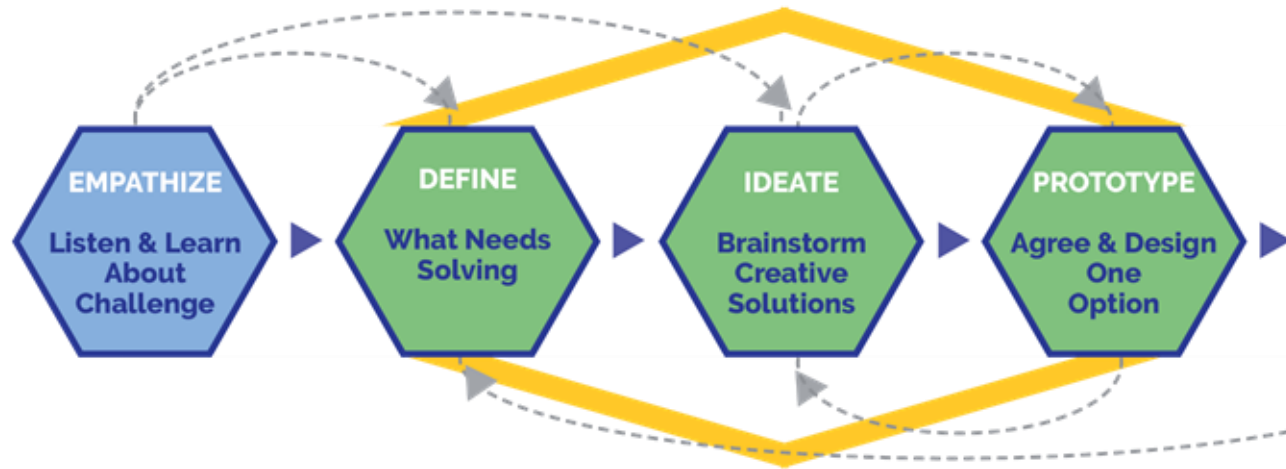
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STEP

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Narrow the Options

- ◆ Which idea(s) should be further developed?
- ◆ Narrow your options to one or two to focus on first.
- ◆ Practice intelligent risk.



STEP
6

Design Thinking Applied to a Listening Project

CLINTON COUNTY INITIATIVE CHALLENGE: Improving Quality of Life and Economic Vitality Balanced with Maintaining a "Great Rural Life"					
	EMPATHIZE	DEFINE	IDEATE	PROTOTYPE	TEST
WHAT & HOW	Hold Dream Big Listening Forums and conduct a countywide all postal address survey	Have participants in Guiding Coalition and any other interested volunteers prioritize what was learned: Clinton Co needs a place where multiple ages can connect (interpersonal and digital), learn, innovate, & recreate	Discuss several options to find out what others are doing, brainstorm ideas, and gain insight on initial reactions.	Create a high-level brief summary of what a library/innovation center including strategic considerations and how it could answer the survey/forum input.	Submit planning grant application to secure resources for next steps and hold forums again in all communities to gain feedback on Innovation Center idea.
WHO	Communications Consultant and Navigation Team engaging countywide residents & other customers	Navigation Team (core leadership)	Guiding Coalition and other potential partners and collaborators	Navigation Team, Community Coach, and MU Biz Student Group	Communications Consultant and Navigation Team engaging countywide residents & other customers
BY WHEN	January-June	July	August-October	September-December	January-June

EXAMPLE



STEP

6

Remember to Keep Asking: How does this conversation and work connect to all of us?

Doing so will continue to keep your efforts relevant and realistic while reminding all involved why it is worth it to practice patience and persistence.



STEP

6

Strategic Action Planning Starts with Knowledge Gathering

This is why you are starting with research on your baseline data and conducting your listening projects.



STEP

6

Knowing Our Current Story: Options for Pulling It All Together



INTERNAL

EXTERNAL

STEP

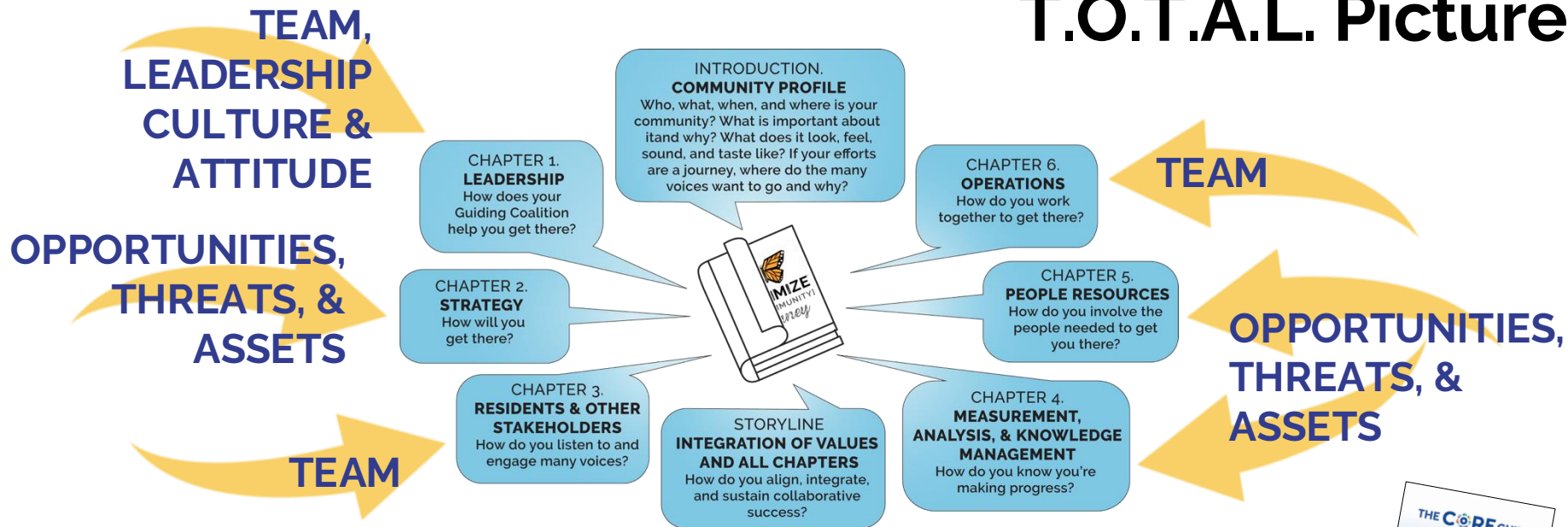
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Knowing Our Current Story: Options for Pulling It All Together



MAPPING YOUR T.O.T.A.L. PICTURE	ORGANIZATION Vision-Setting	OPERATIONS Mission Performance	OFFERINGS Mission Outputs
T eam			
O pportunities & Strengths			
T hreats & Weaknesses			
A ssets & Advantages			
L eadership Culture & Attitudes			

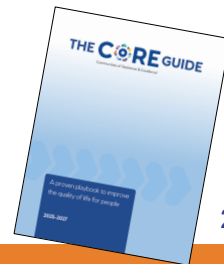
Your CollaborACTION Story Ties to Your T.O.T.A.L. Picture



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STEP

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Strategic Action Planning Continues with Deciding on Your Goals and Strategic Objectives

Make sure they are:

- Shared - *What can we do together that we can't do as well alone?*
- Extraordinary
- Audacious - Think Big!
- Action Inspiring



STEP

6

Overview of Step 7's Strategic Action Map

STEP 1	STEP 6	STEP 5	STEP 4	STEP 3	STEP 2
VISION & Priority Areas (Strategies)	INPUTS	OUTPUTS	SHORT-TERM OUTCOMES	MID-TERM OUTCOMES	LONG-TERM OUTCOMES
This is what you need to agree on before moving forward.	What is needed to complete the outputs? Information & Resources Secured	What will be completed to achieve the desired outcomes? Work Activity Completed	What education will be accomplished; knowledge shared; resource established, etc.? Evidence in Words & Numbers	What attitudes will be changed; behaviors exhibited; actions taken; etc.? Evidence in Words & Numbers	What is the impact desired or strategic priority attained? What is the answer to "So What?" and "Why?" Evidence in Words & Numbers



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STEP

6 Cascading Information in Strategic Plans

NOW

NEXT

GOALS*

High-level expected result with a deadline that may evoke an emotional response to challenges and/or opportunities

OBJECTIVES*

S.M.A.R.T. statements void of emotion that support the goal; may be longer-term strategic or shorter-term related to the organization, operations, or offerings (programs/products/services)

ACTION PLANS

Specific intended actions intended to help make progress towards objectives and goals

● STRATEGIES

Practical activities that lead to behavior change and the meeting of objectives

● TACTICS

Tools used and detailed actions taken to contribute to behavior change; the "how-to" of the strategies' "to-do" lists

MEASURES

Outputs and outcomes of action plans that show progress and allow for benchmarking and evaluation of effectiveness

* The terms Strategic Objectives, Goals, and Objectives are often interchanged.

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STEP

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Communicating Purposeful Actions

S.M.A.R.T. STRATEGIC OBJECTIVES

Specific, Measurable, Appropriate, Realistic, and Timebound

ACTION

Verb
WHAT

**DESCRIPTION**

Adjectives & Nouns
OBJECT
WHAT & WHO

**RESULTS**

Nouns
MEASUREMENT
& TIMEFRAME

EXAMPLES:

- ◆ Increase + partner + engagement 20% by 9/1/2024
- ◆ Develop + an annual celebration + event with all necessary communication collateral before the end of the year.
- ◆ Gather + five generations of residents' + input on priorities before June 30.

STEP

6

Overview of Step 7's Strategic Action Map

STEP 1	STEP 6	STEP 5	STEP 4	STEP 3	STEP 2
VISION & Priority Areas (Strategies)	INPUTS	OUTPUTS	SHORT-TERM OUTCOMES	MID-TERM OUTCOMES	LONG-TERM OUTCOMES
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Next!



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Becoming a Big Picture Planner

- What is an example of a SMART objective your group could consider? Remember: This is practice, only!

S.M.A.R.T. STRATEGIC OBJECTIVES

Specific, Measurable, Appropriate, Realistic, and Timebound

ACTION

Verb
WHAT



DESCRIPTION

Adjectives & Nouns
OBJECT
WHAT & WHO



RESULTS

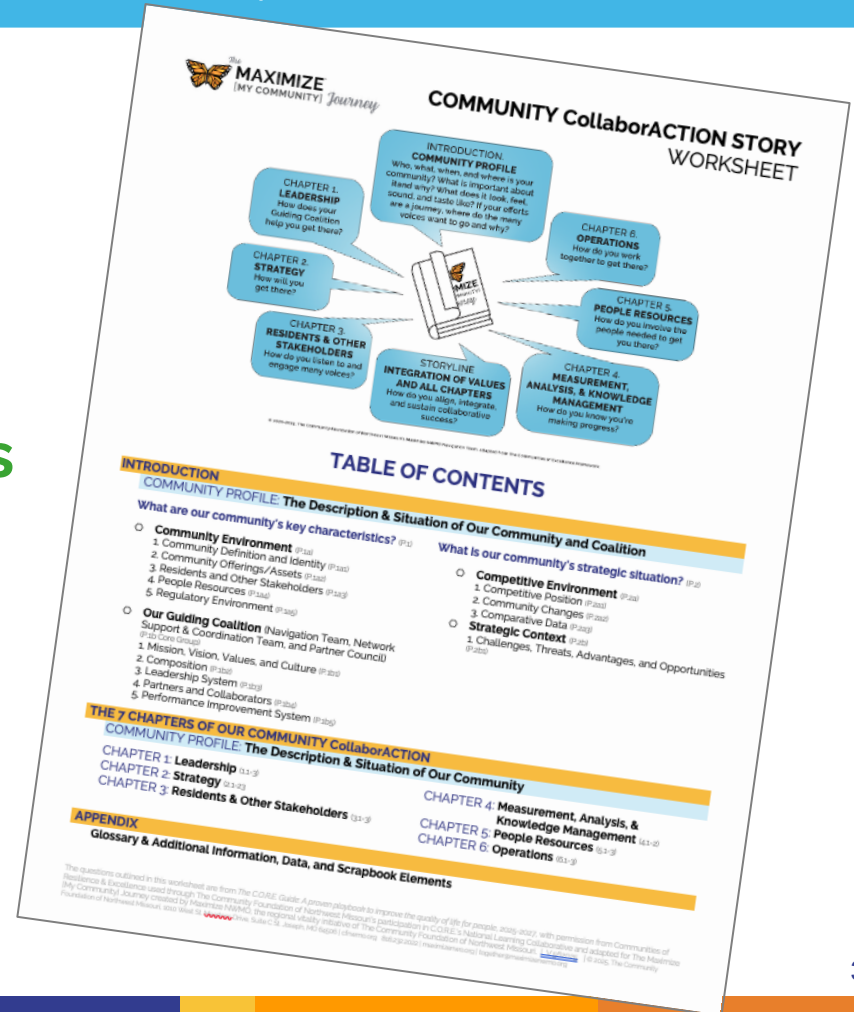
Nouns
MEASUREMENT
& TIMEFRAME

6

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



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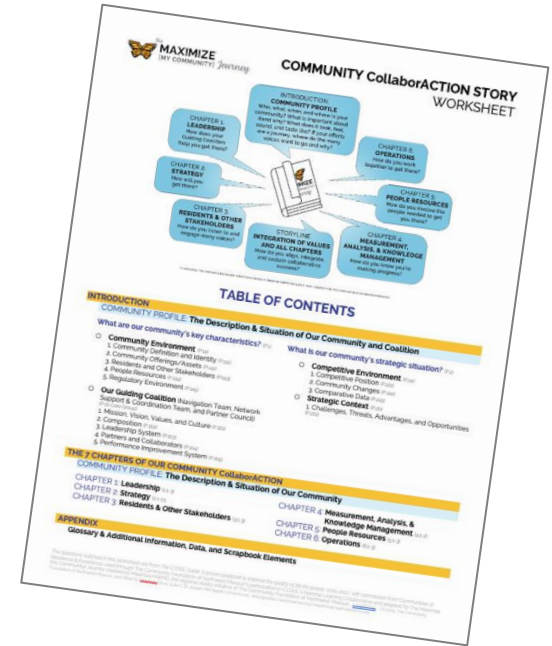


6

Deciding What You Want to Communicate That Inspires People to Share Their Ideas, Thoughts, and Opinions

What have you gathered so far has inspired you?

What key information can you pull out that may interest others through your listening project?



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STEP

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What's Next?

SESSION 7 - Online

**Design Strategic Action Maps Based on
Quality Data Through Design Thinking**

Wednesday, March 11, 2026

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

Join Zoom Meeting

[https://us02web.zoom.us/j/87407749861?pwd=glu7G2BXsTwokyQJVqW1cT
aAkwGOIJ.1](https://us02web.zoom.us/j/87407749861?pwd=glu7G2BXsTwokyQJVqW1cT
aAkwGOIJ.1)

Meeting ID: 874 0774 9861

Passcode: BST2025-26



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PREPARE FOR SESSION 7

CollaborACTION

- What are Monarch Town's goals and strategic objectives? Review the Monarch Town CollaborACTION Story to see if you can identify them.
- Discuss what your goals and strategic objectives might be based on what you know so far about your community. At this point in your team's growth, you may not have all your quantitative and qualitative data gathered, so just brainstorm for the sake of learning the processes embedded in The Maximize [My Community] Journey.
- Complete the Values Sharing & Prioritization Activity

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.

OPEN ROOM



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Community Breakouts to Jumpstart Your Prep Work