Starting Your Journey to Community Performance Excellence

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APRIL 2022

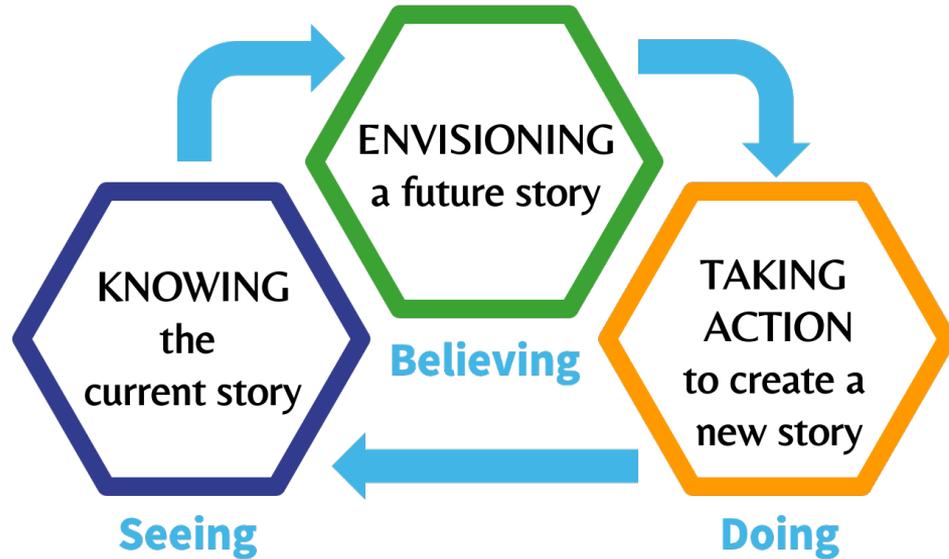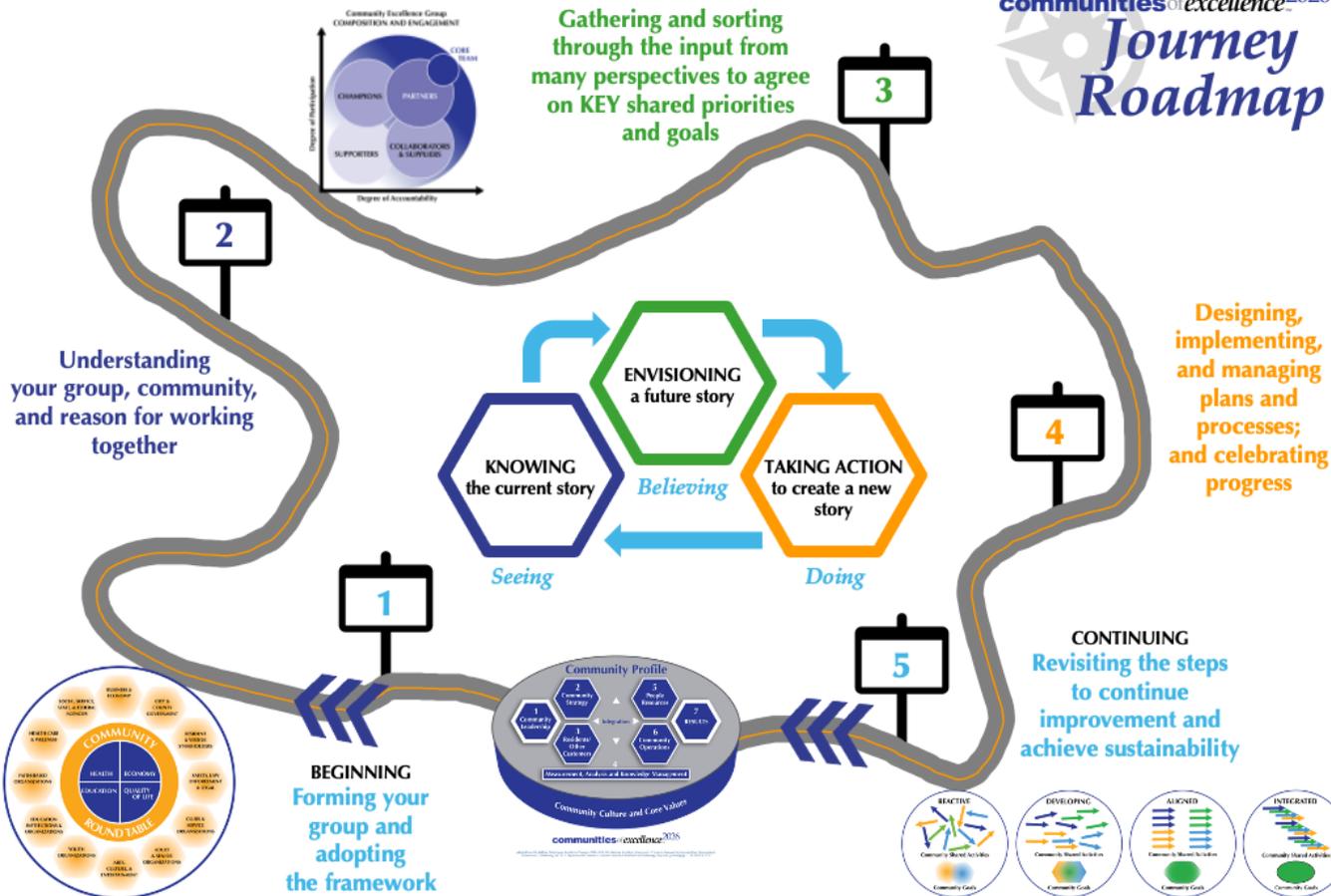**communities** of *excellence* 2026™

Session Focus

- Introductions
- What does performance excellence look like in communities?
- Who is involved?
- Why is thinking about leadership differently valuable?
- How to get started with engagement, structures, and decision-making on your Journey

Engaging and supporting leaders through a journey

A SYSTEMS APPROACH IN COMMUNITIES

ENVISIONING
a future story

KNOWING
the
current story

TAKING
ACTION
to create a
new story

Believing

Seeing

Doing

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Journey Roadmap

Gathering and sorting through the input from many perspectives to agree on KEY shared priorities and goals

3

2

Understanding your group, community, and reason for working together

Designing, implementing, and managing plans and processes; and celebrating progress

4

ENVISIONING a future story

KNOWING the current story

TAKING ACTION to create a new story

Believing

Seeing

Doing

1

CONTINUING Revisiting the steps to continue improvement and achieve sustainability

5

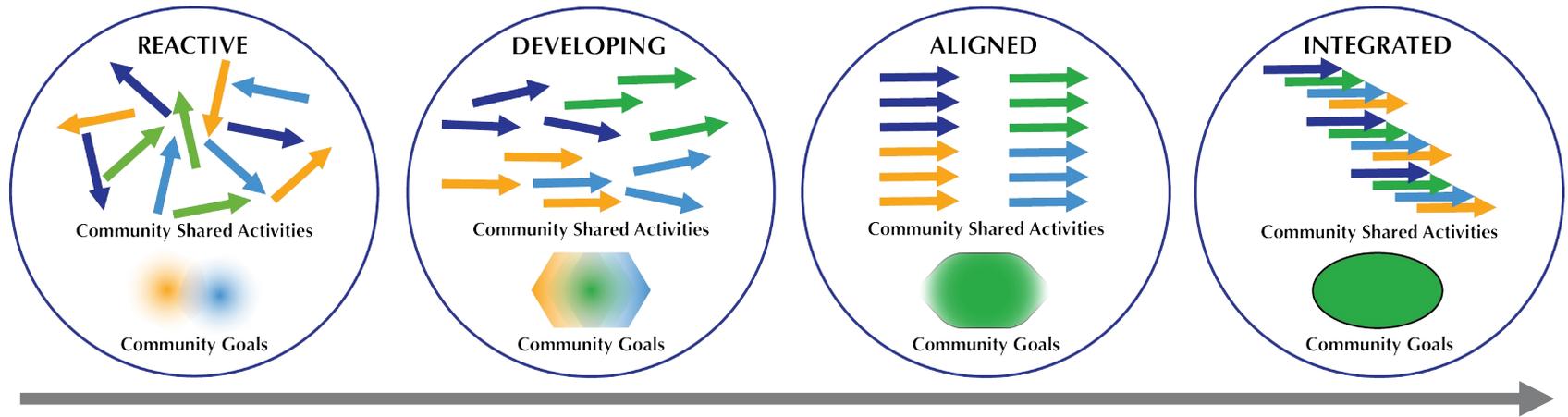**BEGINNING Forming your group and adopting the framework**

Leadership Wisdom

"To begin with the end in mind means to start with a clear understanding of your destination. It means to know where you're going so that you better understand where you are now and so that the steps you take are always in the right direction."

—*Stephen R. Covey,*
The 7 Habits of Highly Effective People

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Growing Knowledge, Involvement, and Commitment to Purposeful Performance Excellence

REACTIVE

Community Shared Activities

Community Goals

DEVELOPING

Community Shared Activities

Community Goals

ALIGNED

Community Shared Activities

Community Goals

INTEGRATED

Community Shared Activities

Community Goals

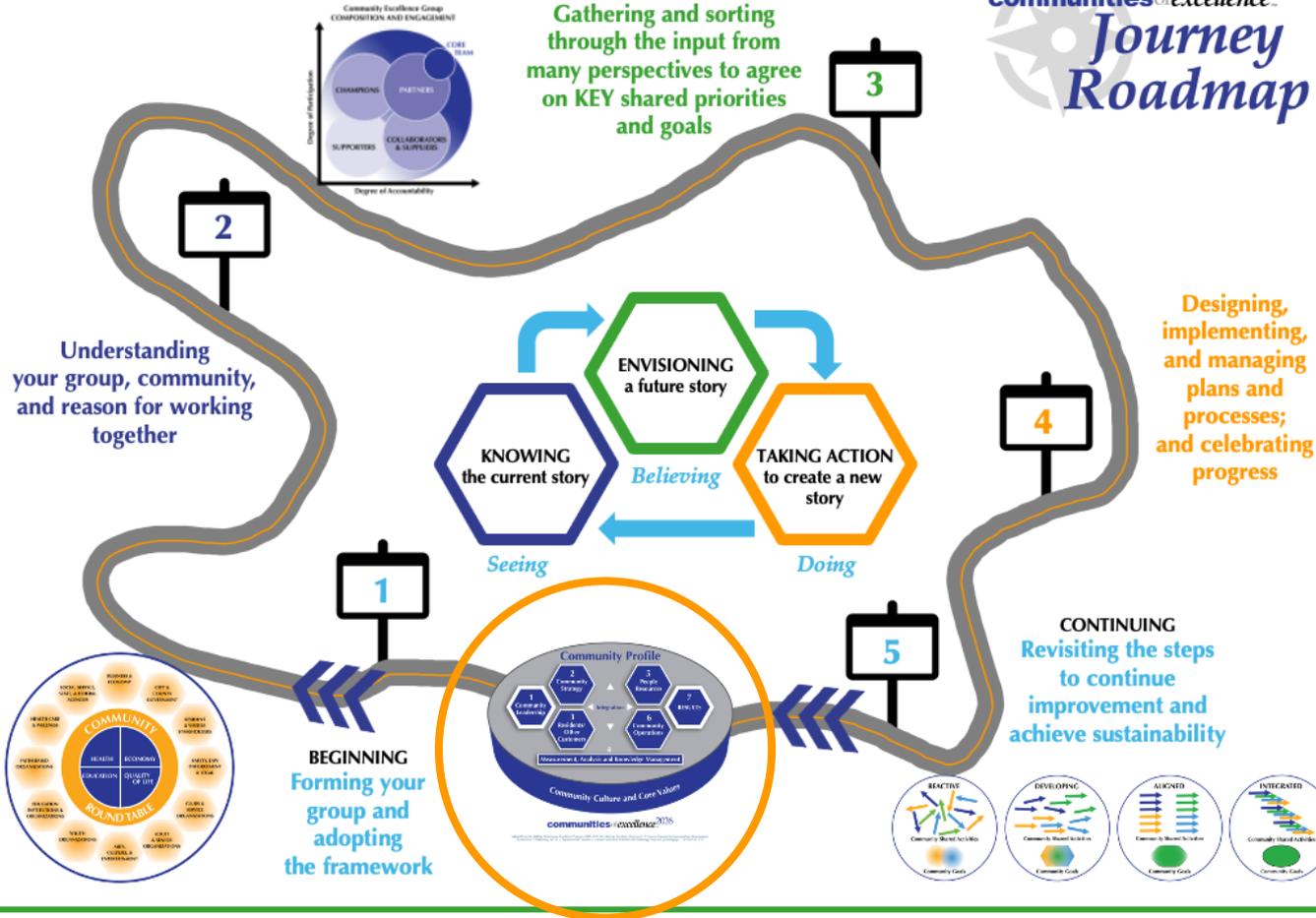**communities** of *excellence* 2026™

alignment NOUN

1 : a state of consistency among plans, processes, information, resource decisions, capability and capacity, actions, results, and analyses that support key community-wide goals.

integration NOUN

1 : the harmonization of plans, processes, information, resource decisions, capability and capacity, actions, results, and analyses to support key community excellence group goals.
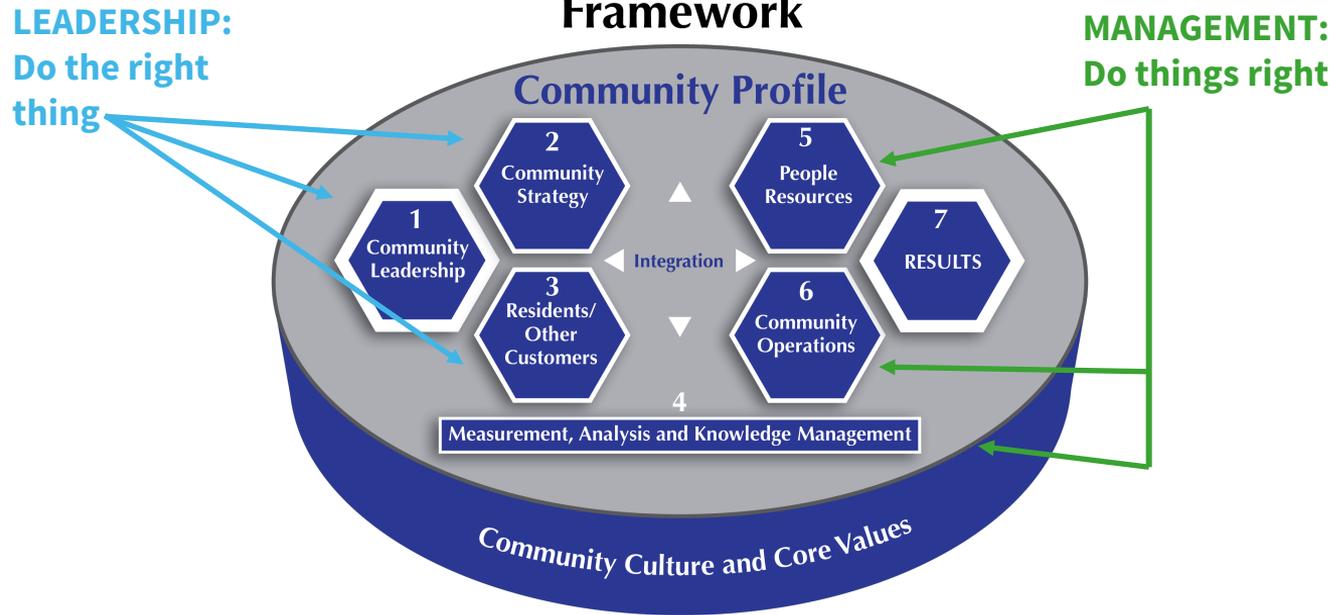
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A Proven Systems Approach

Baldrige Adapted for Communities

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Framework
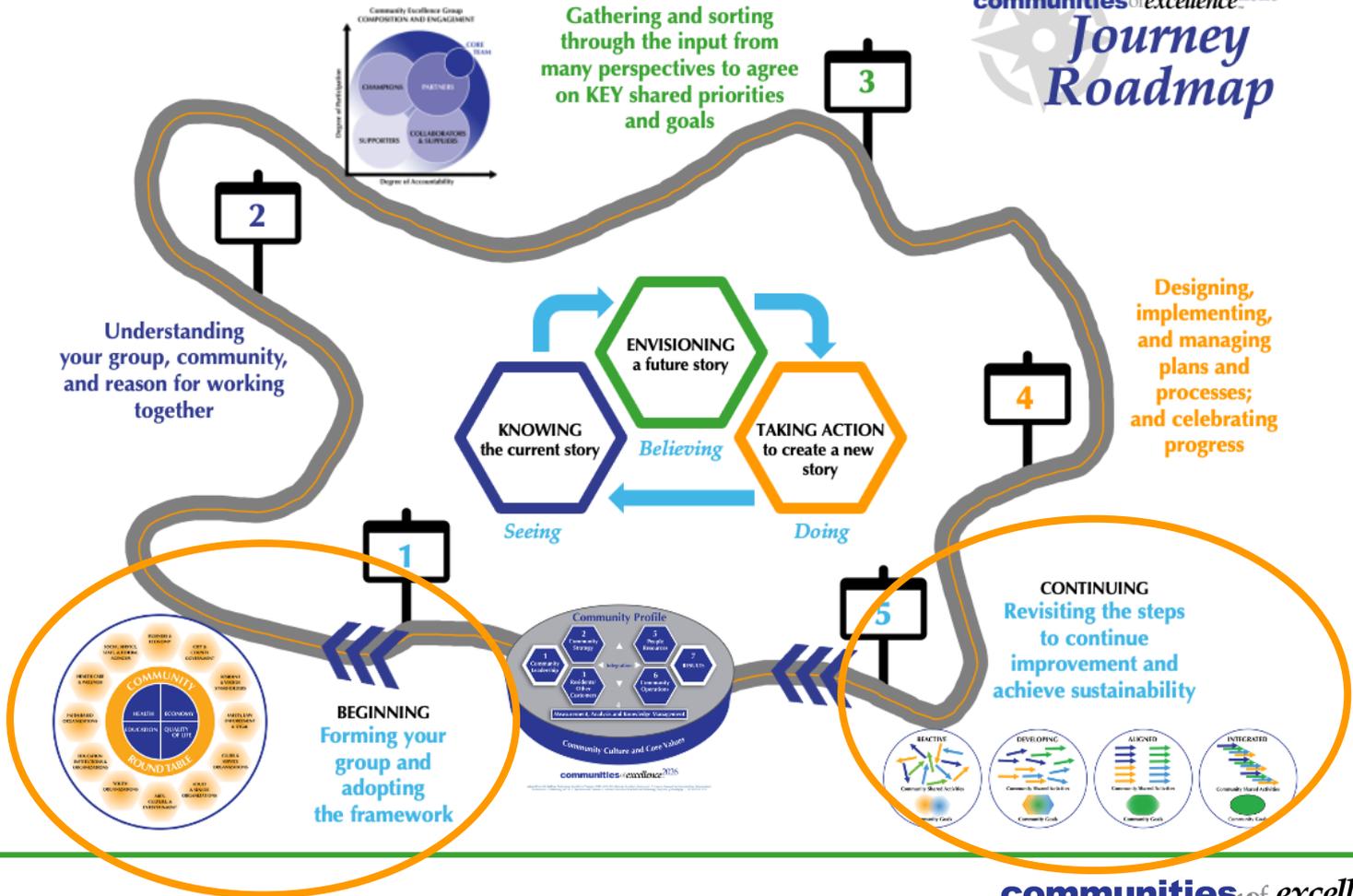
LEADERSHIP: Do the right thing

MANAGEMENT: Do things right

Community Profile

2 Community Strategy

5 People Resources

1 Community Leadership

Integration

7 RESULTS

3 Residents/ Other Customers

6 Community Operations

4 Measurement, Analysis and Knowledge Management

Community Culture and Core Values

Adapted from the Baldrige Performance Excellence Program, 2015. *2015-2016 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance.* Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. http://nist.gov/baldrige. – UPDATED 6.2020
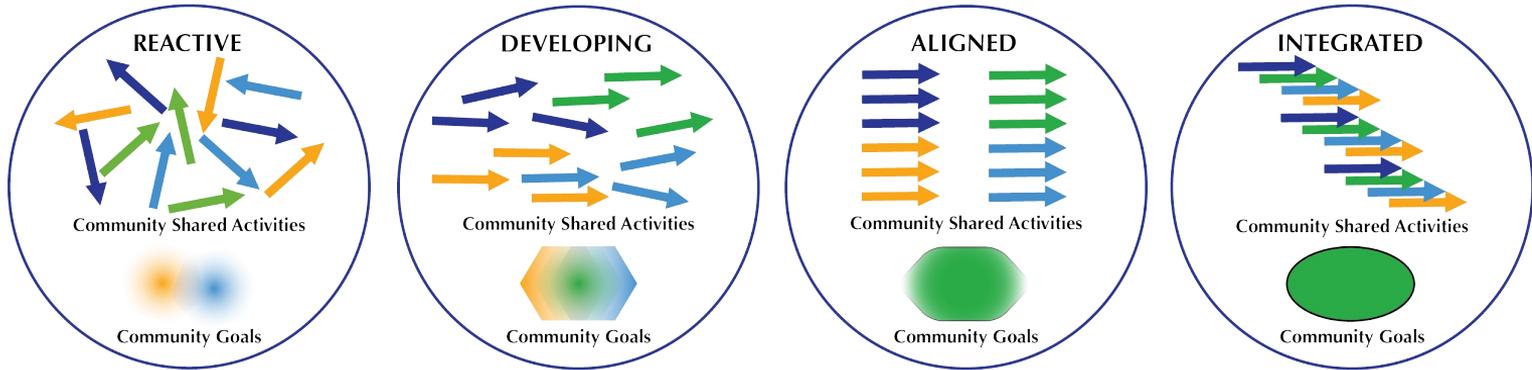
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community performance excellence NOUN

1 : an integrated approach to community performance management that results in (1) delivery of ever-improving value to residents, other customers, and stakeholders, contributing to ongoing community success; (2) improvement of your community's overall effectiveness and capabilities; and (3) learning for the community and for people resources.

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Journey Roadmap

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CONTINUING Revisiting the steps to continue improvement and achieve sustainability

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A Relationship Map of Progress

REACTIVE

Community Shared Activities

Community Goals

DEVELOPING

Community Shared Activities

Community Goals

ALIGNED

Community Shared Activities

Community Goals

INTEGRATED

Community Shared Activities

Community Goals

| WE SEE & UNDERSTAND OURSELVES & OUR COMMUNITY | WE SEE & UNDERSTAND EACH OTHER WITHIN OUR COMMUNITY | WE SEEK EACH OTHER OUT WITHIN OUR COMMUNITY | WE FIND SYNERGY TOGETHER FOR EACH OTHER & OUR COMMUNITY |

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Engaging and supporting leaders through a journey

A SYSTEMS APPROACH IN COMMUNITIES
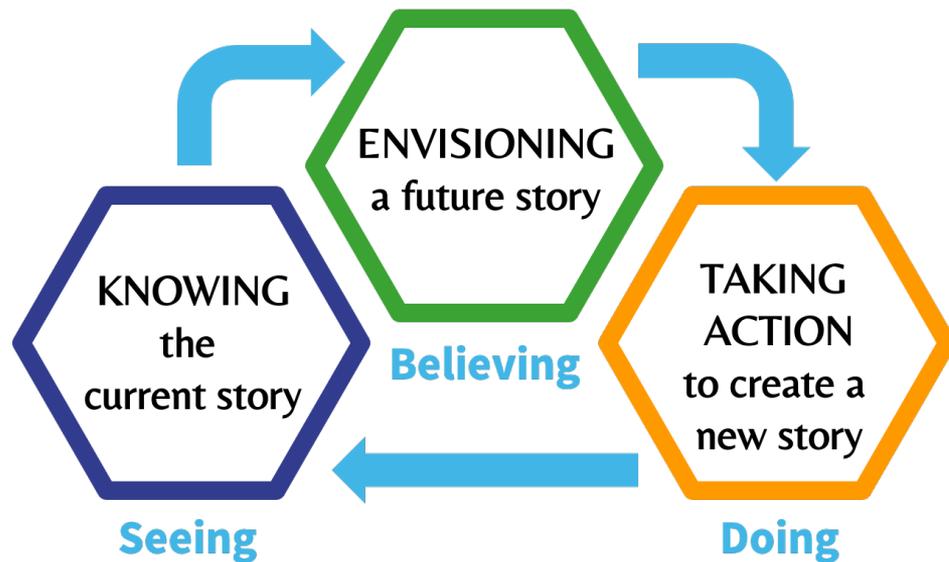
Who is involved?

- Your community's people from many diverse perspectives

- Those who are invited/engaged

Who should be engaged?

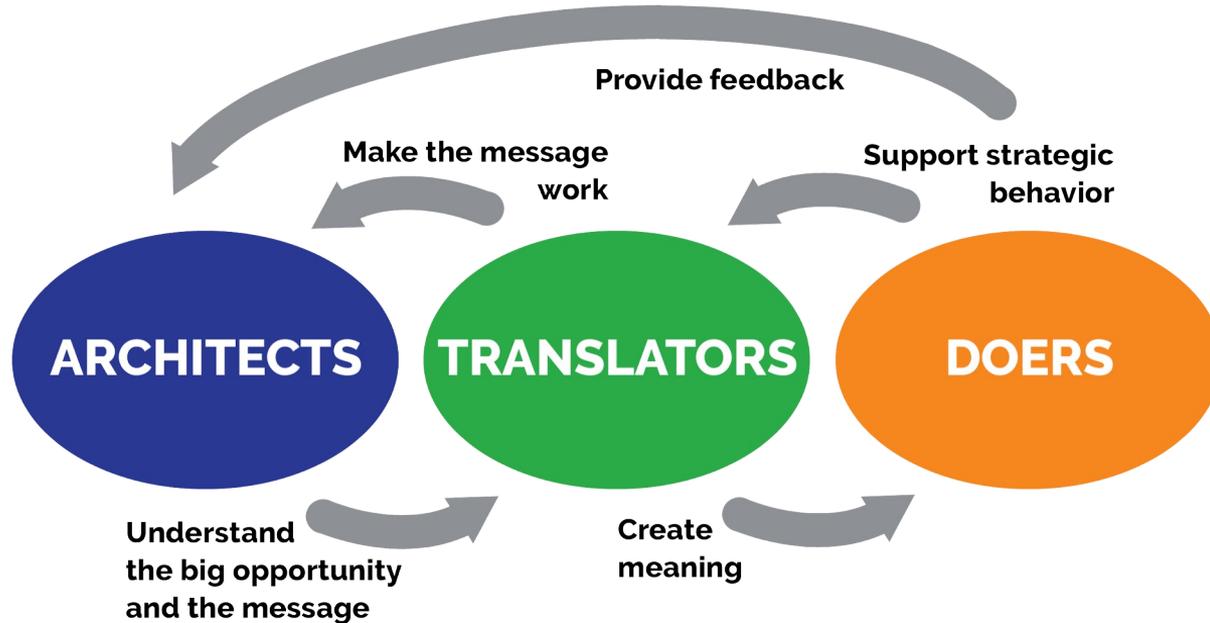**What does it mean to be inclusive of many diverse perspectives?**

BUSINESS & ECONOMY

SOCIAL SERVICE, STATE, & FEDERAL AGENCIES

CITY & COUNTY GOVERNMENT

HEALTH CARE & WELLNESS

RESIDENT & VISITOR STAKEHOLDERS

FAITH-BASED ORGANIZATIONS

SAFETY, LAW ENFORCEMENT & LEGAL

EDUCATION INSTITUTIONS & ORGANIZATIONS

CLUBS & SERVICE ORGANIZATIONS

YOUTH ORGANIZATIONS

ADULT & SENIOR ORGANIZATIONS

ARTS, CULTURE, & ENTERTAINMENT

COMMUNITY ROUND TABLE

HEALTH | ECONOMY

EDUCATION | QUALITY OF LIFE

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Leadership Wisdom

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

— Virginia Satir, American author and psychotherapist

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Who should be engaged?

Think about the natural strengths and skills needed!

Provide feedback

Make the message work

Support strategic behavior

ARCHITECTS

TRANSLATORS

DOERS

Understand the big opportunity and the message

Create meaning

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Collective Genius

Peter Senge

It is only in creating a shared perspective informed by collective input that we can clearly see how they are all interacting and therefore see where the big opportunities lie.

https://www.youtube.com/watch?v=OpiqnCAQ6S8

Growing Through Differences

- **Here's the truth, you might not see eye to eye (or even like) all of the players in your community/system, but you do need them for collective genius to take root.**

- **The diversity of perspectives, experience, preferred ways of thinking, and values is often an untapped resource if we know how to harness and align the perspectives.**

Leadership Wisdom

"Never doubt that a small group of thoughtful, committed [empowered and organized] citizens can change the world; indeed, it's the only thing that ever has."

— Margaret Mead, anthropologist, and [Christel Gollnick, JUPER Communications]

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How do we "empower and organize" people with so many different perspectives?

COMMUNITY ROUND TABLE

HEALTH | ECONOMY
EDUCATION | QUALITY OF LIFE

- BUSINESS & ECONOMY
- CITY & COUNTY GOVERNMENT
- RESIDENT & VISITOR STAKEHOLDERS
- SAFETY, LAW ENFORCEMENT & LEGAL
- CLUBS & SERVICE ORGANIZATIONS
- ADULT & SENIOR ORGANIZATIONS
- ARTS, CULTURE, & ENTERTAINMENT
- YOUTH ORGANIZATIONS
- EDUCATION INSTITUTIONS & ORGANIZATIONS
- FAITH-BASED ORGANIZATIONS
- HEALTH CARE & WELLNESS
- SOCIAL SERVICE, STATE, & FEDERAL AGENCIES

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Community Engagement Map

International Association of Public Participation (iap2)

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER

ENVISIONING
a future story

KNOWING
the current story

TAKING ACTION
to create a new story

Believing

Seeing

Doing
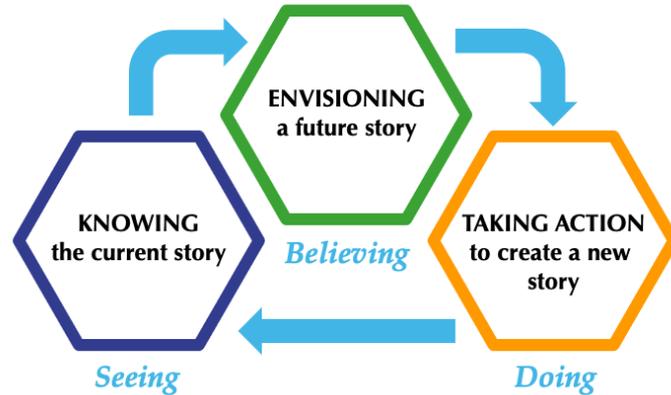
Comparison of Common Structures

HIERARCHY
LEADERSHIP

ORGANIZATIONAL GOVERNANCE

OPERATIONS & OFFERINGS

BOARD CHAIR/ PRESIDENT

EXECUTIVE DIRECTOR/ CEO/PRESIDENT

EXECUTIVE COMMITTEE

DIRECTORS/C-SUITE

BOARD OF DIRECTORS

MANAGERS

BOARD COMMITTEES

EMPLOYEES
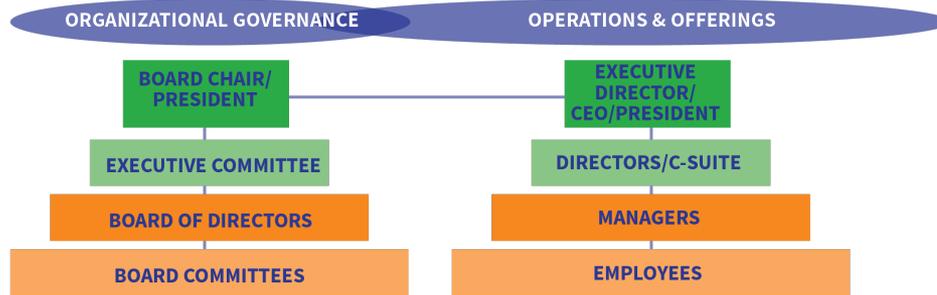
Which do you feel you are most familiar with in your life experience?

21st Century Structure

DISTRIBUTED
LEADERSHIP

COMMUNITY EXCELLENCE GROUP: GUIDING COALITION

ACTION NETWORK

LEADERSHIP COUNCIL: NAVIGATION TEAM

GOVERNANCE/ OVERSIGHT GROUP: ADVISORY PARTNER COUNCIL

BACKBONE: NETWORK COORDINATION & SUPPORT

TASK GROUP/ COMMITTEE/ COLLABORACTION TEAM

TASK GROUP/ COMMITTEE/ COLLABORACTION TEAM

TASK GROUP/ COMMITTEE/ COLLABORACTION TEAM

TASK GROUP/ COMMITTEE/ COLLABORACTION TEAM

TASK GROUP/ COMMITTEE/ COLLABORACTION TEAM

Which do you think lends itself best to community collaboration efforts?

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Leadership Structures in Communities

Complex and evolving

Instead of traditional top-down & bottom-up …

INDUSTRIAL ERA

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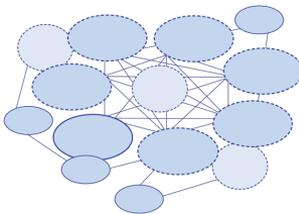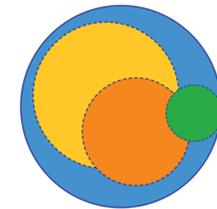- Few people involved in decision-making

HIERARCHY LEADERSHIP
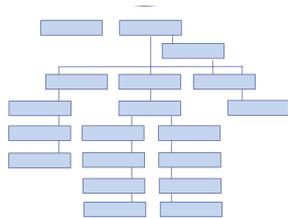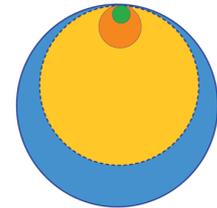
… building networks across real & perceived boundaries.

KNOWLEDGE ERA

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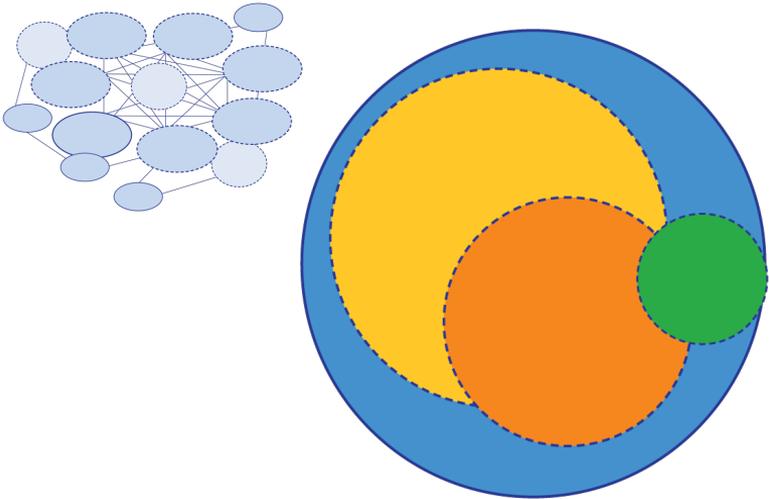- Many people involved in decision-making

DISTRIBUTED LEADERSHIP

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People Involved in Decision-Making

HIERARCHY LEADERSHIP

DISTRIBUTED LEADERSHIP

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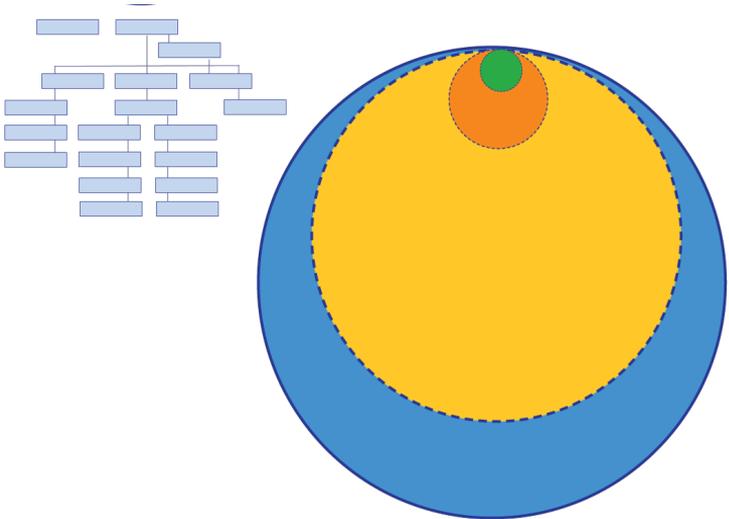
Inclusive Decision-Making
Roles regardless of title or positional authority

INFLUENCER ROLE
Influences when and why decisions need to be made.
May or may not share values with observers, participants, and makers.

OBSERVER ROLE
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.
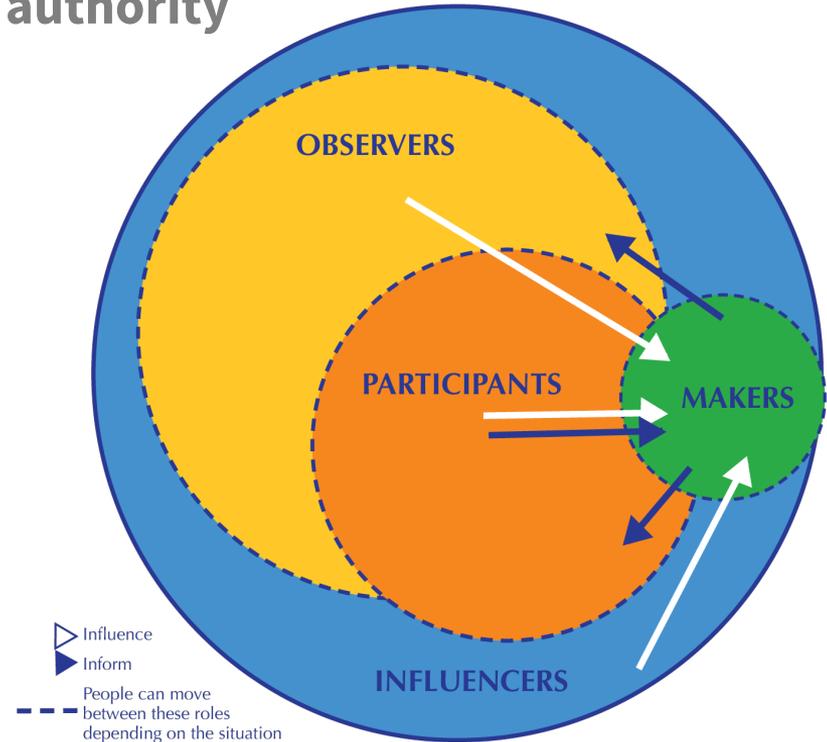
PARTICIPANT ROLE
Informs and influences decisions with a genuine voice and stake in decision outcomes. Has access to varying levels of information and contributes qualitative experience to help makers.
Responsible for following shared values.

MAKER ROLE
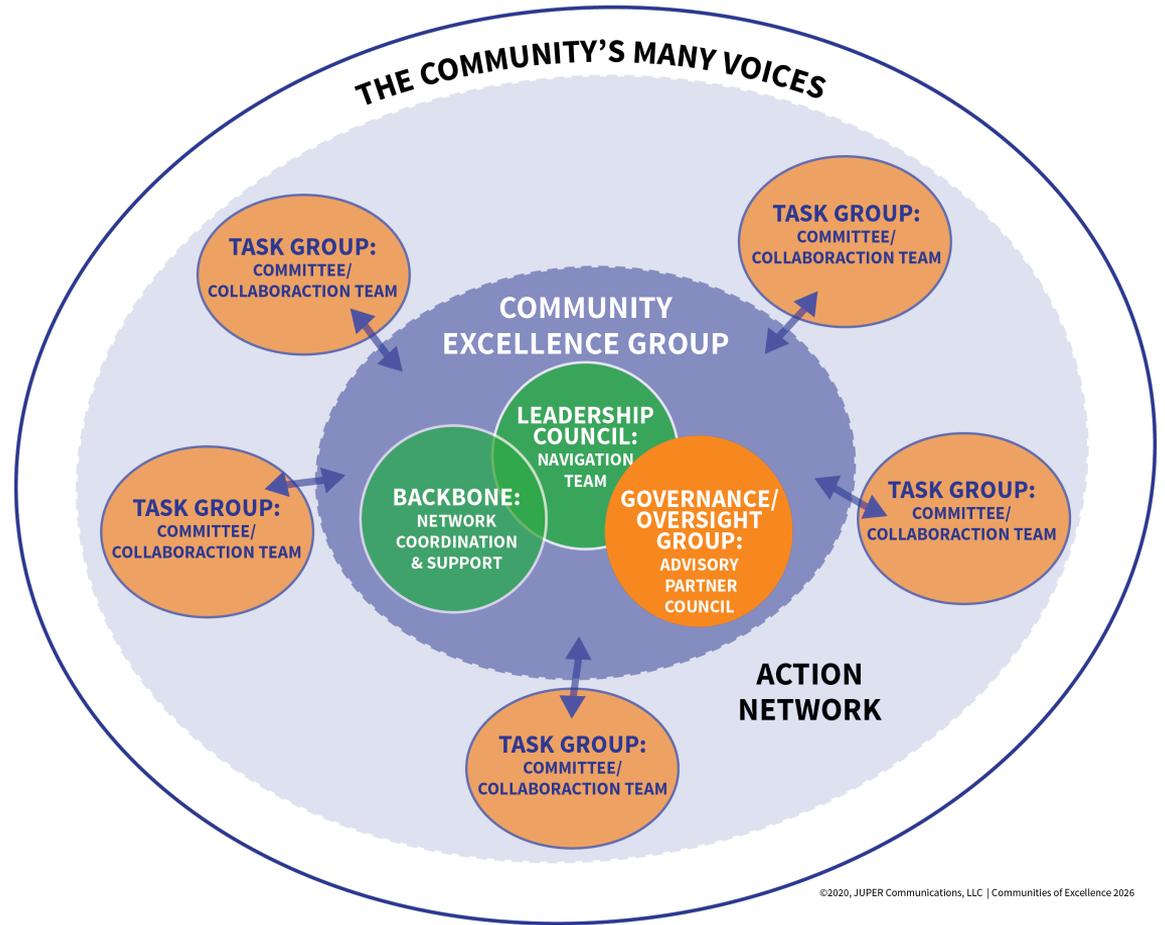Make final decisions based on full access to all information - quantitative and qualitative - available.
Responsible for following shared values, ramifications of decisions, and communicating decisions.

OBSERVERS
PARTICIPANTS
MAKERS
INFLUENCERS

▷ Influence
▶ Inform
- - - People can move between these roles depending on the situation

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Distributed Leadership Model Matched with COE 2026

P.1b(2, 3)

THE COMMUNITY'S MANY VOICES

TASK GROUP: COMMITTEE/ COLLABORACTION TEAM

TASK GROUP: COMMITTEE/ COLLABORACTION TEAM

COMMUNITY EXCELLENCE GROUP

LEADERSHIP COUNCIL: NAVIGATION TEAM

BACKBONE: NETWORK COORDINATION & SUPPORT

GOVERNANCE/ OVERSIGHT GROUP: ADVISORY PARTNER COUNCIL

TASK GROUP: COMMITTEE/ COLLABORACTION TEAM

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TASK GROUP: COMMITTEE/ COLLABORACTION TEAM

ACTION NETWORK

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Distributed Roles and Responsibilities

BACKBONE	LEADERSHIP COUNCIL	GOVERNANCE/ OVERSIGHT GROUP:	TASK GROUP

Backbone of support:
• External communications
• Public relations outreach
• Convening and facilitation
• Coaching and strategy
• Process design
• Notetaking and reporting
• Relationship-building throughout network
• Action Network oversight
• Technical assistance experts
	Backbone of advsing:
	• Governance
	• Resource Development of:
	  • Partners/Network members
	  • Funds
	  • Opportunities for growth, alignment, integration, and vision achievement
	• Coaching and strategy
	• Hiring key paid leaders
	• Technical assistance experts
		• Provide resources (time, talent, and treasure) in a win-win situation
		• Share ideas and goals seeking synergy
		• Empower circle of influence to participate in Action Network
		• Vote on or approve Leadership Council members
			• Project and key function teams
			• Carry out the activities and strategic priorities agreed upon by Leadership, Backbone, Partners, and Action Network
			• Provide feedback, ideas, and insight to Community Excellence Group

Depending on legal needs: president, secretary, treasurer -and- directors/members

Sample Roles and Responsibilities

INTERNAL RELATIONS:
- **Meeting administrator**
  Scheduler/set-up, note taker, decision and 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 and public relations manager**
- **Online presence manager**
  Social media poster and moderator, website content creator and caretaker
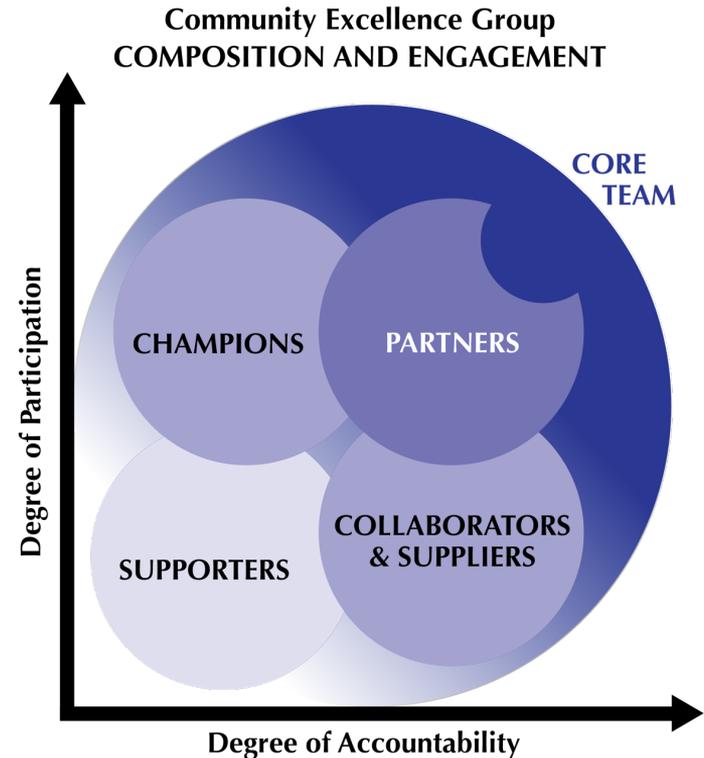
STRATEGY AND PROCESS DESIGN:
- **Framework expert and scribe**
  Liaison with COE Coach, task initiator, progress tracker
- **Strategist and researcher**
  Comparative data analyst, conversation catalyst, big picture thinker, proposing critical path of alignment

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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Composition and Engagement

Community Excellence Group
COMPOSITION AND ENGAGEMENT

CORE
TEAM

CHAMPIONS

PARTNERS

SUPPORTERS

COLLABORATORS
& SUPPLIERS

Degree of Participation

Degree of Accountability

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Building Your Team of Teams

The most effective leaders surround themselves with the right people and then maximize their team's potential through excellent communication that inspires and informs!

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Strong Teams

- Are not destroyed by conflict
- Are focused on results
- Prioritize what's best for the group/ community

- Are equally committed to personal lives and work
- Embrace diversity
- Are magnets for talent

How strong is your team on a scale of 1-5 with 5 being strongest?

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Leadership Wisdom

"Coming together is a beginning, keeping together is progress. Working together is success."

—*Henry Ford*

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Thank you!

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