



PREPARE MODULE #4

DEPARTMENT LEADER | EASTSIDE CHRISTIAN CHURCH

COMPETENCY: Lead Meetings that Effectively Cast Vision and Achieve Results.

OBJECTIVE: Meetings can be long, tiresome, and inefficient time wasters or they can be catalytic opportunities to move your team and organization forward. In this module, you will learn how to lead meetings that effectively cast vision and achieve results in order to motivate and mobilize your teams.

ASSIGNMENTS

- *Assignment 1 // Read the Scripture passage and answer the questions*
- *Assignment 2 // Read the two articles below:*
 - *Boundaries For Leaders: Leading So Brains Can Work by Dr. Henry Cloud (enclosed in this module.)*
 - *The 5 C's of Leading an Effective Meeting by Mac Lake @maclakeonline.com (enclosed in this module.)*
- *Assignment 3 // Listen to this podcast and answer the questions below*
 - [Leading a Team Meeting from Andy Stanley Leadership Podcast](#)
- *Assignment 4 // Observe another director leading a team meeting.*
- *Assignment 5 // Use the agenda and principles from assignments 1, 2, and 3 to facilitate your next team meeting.*

ASSIGNMENT 1

Hebrews 10:19-23 NLT

19And so, dear brothers and sisters, we can boldly enter heaven's Most Holy Place because of the blood of Jesus. 20By his death, Jesus opened a new and life-giving way through the curtain into the Most Holy Place. 21And since we have a great High Priest who rules over God's house, 22let us go right into the presence of God with

sincere hearts fully trusting him. For our guilty consciences have been sprinkled with Christ's blood to make us clean, and our bodies have been washed with pure water. 23Let us hold tightly without wavering to the hope we affirm, for God can be trusted to keep his promise. 24Let us think of ways to motivate one another to acts of love and good works. 25And let us not neglect our meeting together, as some people do, but encourage one another, especially now that the day of his return is drawing near.

QUESTIONS:

1. *What traits of a meeting together do you see in verses 23 -25?*
2. *Think of someone who has led a meeting with hope, trust, motivation, and acts of love. In what way was that valuable for you? How do you think your team could benefit from a meeting like that?*
3. *Vision and hope go hand in hand. It is in meetings that we have the opportunity to affirm the vision of where we are going. How does the author in this passage invite us to partner with him in the bigger vision of the church?*

ASSIGNMENT 2

Article #1: *Boundaries For Leaders: Leading So Brains Can Work* by Dr. Henry Cloud

The reason that a leader's boundaries work is that they actually make it possible for people's brains to function as they were designed. Said another way, **if you are trying to lead people and do not establish effective boundaries, your people will not be able to do what you need and want them to do because their brains can't work that way...** Why is that? Just like a computer, the brain operates according to certain processes that are hardwired or encoded in the system. Ignore the operating instructions, and the brain flounders...if leadership is operating in a way that makes any of those brain functions unable to perform, or creates a team or culture in which they cannot work, results will be weakened and the vision damaged... So now, let's get specific. What are these brain processes that the leader's boundaries enable to work?

Whether driving a car or making and selling cars, the brain relies on three essential processes:

1. **Attention:** the ability to focus on relevant stimuli, and block out what is not relevant—"Pay attention!"
2. **Inhibition:** the ability to "not do" certain actions that could be distracting, irrelevant, or even destructive—"Don't do that!"
3. **Working Memory:** the ability to retain and access relevant information for reasoning, decision making, and taking future actions—"Remember and build on relevant information."

In other words, our brains need to be able to **(a) focus on something specific, (b) not get off track by focusing on or being assaulted by other data inputs or toxicity, and (c) continuously be aware of relevant information** at all times

Focusing on the executive functions of "attending, inhibiting, and remembering" is about literally everything... For example, a lot of research has been done on the oft-admired "talent" called multitasking. Guess what? The research says that when we multitask, our brains run in a hampered state. Basically, multitasking reduces an astronaut's brain to that of a confused hamster

When those three processes of the brain are activated, results happen because they enable the next level of the brain's executive capacities, which are the ones you really want to have activated in your organization. It's the brain on steroids, so to speak. If executive functions of the brain are working well, and people are structured enough to

focus, inhibit, and be conscious of what is important, they can execute the following list of behaviors, which actually are involved in producing results.

- **Goal Selection:** They can choose goals based on priority, relevance, experience, and knowledge of current realities while also anticipating consequences and outcomes.
- **Planning and Organization:** They can generate steps and sequence of linear behaviors that will get them there, knowing what will be needed along the way, including resources, and create a strategy to pull it off.
- **Initiation and Persistence:** They can begin and maintain goal-directed behavior despite intrusions, distractions or changes in the demands of the task at hand.
- **Flexibility:** They can exercise the ability to be adaptable, think strategically, and solve problems by creating solutions as things change around them, shifting attention and plans as needed.
- **Execution and Goal Attainment:** They exhibit the ability to execute the plan within the limits of time and other constraints.
- **Self-regulation:** They use self-observation to monitor performance, self-judgment to evaluate performance, and self-regulation to change in order to reach the goal.

As we look further into the foundational role that leaders play in establishing boundaries, ask yourself these questions: [I would suggest spending a significant amount of time answering these critical questions.]

For Yourself:

- What do I do now to make sure that I am attending to what is most important?
- Have I defined it?
- What do I do to inhibit myself from getting pulled into what is NOT important?
- How do I keep what is important in front of me all the time?
- How do I create a “current river” of information, initiatives, and steps that keep what is important moving?

For Your Team:

- What structures and processes do I have in place to make sure my team is attending to what is crucial?
- Do they know what that is and are they aligned on it?
- In what areas is the team not inhibiting what should be inhibited, and what am I doing to eliminate toxins or distraction?
- How do I make sure the team is creating a flow of working memory with what they are trying to drive forward?

For Your Direct Reports:

- If I interviewed my direct reports, would they be able to say that I help them to attend to the things that drive the results that we have agreed on?
- Do I help keep distractions, conflicting goals, or destructive elements from interfering with their attention?
- Do I enhance or inhibit their ability to stay current on the important working memory?

For the Vision and Strategy:

- Do they know what it is?
- Do they know what it isn't?
- Can they take steps in the right direction?
- Do they know what activities belong to the vision and strategy and which do not?
- Do they know how what they control directly contributes to the vision and strategy?

For the Church Culture:

- Am I proactively deciding what the key elements of my culture are going to be?
- Do those elements directly drive the attainment of the vision?
- Are there ways that I keep them front and center so that they are attended to?
- What elements am I determined will not exist in the culture and what is in place to inhibit those from occurring?
- What exists right now in the culture that either slows down or prevents the vision from happening?

In a section entitled *From Top-Down to Top-Notch*, Cloud states that a "big-brain-top-down" focus type of leadership "has nothing to do with executive functions or boundary setting." He states, **"Good boundaries, both those that help us manage ourselves and lead others, always produce freedom, not control."** He continues, **"People change their behavior and thinking not because they are 'told to be**

different' but when the conditions are present that require and empower them to figure out what to do and to act on a plan." He concludes by saying, "As a result, their brains will do what they are designed to do: create new ways of doing things, and totally new things to do."

When leaders are leading in a way that helps their people and their organization attend to what needs attending to, inhibit what gets in the way or is destructive, and stay aware of what is relevant to the next step, the organization takes on a whole new identity. It becomes powerful. The power is felt in a number of ways.

1. The power of people being engaged—they are alive and focused.
2. The power is a force for driving results.
3. The power is felt in constant adaptation and learning.
4. The power is felt in the growth of the people—in churches where no one is driving attention, inhibition, and remembering, non-contributors can safely hide, drift along, and sometimes stay for years and add virtually nothing to the mission. They become a drag on the church.
5. The power is felt in the forward motion that is created.
6. The customers and the market feel the power. For those of us in the church it means that people can walk off the street and feel the difference in your culture. That's why in some churches visitors come back and in other churches they come once.

Article: #2:

The 5 C's of Leading an Effective Meeting by Mac Lake @maclakeonline.com

Team meetings that can effectively cast vision and achieve results are the types of meetings that we want to be part of because they drive us toward the future. The following structure can be used to build an agenda that can help you as the leader effectively cast vision and achieve results.

Connect:

What has been going on personally, joy, pain, struggle. If your team isn't on the same page with each other, why each person is important to the end goal then we will unintentionally disengage.

Celebrate:

One of the most important things you can do as a leader is to set the tone by celebrating recent wins. As the people share, take note and use this opportunity to

reinforce important values and vision for what those wins have been doing in order to move the team forward.

Coach:

This is the heart of the meeting. This is the reason you are all gathered. This is not merely a communication of what's happening. Meetings that all all one sided communication will disengage and limit the movement of the team. It is in this section that your agenda items, things to be discussed, questions looking to be answered, and problems to be solved happen. As a person leading the meeting especially with your direct reports it helps to think about your role as the coach of this extraordinary team. You put some plays out but they have the skills and talent to move the game forward.

Communicate:

After all that interaction and ideas it can be difficult to know what's next. That's why before the meeting ends, reinforce any big ideas, write down who's responsible for what, and communicate any details for the next meeting or to happen between now and then. It is this crucial stage where the creative, fun, and energy of a vision space moves into the ability to achieve results. Without clarity on who is responsible for what the meeting will have been a waste.

Care:

This is an important take in a ministry context, take a few moments to invite people to share a prayer request or end your meeting with a spirit of unity towards what God would do in our team. If you're meeting in a business section, this can be a good time to thank the team and invite them to ask any follow up questions. The purpose is to let your team know they matter and you care about them.

ASSIGNMENT 3

Listen to This Podcast/Answer the Questions below

[Leading a Team Meeting from Andy Stanley Leadership Podcast](#)

QUESTIONS

1. *What did you like about the agenda?*

2. *When have you been on a team that had a meeting that was ineffective? What made it that way for you? How would you change it?*
3. *Which of the three: attention, inhibition, or working memory do you do best when it comes to leading a meeting? Why?*
4. *Which of the three do you need to improve the most? Why?*
5. *If “multitasking” actually makes us less effective, why do you think it has become so popular?*
6. *Is our vision and strategy clear and communicated in a way that allows everyone in our organization and team to attend, inhibit, and move toward it?*

7. *Which aspect of the agenda do you feel would be most challenging for you to lead? Why?*
8. *Where have you experienced something similar to this type of meeting? Was it a valuable experience? Why or why not?*
9. *Why do you think, based on the above content, some teams have good meetings and others have poor? How can you ensure you lead meetings that cast vision and achieve results?*
10. *What one idea from this module do you think is most helpful for you in your personal life, your ministry life, and your career?*

ASSIGNMENT 4

Observe another director leading a team meeting. Make note of what you liked, was difficult, found confusing.

ASSIGNMENT 5

Use the agenda and principles from assignments 1, 2, and 3 to facilitate your next team meeting.

QUESTIONS

1. What impact did using this agenda and these principles have on your meeting?

2. *In the meetings you lead, what do you usually focus on? Why?*

What are at least two LEADERSHIP TAKEAWAYS from this module? Be prepared to discuss with your group.

- 1.

- 2.