

Sample (Session Four) from *Leading With Teams*

This sample session is taken from the Learner's Guide, which every learner is required to obtain. The Instructor's Guide has the exact same content but also includes PowerPoint Slides, Exams, Leader's Notes and Instructor Tips for teaching each session.

Look For These Unique Design Features In This Session:

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|-----------------------------|---|
| Session Outline | – Listed on the first page to provide a brief overview. |
| Objectives | – A primary educational objective, plus detailed supporting objectives for each main concept. |
| Main Diagram | – Each module has a main diagram to provide a “You Are Here” visual for the learner. |
| Diagrams & Boxes | – Many diagrams and visuals to enhance and support the teaching concepts. |
| Bolded Key Points | – The key points are bolded in a concise way for the Instructor and Learner to easily grasp the essential concepts. |
| Outline Format | – All sessions use an easy-to-follow outline format to make the lesson easy to teach and easy to learn. |
| Point to Ponder | – Summary or climactic thoughts placed in a shaded oval area to provide emphasis or interaction. |
| Group Application | – Every session has a Group Application at the end for small group activity, interaction, and assessment. |
| Discussion Questions | – Further questions for discussion and reflection. |
| Appendices | – Added material to study the topic further or provide assessments and resource tools. |

Leading With Teams

Contains Seven Sessions

Teaching Sessions

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There are seven sessions in *Leading with Teams* module. The circled session shown above is printed in this book to provide a sample for you.

SESSION OUTLINE

A. Vision Starts With the Team Leader.

1. Vision leads the leader.
2. Vision must come from within the leader.
3. Vision is like a leader's magnet.

B. The Birth of a Vision.

1. Intimacy – the beginning stage.
2. Conception – the revealing stage.
3. Gestation – the growing stage.
4. Labor – the painful stage.
5. Birth – the delivery stage.

C. Five Phases of Team Vision.

1. The leader gets vision.
2. The vision draws a team.
3. The vision is shaped by the team.
4. Team members (may) change.
5. The vision and team mature over time.

D. Four Keys to Shaping the Team's Vision.

1. Know God.
2. Know your team.
3. Know your team's role.
4. Know the larger group you lead.

E. Five Ways Vision Impacts a Team.

1. Vision inspires people.
2. Vision attracts people.
3. Vision builds cooperation.
4. Vision sustains long-term fruit.
5. Vision facilitates evaluation.

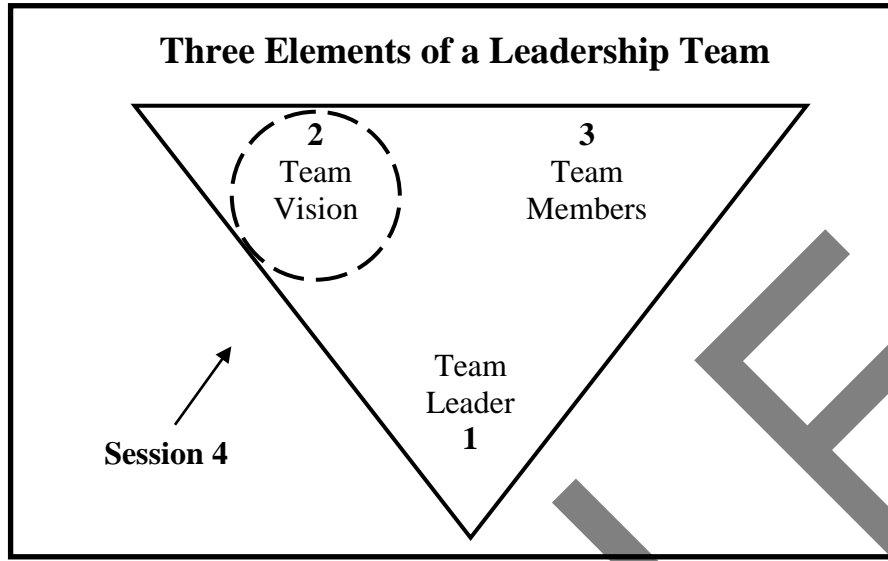
SESSION OBJECTIVES

Primary Objective:

To examine the key aspects of developing a team vision, so that the ministry will work effectively to move toward that vision.

Supporting Objectives:

- A. Participants will be able to state and explain three ways how vision starts with the team leader.
- B. Participants will be able to describe the five stages in the birth of a vision.
- C. Participants will be able to describe the five phases of team vision.
- D. Participants will be able to identify the four keys to shaping the team's vision.
- E. Participants will be able to explain the five ways vision impacts a team.



A. Vision Starts With the Team Leader.

1. Vision leads the leader.

a. Vision defined.

Vision is a concept that is not yet real. It is a clear mental picture imparted by God of a preferable future.

- It is thinking about what could be before it exists.
- It is seeing more, seeing before, and seeing farther than those you lead.

b. The Visionary role of the leader.

- A leader's function is to see and move their team toward the future. The role of vision is to help the leader clarify and communicate this future.
- Vision must come from the leader. It must be the center of a leader's strategy.
- Vision could come as vague as a dream or as precise as a goal or mission statement.

Point to Ponder

The future belongs to those who see possibilities before they become obvious.

John Sculley

Former CEO of Pepsi & Apple Computer

2. Vision must come from within the leader personally.

a. Vision comes from the leader's passion.

- What is your passion or life dream?
- Leaders must listen closely to what God has put in their heart to capture a vision.
- You must listen to the voice of the Holy Spirit, to past fruitful experiences, and to the needs you see around you.

b. A ministry leader cannot lead without vision.

- If the vision you are pursuing does not come from deep within you, then you might be able to work at it, but you will not be able to strategically lead others to follow it.
- If the vision is not at the very depth of who you are and what you believe, then you cannot be a model or example for others to follow, and you cannot inspire others to share in the vision with you.

3. Vision is like a leader's magnet.

a. Positive pole.

- One of the most valuable benefits of vision is that it acts like a magnet – attracting, challenging, and uniting people.
- Vision also attracts finances and other resources.

b. Negative pole.

- Another valuable benefit of vision is that it pushes some people away.
- It pushes away those who do not fit with the vision.
- It pushes people away from their comfort zone into greater service of God.

A Visionary Leader

Campus Crusade for Christ held a special celebration to honor Founder Bill Bright for his 84th birthday. The celebration included a review of the vision given to Bill Bright, with the results the Lord produced over more than 50 years.

Bill Bright had a vision to have many young, highly-committed Christians reaching other young people for Christ on college campuses. Bill and Vonna sat down and wrote out a document committing to be God's bond slaves for life, dedicated to the vision God had given them.

By the end of his life, Bill Bright reached more people for Christ than any person in the history of the world. It is estimated that through their campus ministry, the Four Spiritual Laws tract, and the Jesus Film, he had reached one billion people for Christ.

B. The Birth of a Vision.

The conception and birth of a vision is like the human birth process, and is seen biblically in the life of Abraham.

1. Intimacy – the beginning stage.

- People who receive a vision do so because they have an intimate relationship with their heavenly Father. They have spent time in quietness, solitude and reflection.
- Abraham's intimacy and faith enabled him to be called God's friend (2Ch 20:7, Isa 41:8, Jas 2:23).

2. Conception – the revealing stage.

- God provides a vision in the form of a small seed thought. The details may not be clear, but the vision begins to form inside your heart.
- Abraham was 75 years old and childless when God told him, *"I will make you into a great nation"* (Gen 12:1, 2). He planted a seed thought in Abraham's heart.

3. Gestation – the growing stage.

- The leader identifies with the vision, it grows within them, and it becomes central in their life.
- Abraham waited 25 years from the time God planted the seed thought until Sarah became pregnant with Isaac (Gen 21:1, 2).

4. Labor – the painful stage.

- Just as a woman's birth pains increase in intensity and frequency; the fight intensifies just before a vision is fulfilled.
- When God told Abraham to sacrifice Isaac as a burnt offering, Abraham painfully but obediently bound Isaac and laid him on the altar (Gen 22:1, 2, 9).

5. Birth – the delivery stage.

- All that has been going on inside the heart of the leader is ultimately realized. Everyone can see the fruit of the prayer, planning, and work begin to unfold.
- When God saw that Abraham's faith withstood the test, He provided a ram to be sacrificed (Gen 22:13, 14).
- The twelve tribes of Israel came through Isaac's son, Jacob. God kept His promise and the nation of Israel was born.

Point to Ponder

For a lack of vision, my people perish.

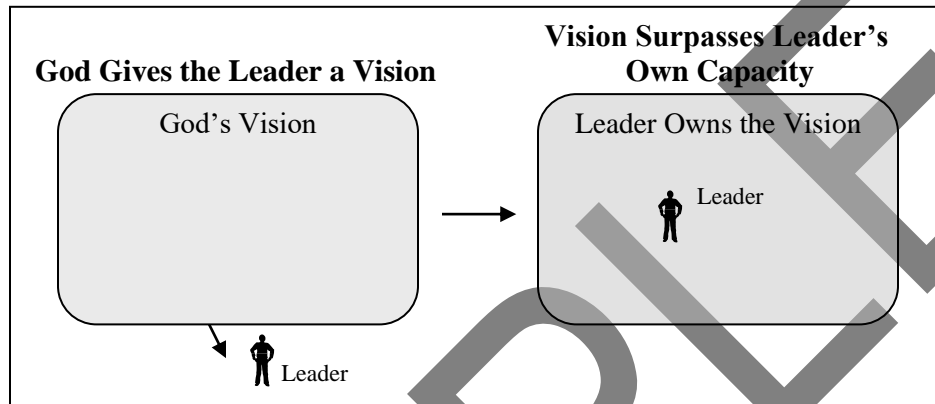
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C. Five Phases of Team Vision.

1. God gives the leader vision.

The leader gets inspired by vision from God for a future ministry direction.

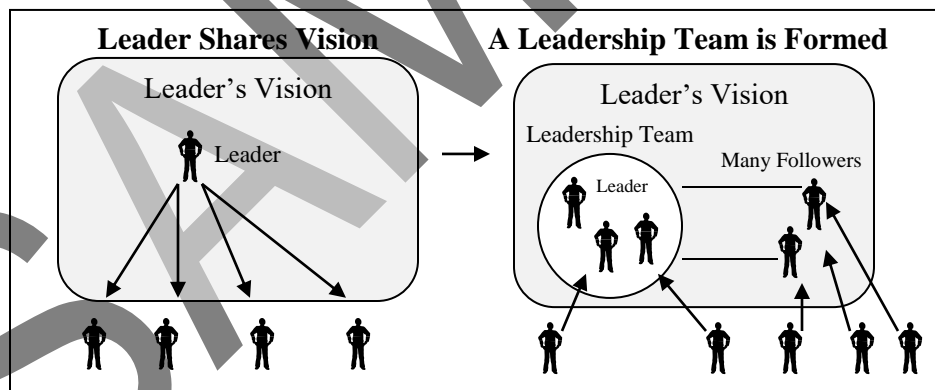
- The scope of the vision surpasses the leader's own individual capacity.
- It will take more people besides the leader to accomplish the vision.



2. The vision draws a team.

The visionary leader communicates the vision and others are drawn to the vision (some potential leaders, some followers).

- As people are drawn to the vision, a few will become part of the leadership team
- Then over time leaders will be raised up from within from among the followers.

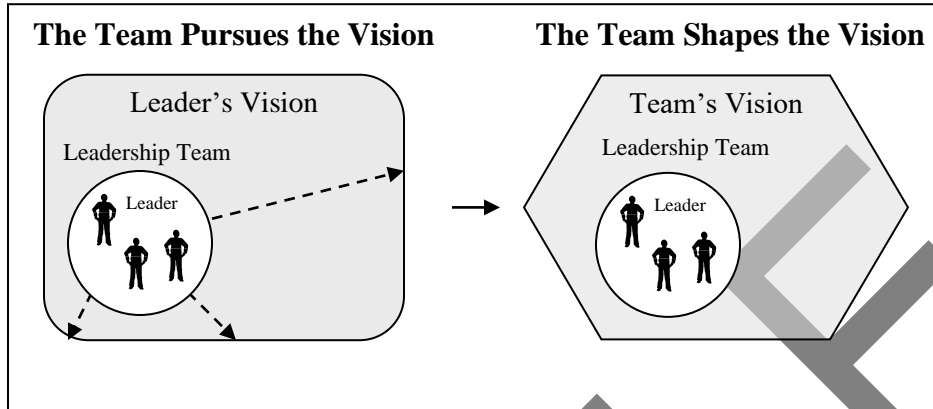


Shaping a Team Vision

The LTI Curriculum Sample Collection

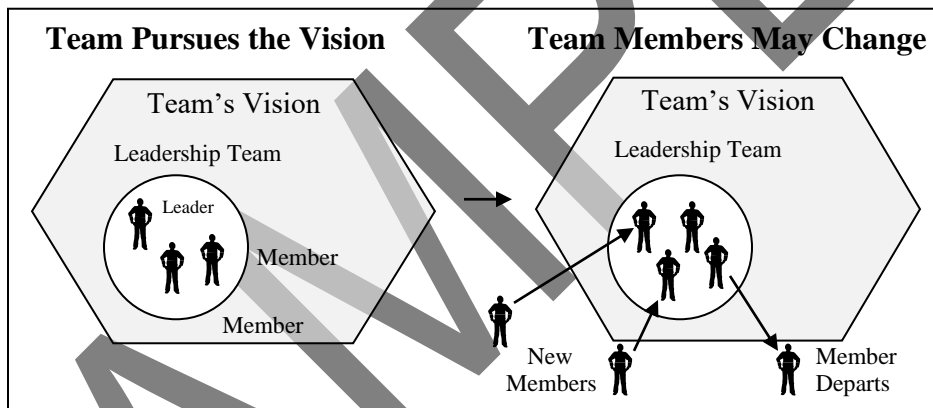
3. **The vision is shaped by the team.**

The leadership team pursues the vision together, refining and shaping it along the way.



4. **Team members (may) change.**

The pursuit of the vision takes place with new team members joining the team and possibly some members departing the team.



5. **The vision and team mature over time.** [See Appendix 4]

The Team and Vision have four possible pathways over time.

- The team indefinitely pursues the same vision (with periodic refining).
- The team fulfills the vision and considers new direction.
- The vision changes significantly or is ended and the existing team pursues a new vision.
- The existing team disbands and a new team is formed to pursue the original vision (possibly with the original leader as well).

D. Four Keys to Shaping the Team's Vision.

1. Know God.

You must know God intimately.

- The better you know God, the better you will know His vision for the team. The vision must reflect the character, nature and purposes of God, or it isn't His!
- Hearing from God requires intimacy with Him. Prayer, fasting and other spiritual disciplines are critical.

2. Know your team.

You must know the team's mix of gifts, talents, personality, and character (strengths and flaws).

- The better you know your team members, the better you will know what part they can play in shaping the vision.
- Without this knowledge, more outspoken personality types may well dominate the discussion, leaving out the wisdom, creativity, and insights of quieter team members.

3. Know your team's role. [See Appendix 2B]

You must know the team's role in the overall ministry.

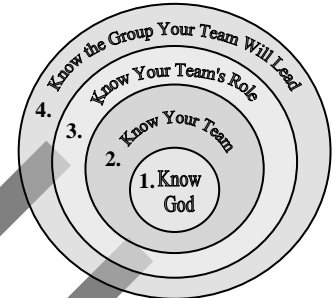
- The larger the ministry, the more teams you will have. Each team is a sub-set of all other teams. Therefore, every team's vision must be inter-dependent with all the others.
- It is important when shaping a vision to determine what part of the overall vision is your team responsible.

4. Know the group your team will lead.

Your team must know the larger group they lead.

- No matter how wonderful the vision, you are only the leader if you have followers! Therefore, the larger overall group's ownership of the vision is critical to success.
- The primary danger in a team shaping a vision is what some have termed "Group Think." Group Think can occur when a conclusion is reached that doesn't hold up when exposed to the group that was not a part of the dialogue.

Four Keys to Shaping the Team's Vision



Point to Ponder

To fulfill your team's vision – who you know is more important than what you know!

E. Five Ways Vision Impacts a Team.

1. **Vision inspires people.**

Vision inspires people by providing a hopeful picture of some future reality.

- Vision for the leader is like air for humans; without it you die.
- With no clear destination defined, most people fall into a mode of maintaining whatever they are doing, without seeking to improve or pursue greater causes.

2. **Vision attracts people.**

Vision attracts people to a cause by giving them something worth investing their lives in.

- Every human being has a deep need to feel like he is giving his life to something worthwhile.
- Vision breaks people from the mundane of everyday life and gives a reason to exist.

3. **Vision builds cooperation.**

Vision builds cooperation and unity by providing something to rally around.

- Cooperation and unity is not something you can just decide to have.
- It is a by-product of pursuing a common vision.

4. **Vision sustains long-term fruit.**

Vision sustains long-term fruit by giving the team a reason to persevere through the difficult times.

- If people have a purpose, they are more likely to stick it out.
- Especially during the inevitable tough moments and seasons.

5. **Vision facilitates evaluation.**

Vision facilitates evaluation on an ongoing basis by defining goals that can be continually measured.

- Unless a target is identified, how can you know whether you hit it?
- With a clearly defined vision, a team can evaluate whether they are accomplishing what they set out to do.

Point to Ponder

You shape your vision, and then
your vision shapes you!

Rick Warren

Group Application

Shaping Your Vision

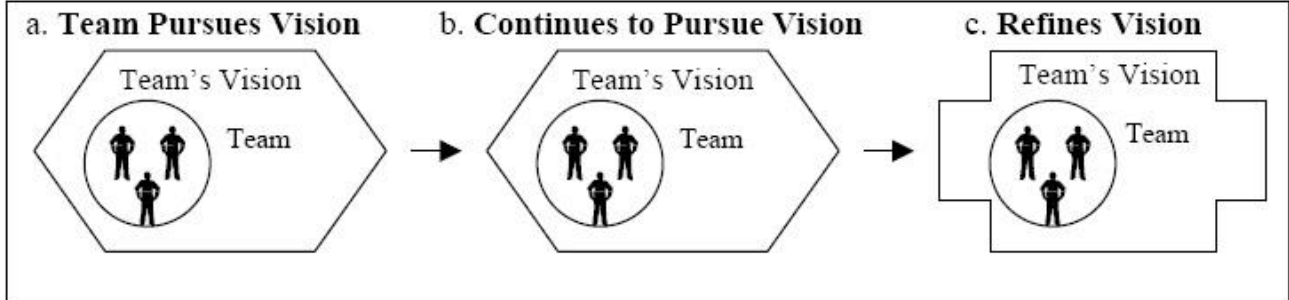
1. Describe the vision God has given to you or the ministry you are part of.
2. Describe how the vision has drawn people and a ministry team. Are there any current road blocks?
3. At what phase or stage is the development currently?
4. What is the next practical step for team growth and advancing the vision?

Discussion Questions for Session 4

1. What is the vision of your team or ministry?
2. What role does the vision play in the overall ministry in which you are involved?
3. What percentage of the people within your ministry could articulate the vision if asked?
4. What are you and your team doing to ensure that the vision is well understood and received by the ministry group you are leading?

APPENDIX 4A Four Possible Pathways for Team Vision

1. The team indefinitely pursues the same vision (with periodic refining).



a. Team Pursues Vision.

This picture shows stage one regarding the long-term pursuit of the ministry vision. The leadership team is in place and the team's vision was previously defined by the visionary leader and shaped into its current form with the help of the leadership team. The team is faithfully pursuing the vision.

b. Continues to Pursue Vision.

The stage two picture simply shows that more time has passed and the same team continues to work together to fulfill the ministry vision.

c. Refines Vision.

The stage three picture shows the same leadership team has stayed together over more time and has periodically refined the ministry vision. The vision is basically the same, but has been refined over a long period of time.

2. The team fulfills the vision and considers new direction.

Team Pursues Vision.

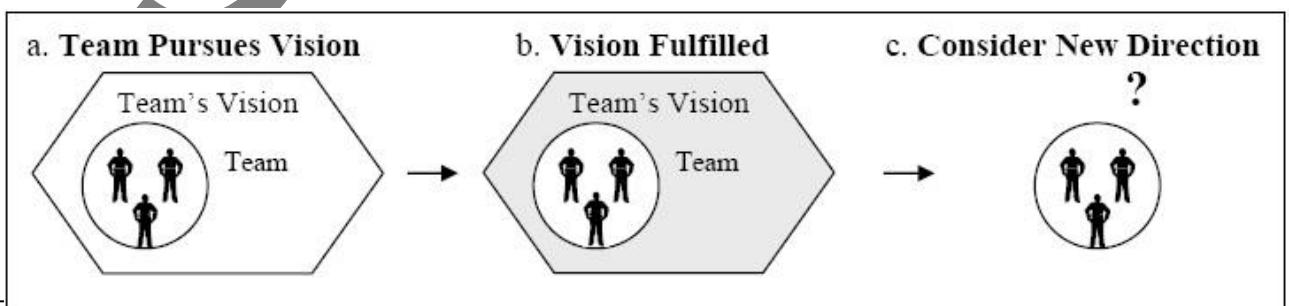
This picture shows stage one regarding the long-term pursuit of the ministry vision. The leadership team is in place and the team's vision was previously defined by the visionary leader and shaped into its current form with the help of the leadership team. The team is faithfully pursuing the vision.

b. Vision Fulfilled.

The stage two picture shows that by God's grace, the team was able to see the fulfillment of the ministry vision. The vision has been successfully completed to such an extent that the very purpose of the ministry must be re-evaluated.

c. Consider New Direction.

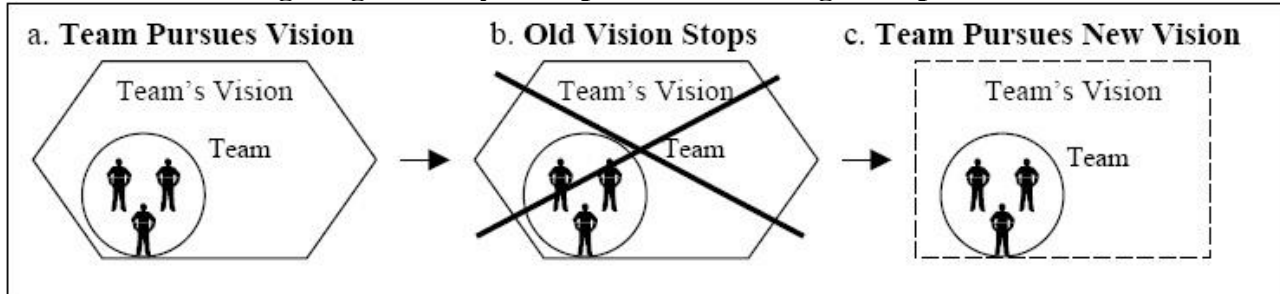
The stage three picture shows the leadership team that helped fulfill the vision no longer has a vision to pursue and must consider a new direction for the ministry if the team will continue to stay together.



APPENDIX 4A (Continued)

Four Possible Pathways for Team Vision

3. The vision changes significantly or stops and the existing team pursues a new vision.



a. Team Pursues Vision.

This picture shows stage one regarding the long-term pursuit of the ministry vision. The leadership team is in place and the team's vision was previously defined by the visionary leader and shaped into its current form with the help of the leadership team. The team is faithfully pursuing the vision.

b. Old Vision Stops.

The stage two picture shows that the vision stopped or was changed significantly before it was fulfilled. The same leadership team is together, but the existing vision will no longer be pursued.

c. Team Pursues New Vision.

The stage three picture shows the same leadership team has sought the Lord and defined a new ministry vision. The team did not disband; instead they remained together in the pursuit of a new ministry vision.

4. The team disbands and a new team is formed to pursue the original team vision.

Team Pursues Vision.

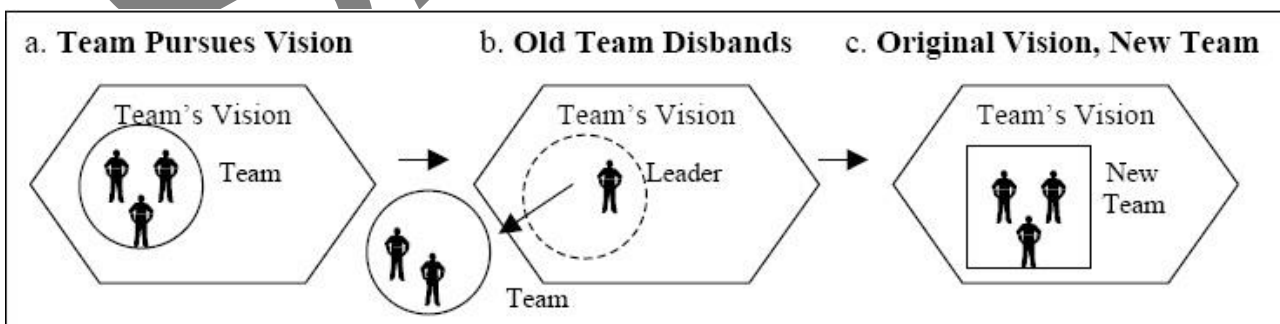
This picture shows stage one regarding the long-term pursuit of the ministry vision. The leadership team is in place and the team's vision was previously defined by the visionary leader and shaped into its current form with the help of the leadership team. The team is faithfully pursuing the vision.

b. Old Team Disbands.

The stage two picture shows the leadership team disbanded with only the visionary leader remaining. The leader plans to keep pursuing the vision, but the leader will need to obtain a new leadership team.

c. Original Vision, New Team.

The stage three picture shows that the visionary leader has formed a new leadership team and is still pursuing the same ministry vision.



APPENDIX 4B

Doing Things Right: Three Steps to Shaping a Team Vision ¹

1. Articulate the point.

The more a team understands the target at which it is aiming its efforts, the greater the probability of success. Each team should keep in mind the following when formulating a well-articulated plan:

- Name the project in a way that clearly communicates the plan and helps people remember the program.
Example: NASA developed its Apollo Program.
- Summarize the vision in a way that will creatively ignite interest in pursuing the plan.
Example: The Apollo Program was established to achieve leadership in space.
- Clearly write or state the overall objective that the team hopes to accomplish with the plan.
Example: The Program aimed to achieve leadership by landing a man on the moon and bringing him home.
- Establish a time frame or target date in which to accomplish the objective of the plan.
Example: NASA aimed to accomplish the Apollo Program within 10 years of beginning.
- Describe the anticipated results of accomplishing the objective of the plan.
Example: NASA envisioned advancement in technology, medicine, mathematics, and other related fields.

2. Determine the milestones.

Every plan requires the identification of important milestones, or the goals necessary to accomplishing the overall objective. These sub-steps break down the main point into manageable points that allow each team member to find the best place to exercise his or her respective gifts. When determining milestones make sure to:

- Identify and name the major milestones that are required to accomplish the objective.
Example: In order to restore Jerusalem's defenses, Nehemiah knew that its walls and gates must be rebuilt.
- Put the milestones into a logical sequence that establishes the relationship between points.
Example: Nehemiah chapter 3 lists 10 gates and the sections of wall between them that needed to be rebuilt.
- Communicate the milestones clearly and publicly in order to reduce confusion and solicit assistance.
Example: Nehemiah was able to rally support because he clearly outlined what needed to happen and when.
- Track milestones for accountability in order to manage people and monitor progress.
Example: Nehemiah noted half-done walls (4:6), completed walls (6:15), and completed gates (7:1).

3. Evaluate the resources.

The greatest resources of any project are the people, time, and resources already in the team's possession. By carefully stewarding these resources, God can accomplish His goals through the project.

- Delegate the right person to the right task in order to avoid individual burnout and corporate failure.
Example: *Stop Setting Goals if you'd Rather Solve Problems* by Bob Biehl illustrates that roles must fit gifts.
- Estimate the time allowance carefully to insure meeting deadlines & reducing team friction due to stress.
Example: Plan realistically and allot time for unexpected delays in processes and progress.
- Evaluate the materials on-hand and those that will require raising outside support.
Example: Repeatedly draw the team back to a reflection on the full provision of God for His purposes.

¹ Adapted from *Courageous Leaders* by James Halcomb, David Hamilton, and Howard Malmstadt.

APPENDIX 4C

Doing the Right Things: Three Steps to Implementing a Team Vision ¹

1. Move into action with God.

With the plan in hand, a team must be prepared to do the right things in the right way while remembering that it is their relationship to God that enables the action.

- Do not despise small beginnings but rather celebrate and nurture the new endeavor into its full potential.
Example: Moses' life was a series of small steps that led to the ultimate deliverance of God's people.
- Begin with what is at hand, understanding that unity and obedience are greater resources than any other.
Example: The boy who came with two loaves and five fish fed a multitude when he gave what he had.
- Cultivate tenacity by committing wholeheartedly to God's plan and by holding steadfastly to the vision.
Example: God gave Eleazar victory over the enemy as he fought so long that his hand froze to his sword.

2. Embracing the impossible, do the possible.

A team's faithful diligence is not enough to accomplish God's plan. When challenges arise that seem great, God is providing an opportunity to prove Himself greater. A team must do as God enables, but dream above their abilities if the ultimate goal is to be met. God has only begun to reveal His greatness; there is more to come.

- Communicate the vision in a way that informs others about the project and increase the Kingdom as well.
Example: The parable of the seeds reminds that the return can be multiplied beyond original expectation.
- Accept Challenges that go beyond the reach of your capabilities, knowing they leave room for God to act.
Example: Elisha was determined to obtain Elijah's anointing and was not put off until he had received it.
- Build trust through consistently showing courage, integrity, and commitment during times of pressure.
Example: Esau despised a future inheritance in exchange for the immediate gratification of a bowl of stew.

3. Stand firm in God's ways.

Courageous teams are aware that their endeavors to bring God-inspired transformation will be met with spiritual opposition. Therefore, they will cultivate internal attitudes that reflect God's character and outer actions that reflect God's ways.

- Equip for battle by asking God to reveal seen and unseen challenges and to cover the team with protection.
Example: Pray the armor of God over each member of the team as Ephesians instructs the believers.
- Overcome obstacles by blending prayerful reliance on God coupled with practical steps of action.
Example: Nehemiah and his men worked with one hand and held a sword in the other.
- Persist in servanthood by relinquishing individual rights, practicing generosity, and loving excellence.
Example: Titus teaches that leaders must not be overbearing, but love what is good and show hospitality.

¹ Adapted from *Courageous Leaders* by James Halcomb, David Hamilton, and Howard Malmstadt.

APPENDIX 4D

Going Public: The Four Components of Effective Vision Casting²

God-given visions are *shared* visions that capture the imagination and heart of the hearer. Once a leader has discerned what *could* and *should* be, the time will eventually come to communicate that vision verbally. To effectively cast a vision, the visionary must be able to articulate the following key components. Martin Luther King Jr. embodied these key concepts through casting vision with his speech, “I Have a Dream.”

1. Communicating the Problem: What problem will the vision solve?

Rarely will a vision-caster bring new information to light. Therefore, the first key to casting vision is to verbalize the obvious issue that people may have grown accustomed to. Drawing focus to the problem at hand will allow for a clear context in which to present a vision, wake people from apathy, and engage the mind of the listener.

Example: “Five score years ago, a great American, in whose symbolic shadow we stand signed the Emancipation Proclamation. This momentous decree came as a great beacon light of hope to millions...but one hundred years later, we must face the tragic fact that the Negro is still not free...So we have come here today to dramatize an appalling condition.”

2. Communicating the Solution: What does the future look like with or without the vision?

To communicate a solution to a problem is to communicate a vision. One must clearly speak the vision in well-articulated, imaginative terms that define the impact that it will have on the future while engaging the heart of the hearer. Tapping into the imagination is a critical component of soliciting people’s passion and partnership.

Example: “We have come to cash this check—a check that will give us upon demand, the riches of freedom and the security of justice...I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self-evident: that all men are created equal...I have a dream that my four children will one day live in a nations where they will not be judged by the color of their skin but by the content of their character...I have a dream...I have a dream...I have a dream...”

3. Communicating the Reason Why: What difference will the vision make?

Vision casting must promote incentives for moving from “problem and solution” to resolution. One of the most influential ways to encourage people to buy into a vision is by tying it to God’s master plan. People want to know that they are collaborating with God’s grander scheme for humanity and will be motivated to action if a leader can articulate the correlation between a vision and the core values of the group while engaging the imagination.

Example: “This sweltering summer of the negro’s legitimate discontent will not pass until there is invigorating autumn of freedom and equality...There will be neither rest nor tranquility in America until the Negro is granted his citizenship rights... we will be able to speed up that day when all of God’s children, black men and white men, Jews and Gentiles, Protestants and Catholics, will be able to join hands and sing in the words of the old Negro spiritual, “Free at last! Free at last! Thank God Almighty, we are free at last!”

4. Communicating the Reason Why Now: What would motivate support for the vision?

Armed with a compelling reason for the vision, a subsequent call for response must be given. Establishing God’s current activity and intervention in circumstances will allow for personal ownership and shared responsibility of those participating in the vision. Recognizing a sovereign engineering of the present situation will allow for a timely call to action that engages the sense of commitment from those whose time and energy the vision requires.

Example: “We have also come to this hallowed spot to remind America of the fierce urgency of now. This is no time to engage in the luxury of cooling off or to take the tranquilizing drug of gradualism. Now is the time to rise from the dark and desolate valley of segregation to the sunlit path of racial justice. Now is the time to open the doors of opportunity to all of God’s children. Now is the time to lift our nation from the quicksand of racial injustice to the solid rock of brotherhood.”

² Adapted from *Visioneering* by Andy Stanley.

— *Notes* —

SAMPLE