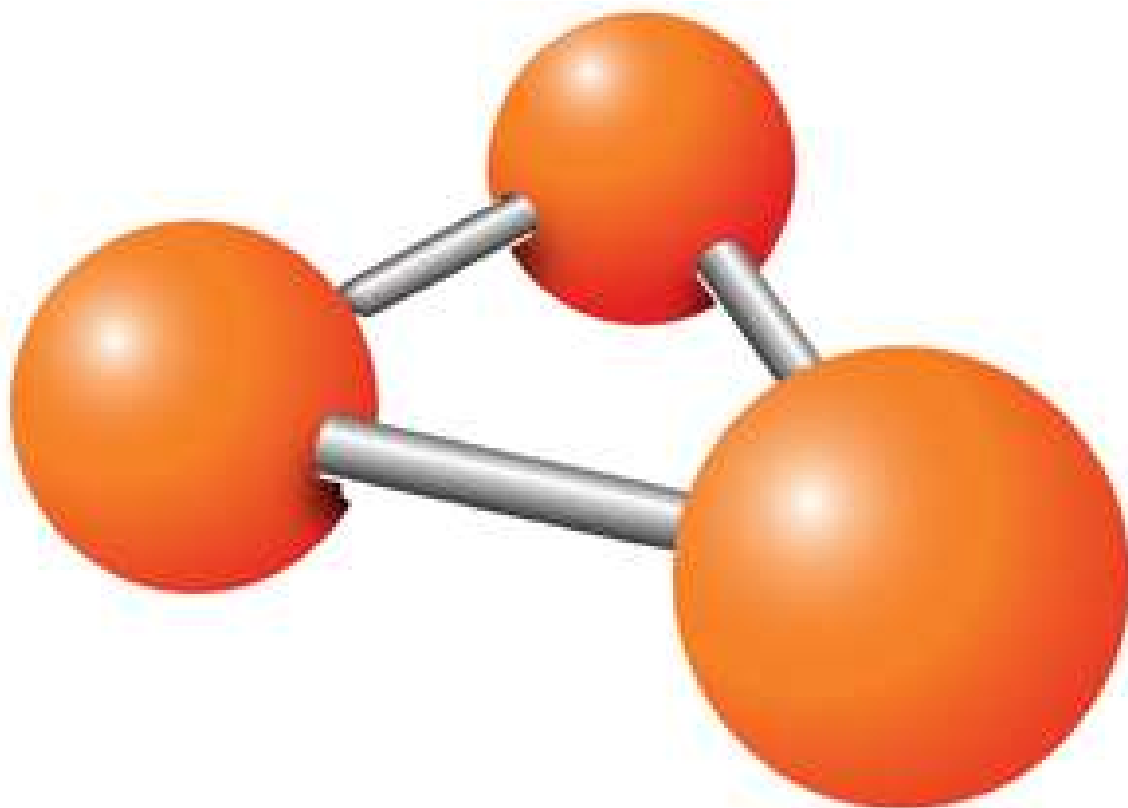


CCC Kids Leadership Guide



CCC was started to **reach people who are not a part of any church** and exists to **help people find their way back to God**. We're thrilled that you have decided to leverage your time and talent to help carry out that mission. We are even more excited that you have taken on the responsibility of leading and serving others. Leadership is critical to any organization and the same is true at CCC. The purpose of this guide is to equip you as a leader with the tools you need to be successful. This guide does not contain everything, but it's a great resource to help you begin your journey in leading others at CCC.

Below is an outline of what can be found in this guide. The outline is based on 4 important components of leading: Vision, Communication, Team-Building, and Coaching. It concludes with a section of helpful tips.

- **Vision**
 - What is vision?
 - How to cast vision regularly

- **Communication**
 - What
 - When
 - How

- **Team-Building**
 - 5 Dysfunctions of a Team
 - Goals
 - Care
 - FUN!

- **Coaching**
 - 1-on-1 meetings
 - Team Circle Up Meetings
 - Developing people

- **Tips**
 - Email Checklist
 - Coaching Questions
 - Language
 - Understanding and Overcoming The Five Dysfunctions

Vision

What is Vision?

Vision is simply a picture of a preferred future. Andy Stanley says that vision is “a mental picture of what could be, fueled by a passion that it should be”. At CCC our vision is to **reach people who are not a part of any church**. Vision always includes a problem and a solution. The problem is that as much as 70% of the people in America do not attend any church regularly. Church attendance is not a direct indicator of somebody’s relationship with Jesus, but it is a good gauge. CCC seeks to be part of the solution to that problem.

How to cast vision regularly?

Bill Hybels says that vision leaks every 30 days. What he means is that people forget the vision within 30 days if they’re not reminded of it. Leaders must hold the vision in front of people regularly in order to ensure it doesn’t leak. Below are some ways to cast vision regularly, taken from the book “Making Vision Stick”.

- **Repeat it regularly**

Take every opportunity you have to share that CCC was started to **reach people who are not a part of any church**. Be sure to talk about the vision in all of your communication, whether email, meetings or personal contacts. Another way to repeat the vision is to ask your team how they have seen the vision lived out at CCC. This gives them an opportunity to talk about the vision as well.

- **Celebrate it systematically**

Stories do more to clarify the vision than anything else. Every week volunteers and staff do big things and little things that help CCC live out our vision. When you catch somebody doing one of those things, make them a public example. Share those stories with your team over email or in person. One example might be when somebody goes out of their way to make that visiting family feel welcomed. Another might be when a volunteer comes on Sunday fully prepared because they know how important each Sunday is. Another might be when somebody invites a friend or family member who is not a part of any church. Dig hard for those stories, and share them with your team.

As a church, and as a ministry, we systematically celebrate the vision. We do this at Leadership Community Gatherings, at other meetings, and during baptisms. Those are great but it’s not enough. Every leader must celebrate with their team in order to keep the vision clear.

Remember: ***WHAT’S REWARDED IS REPEATED***

- **Embrace it personally and publicly**

Leaders must lead by example. Nobody will care what you have to say about the vision of CCC if you personally are not living it out. What stories can you share about how you’re living out the vision? You’re not bragging when you share, you’re showing your commitment to the vision. When you embrace it personally and publicly it becomes obvious that you really believe it.

Communication

Communication is a key component to every team and every relationship. Without communication it's hard to be on the same page. At CCC we want to *over-communicate* as much as possible. Below are some tips on the What, When & How:

What

- Ask the question – “Who needs to know this?” when determining if new information needs to be shared.
- Communicate information about CCC church-wide events, and events that specifically affect your team (such as meetings).
- Communicate about change. When a change is being implemented, communicate it early and often to allow people time to adjust.

When

- As a leader in CCC Kids, we ask that you regularly communicate with your team at least once every 2 weeks and preferably once a week, not counting Sunday mornings.
- Ask – “Who needs to know first?” when figuring out when to communicate the information.

How

- **In person.** Whenever possible, communicate in person as it's the best form of communication. Sunday morning is a great time to communicate face-to-face but space will not always lend itself to group meetings and not everyone will be present on Sundays.
- **Over the phone.** Calling someone is the second best form of communication and should be used from time-to-time to communicate with your team members individually.
- **Email them.** Emailing is a great way to regularly communicate with your entire team but isn't always the best way to communicate. It also shouldn't be the only way you communicate as email is impersonal and can easily be misread. However, sending a weekly or bi-weekly email to your team to cast vision, communicate, encourage and equip is a great way to keep in touch with them regularly. Check out the “Email Checklist” section at the end of the guide for a list of things to check before sending an email.
- **Send a letter or postcard.** Letters and postcards serve as great reminders for events but are also great for changing up things when you think something that needs to be communicated needs special attention.

Team-Building

In the Bible Paul talks about the Church, made up of Christians everywhere, as one body. He gives illustrations to demonstrate the dependence each body part has on the others and states that "God arranged the parts of the body, every one of them, just as he wanted them to be." God's design is for us to work as a team. Building a team is hard work and below are some critical components to building an effective team. Communication is also a critical component of a strong team, as described in the previous section.

5 Dysfunctions of a Team

The 5 Dysfunctions of a Team is a book written by Patrick Lencioni. In that book he provides a basic model of thinking about how teams hurt themselves, and how effective teams succeed.

The Five Dysfunctions are:

- Absence of trust
- Fear of conflict
- Lack of commitment
- Avoidance of accountability
- Inattention to results

And, not surprisingly, these dysfunctions feed upon each other.

Absence of Trust: Trust is the foundation of real teamwork. However, in most teams members will not be "vulnerable" with each other (air dirty laundry; admit mistakes, weaknesses and concerns without fear of reprisal). Without trust the team will not be able to achieve results.

Fear of Conflict: Teams that lack trust are incapable of engaging in unfiltered and passionate debate about ideas. Instead, they resort to veiled discussions and guarded comments.

Lack of Commitment: Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions.

Avoidance of Accountability: Without commitment and buy-in to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.

Inattention to Results: Failure to hold one another accountable creates an environment where team members put their individual needs or even the needs of their division above the collective goals of the team.

If these are the characteristics of a dysfunctional team, here are those of a healthy one:

- Members trust one another.
- They engage in unfiltered conflict around ideas.
- They commit to decisions and plans of action.
- They hold one another accountable for delivering against those plans.
- They focus on the achievement of collective results.

If this sounds simple, it's because it is simple, at least in theory. In practice, however, it is extremely difficult because it requires levels of discipline and persistence that few teams can muster. At the end of this guide you will find a section called "Understanding and Overcoming The Five Dysfunctions" with more information about how to use this information to build healthy teams.

Goals

Setting goals is also an important aspect of team-building. All teams like to accomplish things, or "win" at what they do. One way to help use that to truth to your advantage is to create goals for your team. Goals provide clear milestones along the way towards achieving a vision. Here are some things to keep in mind when setting goals for your team:

Make sure the goals are in line with the vision and strategy

It's important for any goals you set to be in line with our vision and strategy. Do they help us reach people who are not a part of any church? Do they help kids celebrate, connect or contribute more? Do they help us form a stronger partnership with parents? This is important to consider even when defining goals for individual team members. What's the win for their role? Does the goal you're helping them reach fall in line with what's a win for their role?

Make your goals S.M.A.R.T.

- **Specific** – Goals are precise in definition leaving little room for confusion.
- **Measurable** – You have the ability to track progress. You can't manage what you can't measure.
- **Attainable** – Goals are challenging, yet realistic.
- **Relevant** – Goals are in line with our vision, strategy, and wins for the environment and role.
- **Time-bound** – Goals have a deadline so evaluation and adjustments can take place.

Care

John Maxwell says that “people don’t care about how much you know until they know how much you care”. We know to this to be true in our own lives. Those who accept us, and care about us, have influence with us. It’s important that we care for every volunteer entrusted to our leadership. Jesus was the ultimate example of a leader, and in every case he used his power to help others. Here are some ways you can care for your volunteers:

- **Give them permission to say no.** Some volunteers will burn themselves out by doing too much. Remind them that we believe less is more, and focused effort is better than broad involvement.
- **Encourage them to take breaks before they need them.** Let them know its okay to take time off. Healthy volunteers lead healthy environments.
- **Ensure volunteers are using their giftedness.** Some volunteers will jump in and serve wherever help is needed. However, our strategy will always be to put people in roles where they are most gifted to serve, even if it means leaving some roles unfilled.
- **Reward them.** Think of ways to reward volunteers from time to time. This could be in the form of small gifts, cards, or other creative ways to show gratitude.
- **Thank them.** Be sure to thank your volunteers regularly, and specifically. “Thank you” isn’t the same as, “Thank you for memorizing the script so you could really be free to connect with the kids while teaching.”

FUN!

Everybody loves to have fun. If we want our children’s environments to be fun then we have to create fun environments for our volunteers as well. One critical aspect in creating a fun environment for volunteers is to have fun yourself! Some other tips are:

- Create fun games for your team to take part in while serving
- Hold quarterly social gatherings with your team for the sole purpose of doing something fun (dinner, movie, bowling, etc.)

Coaching

Coaching is a broad category of leadership that includes all of the components previously mentioned in this guide. Coaching is done for the entire team, but it is primarily about the 1-on-1 relationships with those you lead. Developing leaders is hard work, and you will find that some people are more receptive to it than others, and that's okay. Below are some concepts, structures and tips for how you can develop leaders through coaching.

1-on-1 Meetings

1-on-1 meetings are part of the core structure of our leadership development system. They provide a platform for you to address the individual needs and desires of those you lead. In order to feel like we are part of a team we must feel like our opinion is heard and valued. The 1-on-1 meetings are the primary channel through which people have a voice about anything involving CCC. Here are some guidelines for those meetings.

- 1-on-1 meetings happen at all levels of the leadership pipeline, but with varying frequency.
 - Directors meet with Coaches once a month.
 - Coaches meet with Leaders once every six months.
 - Leaders who lead volunteers meet with those volunteers once every six months.
- Please make every effort to meet face-to-face, but never alone.
- Make the meetings as convenient for your leaders as possible.
- Sending them a list of questions to answer in print, and reply with, before the meeting. See the section titled "Coaching Questions" at the end of the guide for samples. Use a mix of questions but try not to use too many.
- Make a list of things you would like to discuss (encouragement, details, suggestions, etc.)
- Ask them what they would like to discuss.
- Plan to save their responses in some format (digital or print) to reference later.

Team Circle Up Meetings

If space and time allows, circling up with your team regularly is a great practice. It is a chance to share with everyone on your team at one time, and allow them to get to know each other better. When you have Circle Up Meetings, V.I.P. is what you can focus on:

- **V**ision (stories of "wins", state the vision, describe what *could* be, explain how they fit in, etc.)
- **I**nformation (about that day, upcoming events, changes, etc)
- **P**rayer (for those in your group, for CCC, for people who are not a part of any church)

Developing People

Here is a list of ten lessons on developing people that Craig Groeschel, pastor of LifeChurch.tv, posted on his blog: <http://swerve.lifechurch.tv/2008/06/24/developing-people/>

1. Honest, immediate, and consistent feedback on performance is invaluable.
2. Developing strengths nets a bigger return than developing weaknesses.
3. Developing others takes a ton of time in the early seasons and produces huge results with smaller investments in future seasons.
4. You will see a better ministry return by investing in your star team members than you will by investing in weaker players.
5. You will have to allow people to fail if you want them to improve.
6. Great coaches are great encouragers.
7. If you don't schedule intentional time for developing others, you aren't likely to do it.
8. God can use you to pull more out of a person than the person may believe exists.
9. The person you are developing can also help develop you—if you will ask questions and listen.
10. The best people builders develop others to develop others.

Tips

Email Checklist

Here is a simple checklist for you to follow when sending emails to your teams, particularly when sending one email to your entire team. Every item does not need to be fulfilled, but it's a great reminder of what should be included regularly.

Vision

- Did I cast the vision for CCC? (to reach people who are not a part of any church)
- Did I cast a vision for what CCC Kids should look like?
 - Partnering with parents
 - Based in community/relationships
 - Fun
 - 3 Basic Truths for Kids Kove or Discovery Island
- Did I share stories of "wins" that reinforce our vision?
- Did I share anything personally that shows I embrace the vision?

Encouragement

- Did I encourage individual team members?
- Did I encourage the entire team?
- Did I inspire them with a story, quote, or something else to motivate them?

Information

- Did I remind them of upcoming CCC events that are pertinent to them?
- Did I give them the necessary information they need to do their job well?
- Was I clear in the information I provided?

Schedule

- Did I provide them with the necessary schedules for their environment?

Attachments

- Did I attach all the necessary documents they need?
- Are the attached documents small enough to be sent successfully (under 2MB)?

Changes

- Did I communicate any changes that are coming?
- Did I give them a way to share their opinion about those changes?

Coaching Questions

A big part of coaching, and leading in general, is listening. Asking questions gives those we lead a chance to share their opinions, thoughts, concerns or satisfaction. Below is a list of questions that you can send ahead of time to leaders you will be meeting 1-on-1 with. Some of them will not apply to everyone, depending on whether or not they lead children, adults/students, or those who lead other leaders.

- How are you?
- What challenges are you facing?
- How will you tackle those challenges
- How can I help you?
- How can I pray for you?
- How are your 1-on-1 meetings going?
- What was the most meaningful conversation you have had with a leader, or child, recently?
- What training would you like to have?
- What training does your team need?
- Who could you invite to serve in CCC Kids?
- What projects are you working on, if any?
- What aspects of your role energize you?
- What aspects of your role drain you?
- Can I help you celebrate, connect, or contribute more?
- What surprised you the most, positively or negatively, when you first started serving?
- Does anything we do not make sense or seem off purpose?
- Where could we make improvements?
- How are your opinions received?

Language

The language we use is extremely important. Leaders are responsible for creating a culture that is aligned with the type of organization they want to create. Language is a huge part of culture and below are some words to use, as well as some words to avoid.

Words to use

Small Group Leader
Children's Ministry
Group
Environment
Lobby
Auditorium
Stage

Words to avoid

Teacher
Sunday School
Class
Childcare
Foyer
Sanctuary
Alter

CCC is a multisite church, and being multisite brings about even more language challenges. Part of being multisite is being one church in many locations. This means that there has to be equality among all campuses, regardless of size, age, location, etc. Below are some words to use, and words to avoid in the multisite context.

Words to use

(Location) Campus – i.e. "Dundalk" Campus

Words to avoid

other/that campus
Mothership
Central/Primary/Main
Down there / up here
First/Second/Last

Dysfunction 1: Absence of Trust

Trust is the confidence that peers' intentions are good and there is no reason to be protective or careful around the group. Being vulnerable will not be used against you. Yet achieving vulnerability based trust is difficult because most successful people learn to be competitive with peers, and protective of their reputations. It is a challenge for them to turn these instincts off, but that is what is required for the good of the team. Teams that lack trust waste inordinate amounts of time and energy managing their behaviors and interactions within the group, they dread meetings, are reluctant to take risks in asking for or offering assistance to others. As a result morale is low and unwanted turnover is high.

Overcoming "lack of trust" requires shared experiences over time, multiple instances of follow-through and credibility and an in-depth understanding of the unique attributes of team members.

Suggestions for Overcoming Dysfunction 1

- Personal history: go around the table and learn about each other: number of siblings, hometown, unique challenges of childhood, favorite hobbies, first job, worst job, etc. Make each other into real, non-threatening people.
- Team Effectiveness: Identify single most important contribution that each member makes to the team, and the one area for improvement, beginning with the team leader.
- Personality and Behavioral Preference Profiles: Use tools like the Myers Briggs Type Indicator that shows the diverse ways that people think, speak, and act to understand each team member (no profile is better than the others).
- 360 Degree Feedback: Get feedback from peers, superiors and employees "below" the team members.

Role of Team Leader: Be the first one vulnerable, risk losing face in front of the team, and create an environment that does not punish vulnerability.

Connection to Dysfunction 2

By building trust a team makes conflict possible.

Dysfunction 2: Fear of Conflict

All great relationships require productive conflict to grow. Healthy conflict is limited to concepts and ideas and avoids personality-focused, mean spirited attacks. The conflict ought to have passion, emotion and frustration so that everyone is heard, knowing that the purpose is to produce the best solutions in the shortest period of time. Teams that engage each other in healthy conflict waste far less time than teams which avoid it. Teams which avoid conflict end up spending enormous energy "off-line" sometimes demonizing other members, and never really making clear decisions people commit to.

Suggestions for Overcome fear of conflict:

- Acknowledge that conflict is productive
- Members must have the courage to dig up buried disagreements, shed the light of day on them, and work through them
- Give each other permission to do the work above, not to retreat from healthy debate
- Continually acknowledge during the "debate" how healthy it is and when the meeting is ended congratulate people for their hard work

The Role of the Leader:

- To abstain from trying to get premature resolution to the conflict in order to protect people
- Let team members develop conflict resolution skills
- Model conflict behavior, not avoid it

Connection to Dysfunction 3

By engaging in productive conflict a team can confidently commit and buy into a decision knowing that they have benefited from everyone's ideas.

Dysfunction 3: Lack of Commitment

Commitment is a function of clarity and buy-in. Great teams make clear and timely decisions and move forward with buy-in from every member of the team, even those opposed to the decision. They leave meetings knowing that everyone is on board.

The two greatest causes of lack of commitment are the desire for consensus and the need for certainty. Seeking consensus is dangerous and unnecessary if everyone is heard, at which point team members will rally around the decision. If there is an impasse, the leader of the team is allowed to make the call.

Great teams can commit and unite around decisions even when there is little assurance about whether the decision is correct. They understand a decision is better than no decision. Compare this to dysfunctional teams that hedge bets and delay decisions creating paralysis and lack of confidence. It is conflict that underlies the willingness to commit without perfect information. When all the cards are on the table the team can confidently commit.

It is important to understand that one of the greatest consequences for an executive team that does not commit to clear decisions is unresolvable discord deeper in the organization, and this leads to true indecision, unhealthy morale and poor performance.

Suggestions for Overcoming Dysfunction 3

At the end of all meetings explicitly review key decisions made and agree on what needs to be communicated to employees or other constituencies—this creates further clarity

within the executive team itself. It also becomes clear what needs to remain confidential and what needs to be communicated quickly and comprehensively. By leaving meetings clearly aligned with each other, leaders send a powerful message to employees who may have grown accustomed to receiving inconsistent and even contradictory statements from managers who attended the same meetings.

Create clear deadlines for when decisions will be made, and honor these deadlines with discipline and rigidity. Ambiguity is the enemy. Committing to intermediate deadlines and milestones ensures that misalignment among team members is identified and addressed before the costs are too high.

Use "contingency and worst-case scenario analysis" for any decision to help reduce fears by helping members realize that the costs of an incorrect decision are survivable.

Use "low-risk exposure therapy" to demonstrate the high quality of team decisions. Teams usually learn that even if they had the chance of minimal analysis or research that their decisions are generally of a high quality if everyone has been able to voice their perspectives and opinions.

The Role of the Leader

More than anyone else, the leader must be comfortable with the prospect of making a decision that ultimately turns out to be wrong. The leader must continue to press for meeting deadlines, but not place too high a premium on certainty or consensus.

Connection to Dysfunction 4

To have accountability everyone must have a clear understanding of what is expected of them.

Dysfunction 4: Avoidance of Accountability

Accountability refers to the willingness of team members to call their peers on performance or behaviors that might hurt the team. Members of great teams overcome the fear of confrontation and "enter the danger" with one another. But this is difficult because no one wants to jeopardize a valuable personal relationship. Yet, without such conflict, relationships deteriorate and results deteriorate with them. It turns out that peer pressure motivates respected teammates to not let each other down and motivates people to the highest standards.

Suggestions for Overcoming Dysfunction 4

Publish goals and standards, what is to be achieved, who needs to deliver what, and how people need to behave to succeed. The enemy of accountability is ambiguity.

Have simple and regular process reviews a little structure goes a long way. Team members must regularly communicate with each other about how their teammates are doing against stated objectives and standards.

Shifting awards from individuals to team achievements creates a culture of accountability because a team is unlikely to stand quietly by and fail because a peer is not pulling his or her weight.

The Role of the Leader

Allow and encourage the team, not him or her, to serve as the primary accountability mechanism. Otherwise team members won't take active responsibility. The leader must in the end serve as the arbiter of discipline when the team fails.

Connection to Dysfunction 5

If teammates are not held accountable for their contributions they will turn their attention to their own needs and to the advancement of themselves or their departments, away from the collective goals.

Dysfunction 5: Inattention to Results

The ultimate dysfunction of a team is the tendency of members to care about something other than collective goals and results. In poorly performing teams, members derive status from being part of the team, or they focus on enhancing their own positions or career prospects at the expense of their team. A functional team must make the group results the most important goals, and they must be results oriented, living and breathing results.

Suggestions for Overcoming Dysfunction 5

Make results clear and reward only those behaviors and actions that contribute to these results.

Make clear publicly the results you seek as this will make the team work with passion to achieve the results.

Tie compensation to specific outcomes.

The Role of the Leader The leader must set the tone for a focus on results. Team members must sense that the leader values these results more than anything; otherwise they will take this as permission not to themselves. Team leaders must be selfless and objective and reserve rewards and recognition for those who make real contributions to the achievement of group goals.

Success Equals Persistence and Discipline

Teams succeed because they acknowledge that they are human prone to imperfections. By forgiving this they learn to trust, conflict, commit, become accountable and focus on results.

Community Christian Church
www.communitycc.net