

## Leadership Tools & Shared Vocabulary

Practicing team based leadership requires consistent tools and shared language in order to communicate well, be effective, and transfer our work to the right team or for another leader to take the next steps.

At IAC we have a set of six tools for all of our teams and leadership expressions. These tools create shared language and are interconnected. The six tools are Team Covenant, L3 Habit, MAP's, RACI, RAD, and LDP.

Basic Descriptions:

1. **Team Covenant** - *What guides how the team works together?*
  - a. A covenant is what a team says yes to together in order to be faithful and fruitful in their work together and care for one another well. It is not so much about a leader getting their team to make a commitment, but a shared commitment decided on together, and crafted by the team. A covenant clearly dictates how to join the team and how to leave the team when your season is over.
2. **L3 Habit (Love, Learn Lead)** - *When the team is together, what orients our time?*
  - a. Love, Learn, Lead, or L3, serves as the standard agenda framework for all IAC teams. Love creates space for team spiritual formation; Learn creates space for mutual exploration of our work and ongoing curiosity to foster improvement; Lead creates space for clear action items and communication.
3. **MAP (Ministry Action Plan)** - *What guides the work the team is doing together?*
  - a. A MAP is the Ministry Action Plan, which can be used on a large scale to define the vision, values, and plan for an organization, or on a small scale as you plan for a one-time event. MAP's define what you care about and won't compromise, decide where you're headed, know what your current context is, and then lay out the steps that help you head towards that goal.
4. **RACI** - *How is the work of the team shared?*
  - a. RACI language helps teams work together confidently in shared projects. RACI names 4 key roles in any project and can be especially useful in high complexity work or in situations where conflict may or already has developed. The roles are Responsible, Accountable, Consulted, Informed.
5. **RAD (Reflect, Adjust, Do)** - *How would we foster continued learning and betterment in our work?*
  - a. Often we move on quickly without taking adequate time to reflect. A RAD, reflect/adjust/do, allows us to look back on both what went well and what we would improve, which allows us to decide if we should do something again, and if so, how it can be more effective. It also means that someone else can lead something the next time and has a starting point of.
6. **LDP (Leader Development Plan)** - *How are the people within the team growing in their leadership?*
  - a. The purpose of a Leader Development Plan is to grow the ministry and professional skills of a leader via healthy accountability between them and the person mentoring or leading them.

Reflection Questions:

1. Have you used any of these tools or something that is similar? Reflect on how you've experienced them and the benefits that have come from using a shared tool.
2. What are your hesitations around any of these tools?
3. Which tool seems exciting or do you see the most possibility in?

## Team Covenant

*What guides how the team works together?*

The covenant is a shared commitment for all members of a team. It outlines everything that needs to be true about this team and its work along with anything that cannot be true about the team and its work. The team leader will often bring a covenant framework to the team for the purpose of the team as a whole shaping it for fruitful ministry and care for team members' faith. A covenant always names team non-negotiables, expectations of presence, work, and communication, and accountability for team members to enter, live into, or exit the covenant. Teams should review their covenant at every meeting or once a month. During the review each team member is responsible for raising questions or holding anyone in the team accountable. At this review the key questions are:

- Are we living into our covenant?
- Does anyone need to ask a covenant question of themselves or of another team member?
- How do we need to return to or modify our covenant?

Here is one Team Covenant Framework:

**Active Presence:** This defines all aspects of our expectations for meeting times and assignments.

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**Positive Interruption:** We recognize our agency to foster helpful and healthy interruptions in our conversations, workflow, and schedules, especially as we foster trust.

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**Humble Posture:** In our work together, and as our work engages our audience, we know that we don't know everything and hope to learn from one another and others.

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**Ready for Action:** Our work is meant to work and we are shaping our attitudes, capacities, and more to be ready for it.

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**Discerning Prayer:** We are confident that the Holy Spirit is living and active; therefore we seek to follow his lead and wisdom so that we may experience life, joy, and fruitfulness in our work.

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**Covenant Accountability:** How will we respond when the covenant is not orienting our shared work or individual commitments?

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## L3 Habit (Love, Learn, Lead)

*When the team is together, what orients our time?*

The L3 Habit shapes our leadership by integrating spiritual formation, care, curiosity, and action. Love creates space for team spiritual formation and care; Learn creates space for mutual exploration of our work and ongoing curiosity to foster improvement; Lead creates space for clear action items and communication.

Here is an example L3 Agenda, based on a 3 hour meeting):

**Love:** Creating space for team spiritual formation and care (30-45 min)

- Spiritual Check-In Question (Choose 1)
  - How is your soul? Where have you seen God at work? How are you hoping Jesus will meet you in the next season? Are your spiritual disciplines helping you welcome the work of the Holy Spirit?
- Scripture Reading and reflection
- Prayer

**Learn:** Creating space for mutual exploration of our work and ongoing curiosity to foster improvement

- Updates on work from our MAP, especially from System/Strategy or Vital Signs
  - Where are you stuck or need help?
  - What have you learned?
  - What is going well?
  - What is next?
- Shared Learning from a book or Expert resource
  - How might this support our work?
  - What learning might be shared with others
- Are we making progress on our Near Term Focus?
  - Is our team moving toward the vision or outcome we hoped for?
  - Does anything need to be adjusted?
  - What is our next Near Term Focus?

**Lead:** Creating space for clear action items and communication

- Who is doing what by when?
- Who needs to know what? (other teams, supervising teams or task teams)
- Clarify next meeting expectations, schedule and any other communications.

# Ministry Action Plan (MAP)

*What guides the work the team is doing together?*

**MAP Title: Team/Project Name**

**IAC Vision: Receiving and Releasing the Gospel that Heals—Together**

<b>Team/Project Vision:</b> <i>Picture of the future this team is working towards</i>	
<b>MAP Point Person:</b> <i>Team Leader</i>	
<b>Near Term Focus:</b> <i>Next significant work</i>	

<b>Vital Signs</b> <i>Measuring fruitfulness</i>	<b>Strategy/System</b> <i>The key action of this team/project that lead to the vision while expressing the values</i>	<b>Key Dates</b>	<b>Point Person</b> <i>Who is responsible for this action</i>

**Context:** *Truth telling about our current reality*

<b>Internal C</b> <i>Within our reasonable agency to determine impact</i>	<b>External</b> <i>Outside our reasonable agency to determine impact</i>

**Values:** *What we care about that guides us and which we will not compromise.*

<b>IAC Values</b>	<b>Team/Project Specific Values</b> <i>Consistent with IAC Values but unique to this work.</i>
<b>Relational</b> <b>Authentic</b> <b>Restful</b>	<b>Generous</b> <b>Deep</b> <b>Sent</b>

# RACI

*How is the work of the team shared?*

RACI language helps teams work together confidently in shared projects. RACI names 4 key roles in any project and can be especially useful in high complexity work or in situations where conflict may or already has developed. The roles are Responsible, Accountable, Consulted, Informed. More information can be found at: [racichart.org/the-raci-model](http://racichart.org/the-raci-model).

RACI roles defined

- **R** = Responsible = The person who performs the work. Every project or task must have at least one R but may have many.
- **A** = Accountable = The person (only one) ultimately accountable for the work or decision being made. Who will hold the R accountable or provide guidance if needed?
- **C** = Consulted = Anyone who must be consulted with prior to a decision being made and/or the task being completed or who may be able to provide unique perspective or insight. There may be many C's!
- **I** = Informed = Anyone who must be informed when a decision is made or work is completed. There may be many I's!

A Basic Chart for RACI, for a simple event:

	Team Leader	Team	Other Teams	Audience	Team Leader Supervisor
When, Where, Location	A	R	C	I	C or I
Graphic Design	C	A	R		I
Budget	R	C	A		C

## RAD (Reflect, Adjust, Do)

*How would we foster continued learning and betterment in our work?*

The Reflect, Adjust, Do process helps integrate the day to day with the larger movement towards the vision by assessing areas of fruitfulness, challenge, and the need to change. The RAD is a simple way to review our ministry actions in light of your MAP and be honest about how we might continue to improve. A RAD should be performed on any significant event following the event, on strategies seasonally, and on whole MAPs annually.

### **Reflect, Adjust, Do Template**

**Reflect-** This section is focused on questions that help us see clearly how the intent, goal, and pre-event planning shaped the actual event.

Key Questions:

1. What was the goal of (Event/Strategy/MAP)?
2. How did this support the your MAP and IAC's MAP?
  - a. Vital Signs connected
3. What was our plan to get to the goal?
4. What about the plan worked? Didn't work?
  - a. Vital Sign response.

**Adjust-** This section helps us move from reflection into discerned next steps.

Key Questions:

1. What went really well?
2. What went well, but would benefit from particular improvements?
3. What did not go well, and perhaps we should not do?

**Do-** This section gives us clear action items, who is responsible for them, and a date to check in or complete.

Key Questions:

1. Who will do what, by when?
2. When to share, and to what team are we sharing?
3. What is our next meeting or key date?

## Leadership Development Plan

*How are the people within the team growing in their leadership?*

The purpose of a Leader Development Plan is to grow the ministry and professional skills of a leader via healthy accountability between them and the person mentoring or leading them. The mentor/teacher/leadership development guide is seeking to provide the support and resources to continually improve your ministry health, capacity, and relationships. The place of most potential development for a leader is not in the tasks you accomplish or delegate but your ability to serve, guide, and shape those who are most closely connected to you.

The Leader Development Plan is a space for a leader to name their hoped areas of growth and find support from their supervisor or team leader. These are reviewed annually and follow up on once a month.

<b>Leader Name</b>	
<b>Supervisor</b>	

	<b>Accountable to:</b>	<b>Dates</b>	<b>Status (Green, Yellow, Red)</b>
<b>Desired Outcome #1 =</b>			
<b>Approach/Plan for growth and development for #1</b> 1. 2.			
<b>Desired Outcome #2 =</b>			
<b>Approach/Plan for growth and development for #2</b> 1. 2.			
<b>Desired Outcome #3 =</b>			
<b>Approach/Plan for growth and development for #3</b> 1. 2.			