

Leading Boldly

ONE

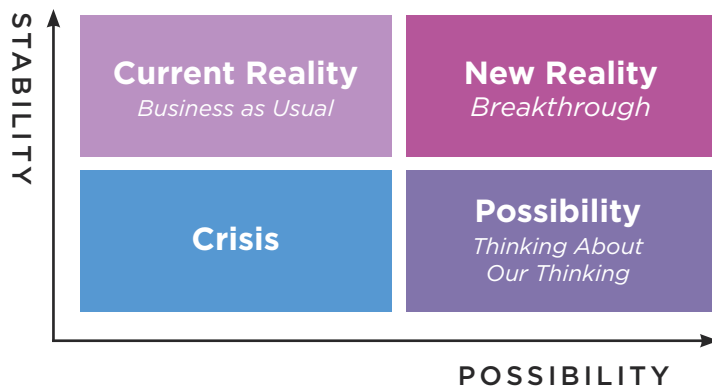
Leading Boldly in a Breakthrough Environment

What is Breakthrough?

Consider: If there were no constraints and ministry impact was the goal, what would be true about you, your team, and your organization now to bring your mission to fruition?

EXPLORING CHANGE:

Creating a Breakthrough Environment



REFLECTION:

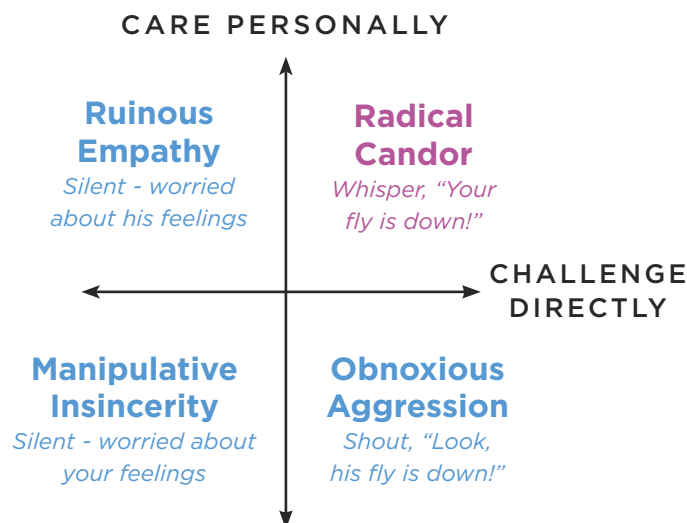
1. Mark where you see yourself (Y) on this matrix? Team (T)? Organization (O)?
2. Reflect on why you marked where you did.

RESOURCE

TWO

What is radical candor and how does that build trust?

Radical Candor™ really means saying what you think while also caring about the person you're saying it to.



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REFLECTION:

1. What are you celebrating?
2. What do you want to say Yes to?
3. What should you start saying No to?
4. What do you need from your team(s) to be successful?
5. What do you need from your leader to be successful?
6. Where/How do you want to grow?

RESOURCE

Establishing Objectives and Key Results (OKRs)

OKRs stand for Objectives and Key Results, a collaborative goal-setting methodology used by teams and individuals to set challenging, ambitious goals with measurable results. **OKRs are how you track progress, create alignment, and encourage engagement around measurable goals.**

OKR Sample from UBER:

Objective: Increase Drivers in System

- **KR1:** Increase drive base in each region by 20%
- **KR2:** Increase driver average session to 26 hours/weekly in all regions

Objective: Increase Geographic Coverage of Drivers

- **KR1:** Increase coverage of SF to 100%
- **KR2:** increase coverage for all active cities to 75%
- **KR3:** Decrease pickup time to < 10 mins in any coverage area during peak hours of usage

Objective: Increase Driver Happiness

- **KR1:** Define and measure driver happiness score
- **KR2:** Increase driver happiness score to 75th percentile

REFLECTION:

1. What are your OKRs that are measurable and will undergird your breakthrough outcome and leadership stand.
2. Who do you need to enroll as an accountability partner?

RESOURCE 

Establishing a Leadership Stand

Your Breakthrough Leadership Stand helps you move beyond the leader you are today to establish the leader you need to be to achieve Breakthrough. Your leadership stand must describe a future version of you – something that causes you to stretch outside of your current leadership. It should align with your Breakthrough Goal and position you to effectively address the thinking and obstacles that may be preventing your success. It must be clear and succinct and start with the phrase “I am...”

Below are a few sample Breakthrough Leadership Stands that we hope inspire you in establishing your own:

- I am a bold and decisive driver.
- I am a rock in times of growth and change.
- I am an outspoken and confident member of the executive team.
- I am an inspiration in times of uncertainty.
- I am trusting, present, and unconditionally empowering.

Keep in mind the words you choose will matter to you. Often, they embody characteristics you have that need to be leveraged in a different way to achieve Breakthrough.

Here’s the process we have found to be helpful.

Identify a group of 3-4 trusted advisors (a few on your team and a few not on your team). Prior to the meeting, have each person answer these questions for each person in the room. We find it helpful to do the pre-work to facilitate more intentional conversations.

Create a comfortable environment conducive to the conversation these questions yield. This is an opportunity to learn and grow as individuals and as a team. You will also understand how your coworkers experience you and your team and hear observations that may empower you to lead differently in the coming year. This discussion should help you in crafting your leadership stand as described above. Note: this is NOT a performance review.

- When you think about the team member’s contribution to our organization, what are their greatest strengths?
- What areas do you see that are opportunities for growth?
- How do you need them to show up (lead) differently in 2023/24 for the breakthrough outcome (or organization goals) we discussed to be true?
- What do you need from their team in 2023/24 for the breakthrough outcome (or organization goals) to be true?

REFLECTION:

What is your leadership stand?

Once in the meeting, focus on one person at a time and go around the room. Example. If Becca goes first, everyone in the room goes around the table and gives their feedback to Becca one question and one person at a time. In essence, everyone would give their answer to question one before moving to question two and you would go through all four questions before moving on to the next person.

Strengths/Opportunities Exercise Sample:

Name	Strength	Opportunity	As a Leader	From Your Team
Becca	<ul style="list-style-type: none"> ■ Strategic ■ Brings out the best in others ■ Positivity 	<ul style="list-style-type: none"> ■ Focus ■ Available 	<ul style="list-style-type: none"> ■ Says the hard things 	<ul style="list-style-type: none"> ■ Proactive Communication
Bruce	<ul style="list-style-type: none"> ■ Proactive Leader ■ Specializes in communication and arranging things ■ Brings out the best in others 	<ul style="list-style-type: none"> ■ Speak the truth in love more ■ Strengthen resolve to confront problems 	<ul style="list-style-type: none"> ■ Speak up more in meetings 	<ul style="list-style-type: none"> ■ Candor ■ Courage

Becca’s Leadership Stand:
I am a focused and candid change agent.

Bruce’s Leadership Stand:
I am a proactive and positive leader that brings out the best in others. I need to speak the truth in love more, and have the courage to tackle problems in the open.

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