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Teams and development

Table of contents

[Healthy teams 2](#_Toc481933682)

[Managers 2](#_Toc481933683)

[Leaders 3](#_Toc481933684)

[Grow into what you want to do 3](#_Toc481933685)

[Types of leadership 4](#_Toc481933686)

[Things in leadership 4](#_Toc481933687)

[How are you leading? 5](#_Toc481933688)

[Question and answers 6](#_Toc481933689)

# Healthy teams

A job somewhere with people where you need to interact together. Hopefully, you can sustain yourself on that job. How do we practically do some of this?

Whatever role you play in a team, there is a lot of leadership books, but this is my stuff. Teams in 2 types of people: leaders and managers.

One has a connotation of one better than the other. If we're not careful we think everybody needs to be a leader. Some of you more on the leadership side, other one on the manager side. Some in the middle, I lead in a ton of areas and manage a ton of other stuff as well.

There is a difference: Only leaders, no managers you get nothing done. If you're actually a leader with thinking like a leader without managers they get nothing done. Dreams, vision what they're thinking about is huge, later on: I am still called to do this thing, big call. But I am not there.

# Managers

They know how to plan, budget, organize, staff, maintain control and to problem solve. Think about which one you are and you're not. They deal mostly with the status quo, right now stuff. Office manager is managing right now things that are happening in the moment. Maybe a week out, but mostly right now.

The bottom line focus: How can I best accomplish certain things?

For a lot of managers, it is about getting things right. Katie Dobbins looks like she is 12 sits in the corner. If you get to know her she is full management all the time, planning, organizing, figuring out how to problem solve and keeping this environment safe. a weekly e-mail on Wednesday, all the time the same time. She is organized!

How do I best get this done? Katie doesn't tell him: I can’t, it is not possible. If it looks like it is not probably: let me work on that for you, come back to me tomorrow. How do I get things accomplished? We just had sign ups. Did you get the classes you wanted? Not thanking Gabe, but Katie! What is the best way to get all of these students in all of these classes on all of these days? It will drive her again if she needs to do the same task twice.

If you can’t do it right the very first time you should get out of my way while I do it for you. How about I do it? I fix this for you! If you think like that, do that stuff you will never be out of a job they will hire you for the rest of your life!

Katie is not focussed on what leaders are thinking about

# Leaders

Leaders create and communicate vision and strategy, they deal mostly with change. Top of the line: what things do I want to accomplish? Leadership is really about doing the right things, not doing things right. Leader: Kris Vallotton, that guy is 110% leader, he thinks 3 years down the road in any meeting! We have senior leadership meetings: sit there and listen to Kris talk, well have a list of what to do. All the do-ers in the room, we spend an hour on 3 things! Kris spends 55 minutes talking about the first thing: vision, strategy, why and 5 years down the road.

If you would know where BSSM is headed your head would explode. Leaders want to influence and change things.

Gabe is in the middle, manage what Kris wants, change what he wants. He is already thinking about next year, classes, what did we do well? What not well? Speakers for next year, what do we want to change? Change in this environment multiple things a day. Questions they ask: What do we want to get done? Options are endless! Think of Kris or Bill, they have to ask that question because of the ship they are driving. Where do I want to take BSSM?

I want to make sure every day we do the right stuff in here. If we ask people how is your day, not just random question. I want to know we’re doing the right thing in school for you every day. If we had a bunch of leaders, no managers we get nothing done. If we have a whole bunch of managers, no leaders we wouldn't get a whole lot of right things done.

All that we do comes from 2 big guys with big vision. Everyone facilitates stuff underneath him. We wouldn't have anything without Kris, we are sitting in a jam of 500 people. But if we would just have 2 people, Charlie Harper. You don't know him, Charlie sits in that room over there, everything they acquire goes through him.

Most people don’t know him, equally important, equally valuable.

# Grow into what you want to do

Changes are you are going to ebb and flow. Greater changes as you get older, you get to do more of what you want to do. There is only one person who gets to do whatever he wants to do every single day: Bill, next freedom is Kris. Goes down the line a little bit.

As you become better at what you do you get to do more of what you want, but until that moment you have to ebb and flow a little bit. 25 year old and will say I am not living my vision, you're not supposed to do, if you would do everything you like to do your life would suck at 40 :p

# Types of leadership

Cohesive leaders: Do what I tell you. Do they work? Yes, in a kindergarten class they work awesome. It is not fun to be around, but you get things done.

**Authoritative leader**: Hey why don't you come with me, let's do this together. Affiliative leader creates harmony and builds through connection.

Democratic leader: Forces convenes through participation, what do you think about that? Get information and make decisions. If you're not careful it will come across weak, positive side is that you will get a whole lot of stuff

Pace-setting leader: do what I do, right now. He defies any of you, of what he does. He wakes up running every day, Theresa Dedmon, more in a day than others in a week.

*Coaching leader: develops people for the future, why don’t you just give it a try? If it works, awesome. If it doesn't that is okay!*

As we talk about leadership; there are different styles, you can be successful in every style. What I don't want you to do is get around a leader and say: they don't do it like that. You have to come to a conclusion: all kinds of ways to lead people. I think the correct way is the most influence and the most movement in the people. It is going to be dictated by what and where you're leading at. Policeman wouldn't be democratic, Authoritative, more military like.

Look at your life and think: who am I? You would be a weak leader if you don’t know how you lead.

# Things in leadership

Things I look for in leadership. specific questions of picking people on his team. You can ask whatever you want, I get through these phases. What do I think? Before I look at the individual I ask questions to myself about the individual. Do I trust them? Do I have a vision for their life? I need something in my heart that says: I will fight for you. Do I actually want to lead them? There are some great people that he just doesn't want to lead. You guys have people that you want to be awesome, can we be friends? No, but I like you a lot! If you put those people around you, you will create dysfunction in your team. If you don’t want to influence your people you try to avoid interaction with them.

Questions I ask myself:

1. What do I think about them?
2. Do I trust them?
3. Do I have a vision for their life?
4. Do I actually want to lead them?
5. Do I want to be on retreat with them? (zombie apocalypse)
6. Would I let them lead my kids?
7. How do they feel? (personality issue or there is something there)

Questions I ask them:

1. Self-motivated (We don’t micromanage! Not perform, but production)
2. People that model the way (Students can look at: I want to be like them)
3. Inspire a shared vision (able to communicate well, lead and inspire)
4. Challenge the process (processes in place, leaders that will challenge them)
5. Enable others to act (goal eventually is that students do the stuff)
6. Encourage the heart (reach down throat, pump your heart when you die)
7. Teachability & Submission (not afraid to say no, but able to lay down)

Challenge the process: most change out of that. If I don’t have people challenging me, I know me, I am not good enough on my own. Hey, have you thought about that? Haley and Dave pushed, weren't afraid to say: you're wrong. I can be stubborn sometimes.

# How are you leading?

Who you have around you will influence a part of you. Not Rebecca challenging the process the same way Haley will, it is her first year on staff. Rebecca will challenge her in a room full of staff, Haley will walk in and say you're a butt. Room full of Haley's carried on a stretcher.

Know why and how you do stuff, not leading successfully on accident, that is not repeatable. Have leadership strong in your life to have it repeatable. Producing: awesome! No! Accident! How and why is intentionality, success and longevity.

Father and mother positional, but even in that position, you can lead in different ways. You can be a CEO and lead a lot of different ways.

# Question and answers

Want to lead these people, what if you're placed in a team without a choice? Try to be the best leader I can be, Lord give me Your heart for me. Over time he picked all of them. Initially, he took over Eric's spot. How would you inspire them? Two ways: corporate level, charismatic enough. But in what he does, more on individual places. With Carrie, it is more individual than corporate.

Bill will lead in theology and communication. Most probably would not travel like him, have his schedule. Part in Maxwell’s book about levels of leadership. The highest level is people who follow you because of what you represent: Martin Luther King. Model things very well, but practical day to day basis he is not in all the meetings. Hope is to have Bill and Kris’s heart. Kris made a mistake, I married the Boss’s daughter. No, you got this job, because like me you think like Bill and Kris.

I don't care about your vision until you fully care about mine. I will trust you with everything I know and have when I can trust you in that way.

**In the interview how do you do that?**

I am really bad at it, I send them to Haley and Dave first. CIA asking you stuff. I send them to Dave and Haley. My thought is: I think I want to hire them. Sometimes they come back and say awesome! Sometimes they come back and say have you lost your mind?

What can we grow in? How is your family? Who are you influencing? How many people and who are you leading? Do they know you’re leading them?

What do you see in them? The juice, I see the thing the anointing, package, gift mix. Can’t put his finger on, you can’t apply. It doesn't do any good. In April he gets resumes slid under his door, I think RGP is the best job on the planet! How do you get there? I don't know :) Is this the guy? Yeah! That is the guy!

Are you asking me for a job? No, I am hiring you for a job! At McDonald's, I think you're the cook, you just are the cook! I am not Jesus, but there is something beautiful about Him picking the people. Everybody they pick have other jobs, plans. Hey, do you want to come to this with me? Picking Peter: you're going to come follow me? What are we going to do? We're going to change the world.

**People who naturally are leadership: more time pressing in? Or well rounded?**

Well rounded position, on occasion leaders stuff done and they're not supposed to be that. Much better somewhere else. I want you to know, here is what I am great at. Strength finders, not a great way to use that book in your life. One guy in the country that has a doctorate in strength management.

He came here and told us: they all mix together. It helps you look and say: I am actually really good at that! You're either going to help and grow your strength or fix your weaknesses.

Strength finder: elementary school reading test. Students who didn't read fast mean to people who weren't good readers, before and after. Kids didn't read well, reading grew. Already well, grew 3 times as fast in their reading skills.

If you can find the thing you're good at you will grow extremely big! Tiger Woods, Micheal Jordan. Found what I am great at, natural skill set and willing to put the time in there to be better at it.

Little more time in your natural strength

**How many things have you done without getting any money in return for what you do?**

24-year-olds and making 200.000 right out of college! The question I ask them: successful in their field, top of their class in college. Only Stanford and Harvard. Look for somebody successful in their life without bearing on what they do in life. Concert pianist, something inside of them willing to not do work without doing that. I don’t hire anybody that don’t do a third thing they’re amazing at!