



KEY CONCEPTS

- Make the challenge bigger.
People with significant leadership gifting respond best to significant challenges.
- Clarify the mission, vision and values.
Where the mission, vision and values are fuzzy, high capacity leaders disappear.
- Be organized.
Few things are more demotivating to a high capacity leader than a disorganized team.
- Refuse to let leaders off the hook.
High capacity leaders die a thousand deaths when a team member excuses someone's laziness or irresponsibility.
- Play favorites.
Spend 80% of your time with the leaders who give you 80% of your results.
- Surround high capacity leaders with other high capacity leaders.
As soon as you find a high capacity volunteer, your next step should be to recruit more and move others alongside them.





DISCUSSION QUESTIONS

- 1 Think about other jobs you've held or volunteer positions you've taken. To what extent have these 6 practices been factors in your own experience?
- 2 Would you say you have a surplus or a shortage of high capacity leaders on your teams? Why?
- 3 Which of the 6 best practices would you say is strongest on your team. Why?
- 4 In your view, which of the 6 practices needs the most improvement?

APPLICATION STEPS

- 1 Identify your single biggest obstacle to engaging high capacity leaders. Now, create an action plan to address that weakness over the next few months. Be specific. Set:
 - **A goal:** set a metric as specific as email response time in hours, or teaching through the mission, vision and values with all team members by X date, or rearranging your calendar to meet with a specific number of high performing leaders every week.
 - **A timeline.** Deadlines drive decisions.
 - **Tactics.** Tactics will help you move from a goal to execution.
- 2 Practices 4 and 5, refusing to let leaders off the hook and playing favorites, can be particularly tricky. Do some role-play with one or two other colleagues and practice holding a team member accountable. It can take a bit of practice...so don't give up. Similarly, Practice 5 can be challenging when you decide to cut your losses or not spend large amounts of time with low performing leaders. Again, do some role-play with colleagues to help you get comfortable with setting tighter boundaries with low performing team members, or perhaps releasing them where you have the authority to do so.

