

“Moving the Herd”

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Leadership Track: Leading an Organization

Core Competency: Vision Casting

Wednesday, 1:00 p.m.

An organizational leader’s job can be seen as the task of moving the organization (its people, groups and resources) from Point A, which is wherever it finds itself now, to Point B, which is the faithful and effective completion of its stated mission and intermediate goals, while effectively navigating dangers and distractions that threaten the healthy survival of the organization for its long-term purpose.

A good organizational leader does this with loving consideration for all people and groups within the organization, uniting them behind a vision of shared purpose and mutual benefit.

An animated movie parable – “Dinosaur”

	From “Dinosaur”	Take-away
1	A family or group is not a herd.	There are often numerous, distinct groups within an organization (or families/groups within a church). A multi-faceted organization requires a different level of vision-casting than a more homogenous small group or even a small church.
2	Life changes.	Changes in circumstances or newfound purpose can give individuals and groups new motivations, including the motivation to fellowship and cooperate. Often organizations grew out of past motivations, and when those motivations change, the organization must re-vision.
3	“We can’t stay here”	A common <u>purpose</u> can unite groups that may have separate or distinct purposes or preferences otherwise.
4	“We can’t stay here, either...”	A common <u>threat</u> can unite groups that may have separate or distinct purposes or preferences otherwise.
5	The herd – it takes all kinds	Families or groups can “organize” in a new direction or for a new purpose. But they often still behave, and are still motivated, as families or groups. A herd stays together, moves in the same direction, to a common destination, in spite of crisis, change, and danger, for the sake of safety, and success.
6	Not everyone makes it...	
7	Moving the whole herd	Churches and Christian organizations are somewhat unique in that they should not accept

		a “survival of the fittest” mentality. They should not be willing for any to perish, to be left behind...
8	A few find the way first	The mission of your organization is the cause for which groups submit their individual interests. The task of leadership is to know where you’re taking others and why.
9	Crisis in the herd	Sometimes it takes a crisis for the organization to find a new way.
10	The power of standing together	Effective organizations can do what individuals and groups alone cannot.
11	“Our journey is not over.”	

Questions:

1. What “groups” are in your organization?
2. What motives or goals do those individual groups have that can compete with the overall vision and purpose of the organization?
3. Who tends to “run out ahead” of the herd, and why? Who “lags behind” the herd and why?
4. What external obstacles or dangers will the organization face that threaten to divide or distract individuals or groups along the way?
5. How can you (and other leaders) cast a vision for the organization that persuades individual groups to submit their individual interests to the mission of the organization?

“Moving the Herd” – As you cast vision for an organization...

1. Make sure the vision has been tested for clarity and compelling motivation
2. Identify the “groups” that are part of the “herd” of your organization.
3. Understand both the motives and the maturity levels of the various groups in your herd.
4. Develop a plan for moving individual groups to higher levels of maturity and unity.
5. Continually cast a clear and compelling vision for the organization’s common purpose, mission, and direction.

Additional Thoughts and Tips for Vision Casting in an Organization

1. Organizational vision should flow from purpose and mission, not tradition and personal preferences.
2. In a church or Christian organization, purpose and mission are spiritual questions before they are organizational questions.
3. Compatibility between the organization’s vision and the experience, passion, and vision of the organization’s key leader(s) is vital. Alignment is even better.
4. The leader(s) must constantly clarify, communicate, simplify, and reinforce organizational mission.
5. Tools for creating and clarifying organizational vision
 - a. Scripture
 - b. Noble history
 - c. Purpose, mission, vision statements
 - d. Heart passions of key leaders in the organization
 - e. Engagement of “everyone” in the organization
6. Tools for communicating and reinforcing organizational vision

- a. Guiding documents
 - b. Symbols
 - c. Meetings
 - d. Big events
 - e. Testimonies (“This is how the vision has impacted me...”)
 - f. Celebration reports (“This is why we’re here...”)
7. Tools for leading, managing, and maintaining organizational vision
- a. Goals
 - b. Budgets
 - c. Performance evaluations
 - d. Organizational “brochures”