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DNA OF HILL CITY CHURCH

OUR WHY

In January of 2015, after 13 years in youth and young adult ministry, began to feel change in their hearts. In January of 2016, after a year of praying and processing, writing down vision, the time came where they couldn't avoid "stepping out of the boat." While exploring a job opportunity in Houston, God spoke to Zack's heart, "I haven't called you here, I've called you to a young, unchurched, metropolitan area." In that same visit, Lauren felt God speak to her heart about the church they were considering. "I haven't called you to be a part of this, I've called you to create it." It was on that trip that God awakened the passion to lead a church. Another church they were considering was in a young, metropolitan area, full of retail, a University, and with direct-highway access.

Before his final interview with that church, God gave Zack a dream of a desolate wilderness, and after time, he knew that Columbus was not it. The Blair's could never get Pittsburgh out of their hearts. Taking even more time to pray and to process with wise counsel, Pastor Zack and Lauren finally made the decision to plant a church in Robinson Township, a young, metropolitan, unchurched area with direct highway access, proximity to a local university, and full of retail.

After a demographic study, Lauren and Zack found that there are nearly 1.2 million people in a 20-mile radius of Robinson Township. And nearly 50% of them don't attend church. The time for a healthy church in that area is now. Pastor Zack and Lauren desire wholeheartedly to reach the lost and to awaken the gifts in each person, and to do so as a team. Your part in leadership is not only important to Hill City, but it is important to you and to God. We thank you so much for partnering with this vision, and we pray that God awakens your purpose and uses you in ways you have never dreamt. May your skills sharpen, may your reach expand, and may your vision broaden as you serve God at Hill City.

OUR MISSION

Pointing people to Jesus and to their purpose.

OUR MESSAGE

Take Your Hill. This is more than a marketing campaign, this is a life message for those who lead at Hill City. Our desire is to see each person attending discover their destiny, grow into their potential, and fulfill their purpose. No matter if you're on the top of your hill or your hill is on top of you, we're excited to be a part of your journey in Christ.

OUR FOCUS

At the end of the day, we all want to know if we're winning. At Hill City, our wins are clearly defined by our values. We believe with all our hearts that we will reach thousands for Christ, but we will never determine our effectiveness by our numbers.

We Point People to Jesus

We are here to share with people the hope of salvation by grace through faith in Jesus Christ - that they may experience God, be led by His spirit, and experience life change.

We Point People to Purpose

We will go all-in to help each person become closer to God, uncover gifts, grow in leadership, and discover purpose.

We Love and Honor all people

Our heart is for ALL people. No matter your age or life story, you are welcome.

We Pursue God's Best

God isn't calling us to extravagance or perfection, but he is calling us to excellence. Spiritually, relationally, financially, and in every area of our lives, we pursue God's best.

We Teach the Love of the Father to All Generations

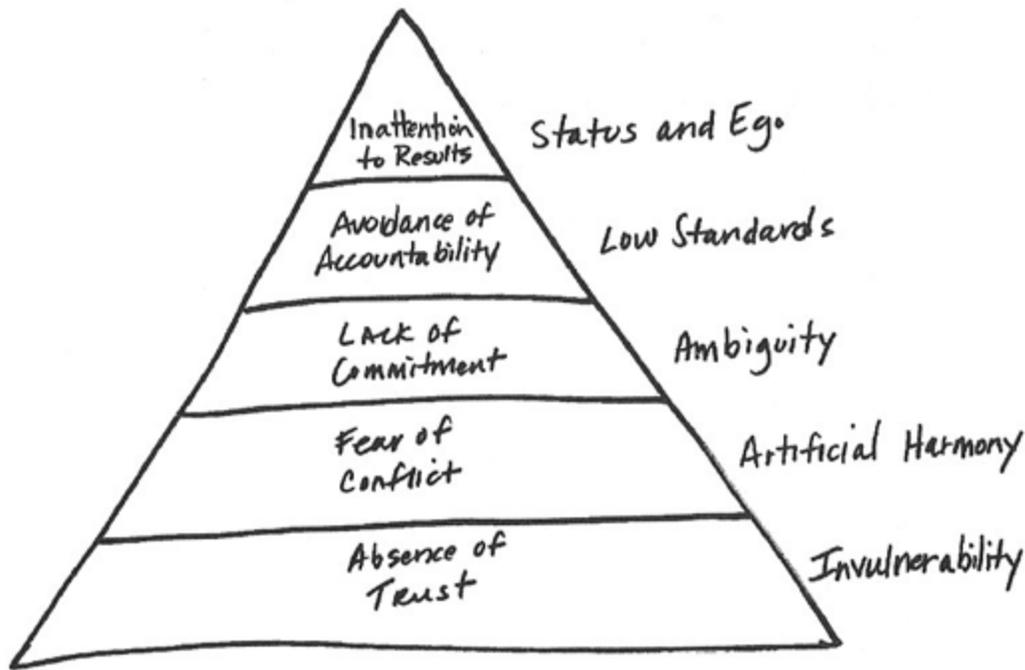
God's love is for all. We will raise up the next generation to be world changers. We will equip families. We will help every person in our church grow - by helping to expand their love and knowledge of Christ.

OUR TARGET

Blanketing the hills of Pittsburgh with healthy churches

We believe that any church with proper funding can create "steroid growth," but the growth that's more difficult to attain is the growth we're praying for—**Healthy Growth**. We believe that where there is health, there is development, and this, coupled with our desire to be a sending church provides the foundation for everything we do at Hill City Church. We'll engage in healthy conversations, healthy relationships, and we put a premium on one's spiritual, physical, and emotional health, no matter their role or title. Our target of organizational health is a standard we desire to set from day 1.

In his book *5 Dysfunctions of a Team*, Patrick Lencioni focuses on organizational health. This book is highly influencing the structure of Hill City Church. Here are Lencioni's 5 dysfunctions.



Learning to Trust

There is a difference between correction and admonishment. Leaders can correct, but trusted leaders can admonish. We believe that trust is earned, and not merely given, and desire to build relationships to encourage one another in the most relevant ways.

Example: Two leaders can speak the same message to a person. One leader has a track-record of love, while the other has no understanding of the individual they are correcting.

In the book of Genesis, there is a wordplay that the writer, most likely Moses, uses. He says that Adam and Eve were *naked* (or open) and the serpent was *crafty*. The word has a one letter difference in the original Hebrew language, meaning that when Adam and Eve sinned, they traded their openness with God for the craftiness of the devil. Many times, we believe that we are less safe when we're vulnerable, but that is the place God originally designed us to be.

Embracing Tough Conversations

Teachability is the desire to learn, coupled with the willingness to change. To set the bar, each one of us in leadership at Hill City remains teachable. A mature leader doesn't have a know-it-all spirit, but a "tell-me-more" spirit. Let's all commit to being life-long learners.

You'll hear these words from time to time: "Do I have the right to speak into your life?" It is impossible to speak a word of admonition to someone who isn't ready.

Finding Rhythm While Committing to Results

We are going to commit to results, but we shall also "avoid like the plague" using people to get those results. Leaders are never to sacrifice their families. If we Someone once asked a group of seminary students, "How do you spell 'ministry?' W-O-R-K." Church planting is difficult work that is not for everyone. One of our board members said, "If your 'season' (of busy) is lasting more than three months, than it's not a season, it's a problem."

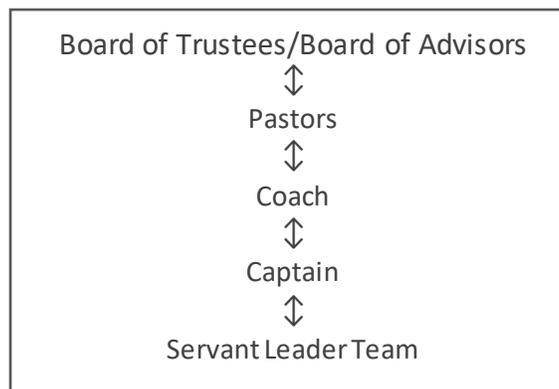
Jesus had to find his rhythm, and so do we. Jesus preached, he retreated, he prayed. Often, he was interrupted while he was retreating, and somehow, he was okay with that. Throughout the book of Mark, you can see Jesus “withdrawing to a desolate place,” but then we see a crowd locating where he was. Ministry can feel this way, but we must always strive for rhythm.

The reason it’s safe to assume that most church volunteers haven’t found their rhythm is because most pastors haven’t found their rhythm. 90% of pastors work over 46 hours per week. 80% of pastors believe their family has been negatively affected by ministry. 33% of pastors concluded that ministry was an “outright hazard” to their families. We desire to set a different standard.

If ever we pull people from a leadership positions in their community, we are pulling people from their influence. If ever our children’s ministry cannot attend service because they are serving too much, we are draining the lifeblood of our children’s spiritual lives.

Remaining Accountable in All Positions

We want a culture where everyone is accountable to someone. Our structure can be simply defined by the following positions.



Board of Trustees/Chief Advisors/Financial Accountability Boards – Everyone must answer to someone. Pastor Zack answers to his board of trustees who are pastors and leaders outside of Hill City Church, Chief Advisors who are pastors and mentors, and a financial accountability board that consists of members of Hill City Church.

Pastors – Pastors oversee the building of God’s people. They are responsible for the overall direction of the church, and the care of the congregation.

Coaches – Coaches oversee multiple teams, bringing unity across-the-board.

Captains – Oversee an individual team

Servant Leaders – The greatest of all is the servant of all

Going Somewhere Together

The fifth dysfunction Lencioni wrote of is for the team to care about something other than the original goal. Our goals, strategy, and tactics will be as clear as possible at Hill City each year to provide focus. We desire for every team member to be marching to the same beat, on the same path, and to feel safety in doing so. We remain committed to the overall vision of Hill City Church, while we create an atmosphere of candor in how to get there. In any organization, one can see silos begin to emerge, and with silos, frustrations. Team nights, team celebrations, leadership meetings, strategic planning... these are in mind to build unity of focus and vision.

LEADERSHIP AT HILL CITY CHURCH

SEEING YOURSELF AS A LEADER

Every leader God uses has shortcomings; there is no exception. In 1 Samuel 16, God prompted Samuel to look for the next king of Israel. When Samuel saw Eliab, Jesse's oldest, smartest, best looking son, Samuel thought, "Surely the Lord's anointed is before him." But in that moment God spoke something to Samuel we should all remember.

But the Lord said to Samuel, "Do not look on his appearance or on the height of his stature, because I have rejected him. For the Lord sees not as man sees: **man looks at the outward appearance, but the Lord looks on the heart.** (1 Samuel 16:7)

You may not yet see yourself as a leader, but God does. Just say this, "God doesn't see me as I see me, God sees my heart." On your journey as a Hill City Servant Leader, be sure to ask the question, "Why don't I see myself as a leader?" When answering that question, many answers may emerge such as forgiveness, inadequacy, confidence, fear, disqualification, and more. We want you to know that when those feelings emerge, you are surrounded by people who will support you by pointing you to Jesus and to your purpose. God sees something in you no one else sees, and our job is to help you find what that is.

On the Hill City Servant Leadership Team, you are welcome to explore your gifts, challenge yourself, and gain accountability from others who are chasing God's dream for their life and for this city. If you're around this table, you're a leader with us.

The Apostle Paul wrote, "But we will not boast beyond limits, but will boast only with regard to the area of influence God assigned to us, to reach even to you... But our hope is that as your faith increases, our area of influence among you may be greatly enlarged. (2 Corinthians 10: 13; 15b)"

Just like the Apostle Paul, we believe that every Christian has a sphere of influence. John Maxwell says, "Leadership is influence. Nothing more; nothing less." If you're around this table, you're a leader. You not only represent God and your family, but you now represent Hill City Church. For this reason, we put a premium on our individual relationships with God, our self-leadership and character, and maintaining healthy relationships with those inside and outside the church.

SPIRITUAL LEADERSHIP

We believe that all spiritual leadership is a result of self-leadership.

Exercising Control

"I call heaven and earth to witness against you today, that I have set before you life and death, blessing and curse. Therefore choose life, that you and your offspring may live, loving the Lord your God, obeying his voice and holding fast to him, for he is your life and length of your days, that you may dwell in the land that the Lord swore to your fathers, to Abraham, to Isaac, and to Jacob, to give them. (Deuteronomy 30:19-20)"

In this scripture God shows his boundaries for control by giving Israel a choice. In that same way, we are to give choices to the people we lead. God will never make us love him, and what we do will never cause him to love us less. *Even while on Earth, Jesus showed that he was always in control, but he was never controlling.*

We are never to make decisions, particularly BIG decisions, for the people we lead. We are never to manipulate a vulnerable person into a choice. We are never to posture ourselves as "the ultimate authority." This isn't spiritual

leadership, this is spiritual oppression. Spiritual leadership is both the highest responsibility that God gives us, and it is pervasive.

The Emotions of a Leader

In any leadership position, emotions can both heighten and hinder our ability to lead. On your journey as a Hill City Servant Leader, we pray that you gain emotional endurance.

A quick Google Search will give us a list of almost every emotion we can feel. In leadership, you pick the emotion—negative or positive—and we’ll witness our teams feeling it. Here are a couple quick tips in helping the team navigate their emotions.

- We must thoroughly understand that we are not responsible for the emotions others feel. We may have “pressed a button,” but we are not responsible for the button being there.
- Most emotional responses come from something untied to the situation you will face.
- Each person has a desire to be heard. Sometimes, rather than providing an answer, the best thing we can do is to listen and gain understanding into their world.

We aren’t able to cover every emotion that you’ll feel as a leader; however, we will cover some of the basics. For more resourcing on this subject, we highly recommend *The Emotions of a Leader* by Dr. Gerald Brooks.

Anger is not a sin, but anger can be appropriate in some circumstances. Jesus showed he was angry when he cleared the temple, and Ephesians 4:26 says, “In your anger, do not sin...” Following Jesus’ example, we should be angry at injustice and unrighteousness, but we should never allow that anger to compromise our character. Passive-aggression, emotional outbursts in fits of rage will not be tolerated amongst our leadership team.

Sadness: Someone else got the position another desired. Someone else got the part another practiced for. Someone else was thanked, and another feels overlooked. In leadership, these are likely scenarios to happen within the first 2 weeks of the church. If someone comes to you and they are sad, remember how God calls us to comfort others in 2 Corinthians 1.

Blessed be the God and Father of our Lord Jesus Christ, the Father of mercies and God of all comfort, who comforts us in all our affliction, so that we may be able to comfort those who are in any affliction, with the comfort with which we ourselves are comforted by God. For as we share abundantly in Christ’s sufferings, so through Christ, we share abundantly in comfort too. (1 Corinthians 1:3-5)

Overburdened: We’re starting a church from scratch. Those God has gathered to lead this charge are also leading in their jobs, in their families, and in their communities. Feeling overburdened is indicative that we need to take a step back and evaluate, to open up to the pastors and leadership team, and to think through effective systems and processes to release yourself from some of the burden you may be feeling. You will never get rejected if you express that you feel overburdened. (You can read more about this in our “Finding Your Rhythm” section.)

SPOTTING POTENTIAL LEADERS

How can you tell if someone has the potential to lead?

Start with the list Paul wrote to Timothy of Overseers and Deacons in 1 Timothy 3: 1-13. Here are a few more characteristics that will help you in your journey of spotting leaders.

What to spot.

Magnetism. Who is this leader bringing with them? You'll hear the verbiage "Be a Bringer" at Hill City. Bringers are leaders.

Charisma. Great leaders don't convince others that they are the wisest person in the room, but convince others that *THEY* are the wisest person in the room. Great leaders know how to connect with people where they are, they work on their personal skills, and are aware of others.

Value and Vision Alignment. When you hear a leader talking about organizational health, honoring the previous generation, maintaining high standards, and loving the unlovable, chances are, they're going to be a great fit at Hill City.

Humility.

Character, competence, chemistry. A bit overdone in the leadership world, but quite effective.

What to watch out for.

Listen to your heart. If your heart is telling you that something is wrong, don't shut it down. Bring in another leader, preferably your coach or pastor, to help you process through.

Bouncing. Sometimes, God calls people to different places for a short time. But if you've noticed that an individual has "jumped ship" frequently, they may do the same to you.

Complainers, Controllers, and Tempters. These three people influence others negatively, bringing them down a path that Hill City is unwilling to go.

SERVANT LEADER CHARACTER CODE

NEXT LEVEL LEADERSHIP AT HILL CITY? Here's what we'd ask of you.

Pastors, Coaches, Captains, Children's, and Worship

As an essential part of the Hill City Church Leadership family, in the next level of leadership, we have the highest responsibility to develop and exhibit mature Christian behavior. This should be the basic premise of our desire to participate in a servant-leader position here at Hill City.

While serving the Body of Christ as a servant-leader we strive to demonstrate Biblical standards in all situations. As Christians, the way we present ourselves to others is of vital importance to the way others perceive Christ. Our conduct should never be an embarrassment to Christ, but should exemplify the best qualities of a mature believer and servant-leader.

For example, we completely disagree with the core value that alcohol is the key to having fun, enjoying a party, helping us relax, or distracting and easing pain. At these times, alcohol can act as a counterfeit of something the Holy Spirit has for us. Further, we never take a break from our character and core values. Grace gives us the power to change and stay changed. If we find ourselves believing that we need a break from holiness in any of the areas below, it reveals a dangerous condition that the Father is ready and able to heal, and into which we should invite our mature friends and leaders.

Finally, and this is key for us, though scripture has given us freedom in many areas, how our freedom is expressed could potentially disempower our church's influence and our individual influence. Our pastoral team has made the commitment not to drink, and we ask you to follow us in that commitment. You won't be judged, mistreated, or cast away if you don't, but if you drink, please consider how we may be a stumbling block to other Christians and even pre-believers who may ignore our call to live a supernatural gospel because, in their mind, we lack personal holiness. Finally, consider our servant leader members who are recovering from alcoholic addictions or who are underage and may be tempted by our freedom. (To one, my liberty may represent freedom; while to another, my liberty may represent bondage.) And in the age of social media, these perceptions can only be magnified.

Exemplifying the highest moral commitment, our goal as Hill City Church's servant leaders is to maintain a disciplined life of Bible reading, prayer, and fasting. We'll never live a perfect life, but we strive to live a consistent life. The areas in which we fail are only areas that the Father is ready to heal. We will do everything in our power, knowing that we are representing Jesus, each other, and our church in every situation in life, to refrain from...

- Profanity (Ephesians 5:4)
- Smoking, chewing tobacco, illegal drugs or other activities that hurt your body (1 Corinthians 6:19)
- Gambling (1 Timothy 6:10)
- Indulging in much wine or other alcoholic beverages (Ephesians 5:18; 1 Timothy 3:8)
- Dishonest gain (Proverbs 11:1; Titus 1:10-11)
- Pornography and other sexual immorality (Matthew 5:28; 1 Corinthians 6:18-20)
- All behaviors which might cause Christ to grieve and others to stumble (1 Corinthians 8:13)

By providing an example in speech and action, we encourage others to grow in Christ and become servants-leaders themselves. This is a way of life measured by the heart and commitment of each leader in the Hill City family. We should regard it as an essential part of our development, not as an imposition or restriction.

Leader Signature: _____ **Date:** ___/___/___

Print Name: _____

TEAM GOALS

Our goal is to launch small groups sometime in January. Until then, anyone looking for a group will be pointed toward a team. Regardless of a group being a team or a discipleship gathering, the primary purpose of our groups will be connection and care.

Coach's Goal 1: Connection

"Two are better than one, because they have a good return for their work. If one falls down, his friend can help him up. But pity the man who falls and has no one to help him up! ...Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken." (Ecclesiastes 4:9-12)

The primary goal of our Hill City Servant Leader Team is to connect people to develop significant Christian relationships. That's it. It's not to get a job done. We don't recruit people for something they can do for us. We recruit people because we love them—every person is an individual, never meant by God to be objectified.

Here's more on how we...

- **Help people feel welcomed.** Get to know things about them. Remember their names, their children's names, mark important dates in your calendar to send them a note. Planning Center and Facebook are fantastic resources for this. If you notice someone having a hard time connecting with other on your team, open a safe and loving dialogue with them to see how we can help them connect better.
- **Share life together.** In previous generations, leaders desired to keep their teams at "arm's-length." We believe that bringing our teams closer to us only means that we can see each other's hearts more clearly.
- **Encourage and provide accountability.** Sometimes, we'll have to have tough conversations with our teams. When you bring people close, you may see that they have some things that are holding them back from getting to their next level in life. As a team, we won't shy away from those conversations but will speak the truth in love. (Read more of this in our "Conflict Resolution section.")
- **Help your team grow spiritually.** Jesus welcomed people to come to Him for coaching. He was and is the ultimate coach. He developed imperfect humans to become effective leaders. He pulled people into his life and taught them, guided them, and set them up to succeed. Jesus did everything a coach can do to enable the disciples to flourish in their personal lives and ministry. Focus first on building big people (rather than merely building a big team). When you read a good book or article, send it to them. If you're praying for them, let them know. Think about taking them through a Podcast and meeting up as a group a little early to discuss it.

Coach's Goal 2:

"The LORD is near to the brokenhearted." ([Ps. 34:18](#))

"He heals the brokenhearted." ([Ps. 147:3](#))

"He has sent me to bind up the brokenhearted." ([Isa. 61:1](#))

God will never give us growth that we can't handle. That means, if we can't properly care for our team, then God is not going to send us a team. Most of our care will be caught in the context of groups (teams and small groups). Your team should know that if they go through anything, you are their primary contact.

There are two things that people will remember us for in ministry. The times we were there, and the times we weren't. Here's how to be there for a team member.

1. Always keep Pastor Zack and Lauren in the "care loop."
2. Ask someone in your team to take a meal to the other team member in need.
3. Ask someone from your team to visit the team member in the hospital or attend a funeral.

HOW NOT TO HELP A SUFFERER

Don't appeal too quickly to God's sovereignty. "God meant it for good" was spoken to Joseph after his suffering, not during.

Don't launch into a story of how God used your suffering. Some sorrows just won't be mended until heaven, so we don't know enough to say, "You'll be glad this happened."

If the team member has been sinned against, don't say, "I'm sure they meant well." Sometimes, people don't mean well. Instead, say, "The world can be brutal." This is a validating statement, where they may understand more clearly that you understand.

Don't tie character formation into their pain during their suffering.

Don't try to take people where they're unwilling to go. Sarah is having a miscarriage. She knows she is having a miscarriage. She has come to grips that the baby is no longer alive. Amy is having a miscarriage. She knows the reality but wants to pray the prayer of faith and agreement that her baby lives. Wise is the leader who recognizes where a person is in their faith and meets them there. Be aware of someone's faith and link your faith to where they are. If you feel a prompting to nudge them to believe bigger, do so ever so gently.

These questions often help people to open up.

- “How are you holding up?” Asking how are you doing only sets you up for a harsh answer.
- “What was your favorite memory of _____.” I’ve noticed that this question takes people off their current pain, and helps them to focus on thankfulness for the time they spent with the individual they lost.
- “How can we help?” Some requests may not be easy for us to help with. Usually, the individual will just want someone to be there.

Coach’s Goal 3: Growth

“It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God’s people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.” (Ephesians 4:11-13)

“Be sure you know the condition of your flocks; give careful attention to your herds;” (Proverbs 27:23)

There are two types of growth we desire to focus on within our teams. Individual growth and team growth. Sometimes, in the church world, we get these two mixed up. We think that getting people on a team will grow them individually, and we think that growing people individually will get more people on a team. These two must be separate events. But we always start first with growing the individuals God has given us.

Team Growth. We’ll live by the 2-Deep principle. Eventually, we’d like it to be the 3-Deep principle. This will help us focus on organizational health by not over-extending our volunteers.

- 3 worship leaders
- 3 concierges
- 3 communicators
- 3 drummers
- 3 greeting team captains
- 3, 3, 3.

Further, we’ll look to have two teams. The “H” team, and the “C” team for ease of scheduling.

Individual Growth. As leaders at Hill City Church, we desire everyone to have a clearly defined development plan. Everyone, including Pastor Zack, is held accountable for growth. Here are some great ideas to help grow yourself and your team.

1. Personal Disciplines:

- a. Bible Reading: We’ll engage the congregation in a Bible reading plan starting in January, but we encourage everyone to spend time daily in reading the Bible.
- b. Prayer and Fasting: There will be regular times of corporate prayer and fasting, but we encourage everyone to spend time daily in prayer.
- c. Solitude: We encourage everyone to take time away from social media, even in a quiet retreat to do nothing but listen. Solitude allows us to take time away from sorting through our many things to-do, and allows God to sift our hearts.

- d. Recommended Reading: Our recommended reading list is located on www.hillcitypgh.community.
- e. Podcasts/Online Church/YouTube: Great content is now more accessible than ever.
- f. Church attendance:

WE CAN ALL GROW

Some are born leaders, but most are developed. Here are 10 qualities we can all develop in our personal lives. 10 specific qualities to develop in leadership. We are responsible to God, not a man to develop these qualities in our lives.

Positivity: the ability to work with and see people and situations in a positive way, regardless of the present circumstances. (1 Timothy 2.24-26)

Servanthood: the willingness to submit to a dream larger than you and give yourself for a goal that doesn't immediately gratify, fulfill or benefit you. (John 15.13-14)

Growth potential: a hunger for personal growth and development; the ability to keep growing as your purpose demands. (2 Thessalonians 1.3)

Follow through: the determination to get the job done completely and with consistency, regardless of the obstacles. (2 Corinthians 11.23-28)

Loyalty: the willingness to always put the leader (the vision in the person) and the organization above personal desires. The ability to speak well of those who fail around you. (Philippians 2.19-22)

Resiliency: the ability to bounce back when problems arise, both in effort and attitude. (Philippians 4.11-13)

Integrity: trustworthiness and solid character; consistency words and actions. What do you do and say when no one is watching. (Psalms 15.1-4)

Big picture mind set: the ability to see the whole organization and all its needs. Not placing your part above the whole. (Romans 9.3-4)

Discipline: the willingness to do what is required regardless of personal mood. The willingness to stay put and consistent in difficult circumstances. Making a habit out of those things most people refuse to do under the best of circumstances. (1 Corinthians 9.24-27)

Gratitude: an attitude of thankfulness that becomes a way of life. Being thankful to those above you, beside you and beneath you within the organization. (Philippians 1.3)

Continued thoughts on Development:

- Coach People. *The Wisest Investment a leader makes is developing another leader.*)
- Serve people. The greatest of all is the servant of all.
- If you feel you're alone, raise your hand. Servant Leaders are co-laborers with God and the five-fold ministry team.
- Build Healthy Relationships. Your capacity to develop healthy relationships will enhance your ability to minister in times of need.
- Maintain appropriate boundaries. Men should minister to men and women to women. Couples may minister to a single.

HOW DO WE COMMUNICATE?

Communication is the lifeblood of every organization.

OUR MEETING PHILOSOPHY

When we were kids, we all dreamt of “going to a meeting.” Today, we all dream of avoiding them... except when they’re good.

In this section, we’ll take a deeper dive into

When calling a meeting at Hill City, we live by these rules.

1. *We only call meetings when necessary.*
2. *The facilitator creates a set agenda and desired outcome for the meeting.*
3. *We send out agendas at least two days prior to the meeting.*
4. *On a quest for truth, we embrace healthy conflict.* Conflict is not bad. If two people disagree, it can help us to get better. We’ll remain respectful to one another by looking at our hill by all possible angles.
5. *We start relationally and end spiritually.*
6. *We respect start-and-end-times.* Sometimes, we’re making a ton of progress, and no one wants to stop the meeting... except for the one family who has to pick up their kids. It’s an awkward situation. That family is ALWAYS excused at the exact end-date of the meeting.

YEARLY OFF-SITE MEETINGS:

- Purpose: The continued development of our strategic plan (5-10 years out), current business plan (1 year), and tactics (which will continually evolve).
- Duration: 2 days
- Function: Run by third-party source.
- Vision: Every Coach and Captain will be interviewed prior to off-site. The rest of the church will be given a survey. Results should be put together by executive team to “tell a story.” The year’s business plan will then be adapted to make sure everyone’s voice is heard throughout the organization.
- Invitees: Pastoral Team and Coaches
- The strategic team will meet bi-monthly to report on the progress of our strategic plan.

INDIVIDUAL MEETINGS

Pastor Zack and Lauren will have most of their individual meetings with the pastoral team and the coaches. They would love to meet with you; however, it may not be physically possible. Please consider carefully this scenario: We are projecting to have 150 team members by January 1. For Pastor Zack and Lauren to meet with every team member, they would have to meet with 3 team members per week. We simply believe that each servant leader deserves more care than that.

We won’t set a cadence for individual meetings, but you can request one with the leader to whom you report. However, we do expect a few simple rules to be followed.

1. Members of the opposite sex will not meet alone.

GROUP MEETINGS

Most of our meetings will happen in groups. It is our desire to hear not only bring out the gift in each person, but to hear the ideas in each person. Your captains and coaches will call meetings at their cadence. These meetings will be for planning, strategy, feedback, and overall group communication. Our goal is to build a safe, relational, loving, and fun environment that never wastes your time.

Meeting Tips for Facilitators

1. Ask yourself: what is my desired OUTCOME for this meeting? Successful meeting facilitation begins by asking yourself this question. Envision that the meeting is over. What happened? Did you achieve what you had hoped? Do you know what you are trying to achieve? Be sure you clearly know this going in to your meeting. After you've done this, be sure to create an agenda and prepare meeting materials that help you reach your outcome.

2. DO Sweat the Small Stuff Make sure that all meeting attendees have been invited and have accepted your invitation. If possible, be sure any meeting materials are sent in advance, with time to review. Regardless of if that's possible or not, be sure to bring printed materials to the meeting for review. Be sure you start the meeting on time, immediately outline the goal of the meeting, and maintain control of the discussion during the meeting.

3. Need to propose an idea? Try this: "Can I make a suggestion?" Meeting facilitation, by its very nature, means taking an approach that opens people up to communicating with you and other meeting attendees. By asking this question above, you approach the discussion as an advisor. Doing so means that most people will be open to hearing what you have to say.

4. Is the group having a hard time making a decision? Try this: "Let's try X...and if then try something else if that doesn't work." Sometimes you have to "take the roast out of the oven." This is a great technique to do so. End the endless debate in your meeting with this simple statement. It helps the group pick a direction, but also leaves the door open to changing it later, after you learn from your decision.

5. Need to break up an argument that isn't going anywhere? Try this: "I'd suggest that...what do you think?" Meeting facilitation can often be about finding the "truth" in both sides of an argument, and bringing people together to see each other's point of view. By suggesting ideas using this technique, you break up the disagreement and turn the focus inward on each participant to evaluate the idea.

6. Have people who aren't contributing? Try this: "Linda, what do you think about that?" Sometimes you have to call on people to get them to participate. This can be the biggest let down, but most revealing part of meeting facilitation. Sure, everyone wants to conduct meetings where every attendee is engaged. Reality is this will not always be the case. However, by taking the time to call on people who aren't contributing, you can often find great ideas that the group can shape into action!

7. Save the last 5 minutes of the meeting to recap and agree on next steps. Remember Tip #1 above. You had a desired outcome for the meeting you just facilitated. Now, take the last 5 minutes to recap what decisions were made and what next steps each attendee will take. I'm always amazed at how different people's perspectives can be on the next steps after a meeting when this is not done. Eliminate confusion and communication issues with this step! And finally, recap the decisions made and next steps of the meeting via email within 24 hours. It will help everyone attending stay focused on your outcome!

Team Nights

If ever you miss a night in leadership, we hope it's not team night! These are our nights for our pastoral team to develop you, communicate with you, and come up with creative solutions to difficult problems. We'll eat together, pray together, worship together, and believe God BIG together every 6 or so weeks. Our team nights will consist of:

1. Team Chapel
2. Creative Night
3. Leadership Development
4. Celebrations

How do we handle conflict?

"If your brother or sister sins, go and point out their fault, just between the two of you. If they listen to you, you have won them over. ¹⁶ But if they will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three witnesses.' ¹⁷ If they still refuse to listen, tell it to the church; and if they refuse to listen even to the church, treat them as you would a pagan or a tax collector. (Matthew 18:15-17 NIV)

Disagreements aren't bad. They don't mean that someone is right and someone is wrong; rather, we embrace disagreement as an opportunity to grow and to develop.

Here, Jesus gives us three steps to conflict management.

1. Deal with it privately and individually.
2. Bring in another person to help.
3. If there is still no resolve, bring in the church.
4. Sometimes, relationships just don't work out. Personalities don't mesh, and that's okay. However, we do expect everyone to be friendly with each other. Keep in mind, you may be "friendly" with someone, but not go on vacation together.

Scheduling

We use Planning Center Online for our Kids' Check-in, Online Giving, our Database, and our Team Functions. It's essential that we make this as simple as possible for you, and that we plan to do.

Although we'll start with "Team H" and "Team C," to not overextend our leaders, we'll still schedule via Planning Center Online to eliminate confusion. Here are a couple notes about our scheduling.

1. Our ideal is to schedule our entire team one month in advance. However, we should all plan to be a part of launch day.
2. You'll receive a text invite that you can confirm or deny.
3. If you confirm a date, and have to back out, we'd ask that you find a replacement from the current team.
4. Once you get used to Planning Center, go in and block off all the important dates you don't want to be scheduled.
5. Those scheduled will be able to access service formats, view attachments, accept or decline an invite via text message, view the church calendar, and block out important dates (so the A-Team Leader knows not to schedule).
6. We'll post important video tutorials on www.hillcitypggh.community under our "Leadership Tab."

Thank you so much for taking the time to read through this all. If you have any questions, please bring them to our upcoming Team Night. We'd love to be able to answer outstanding questions in the group setting during our time together!