



# LEADERSHIP TEAM PLAYBOOK

Content in this ECYD Team Leadership Playbook has been compiled with the TableGroup and with the ECYD Life Department of the North American Territory.

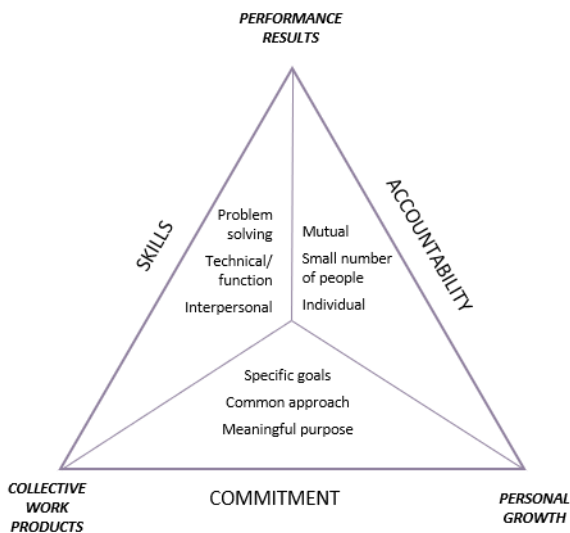
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Welcome to the ECYD Leadership Team Playbook! This is where you develop your plays for taking next steps with your ECYD Leadership Team and supporting the growth and development of ECYD in your area.

It contains tried and true organizational health models developed by Pat Lencioni, ECYD considerations, and a space for you to jot down your plan once you have the knowledge of how to, to map out what steps are next. Let's get out there to play!

## What's a Team?



- ◆ Team vs. working group
- ◆ Significant performance challenges energize teams regardless of where they are in an organization (Katzenbach, 1993, p.12)
- ◆ A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Katzenbach, 1993, p. 45)

ECYD Statutes #35: The ECYD Directive Team is comprised of the adult mentors and those who habitually carry out supporting roles in ECYD. All of them share with the ECYD Director the common task of driving the life and mission of ECYD.

# Play 1: How Do I Organize People on the Team?

<https://www.tablegroup.com/download/advantage-model-summary/>



## **BUILD A COHESIVE LEADERSHIP TEAM**

Cohesive teams eliminate politics and increase effectiveness by...

- Being open and building trust
- Engaging in constructive ideological conflict
- Committing to clear decisions
- Holding one another accountable for behaviors and performance
- Focusing on collective results



## **CREATE CLARITY**

Healthy organizations minimize the potential for confusion by clarifying...

- Why do we exist?
- How do we behave?
- What do we do?
- How will we succeed?
- What is most important, right now?
- Who must do what?



## **OVERCOMMUNICATE CLARITY**

Healthy organizations align their employees around organizational clarity by communicating key messages through...

- Repetition
- Simplicity
- Multiple mediums
- Cascading message



## **REINFORCE CLARITY**

Organizations sustain their health by ensuring consistency in...

- Hiring
- Managing performance
- Rewards and recognition
- Employee dismissal
- Meetings

# Play 1: How Do I Organize People on the ECYD Leadership Team?

The principle functions of the ECYD Director supported by their directive team of adult ECYD Mentors/Formators are presented here according to number 36<sup>1</sup> of the Rule of Life of the Lay Faithful Associated to the Regnum Christi Federation and to numbers 34<sup>2</sup> and 35<sup>3</sup> of the ECYD Statutes. These functions are necessary to fulfill their mission/role:

- *Ensure the living out of the identity and mission of ECYD*
- *Formation and accompaniment of mentors: adults and team leaders*
- *Follow-up on ordinary ECYD Life (5 elements: Prayer and sacramental life, formation, apostolate, team life and accompaniment).*
- *Teamwork with the different realities*
- *Follow-up on programs and projects*
- *Administration/management of the Section*

It is also important for the ECYD Director to pursue their own professional development as an adult ECYD mentor and to seek their own mentoring as they go about living their mission according to their role.

## 1. **Ensure the living out of the identity and mission of ECYD**

- Present the charism with intentionality and help the adolescents and the mentors know, understand and live the charism of ECYD as a pledge of friendship with Christ and with each other in order to build a new world according to the Gospel.
- Ensure ECYD is explained clearly to the parents and different institutions where ECYD may be introduced
- Introduce Regnum Christi from ECYD
- Ensure the transition between ECYD and Regnum Christi
- Ensure that the mission of ECYD is lived and therefore to boost the growth and evangelization in the Locality (according to the ecclesial guidelines of pastoral work with young people and the Locality Evangelization Plan)

## 2. **Formation and accompaniment of mentors: adults and team leaders**

### 2.1 Adult ECYD Mentors (Consecrated men and women, Legionaries of Christ, and lay Regnum Christi members)

- Look for and convoke/invite adults to be adult mentors
- Have a plan of formation that includes initial formation and on-going professional development using the ECYD Formation Pathway as a framework
- Give periodic accompaniment: apostolic dialogue and ensure other forms of accompaniment (i.e. formal mentoring, working together on a project, etc.)
- Favor life in Regnum Christi
- Ensure that they have spiritual accompaniment
- Organize commissions and moments of reflection
- Maximize their apostolic projection within ECYD/Regnum Christi (so that each one gives the specific gift that they have to give and reach their full potential)

### 2.2 Team Leaders:

- Look for, convoke/invite, and project team leaders for the section
- Have a formation plan for them and ensure that it is carried out
- Maximize their apostolic projection
- Accompany them and give them feedback: Apostolic dialogue, regular follow-up and planning meetings

- Ensure and favor that they have their ECYD or Regnum Christi life
  - Generate community among them
3. **Follow-up on ECYD Life (5 Elements)**
- Ensure that the 5 elements of ECYD life are being lived.
  - ECYD Statutes, Chapter 4:
    - - Prayer and sacramental life,
    - - Formation,
    - - Apostolate,
    - - Team life and
    - - Accompaniment.
  - Accompany the team leaders so that each one makes a plan that includes the 5 elements for each team of the Section. The ECYD Director approves this plan.
  - Ensure that they have the means of formation: spiritual retreats and formation conventions, camps etc.
  - Ensure that the ECYD adolescents have personal accompaniment and are helped in finding their vocational fulfillment.
4. **Teamwork with the different realities:**
- With the parents of ECYD adolescents
  - With Girls ECYD/Boys ECYD in their locality and with the other ECYD sections in the territory
  - With the apostolates/pastoral work with children<sup>4</sup>, with the Regnum Christi Youth Sections and the Regnum Christi adult sections. Meet regularly with each of them.
  - With the RC schools: Support the pastoral plan of the schools and assure that ECYD is known within them
  - With parishes or other diocesan or private schools, with the diocesan youth office and other youth ministers
  - With the vocational promoters of the federated institutes
5. **Follow-up ECYD programs and projects**
- Promote/boost ECYD Mission Corps (cf. Document of Identity and Mission of the ECYD Missionaries)
  - Encourage/promote/support ECYD Programs (i.e. Challenge and Conquest, LTP, Pure Fashion, Mission Youth, Knights of the Altar etc.) and other projects.
6. **Administration/management of the Section:**
- Present to the Regnum Christi Local Director an annual program of work and an annual Budget, have regular dialogue with him/her, and turn-in the section reports according to the established frequency.
  - Ensure that safe-environment requirements are implemented and followed in the ECYD Section, volunteers follow the process and certification is up to date, and the code of conduct is applied.
  - Ensure the event management and good administration of resources
  - Economy of ECYD
    - Make and implement a Budget
    - Promote/boost a vigorous economy to be self-sustaining (by means of fees, fundraising and donations, events, and revenue producing projects/works)

- Care for and administrate the patrimony of the ECYD Section (Center, properties, materials/supplies, etc.)
- Communication:
  - Ad intra: Leadership team and team leaders, ECYD members
  - Ad extra: parents, schools and parishes, locality and other realities

My Play 1: How Do I Organize People on My ECYD Leadership Team? What do I need to do?



## Play 2: How Do I Find Volunteers to Want to Be on a Team and Not Just Give Time?

NEED CONTENT

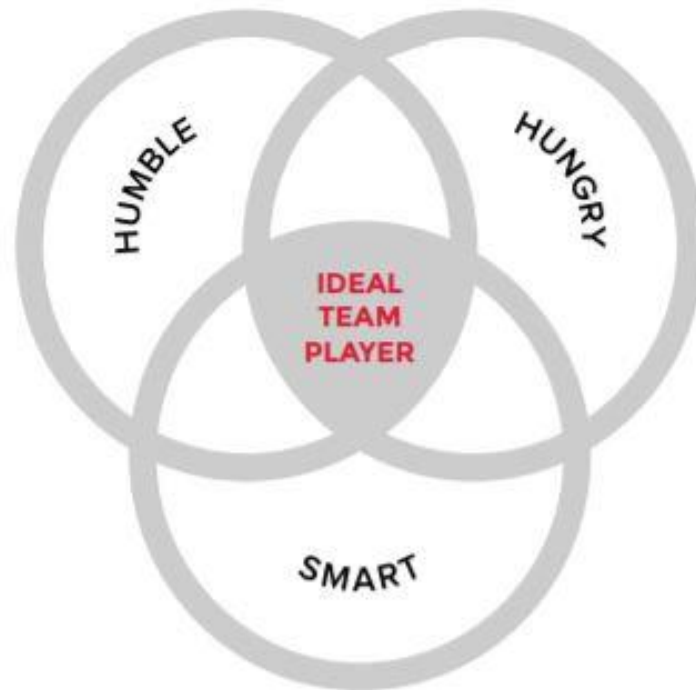
# Play 2: How Do I Find Volunteers to Want to Be on an ECYD Leadership Team and Not Just Give Time?

## Challenge and Conquest Leader Book CONTENT

My Play 2: How Do I Find Volunteers to Want to Be on My ECYD Leadership Team and Not Just Give Time?  
What do I need to do?

# Play 3: How Do I Invite People onto a Team?

<https://www.tablegroup.com/download/ideal-team-player-model-and-summary/>



## **HUMBLE**

Ideal team players are humble. They lack excessive ego or concerns about status. Humble people are quick to point out the contributions of others and slow to seek attention for their own. They share credit, emphasize team over self and define success collectively rather than individually.



## **HUNGRY**

Ideal team players are hungry. They are always looking for more. More things to do. More to learn. More responsibility to take on. Hungry people almost never have to be pushed by a manager to work harder, because they are self-motivated and diligent. They are constantly thinking about the next step and the next opportunity.



## **SMART**

Ideal team players are smart. They have common sense about people. Smart people tend to know what is happening in a group situation and how to deal with others in the most effective way. They have good judgment and intuition around the subtleties of group dynamics and the impact of their words and actions.

## Play 3: How Do I Invite People onto an ECYD Leadership Team?

Do you have club leaders or program leaders in your area? Are they on your team?

Do you have RC Young Adults who habitually help in the ECYD Section who could be on your team?

My Play 3: How Do I Invite People onto My ECYD Leadership Team? What do I need to do?

# Play 4: How Do I Lead A Team?

<https://www.tablegroup.com/download/the-five-dysfunctions-model-and-summary/>



**Want to go deeper?**  
Read *The Five Dysfunctions of a Team*  
[BUY NOW](#)



01

DYSFUNCTION #1:

## ABSENCE OF TRUST

The fear of being vulnerable with team members prevents the building of trust within the team.

02

DYSFUNCTION #2:

## FEAR OF CONFLICT

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

03

DYSFUNCTION #3:

## LACK OF COMMITMENT

The lack of clarity or buy-in prevents team members from making decisions they will stick to.

04

DYSFUNCTION #4:

## AVOIDANCE OF ACCOUNTABILITY

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.

05

DYSFUNCTION #5:

## INATTENTION TO RESULTS

The pursuit of individual goals and personal status erodes the focus on collective success.

## Play 4: How Do I Lead an ECYD Leadership Team?



My Play 4: How do I lead my ECyD Leadership Team?  
What do I need to do?

# Play 5: How Do I Build A Sense of Ownership and Accountability With A Team Of Volunteers?

<https://www.tablegroup.com/download/silos-model/>



## **THEMATIC GOAL**

The single, contemporary and qualitative **rallying cry** shared by all members of the team

## **DEFINING OBJECTIVE**

The temporary, qualitative components of the thematic goal; shared by all members of the team

## **STANDARD OPERATING OBJECTIVE**

The ongoing priorities of the organization; shared by all members of the team

# Play 5: How Do I Build a Sense of Ownership and Accountability with an ECyD Leadership Team of Volunteers?

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My Play 5: How Do I Build A Sense of Ownership and Accountability With My ECyD Leadership Team Of Volunteers? What do I need to do?

# Play 6: How Do I Create A Shared Vision and Projection For Moving The Team Forward In A Common Purpose?

## Overview

Creating alignment at the executive level is essential to building and maintaining a healthy organization. There is probably no greater frustration for employees than having to navigate the politics and confusion caused by leaders who are misaligned. Even the slightest bit of daylight between executive team members can cause an overwhelming effect on employees below.

There are six simple but critical questions that need to be answered, eliminating all discrepancies among team members. The six critical questions include:

- 1. Why do we exist?** The answer to this question will yield a core purpose, or the fundamental reason the company is in business.
- 2. How do we behave?** This question examines behaviors and values required for success.
- 3. What do we do?** This answer provides a simple, direct explanation of the business.
- 4. How will we succeed?** This question requires the team members to develop a strategy.
- 5. What is most important, right now?** The answer to this question is the establishment of a unifying thematic goal and action plan.
- 6. Who must do what?** This question addresses roles and responsibilities.

# Play 6: How Do I Create A Shared Vision and Projection For Moving the ECYD Leadership Team Forward In A Common Purpose?

## Mission of ECYD

#3 The ECYD mission is to collaborate with Christ so that he might reign in the hearts of adolescents and in the world.

## Mission of the Mentor

#32 1. An ECYD Mentor is one who, under the guidance and action of the Holy Spirit, forms and accompanies ECYD Adolescents in their development towards human and Christian maturity.

2. Their mission is to help ECYD Adolescents experience the love of Jesus Christ, the only one who can transform and give full meaning to their lives, so that they become his friends and apostles at the service of the Church.

3. In order to fulfill their mission, the ECYD Mentor should know and love Jesus Christ; be a clear witness of Christian life, a demanding guide and companion; know the adolescent and adolescent psychology; and, above all, see each one from the Heart of Christ. Christ is the model for every mentor.

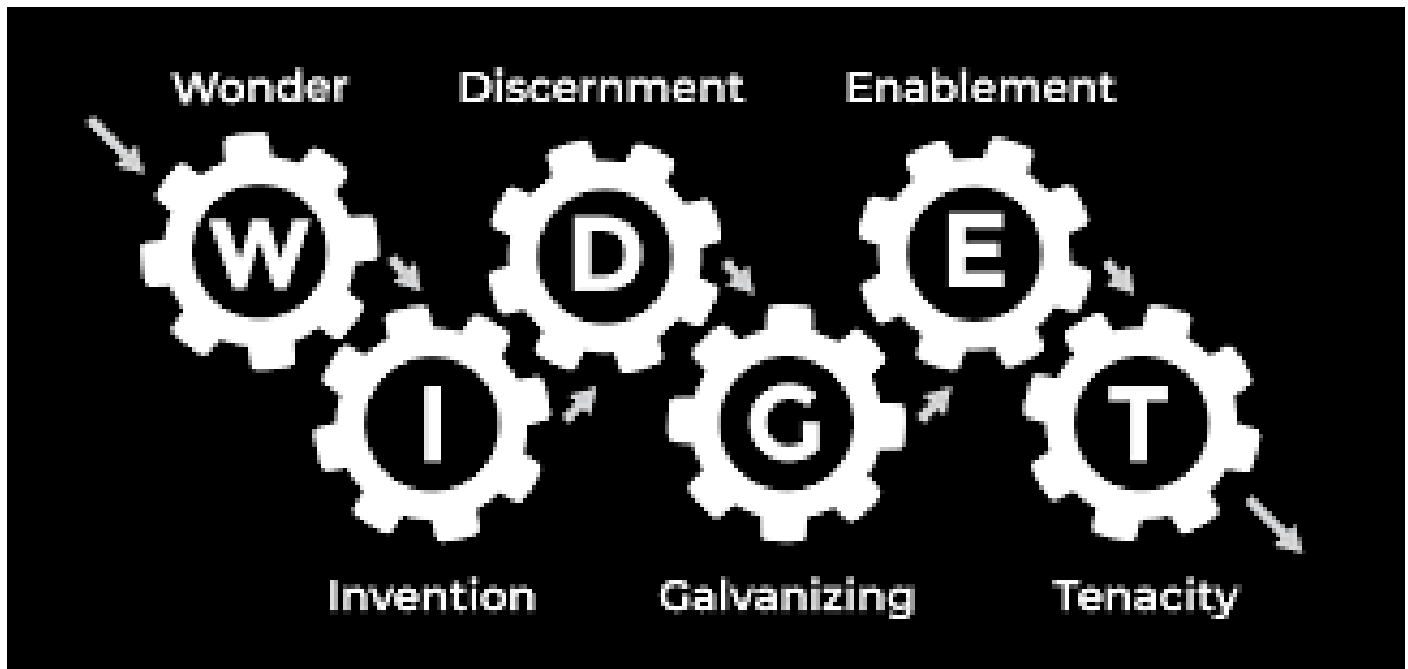
My Play 6: How Do I Create a Shared Vision and Projection for Moving My ECyD Leadership Team Forward in a Common Purpose? What do I need to do?

# Play 7: How Do I Form/Accompany Each Team Member Over Time Especially When The Team Seems To Get Stuck?

<https://www.workinggenius.com/>

Suggested assessment:

[https://www.tablegroup.com/store/index.php?main\\_page=shopping\\_cart&zenid=9a980p5jq2r8od8a8v9flbab02](https://www.tablegroup.com/store/index.php?main_page=shopping_cart&zenid=9a980p5jq2r8od8a8v9flbab02)





# Play 7: How Do I Form/Accompany Each Team Member Over Time Especially When the ECYD Leadership Team Seems to Get Stuck?

Accompaniment and the formation of formators are two of our apostolic principles in Regnum Christi.

## **Statutes of the Regnum Christi Federation**

*(emphasis added)*

35 §1. Accompaniment is required to form convinced apostles who aspire to the fullness of life in Christ. Accompaniment is understood as close, stable personal attention marked by selfless service. It seeks to help the other be open to the action of grace and contribute their own human collaboration, so they can respond to the questions and challenges they encounter on their journey of human and spiritual growth.

36. The Federation promotes the formation of formators because of the awareness that people who are well prepared to form, guide and inspire others are essential for deep, lasting and dynamic apostolic action.

Some things to consider:

- Apostolic dialogue/mentoring for each of the formators on your team. Recommended once a month one-on-one touch base with the members of your team.
- Formation plan for your Leadership Team – consider having a 15-minute formation moment at the start of each of your monthly meetings, have a day seminar, host an ECYD Weekend in your locality, participate in the national professional development events and online courses etc.
- It is key to fully leverage the gift set of each person, to trust them, and let them share the mission with you.

My Play 7: How Do I Form/Accompany Each Team Member Over Time Especially When My ECYD Leadership Team Seems to Get Stuck? What do I need to do?

# Play 8: How Do I Run an Effective Team Meeting?

<https://www.tablegroup.com/download/avoid-death-by-meetings/>

## DAILY CHECK-IN

### TIME

5 — 10  
MINUTES

### PURPOSE

Administrative:  
Connect informally around any relevant administrative items

### KEYS TO SUCCESS

- Don't sit down
- Keep it administrative
- Don't cancel even when some people can't be there

## TACTICAL STAFF

### TIME

45 — 90  
MINUTES

### PURPOSE

Tactical:  
Review scorecard, and resolve critical tactical obstacles and issues

### KEYS TO SUCCESS

- Don't set the agenda until after initial reporting
- Postpone strategic discussions

## ADHOC TOPICAL

### TIME

2 — 4  
HOURS

### PURPOSE

Strategic:  
Discuss, analyze, brainstorm and decide upon a critical issue affecting long-term success

### KEYS TO SUCCESS

- Focus on a specific topic
- Prepare in advance
- Fully embrace conflict

## QUARTERLY OFF-SITE REVIEW

### TIME

1 — 2  
DAYS

### PURPOSE

Developmental:  
Review playbook (team development, dynamics and clarity) as well as competitive landscape, industry trends and key personnel

### KEYS TO SUCCESS

- Get out of the office
- Focus on work, limit social activities
- Don't over-structure or over-burden the schedule

## Play 8: How Do I Run an Effective ECYD Leadership Team Meeting?

Some of the meetings you may have on a regular basis:

Locality Meetings

Retreat or Camp Team Meetings

Leadership Team Meetings

Planning Meetings

Evaluation Meetings

Core Team Touch Base moments

My Play 8: How Do I Run an Effective ECYD Leadership Team Meeting for My Team? What do I need to do?

# Team Lectio

The Call of The Twelve: Matthew 10:1-5