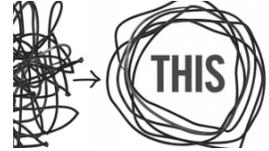


Staff Team Chemistry

Staff Team Chemistry
How Do Staff Work Together?

The Power of Teamwork

"If you could get all the people on your staff ministering **together** in the **same direction** you would have a powerful impact for Christ in both your church and your community!"



Aubrey Malphurs

The Problem of Teamwork

"... teamwork is as elusive as it has ever been within most organizations. The fact remains that teams, made up of imperfect human beings, are inherently dysfunctional."

Lencioni, *The Five Dysfunctions of a Team*, vii

A Biblical Example

Paul and Barnabas

"They had such a sharp disagreement that they parted company."

Acts 15:36-41

The High Performance Team Model



ELEMENT ONE: Common Purpose

- The church mission is related to but not the same as the Common Purpose.
- The common purpose is the **proprietary directive** around which teams actively and urgently leverage their energy.

ELEMENT ONE: Common Purpose

Mission Statement of The Fellowship:

- A loving community building up followers of Jesus, sharing Christ everywhere we go.

A dysfunctional staff team common purpose:

- The staff to help The Fellowship be a loving community building up followers of Jesus, sharing Christ everywhere we go.

ELEMENT ONE: Common Purpose

Why it's no good:

- 1) There's nothing about it that is **proprietary** to the team.
- 2) There's nothing about it that instills **urgency**.
- 3) There's nothing about it that **catalyzes action**.

ELEMENT ONE: Common Purpose

An updated version of The Fellowship staff's common purpose:

The staff team of The Fellowship **directs** ministries and **empowers leaders** while bringing energy and innovation to **externally-focused strategies** of the church.

ELEMENT ONE: Common Purpose

See the difference?

- 1) **Directs Ministries** (Only the staff can do this)
- 2) **Empowers Leaders** (Ephesians 2, reminder to delegate)
- 3) **Externally-focused strategies** (Keeps the mission in mind)

ELEMENT TWO: Team Systems

Team systems are the methods and means that define how a team will work together to accomplish their common purpose.

ELEMENT TWO: Team Systems

System One: Meetings

They are the **life blood of high performance church teams** and life drainer of low performance church teams.

Why?

Because most churches never define meetings as a system to be leveraged for a common purpose and towards a clear goal.

**ELEMENT TWO:
Team Systems**

- 1) Meetings **must** be regular.
- Same time.
 - Same location.
 - Rare variances.

**ELEMENT TWO:
Team Systems**

- 2) Meetings **must** have a point.
- Pre-set the agenda.
 - Pre-distribute the agenda.
 - Prioritize actionable outcomes for every participant.

**ELEMENT TWO:
Team Systems**

- 3) Determine meeting types.
- The one-on-one
 - The group meeting
 - The catch-up

**ELEMENT TWO:
Team Systems**

- 4) Schedule meetings with defined purposes
- Bi-Annual Strategic
 - Quarterly Review
 - Monthly (lay teams) or Weekly (staff team) Tactical

**ELEMENT TWO:
Team Systems**

System Two: Communication

Church teams that do not communicate well suffer from chronic inefficiency, a lack of success, and the inability to gain momentum.

**ELEMENT TWO:
Team Systems**

- 1) Communication must be Consistent
- Set a reliable communication schedule
 - Reduce the fluff
 - Maximize the clarity

**ELEMENT TWO:
Team Systems**

- 2) Common
- Determine the ideal medium
 - Emails allow for most content
 - Texts allow for quickest response
 - Calls allow the best context

**ELEMENT TWO:
Team Systems**

- 3) Categorized
- Personal (intra-team)
 - Organizational (all-team)
 - Outside (about-team)
 - Have standards for each!

**ELEMENT TWO:
Team Systems**

C) Deliverables

Deliverables are any measurable work products that supports the team's common purpose.

Far too many church teams are functionally useless because all they do is talk and have never defined which deliverables should be measured and benchmarked.

**ELEMENT TWO:
Team Systems**

Deliverables Examples

- Budgets
- Ministry Outcomes
- Pastoral Care
- Physical Work products (i.e. brochures, timelines, spreadsheets, etc)

**ELEMENT TWO:
Team Systems**

D) Evaluation

Evaluation is the critical practice of measuring past performance against current goals, and the art of identifying factors for success and failure.

Most churches perform annual reviews of staff or no reviews at all, and as a result cannot correctly communicate why they saw failure or success.

**ELEMENT TWO:
Team Systems**

1) Timely and Frequent

- Evaluations should occur while the relevant events are still fresh on the minds of team members.

2) Results-Oriented

- Evaluations should be made against static benchmarks and not be emotional or be an opportunity to analyze character; utilize different, appropriate venues to tackle character issues.

**ELEMENT TWO:
Team Systems**

- 3) Future-Focused
 - Evaluations should be opportunities to leverage past experiences for a better future, not an opportunity to fixate on past failure or success.
- 4) **Team**-Centered
 - Evaluations should always focus on this question: How can **we improve**? It should be **mutual**, not **personal**.

**ELEMENT THREE:
Mutual Accountability**

Mutual accountability is the linchpin of two foundational underpinnings of teamwork: trust and commitment.

**ELEMENT THREE:
Mutual Accountability**

- 1) Participation
 - Define an absence policy
 - How many meetings can a team member miss?
 - What reasons are acceptable?
 - How is the information, deliverables, and communication made up?

**ELEMENT THREE:
Mutual Accountability**

- Define a speak up policy
- Are all voices treated as equal?
- Are all ideas treated as equally sharable, even if they aren't found to have equal merit?
- What kind of future dissent is allowed if a team member abstains from speaking up?

**ELEMENT THREE:
Mutual Accountability**

- 2) Timeliness
 - Determine standards for communication.
 - What's the maximum allowable time for an email to go without a reply?
 - A text?
 - A phone call?

**ELEMENT THREE:
Mutual Accountability**

- Set deadlines and utilize timelines or Gantt charts.
- When is it due?
- Who is responsible?
- What are the risks if the team falls behind schedule?

**ELEMENT THREE:
Mutual Accountability**

- 3) Quality
- Expect consistent, excellent results.
 - How do we define quality?
 - How can we distribute the workload in a way that ensures consistency?
 - How do we maintain excellence while keeping the focus on our mission?

**ELEMENT THREE:
Mutual Accountability**

- Nothing gets a pass.
- What will we do if a ministry suffers from chronic low performance?
- What are key avenues for coaching underperforming ministry leaders?
- How do we know when it's time to cut losses on ministries that regularly underperform?

**ELEMENT THREE:
Mutual Accountability**

- 4) Equitability
- Leaders are servants first.
 - How do we ensure that no one dominates all discussions and decisions?
 - How do we empower each team member to fully contribute?
 - What does it look like for a team member to be highly effective in his or her role?

**ELEMENT THREE:
Mutual Accountability**

- Everyone can be gracefully called out.
- What do we do when a team member isn't pulling his or her weight?
- How can we keep the focus on goals and our common purpose and not attack character?
- How do we ensure that no team member is untouchable or conversely chronically called out?

**ELEMENT FOUR:
Complementary Leadership Styles**

- For a church team to be a high-performance team, it must be comprised of the necessary complementary leadership styles.
- Yet most church teams select members based on personal compatibility or years of experience. Neither of these should be top priorities of assembling a team.

**ELEMENT FOUR:
Complementary Leadership Styles**

- 1) No leader (or leader type) can do it all.
- 2) Every leader (or leader type) has blind spots.
- 3) Each leadership type is a specialist in a critical ministry area.

ELEMENT FOUR: Complementary Leadership Styles

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ELEMENT FOUR: Complementary Leadership Styles

- CHIEFS
- COMMUNICATORS
- CONNECTORS

THE LEADERSHIP CATEGORIES



- Chiefs:
 - Motivated by organizational goals
 - Know how to get things done
 - Often bigger personalities
 - Can lack empathy

THE LEADERSHIP CATEGORIES



- Communicators:
 - Motivated by innovation/ideas
 - Know how to inspire others through ideas
 - Can know what to do, but fall short in getting others to do it
 - Not great managers

THE LEADERSHIP CATEGORIES



- Connectors:
 - Motivated by people
 - Know how to empathize and connect with people
 - Understand what matters to people but struggle with what matters organizationally
 - Can be conflict averse

ELEMENT FOUR: Complementary Leadership Styles 4 PRIMARY TEAM PLAYER STYLES

- Each style contributes in different but complimentary ways to team success.
- However, each style has an upside and a downside- be aware of both.
- What is your Team Player Style?

**The Challenger
Task-Oriented**

Strengths

Initiates
Questions
Candid
Speaks out
Direct
Gets things done

Weaknesses

Impatient
"Pushy"
Insensitive
Ignores data
Too confrontational
Not a team player

**The Collaborator
Relationship-Oriented**

Strengths

Influences
Motivates
Enthusiastic
Encouraging
Cooperative
Team player

Weaknesses

Ignores facts
Ignores details
Impulsive
Exaggerates
Manipulative
Poor follow-up

**The Consensus-Builder
Relationship-Oriented**

Strengths

Supportive
People person
Relaxed
Good listener
Patient
Builds relationships
Team player

Weaknesses

Conflict averse
Underrates task
Indecisive
Ignores facts
Too quiet
Ignores results
Passive

**The Contributor
Task-Oriented**

Strengths

Focus on details
Informative
Efficient
Analytical
Factual
High standards

Weaknesses

Too cautious
Perfectionist
Skeptical
Not a team player
Distant
Quiet

**ELEMENT FIVE:
Right Size**

High-performance church teams must be big enough to include all leadership categories, but small enough to ensure that healthy systems and mutual accountability still occur.

**ELEMENT FIVE:
Right Size**

Three Problems with Teams that are Too Small:

- 1) Overworked
- 2) Lack of Diversity
- 3) Limited Creativity

**ELEMENT FIVE:
Right Size**

Three Problems with Teams that are Too Big:

- 1) Uneven Workload
- 2) Too Many Opinions
- 3) Inefficient

**ELEMENT FIVE:
Right
Size**

The Right Size:

- 1) The ideal size is 5 - 12 people.
- 2) If you have too many of a leadership type or category, pare down.
- 3) If you have too few of a leadership type or category, add more

**ELEMENT SIX:
Performance Goals**

Performance goals are the transformation of the common purpose into measurable and specific performance benchmarks.

**ELEMENT SIX:
Performance Goals**

Purpose-centered

- Everything goal must tie-in to the common purpose.
- If a goal does not connect with the purpose it should be dropped or delegated.
- Good performance goals clarify and enhance the common purpose, as a part of the never-ending purposing process.

**ELEMENT SIX:
Performance Goals**

Measurable

- If it cannot be measured, it cannot be a performance goal.
- Include qualitative goals, but contextualize them within a measurable framework. (e.g. counseling appointments).
- Don't fear quantitative goals; they are not unspiritual (e.g. attendance, giving).

**ELEMENT SIX:
Performance Goals**

Specific

- Since it is measurable, it should be specific (e.g. "grow by 15%" not "to grow").
- Key-in on goals most closely related to your envisioned impact.
- It's better to have fewer, more specific goals you can meet than a long list of vague goals you cannot achieve.

ELEMENT SIX: Performance Goals

Performance-based

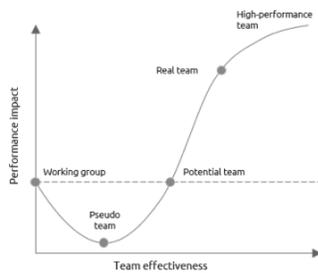
- Measurable and specific goals will not be reached if they are not performance driven.
- Every team member must understand that their unique participation and performance is foundational to the mutual accomplishment of goals.

ELEMENT SIX: Performance Goals

Temporary

- Performance goals are benchmarks that should be designed to be surpassed.
- Determine the timeline and deadline of performance goals, then evaluate and reset the goals after the time has passed.
- There should never be a ministry season when no current and updated performance goals have been set.

A CAUTIONARY MODEL



THE HIGH PERFORMANCE MULTIPLIER **BROTHERLY LOVE**



THE HIGH PERFORMANCE MULTIPLIER

John 13:34-35

A new commandment I give to you, that you love one another: just as I have loved you, you also are to love one another. By this all people will know that you are my disciples, if you have love for one another."



Bibliography

- Patrick Lencioni, *The Five Dysfunctions of a Team* (Jossey-Bass, 2002).
Glenn M. Parker, *Team Players and Teamwork* (Jossey-Bass, 1990).

Questions?