

A silhouette of a person's head and arm reaching upwards, set against a background of light rays emanating from the top right. The person's arm is extended towards the top right, reaching towards the light rays. The background is a gradient of light grey and white, with several parallel lines radiating from the top right corner towards the bottom left. The overall design is clean and modern, with a blue and yellow color scheme.

One Thing

One Accord:
Team Building

OCI Leadership Retreat 2014

Mark Guild

Ministry as Business

Should we consider business practices when running our ministries?

Secular Business:

- Focus → Make Profits
- Companies “ship” product
- Scorecard: Making profits and increasing shareholder value
- Leveraging assets, including people

Independent Ministries:

- Focus → Win souls for Christ
- Ministries “ship” product
- Scorecard: Reaching the lost and good stewardship of funds
- Leveraging assets, including people



The Team Imperative

- Jesus built and led a team that was effective both during, and after, his earthly ministry
- Teams of engineers and scientists put men on the moon and brought them safely home again
- Teams of doctors and scientists perform heart transplants
- Teams of aid workers bring relief to victims of various disasters worldwide
- Every day, all over the world, business teams are working to innovate and bring new products to market

A committed group of people, coming together and working as an effective team, can do amazing things



Building & Leading a Team

Characteristics of Good Team Employees:

- Look for people who will own their actions
 - Responsible, self-starters, passionate, want to win
 - No clock punchers or negative people
- How do they manage their own lives?
 - Indicator of how they will do in their job
- Look for people that have the three “I’s”:
 - Integrity – first priority
 - “I Can Do It” attitude – critical
 - Intelligence – knowing what they don’t know

Remember:

- Find the right people, and you will lead them
- Find the wrong people, and you will manage them
- The bottom 20% of employees take 80% of your time



Building & Leading a Team

Characteristics of a Good Team Leader:

- Make sure your people are positioned to best utilize their skills
 - Deploy them to achieve maximum value to the organization; don't have them waste time
- Train people, then set them loose to be creative and responsible
- Overinvest in People
 - Leaders know that people make things happen. Without good people, little good will happen
 - Better to have one exceptional person, then two mediocre ones
 - Give winners trust, praise, freedom, and encouragement – people give back only what they get
 - People will accept intellectual, physical, and cultural flaws in their leaders. But they will never accept an anti-people character
- Good leaders Stop, Look & Listen
 - Listening is difficult for aggressive, energetic, bright people – be on “high receive”
 - Listening can be learned and practiced – When someone is speaking, stop what you are doing, look at the person, and listen.
 - Listening is equated with wisdom and intelligence
- Treat All People As Special – People can do more if they are motivated and thanked
- Overpay Your People
 - You are better off to have fewer exceptional people all making more money than they should, than to have the same or lower payroll costs with more people

Motivating The Team

You Motivate Employees by:

- Driving your organization to be the best
- Clearly communicate what performance and behaviors are desired
- Rewarding in a way that is consistent with that communication
- Rewarding highly differentially across employees, based on differences in performance
- Paying very well, when it's deserved
- Working hard to train your employees, including life lessons you have to offer

These phrases are quite commonplace, but business cultures that act this way are rare. Those that do are the most successful.



Holding Team Members Accountable

Must hold people accountable

- Set goals and objectives
 - Communicate what is expected and how it relates to the overall vision
 - Let employees see their place in the vision
 - Don't micro-manage them
- Determine how performance is measured against those goals
- Routine of review
- Praise & Reward
- Highlight areas to improve

If necessary:

- Performance Improvement Plan
- Reposition person, or terminate



The Good & Bad of it All

When it All Goes Good:

- Highly efficient, effective organization
- Will largely run itself
- Accomplishes much more than most other enterprises
- Low employee turn-over
- Everyone is excited to come to work everyday

When it All Goes Bad:

- Lazy, ineffective personnel who consume your time and resources
- Negative and critical environment
- Drain on your time – hard to execute against the vision
- Will underperform as an organization
- Will struggle with finances
- Stress and anxiety levels will be high

You control both scenarios – good & bad!



Christ As Team Builder & Leader

- Built team – took raw talent (people who wanted to win), and trained them. Some had specific, useful skills (Matthew)
- Led team – established the vision: John 10:10 - *“I have come that they may have life, and that they may have it more abundantly”*
- Training – Mount of Olives, transfiguration, temple money-changers, suffer the little children to come
- Gave them the tools they would need to be effective – gospel message, ability to do miracles, humble yet bold approach
- Delegated tasks – sent out 2 by 2; pick up leftovers after 5000 fed
- Held people accountable – Peter (denials)
- Had performance reviews – James & John (sitting by His side in the kingdom)
- Terminated when necessary – Judas

Set the organization in place to run when He was no longer there



Excellent Leaders . . .

Excellent leaders make people feel that they are:

- Asked, not questioned
- Overpaid, not underpaid
- Measured, not monitored
- People, not personnel
- Sold on what to do, not told
- Instrumental, not instruments
- Workers, not worked
- Contributors, not costs
- Needed, and heeded

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THANK YOU!

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Michael Feiner's Laws of Leading Teams

- 1. First Among Equals
 - A team needs a leader who embodies unity of command.
- 2. Winning Championships
 - You can't ignore politics, but your first goal must be to choose the best people available. Team members have different agenda, and a good Leader knows what they are.
- 3. Building A Cathedral
 - Teams need to understand the overarching objectives.
- 4. Nitty-Gritty
 - You have to clarify the rules of engagement: How decisions will be made, who does what, and how differences will be resolved. Achieve unity through a fair process. The team, not the leader, must own the agenda. And establish a tight work plan – with timelines and milestones – because course corrections are the norm, and a tight plan is easier to reset.
- 5. Communicating Up
 - Keep your principals in the loop: Give them a reason to trust you, and find out about course corrections early.
- 6. Team Together, Team Apart
 - Keep the disagreement behind closed doors by encouraging the conflict of ideas, and addressing openly the conflict of personalities.