

# Teamwork Training, 3/26/11

## Intro

— Rod Williams

You have on your table a compass with North, South, East, and West. In today's reading, John Maxwell says that your business needs to be aligned with six compasses. On your compass you already have four of them, so you need to fill in the other two.

*(Everybody works on their compass activity.)*

Is everybody done? Which two were you missing?

1. Moral Compass (Look Above)
2. Intuitive Compass (Look Within)
3. Historical Compass (Look Behind)
4. Directional Compass (Look Ahead)
5. Strategic Compass (Look Around)
6. Visionary Compass (Look Beyond)

I just wanted to set the tone for today's lesson. What do you normally use a compass for? Let's say you were taking a road trip for the first time, and you didn't have Map quest or G.P.S. So you start travelling, and you check your compass and look for road signs.

## Application

— Todd Morgan

We're going to do a quick review of last week's Law of the Catalyst. As you look at your handouts, it talks about going the extra mile. That's what catalysts do.

Catalysts are creative. They think outside the box. That helps motivate the team.

They take ownership. They're always setting the example in everything they do.

They're intuitive; they're able to see things and speak things for the team.

They're passionate. We talked about having that burning desire. If you have passion, you'll have no problem getting up early for something and staying up late.

They're givers. I see a lot of people in this room who are givers. They give and contribute and don't even think twice about it. They do it with joy and excitement.

They give hope. If you're a catalyst and a leader, you give hope to the rest of the team. The other day, when we were bowling, I said to Odell, "I'm going to bowl a strike." You speak what you want, right? Then later on, I got a little discouraged and said, "I don't think I'm going to break a hundred." And when the final score came up, Odell said, "You got what you said. You scored 99."

As catalysts, we attract people like ourselves. We've got to watch our attitude, because it rubs off on other people. If we have a positive can-do attitude, that will affect our teammates.

Catalysts want to get the job done. How many people, when you start something, just can't stand it until the job is finished?

We've got to have the team mindset. We can be so individualistic that it's all about "me", but it takes work to develop a team mindset. I appreciate all of you for staying with this program.

Sometimes as a leader you might seem like the bad guy, but sometimes you've got to challenge other people to get them going.

Part of the exercise asked you to name two people who are catalysts and why you think they are.

*A girl I work with. She leads by example; she makes things happen.*

*There's a person here who also makes things happen, as a leader. She makes you want to be independent.*

I'm sure we all have people we look up to, in the ministry and at work.

*Pastor Saniatan, when he was here, was always "Go-Go-Go!" He poured himself into whatever he did. And Pastor Ray, when he was here, I appreciate that he gave the Norfolk congregation the ownership, saying "You go! You take your ministry and run with it!"*

I appreciate Pastor Paine's leadership style. He gives you full opportunity to step up; he doesn't micro-manage people.

## The Law of the Compass

— Pastor Paine

Among my many great qualities, I think humility is one of them.

Who was challenged by this week's lesson?

*The story-telling. It's a good attention-getter.*

People remember the stories. Anyone else?

*I appreciate the historical aspect. Sometimes you have a vision of where you're going, but you need that historical basis to build on.*

Sometimes that's very important to the people who laid the foundation, even though they've passed the torch.

*Schultz, who was working at Starbucks, wanted to make a company where people enjoyed working. He went down to the level of the personal employee to make that happen. I'm looking forward to this team training helping me to nurture that same environment.*

*You can capture a vision, or you can be captured by it. When that happens, it totally changes your life.*

*It's not only having the vision and a goal for reaching that vision. The lady at IBM was working against the grain to help them establish a right vision and get them going in the right direction.*

Sometimes you have to re-establish a vision; sometimes it gets lost over time.

*The leader isn't always the one to get the vision, but the leader always has the responsibility for casting the vision.*

I was challenged by that. Am I putting the vision forward enough, in the teams I'm involved with?

In the book, Bill makes an interesting point. He hears a lot of pastors saying they're frustrated because the parishioners have lost the vision. He says, "That's your job as a pastor, to remind them and keep that vision alive."

*It's everybody's responsibility; at least everybody who wants to be a leader. I appreciated the strategic part of the compass. If I don't know why I'm doing something, I have a hard time buying into it.*

On page 88 in your book, I like the subtitle: Vision gives team members direction and confidence. A leader must know where he's headed, but it's not enough that the leader knows. It's important to share that with the team. I recognize that the leader doesn't tell the team everything. Sometimes you have to give people things in bite-sized pieces. But you need to know "why" and "what". So if you have a question about what we're doing and why we're doing it, ask. There will be those rare exceptions when the answer is, "Because I said so." But as a volunteer-team, that doesn't work very well. People won't buy into that for very long.

As a leader, you need to ask your people if they know where you're going and why. I shared something with Rod the other day in terms of vision for the ministry, and Rod said, "I never heard it like that." I took that as, "Tag; I'm it." If Rod as a leader never heard it like that, it means that I haven't communicated very well.

**A leader is more than a person with a title. A leader is someone who connects people.**

Positional leadership is not the most important type of leadership. If you've got the position, then good. Use it for the right reasons in the right way. But more important is being able to connect people.

**Vision gives the team direction.**

Vision is a picture of the future that creates passion for you today.

What do you do if you find that your team-members lack passion? They're there, but they have lost the passion.

*Ask them why they became involved in the first place. If they've forgotten their first passion, maybe they need to be reminded of it.*

*Get passionate with them. Get involved with them.*

Show your passion with them? Is that what I'm hearing?

*Yeah, and do it with them. Work with them.*

*Demonstrate that passion within your own characteristics.*

Do we all agree that passion is contagious?

*Ask them if there's a reason they lost their passion. Did someone offend them?*

I think it's important for a leader to be able to ask the tough questions. If you leave something un-done, it will come back to haunt you later.

*You can ask them what could be done to make things better.*

Ask for their input. Then you're involving them in the project, and admitting that things could be better.

*As a leader, your enthusiasm is contagious. Maybe the more you talk about it with enthusiasm, the more you keep it in the forefront of the minds of your team members.*

*Every project has big and small pieces. Maybe a part doesn't seem big and important, so they lose passion. But as a leader, you've got to cast the vision that shows each small part is important.*

Sometimes as a leader you need to acknowledge the smaller roles. These are all important things you need to do as a leader.

Have you ever worked on a team where you sort-of had the feeling, "Why am I doing this?"

*I'll be perfectly honest. When we first started working on the building, I felt like there was a vision, but there was a lack of motivation and enthusiasm. Over time, it changed a little bit, but it was really monotonous. I see the building now and it looks nice, and that gives me a little feeling of fulfillment, but as I look back, I think it could have been done better.*

When you're in a project and it doesn't seem like it's going as well as it could, for whatever reason... (Maybe there's not enough pizza. Hey! Pizza motivates me!) ... learn from that. Sometimes you learn as much from a bad experience as from a good experience. We talked about Schultz at Starbucks. What was his motivation?

*His dad.*

He saw how his dad was treated wrong, and he said, "When I have a chance to be a leader, I'll do it better." Sometimes that's what you learn.

*In Norfolk, we got encouraged and got the vision, and everybody pitched in and helped build something, but then the vision moved. So we got all excited and moved to another building and fixed it up, and then the vision moved again. Some of us got burned out. And maybe we lost sight of the real vision, which wasn't about having a nice building but about going where God leads. But it was hard, moving all the time.*

### **Vital components for casting the vision.**

- **1. Clarity** casts the vision.

Clarity brings understanding to the vision. If you find people are lacking understanding, it's because they lack clarity. If the vision is fuzzy, they'll get frustrated, and the remedy is, "Let me make it clear what we're doing here." Sometimes the leader only has the piece they have. Noah — did he know exactly what he was building the ark for, and why he was doing it? Sometimes you don't have the whole picture. Sometimes as a board member, I've had to tell the board, "I've only got this piece right now." I've had to take it by faith a lot of times, until I got the next piece. It can be frustrating when you don't have enough understanding to bring perfect clarity. But to the extent you are able as a team-leader, bring

1. What do you want them to know?
2. What do you want them to do?

People *have* to have the answers to those questions. As a leader, you've got to be able to let people know what you want them to know and what you want them to do.

Some of you aren't old enough to remember, but there was a time when the whole country was divided because most of them didn't know what we were supposed to know and do.

*Vietnam?*

Yeah! I remember when I went into the Navy, I was real fuzzy on what we were doing over there.

As a team member, please make yourself accessible enough to people that if they don't know the answers to those questions, they can ask. Whatever way they want to ask that, you ought to be approachable

- **2. Connectedness** brings past, present, and future together.

As I was reading, I thought about the first time that man went to the moon. Some of the speeches that explained what happened, no doubt, included the 1903 flight by the Wright Brothers at Kitty Hawk. What does that have to do with it? Well, it's all connected. There were a lot of people around the country and around the world who were trying to do the same thing. If you go there, you can see where they took off and where they landed. Does anybody remember how far it was?

*I think it was around 121 feet.*

Can you be a little more specific, Jay?

What do we connect things to, as a ministry?

*Getting to heaven.*

Exactly. That's what connects everything, doesn't it.

When people are connected, they reach past, present, and future. They've got to know where they came from. Through the years, I've been asked, "What's your long-term vision for where you'll end up in ministry?"

**Here's my vision:** Some days I'd like to be sitting under a bench, maybe in a wheelchair. I'm sitting out there and looking out at the campus. And two young guys are walking by, and one of them says, "Who is that guy?" And the other one says, "I don't know. He looks familiar. I think maybe he's one of those guys who started this whole thing."

Whenever I need my compass straightened out, I think of those words we all want to hear: "Well done, though good and faithful servant." Some of you have brought up real problems. Yeah. Fight the good fight of faith. This isn't the amusement park of faith.

We're talking about the compass, and we're talking about the vision, and sometimes the journey gets tough. If you're the team-member, or the team-leader, sometimes the battle gets touch.

What does the scripture say?

Yea, though I walk through the valley of the shadow of death, I will

*(look for another church?)*

I will fear no evil: for thou art with me; thy rod and thy staff they comfort me. Thou preparest a table before me in the presence of mine enemies: thou anointest my head with oil; my cup runneth over. Surely goodness and mercy shall follow me all the days of my life: and I will dwell in the house of the LORD for ever.

That last part, “I will dwell in the house of the Lord for ever,” that’s what connects everything together.

- **3. Purpose** brings sense to the vision.
- **4. Goals** bring measurement to the vision.

We’ll get this done by noon, and then we’ll wrap it up for the day. We’ll start again tomorrow, and by the end of the week, we should have this much done.

You’ve got to have some goals; you’ve got to have some measurement. Some people are inclined to have their goals too little, and some people are the opposite.

I’ve been threatening to lose weight for a long time. If I say I’m going to lose fifty pounds,

- **5. Honesty** brings integrity to the vision.

\*What I was talking about earlier. We need to be 100% honest with each other if we’re going to fulfill the vision. Being honest is one thing that I think we need to do as a team.

*We as Christians, if we feel that not saying something is doing a dis-service, we need to have compassion to get things going.*

*As an outsider, what I see so far is that people who have moved here feel a little lost. They feel like they cannot bring here what they had there. In a way, I feel lucky that I was not part of a church elsewhere.*

Everybody is feeling the challenge. As I read this chapter and prepared for the day, I’ve never felt more challenged. Partially it’s because I could have done things better. And I need to do things better. And I will do things better.

We’ve all had a bad attitude at one time or another, but that’s how we learn to do better. All of us are leaders; all of us are examples, regardless of title or position.

How many appreciate what Todd taught last week about the Catalyst? Eric, you’re a Lieutenant Commander in the United States Navy. I worked for a LCDR as a third class. And one of the complements he paid me afterwards was, “You were the junior guy on the team, but you brought a positive attitude.” You know who did that for me? Juan Torres. He was just a fun guy to be with. If he was in the workspace you were in, it was a brighter spot to be. He didn’t have a title or anything, but he helped establish a positive environment.



- **6. Stories** bring relationship to the vision.
- **7. Challenge** brings stretching to the vision.

We should be stretched; we should be challenged. It's part of growing.

- **8. Passion** brings fuel to the vision.

Isn't it great when you have passion for something? At three o'clock this morning, my eyes popped open, and I re-read the chapter. I'm excited about what's happening here. Passion was the fuel for that. And I didn't stay up; I read the chapter again and I laid back down. Then I got back up at whatever time, six or six-thirty or something like that. Where does your fuel come from? If you're lacking it, then re-visit that passion.

Have you ever had your passion restored, when you felt like it was lost? Can you think of a scriptural example?

*David*

That's the first one that came to my mind. But I wonder if Paul in prison ever thought, "I can't take another day of this." I think that's when he wrote some of his most powerful letters.

Modeling brings accountability to the vision.

Model the behavior that the team needs.

Strategy brings process to the vision.

We'll do this, then this, then we'll do this.

*This strategy thing. Back to the challenge; that's what stretched me the most. I tend to have all these ideas, but in my mind, it's **getting there**. I read in a book about mental distractions, and the fight is mental. A lot of people get all excited and have a passion, but somewhere down the line, the process needs to be simplified.*

So we've come to nine o'clock. Please look at your application for next week.

— Rod Williams

I'd like to meet with all the team captains in the Teen Room after this is done.

— (*Team-captain meeting*)

Hopefully everybody sees the progression of this training. We'd like to see that the team-captains take some responsibility for your team members. I don't want to seem demanding, but keep an accountability with your team members. The better we get, the better we'll be able to go out and serve other people. At any time, if you guys have questions or need assistance, I'm available. And I'm quite sure that I can speak for Pastor Paine as well. Can we all agree that this is something we'll all do? The team captains will change every six weeks, so everybody on your team will have the opportunity to be team captain.