

Teamwork Training, 5/7/11

Application Review

— Rod Williams

When I was reviewing the application for the Law of the Bench, I thought of one thing. Leaders seldom develop other leaders. As I go around this room right now and ask who is your replacement, could you tell me?

- I can.
- I have a couple I have hopes for.
- It's not just one, but several.

So for most of us, we don't know. But the Law of the Bench teaches us that it's important for us to develop the bench.

John Maxwell teaches that stressing commitment either fires up those who are committed or loses those who are uncommitted. I was having lunch with a Captain the other day, and we were talking about how much the Navy has changed. Even as a Commanding Officer, he has to stay around to make sure the work gets done. When I was in, I would have told him, "Hey, sir; go home and spend time with your wife and kids. We've got this." It's not his fault that his leadership isn't stepping up to the challenge. But there is a failure of leadership in his command.

What do we do to develop a strong bench?

- Constant training.

I think that's the number-one thing. If you put into people and value them, even though they might not replace you, they'll be there for you when you need them.

- Cross-training
- Inspire people

Just remember. If something happened to you right now, who would be able to step up and take your place?

The Law of Identity

— Charlene Turner

Who all read the chapter

(Most hands raised)

Awesome. I was talking at work about one of the questions: “Do you value your associates at work?”

It is important to meet regularly with our teams. As a team leader, do I call my teammates and entice them to come to training? Do we do that as leaders? But we have a tendency to get disconnected from one another when we get big. Maxwell was speaking about his own team of around 200 people, and that’s about the size of our church.

When I speak to you of value, what comes to mind?

- Worth
- Respect
- Priority
- Accountability

Shared values define a team. If something has value, we hold dear to it. Who can tell me the mission statement for CFC?

- Evangelize
- Educate
- Equip

When we think about each part, what do we mean?

(Scattered responses)

We should be a team. We should have the answers ready. Do we value our team? Is it important? Is it significant? We should apply the same principles to our jobs and all that, but the reason we came together as a ministry is because we are Christians first, and everything else second.

We’re going to look at some of our personal values. I want each team to come up and get a piece of paper and a marker and write four of your personal, moral values that help you in your job.

Just come up as I'm talking; one from each team table.

...

Now that everyone is done, I need someone from each team to stand by their value signs.

I want you to share some of your personal values as they relate to your personal life.

- I wrote integrity. You need that for everyone to work together. I also wrote Passionate, so you can do what it takes. I wrote responsible, so you can trust each other, and resourceful, so you can rise to the challenge.
- Trustworthy — the fact that you can trust people to do what they say, and follow through with commitment.
- Punctuality — this is more about me than anyone else. I believe that punctuality is a basis for other things. It makes you more reliable and trustworthy. It shows in every aspect of your life.

At my job, when I'm doing training, someone asked, "How late can I be?" I said, "You can't. Training starts at eight; you should be here at eight. If you have any other mindset, how much do you value your job?"

- Commitment — If you're committed, people know they can trust and rely on you.
- Integrity — Jay really likes this one. It means that you say what you mean and mean what you say. You can be honest with yourself and God, and keep your word.
- Humble — In the Navy, you have a whole lot of different attitudes, but if you're humble, you can take them all on. Being humble allows you to talk to different people.
- Excellence — Our team value is about constantly learning and getting better in every way.

At my company, we celebrated someone spending forty-five years as a receiving clerk. If that's what you want to do, you can excel at it; you can be the best at whatever you do.

What happens when people on the team have different values?

- Strife; discontent

At my company, we had to be open on a Sunday, and we only had two experienced register clerks, and two new ones. I was getting all kinds of text messages; it was chaos. So I told them, "We have at least a hundred people in this company who

Personal values — something that influences and guides my behavior.

Team values — something that influences and guides my team's behavior.

Something that bonds two things together:

- Glue
- Duct tape
- Staples
- Paper clips
- Nails
- Rope
- Screws

Values are the glue that holds an organization together. In some marriages that I've heard about, when they first meet, each spouse is lovey-dovey, and all you're thinking about is sharing the gospel with them. Then you go and get married, and one wants to do this and the other wants to do that, and chaos ensues. This happens because they don't have shared values. They've each got to consider what is most important, my personal values, or the value of the marriage.

In a team, no matter what the values are, everyone on the team has to embrace them to stay together.

There is a saying, "Resistance is futile." It comes from the Borg, social creatures who assimilate whole species. If an individual's value is not the same as the team, then it will be destroyed. There's no point in even resisting it.

In building a house, what are some of the first things you need?

- Foundation
- Frame
- Plan

I read an article on the subject that says:

1. Grading and preparation

2. Foundation

3. Framing

That's like a team.

A foundation provides stability for the organization to grow.

So once you have that stability, the next thing is framing. You bring people together, and cause the team to grow. In project assessment, you start with identifying the needs.

What things in life do you use a ruler for?

- Measuring
- Discipling
- Drawing a straight line

How can you measure your team's value?

- Performance
- Retention and promotion

For our kids, we always tell them that an "A" is worth ten dollars, a "B" is worth five dollars, a "C" costs five dollars, and a "D" costs ten dollars. So what do you think they try to get? But in one of the report cards, I saw that a "B" had originally been a "D". We told one that if he got a four-year scholarship, we

What do we use a compass for?

- Direction

A compass is used for direction and guidance.

When an individual's direction is strong, we say that have a good moral compass. That's what our moral values are for.

What attracted you to the team you are on?

- It was right in the thick of the everything.
- It gives value to others.
- No one else was doing it.

What do you think a magnet does? It attracts and repels. So if you are attracted to the team that you are on, like Todd, he saw something on that team that he wanted to be a part of.

Like a magnet, a team attracts like-minded people, who embrace the team values and vision.

In this ministry, how many people come in and say, “Everyone is so friendly! Everyone greeted me!” They’re excited. I’ve been to churches where there was a performance or concert, and someone greeted me at the door, and that was it. I’m the type of person who has a twenty-minute conversation with someone in the grocery line; someone I’ve never met before. If you go somewhere and nobody talks to you, do you want to stay there? I don’t. So we’ve got to make sure that our team values will attract others to our team.

Let’s talk about identity. What is the reason, when you write a check, that someone asks for your identification?

- They want to make sure the person who is on the check is the one who signed it.

An identity is what defines and identifies the team. Who you are, what your moral values are, they identify the team. We all have our own moral values; but they should enhance the team.

If I’m on a team, I have to communicate my values with others on the team. In Hope4Haiti, I have to communicate and share our team values with each other.

In order for someone to grow, you have to promote growth. In order for someone to replace you, you have to train them to replace you. You have to want them to replace you. I’ll take two months to replace someone so that I can be free to go where I need to go. So we have to give people the tools they need to grow.

We add value to people when we truly value people.

That’s one of my favorite things I’m always saying. Do you feel valued? If not, how can we help you feel valued? We have a thing at work called, “Train a trainer.” Every month, you have to mentor someone in your department in something other than what they’re doing. It takes a lot of work, but it also promotes a lot. How can you tell if you value someone? If you’re doing something for someone and expecting nothing in return. That’s a quick little test you can do.

Power of partnership.

We complement each other. No one should expect to do it all, but if you have a team, you can complement each other.

The practice of raising up and developing a leader. There’s a seminar that I teach. If I know that someone on my team can give direction to someone, and

follow up with them every week or two, and another one fill follow up daily or even hourly, I can use them accordingly.

You have to make sure you place the right people in the right positions. You need to value your team's assets. For the pancake breakfast, we had to make sure our costs didn't go over a hundred dollars, yet we made over twelve hundred. That's valuing our team's assets. If we had spent eight hundred dollars to make twelve hundred, then something would be wrong.

We have to fellowship with each other to be Christian Fellowship. We need to glorify God in everything we do.

We add value to people when we know and relate to what they value.

A couple of values that add value to your team:

- Articulate the values; write them down. Sometimes when you see something in writing, it "clicks".
- Compare values with practices. The behavior of team members should embrace the team values. Like my grandma always said, "Practice what you preach."

Institutionalize the value. Our team value at CFC is the "F", which is fellowship.

We should publicly praise people. Eric always says, "You don't need to thank me." But he wants to be thanked in private. People want that; it's something instilled in each of us that we need appreciation.

If you want to be a great leader, you need to instill your team values. Change is good for a company or a team, so if someone new comes in, their moral values can enhance what is already there.

One of Lowe's main themes is "Excellence in customer focus." We get bonuses just for being customer-focus friendly. Each employee gets bonuses based on how many people greet them, and how many people they greet. We can get up to \$1200 per quarter based on that. We have honesty and integrity in all of our interactions, and have zero tolerance for unethical behavior. In my three years, I've fired three people for lack of integrity or unethical behavior.

We add value to people when we make ourselves more valuable.

How can I make myself more valuable? I read; I study; I learn. I share with others. What happens to a car when it runs out of gas? It stops. When I run out of value, I give no value to my team.

Remember, the proof is in the pudding. Communicate you values and obtain value from your teammates. It's not "my way or the highway." You have to get other people on-board.

We add value to people when we do the things that God values.