HEALTHY TEAMS

HONOR ❖ **COMMUNICATION** ❖ **AUTHENTICITY** ❖ **SERVANTHOOD**

BUILDING HEALTHY PASTORAL TEAMS

Core Values

Healthy TEAMs Flourish when built upon the foundation of the greatest commandment and Paul's admonition to live worthy of imitation. Honor, Communication, Servanthood and Authenticity are vital core values for all Christian leaders.

HONOR

We value the unique giftedness of each member and recognize they are called by God, and should be esteemed by their worth as His child, beyond their role on the TEAM. This leads to genuine concern for the overall health and wholeness of each TEAM member.

COMMUNICATION

We value creating TEAMs where open and honest dialogue is consistently modeled by all. Clarity preempts conflict arising from incorrect assumptions.

AUTHENTICITY

We value honesty and frankness in the TEAM journey. Authenticity comes at the price of transparency.

SERVANTHOOD

We value TEAMs where members set aside their own interests to contribute to the whole. One's capacity to serve is proportionate to their personal security.

HONOR is a CHOICE
COMMUNICATION is a COMMITMENT
AUTHENTICITY is a CONDITION
SERVANTHOOD is a CAPACITY

BEST PRACTICES

Best practices act as opportunities for us to express our Core Values. They move our values from being abstract to tangible. While the following is not an exhaustive list, it can provide the necessary framework to assist in the development of strong teams.

Team Ministry has Three consistent timeframes:

Engagement, Environment and the Endgame

Engagement - The process of invitation and acceptance of new team members.

Environment - The backdrop for team life and function.

Endgame - The exit process of a team member.

It is necessary to have best practices for each of these seasons.

ENGAGEMENT

Clarity of invitation sets the stage for healthy team relationship.

1. Hiring Practices
   1.1. Detailed Job Description
      1.1.1. Role Definition, Expectations, and Direct Overseer
         Define the role and the expected results, as well as identifying who will be their acting overseer. Clarity of responsibility in vision casting is also necessary.
         It is imperative to be realistic in the assessment of the job description. Are we creating a widow maker?
         Be honest about expectations. Do not surprise a new member with responsibilities given on the assumption of a "servant's heart".
      1.1.2. Time Expectation and Allotment
         Communicate the working hours expected per week and the time breakdown if there is more than one role to be filled.
         Explain the evening and extra time necessary for the role and the remuneration of that time.
      1.1.3. Salaries
      1.1.4. Benefits
      1.1.5. Vacation Time
      1.1.6. Leadership's Perspective on Role Flexibility
         It is possible that the role may require necessary adjustment and flexibility.
         Explain the ethics of flexibility and how it works fairly for the team and followers.
2. Clarity of Vision and Values
   2.1. Character
      Convey ideal positive norms and "game breaker" negative character traits.
   2.2. Provide a Document outlining the Church's Vision and Values.

2.3. Request a Document expressing the Vision and Values of the prospective team member.

These two practices will allow both parties opportunity to look for a Match or Natural Fit in Values and Vision. It also will reveal Red Flags which could prove to be pitfalls on both sides.

3. Organizational Systems
   3.1. Provide a Document, clearly demonstrating the organizational structure of the Church, that includes a communication chart, basic policies and procedures, and authoritative boundaries.

   Give a clear understanding of the governmental structure of the church and the process of communicating "up", and the consequences of not honoring the process.

   Identify the team members' relationship to the congregation. Point out the common goals that the whole team addresses, and the areas that only some members of the team are authorized to address.

   Offer information regarding expense remuneration, budget procedures, purchases etc.

   Be clear regarding where the new member has and does not have authority.

   3.2. Approval Protocols
      3.2.1. How do we manage "exceptions"?
      3.2.2. Explain the different types of discretionary decisions, limitations and expectations.

      Act

      Act and Inform

      Act after Approval

   3.3. Provide a Document outlining the best practices of the working environment.

   Help the prospective team member understand what basic staff life looks like in the church. Evaluations, Work Ethic, Meeting times, Church life breakdown.

4. Personality/Gifts Profile
   4.1. Prior to the interview provide a personality/gift profile to be completed.

   Again providing awareness of natural fits or red flags.

5. End Game Discussion
   5.1. Lay out the expectations of the exit strategy of any staff member.
      5.1.1. Define Finishing Well.
      5.1.2. Clarify a Fair Warning Process.

      Give policy on resignations. Determine proper timeframe for the informing of resignation.

      5.1.3. Clarify Discipline and Termination Processes and Policies.

      Define what qualifies discipline, termination, or lay off.

      Clarify the policies on notice and severance.

      5.1.4. Discuss Legacy- "let's pretend you have just resigned this position, what is the legacy you would want to leave?".

ENVIRONMENT

Team Ministry achieves its potential when Common Culture is created and embraced.

1. Culture of the Spirit

    1.1. Pray together
       Create regular opportunities for Team Prayer.
    1.2. Have Regular Team Devotions
       Allow for different team members to lead the devotion.
       Create an environment of spiritual discussion and growth.
       Suggestion: Go through a book together, allow for discussion.
    1.3. Practice the Gifts of the Spirit
       Make room for opportunities for the team to practice prophesying, words of wisdom, praying for healing, etc. in the context of the team.

2. Culture of Peace
    2.1. Honor of Organizational Structure
       We have been engaged with a clear understanding of our structure, we now operate within that understanding. No shortcuts, no manipulation.
    2.2. Conflict Resolution Plan
       Develop a biblically based plan to address and resolve conflict among team members, which recognizes the great value of each individual while not tolerating unresolved issues.

3. Culture of Clarity
    3.1. Regular Staff Meetings
       Conduct regular staff meetings with agendas, calendar discussion, tasks to be done etc.
       Leave time for relationship building.
       Require updates from all Staff led departments.
       Give opportunity for the evaluation of regular church events, i.e. Sunday Service, Worship, Children's Ministry, Youth, etc.
    3.2. Defined Achievement
       Outline clear goals for events, ministries, tasks, etc.
       Do not expect what has not been communicated.
    3.3. Open Dialogue
       Develop an environment where Honest open Dialogue is both stewarded and celebrated.
       Consider an "open door" policy.
    3.4. Regular Evaluations
       Conduct regular staff evaluations that provide feedback for performance, personal development, team relationships and team contribution.

4. Culture of Health
    4.1. Family Care
       Take a holistic approach to the health of your team member. Consider the health of the whole family of the team member, know their spouse, children. Be aware of their needs beyond the church. Be genuinely concerned for the well-being of their marriage, spouse and children.
    4.2. Equity of Schedule
       Be realistic in the schedule required of your team. Be aware of the importance of time with their families. Make sure that you are not allowing them to burn out due to an

unsustainable schedule.
Develop a policy regarding "bank days" or hours.

    4.3. Direct Communication

Provide opportunities for direct one on one communication with each team member's immediate superior for honest feedback regarding their ministry and personal condition.

    4.4. Warning Signs

Learn to recognize symptoms of depression and burn out and be aware of and provide options of restoration and healing.
Relationship Building
Carve out time for relationship building i.e. retreats, meals together, parties (Christmas), BBQ's.

5. Culture of Completion
    5.1. Defining Team Wins

    Clearly identify "wins" or "desired outcomes" of events, ministries, etc.

    5.2. Celebrating Team Wins

    Create forms of celebration for the wins that the team accomplishes.

    5.3. Evaluating Team Efforts

    In staff meetings or impromptu meetings, evaluate team efforts to discuss where success was achieved and how growth can be embraced in ministry initiatives.

ENDGAME

The Culture of the Team is honored with the successful exit of team members.

1. Finishing Well
    1.1. Commitments Fulfilled

    Ensure the completion of all final tasks.

    1.2. Confidences Kept

    Identify the confidences that are expected to be maintained upon leaving.

    1.3. Intact Relationships

    Give opportunity for the mending and the celebration of relationships.

    1.4. Strategizing Transition

    Create a plan of transition and complete tasks necessary for healthy transition.

2. Exit Interview
3. Honor and Release