



BUILDING HEALTHY TEAMS

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I. Introduction

A. Introduction to Building a culture of Team of Teams

1. Today, I would like to talk about “BUILDING HEALTHY TEAMS.”
2. Each person plays a key role in building a great church. The health of the church is determined by the health of the leaders both individually AND collectively.
3. This principle must be more than a belief or concept, but a conviction and a **culture**.
4. Culture is the collective attributes of beliefs, thoughts, attitudes, and actions.
5. **SLIDE** The scales represent the two growth cultures.
 - Culture of Health [Purity, character, humility, unity, honor, love, care, community, etc.]
 - Culture of Growth [Qualitative and Quantity].
 - **IN** toward community, **UP** toward God, and **OUT** toward neighborhoods and nations.



6. The base represents the Word and God's purposes. Foundation which ALL is established.
7. The shaft represents (**teams**) the vehicle God uses to accomplish His will. It is evident that from the beginning God has used (people) relationships and teams to fulfill His purposes:
 - Godhead- Father, Son, and the Holy Spirit (**Elohim**=plural, “Let us...”) Each have function.
 - Adam AND Eve ([Genesis 1](#)), Each have function, and are incomplete in fulfillment without each other.
 - Joshua, Moses with Aaron and Hur, the battle against Amalek. ([Exodus 17](#))
 - David and his mighty men. ([2 Samuel 23](#))
 - Jesus and His Disciples ([The Gospels](#))
 - Paul AND Barnabas, Paul, AND Timothy, etc. ([The Book of Acts](#))
8. The cross beam in which the scales are hung represent the **FUNCTION** of the teams. Without a functioning cross beam, well oiled, the scale would cease to function. The bible is filled with examples where the mission of a team hinges on the ability of the team to function together properly.

Wrong way [2 Kings 6](#) David bring Ark back to Jerusalem. Uzzah/Team out of order.
[Joshua 7](#) Achan's mistake affects the entire team and their mission.

Exodus 18 Moses rebuked by Jethro for trying to do it all himself.

Right way **Daniel 1-3** Shadrach, Meshach, Abednego, mentioned together 14 times, never once alone. Five “we” in 3:16-18 The stuck together as a team, changed nation.
Joshua 6 Joshua, fighting men, priests and people defeating Jericho.
Judges 7 Gideon and his three hundred men, 3 teams, horn, jar, torch.

9. **The same principles apply to our church leadership team and our team of teams.**
We too must make sure our teams' function properly and efficiently.
10. We can have a clear vision, our philosophy defined, and a strategy developed, **BUT** if our teams don't function properly, our vision is nothing but fantasy, or at best greatly hindered.

III. Four Ways Teams Function

When we combine the reality of all a team's beliefs, thoughts, attitudes, and actions, you will produce one of **four ways team's function**: **(Which one are you as team leader or team member?)**

A. **SLIDE** Non-Functioning Team Culture

1. Defined - A team that is become dormant in the pursuit of fulfilling their intended purpose.
2. There is no activity or movement. [Not much relationship, no life, going through motions].
3. They may believe, think, and feel that what they are a part of is important, but there is no action toward fulfilling their purpose.
4. No vision = no growth = no ownership = no movement/function = no fruit.

B. **SLIDE** Malfunctioning Team Culture

1. Defined - A team that has sustained a setback regarding their purpose and needs repair.
2. Relationship conflicts within the team. [Lack of trust, competition, back-biting, gossip].
3. Processes or Systems that is broken or missing.
4. Lack or waste of valuable resources - People, money, materials, etc.
5. Sudden change in direction. [confusion, lack of clarity, loose decision-making]

C. **SLIDE** Dysfunctional Team Culture

1. Defined - A team that has distorted values, thoughts, attitudes, and actions regarding their intended purpose causing them to function abnormally. **(Most common culture today).**
2. Their vision doesn't match the overall church vision. Don't agree, know, or support it.
Have a ROOM vision and not a HOUSE vision.
3. Team members are not on the same page - Culture of blame, jealousy, mistrust, competition.
4. Lack or absence of relationships - Personality conflict, incompatible, shallow people.
5. Unclear objectives for the team as a whole – [People are down on, what they are not up on]
6. Undefined roles amongst the team – “I Don't know what I am doing.”
7. Weak or absent leadership - Team members are left to their own.
8. Domineering autocratic leadership – Suppresses ownership and creativity. **Control vs. Growth**

B. **SLIDE** Functioning Team Culture

1. Defined – A unified team that shares the same values, thoughts and attitudes which directs their actions toward fulfilling their God-given purpose. **#firing on all 8 cylinders**
2. This should be the goal of every person and every team here today.
3. It is each team's responsibility to discern what to do to move towards our 'Desired Culture' as a whole and ensure it aligned with the overall vision and mission of the church.

IV. Improving the Function of your Team.

Let's get very practical and discuss "How" we might apply these truths to our own personal lives and teams. Here are **FOUR simple, yet crucial PRINCIPLES**. The first principle is...

A. **SLIDE** Understand the Goal

1. This might be stating the obvious, but I think you would be surprised at how easy it is for team members to lose sight or be unable to articulate the overall vision.
2. **Everything starts with a biblically based vision. Without a goal in mind, you can't have a real team. Great vision precedes great achievement. Every team has a purpose.**
#A family, a sports team, a business, a social club, a gang AND a church.
3. **First**, Team Leaders and Members must understand:
 - **The overall vision of the church. Vision = where you are going.**
#Vacation – Vale to ski or Maui and beach. Determines how you prepare.
 - **The Mission of the church = why we exist.**
 - Each team should know it, live it, breathe it, be passionate about it & reproduce it.
Q- Yogi Berra, "If you don't know where you are going, you'll end up somewhere else."

WHAT IS YOUR VISION AND MISSION? ANSWERS? Where are you going and why you exist?

- **LC Vision** is to see the purpose of God fulfilled in and through His people.
 - **LC Mission** is to be a people after God's own heart!
4. **Second**, the **team of teams** must be able to **define their specific role** in fulfilling the overall vision. ***You are not individual teams that are just connected relationally, but teams that are connected strategically. You are interdependent, not independent. Everything you do must be focused on fulfilling overall vision.*** If not, you should question what you are doing & why.
Nehemiah 3 - Rebuilding the wall, each had their own assignment.
 5. **Proper functioning of a team begins with each member understanding the goal for both the church and their respective team/department.** #Worship team can't show up at 2pm
 6. A team can have plenty of talent, resources, and great interpersonal strength, and still go nowhere. A team can also be very busy, yet still be unproductive, due to blurred vision.
 7. A team that is consistently reminded of the reason in which they exist (vision) will become a focused, energized, confident and fruitful team. We must discuss it clearly, creatively, and continually.
#Football team has one objective, the GOAL line. **Vince Lombardi -This is a football.**
1st Superbowl, 1/15/67, GB Packers vs. KC Chiefs, Packers won, 35-10, Bart Starr MVP.
 8. **How about your team? Ask yourself some important questions about you and your team:**
 - ☐ Do you know the goal? Can you clearly articulate why LC exists? #Get feedback now.
 - ☐ How does the overall vision-mission specifically apply to the goals of my team?
 - ☐ What is the vision/goals of my team?
 - ☐ What are we doing on a regular basis to practically implement these crucial principles?
 9. The first step in creating a Culture of Team of Teams is to, "Know the Goal."

B. SLIDE Understand Your Role

Once we understand the goal of the church & our team, the next is to, “understand your role.”

1. One of the greatest breakdowns to a team’s ability to function efficiently is the lack of clarity regarding individual roles and responsibilities.
Q- People are down on what they are not up on.
2. **Every person has the desire to belong, be fruitful and feel significant.** There aren’t many people that move into a job or ministry position that start their journey by saying, *“I can’t wait to fail! I love being a loser! I love being irresponsible.” “I want to do nothing.”*
3. **This is one area most can improve in.** For the most part we seem to be quite busy, touching many lives, extending the kingdom, but I am surprised at the number of our staff or volunteers that don’t really understand what is expected of them.
4. As a leader of a team, we should ask ourselves some important questions:
 - ☐ Do we know specifically the role and responsibility of each person on our team?
 - ☐ Have we defined these responsibilities specifically in a document?
 - ☐ Have we shared these responsibilities with those on the team?
 - ☐ Have we set up a process in which we discuss on going progress with our team members? Training and mentoring?
5. As a member of a team, we should ask ourselves some questions:
 - ☐ Do I know specifically what my role is on the team?
 - ☐ Can I define specifically how I will care out each responsibility?
 - ☐ Do I know what resources, skills and aptitude are needed to fulfill this role?
 - ☐ Do I sense that I have the support and encouragement needed to succeed?
 - ☐ If not, have I discussed this concern with your team leader?

C. SLIDE Improve Personal Standards

The third principle is to “Improve Personal Standards.” Your standards and how you function will affect the culture of your team. **Each of us is responsible for the overall well-being of our teams.**

[Daniel 6:3](#) Daniel distinguished himself above the governors and satraps, [because an excellent spirit was in him](#); and the king gave thought to [setting him over the whole realm](#).

1. Remember, culture is the interrelationships of beliefs, thoughts, attitudes and actions between **YOU** and your team. We should take personal responsibility to develop our own leadership capacities in each of these areas, if we are going to improve our team, enhance our culture and fulfill our vision. **Change in the team begins with change in me.**
Q-Where we are today will not get us to where we need to be tomorrow.

2. Let’s look at a chart that defines the four areas for developing our personal leadership culture:



Aubrey Malphurs –
Building Leaders
MENTION HORIZONTALLY

1. **Our Values – Character/Being: Soul Work:** Deals with our character. How we do personally when it comes to integrity, purity, honesty, humility, etc. How does our character align with our leadership values? Our personal character has a great affect on our team culture.
Q-Abraham Lincoln, “Nearly all people can handle adversity. If you want to challenge a man’s character, give him power.” (Each of us have been given a level of power/influence.)
#RECENT FAILURES OF GLOBAL LEADERS – Gifts diminished when character is lacking.

2. **Our Thoughts – Knowledge/Knowing: Head Work:** This category deals with our knowledge, thoughts, intellect. What we think & believe, how we think about certain things or people, etc. It also has to do with our capacity level which is affected by the level of knowledge we possess. NOT JUST IN WHAT WE DO, BUT ALSO IN THEOLOGY AND OUR TRUE IDENTITY.

ORTHODOXY - PBC ACCESS

#Law of Lid – Management Principles, People Skills, Cultural Issues [gender, race, etc.]

3. **Our Attitudes – Emotions/Feeling: Heart Work:** The category deals with our emotions. How do we feel has a great bearing on how we act. How do we feel about overall vision? How do we feel about our leader? How do we feel about our job? How do we feel about other team members? ***Your personal attitude has a great bearing on the overall team and its advancement as well as your personal advancement.***

#[For all you ol’ school] Donny Osmond had it right - One bad apple spoils the whole bunch
#Terrell Owens - Cowboys, Rasheed Wallace - Blazers and Mike Vick - Atlanta Falcons.

The Winning Attitude – John Maxwell

It is the “advance man” of our true selves.

Its roots are inward, but its fruit is outward.

It is our best friend or our worst enemy.

It is more honest and more consistent than our words.

It is an outward look based on past experiences.

It is a thing which draws people to us or repels them.

It is never content until it is expressed.

It is the librarian of our past.

It is the speaker of our present.

It is the prophet of our future.

4. **Our Actions – Skills/Doing: Hand Work:** This is the outworking of the other three (values, thoughts, and attitudes) and deals with our skills, disciplines, and behavior.

This is how we “function” personally. There are so many areas to discuss that affect our team culture when it comes to our actions. Here are just a few:

All of these
affect the
functionality
of our team.

- ☐ Work Ethic – Punctuality, Carrying my load, spirit of excellence, hard worker.
- ☐ Use of Time – Where we spend our time, who we spend our time with, focus.
- ☐ Personal Disciplines – Prayer life, word, fasting, diet, exercise, finances, family, etc.
- ☐ Personal Growth Strategies – Defining areas of weakness and establishing growth plan.

5. It is the assessment of these four personal areas, coupled with a strategic plan to grow in our weaknesses that will help to improve the culture of our teams. A MSG IN ITSELF!!

#Set annual goals, review quarterly, implement weekly – Review last year’s successes and setbacks and establish new ones. Review regularly and set these goals into your time management system as tasks and items to work on.

6. SAY IT WITH ME.. Know the Goal, know our Role, improve our Personal Standards and last...



D. SLIDE Improve Team Standards

There are literally thousands of topics that could be discussed in this one area. Scores of books and seminars exist on 'building team.' However, I felt led to discuss **eight simple, yet important principles** that really are applicable to where we are at as a leadership team:

1. **SLIDE** Commitment to Building Healthy, Lasting Relationships – Relationships are the glue that holds teams together. *It is impossible to have a healthy leadership culture without having healthy relationship culture.*

1 Thessalonians 5:11 "Therefore encourage one another and build one another up, just as you are doing."

Relationships are established by spending time together, having respect and trust for each other, standing up for one another, protecting each other, being open and vulnerable with each other.

A team without relationships is like a car without an engine, a boat without a rudder, a kite without a string. ***If we agree that the vision we are to fulfill is larger than anyone of us, and the vehicle that takes us to our intended goal is team, then relationship is the motor that gets us there.*** Relationships take time, energy, and attention.

What are you doing to strengthen the relationships around you?

How much time do you spend with those around you outside of departmental duties?

What are you doing to strengthen the trust and respect of your team?

2. **SLIDE** Commitment to Communicate - Open honest communication is critical to establishing a healthy team culture as well for vision fulfillment. ***Everything rises and falls on leadership; leadership rises and falls on communication!*** More communication is better than less communication.

Ephesians 4:29 Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.

We should communicate as a team about:

- ☐ Ministry objectives, strategies, plans and processes. Everyone should be informed, and everyone should have input. Proper communication will create ownership and passion.
- ☐ Ways to help each other improve. Share your strengths, skills, and successes. **#Seth**
- ☐ Any conflicts that might arise. Deal with them immediately, honestly, and biblically. **#Know when to send a text or email and know when to walk down the hall.**
- ☐ Willingness to ask for or give assistance when needed; share weaknesses.

3. **SLIDE** Commitment to Understand before being Understood - **James 1:19 MSG** Lead with your ears, follow up with your tongue.

A real key to building a healthy team culture is to build an atmosphere where every person's thought and feeling are completely understood. Too often, we are so passionate about sharing our ideas in a meeting or our concerns in a conflict that we close off others and what they have to offer to the meeting or situation.

The result is further confusion and conflict. Learn to listen before formulating an opinion (open-minded), you just might learn something along the way.

Q – Be interested and impressed, not interesting and impressing.

Q- My favorite phrase, **"Help me to understand..."**

4. **SLIDE** Commitment to Accountability – There are varying types and degrees of accountability. There are work performance accountabilities, spiritual accountabilities, personal, financial, moral, relational, etc. The level of relationship will greatly determine the level of accountability. **#One of greatest breakdowns today with leaders!**

James 5:16 Therefore confess your sins to each other and pray for each other so that you may be healed. The prayer of a righteous person is powerful and effective.

Luke 10:2 Jesus sent them out in two's..."

Regardless of where you are at with your team and accountabilities, it should be an area that we work hard to increase and improve. A lack of accountability leaves room for mistakes, setbacks, & tragedies, all which greatly affect the function and culture of a team.

If there ever was a season where we should be making sure everyone on our team is thriving versus surviving or dying, it is now. Relationships should be strong enough where we are able to both ask and receive personal questions about how we are doing in every area of our life.

#Walter and Me – very personal relationship and questions asked regularly. There is such safety knowing that you aren't fighting alone and that there is someone to be with you.

Three Safe People – Stockstill, Surratt and Damazio

5. **SLIDE** Commitment to Help Others Succeed –
Philippians 2:4-8 MSG Don't push your way to the front; don't sweet-talk your way to the top. Put yourself aside, and help others get ahead. Don't be obsessed with getting your own advantage. Forget yourselves long enough to lend a helping hand.

You can get a much more accomplished if it doesn't matter who gets the credit.

Anyone who is more passionate about elevating their own personal accomplishments more than the team or others will affect the team. Help those above you, around you and under you to succeed in all they do.

#Me – Leading from the Front row – Pray no one knows my name. Level 5 Leader!

Q – Steve Sample (Former USC President): "If a would-be leader wants glamour and attention, he should try acting in the movies. However, if he in fact wants to make a consequential impact on a cause or an organization, he needs to roll up his sleeves and be prepared to perform a series of grungy chores which are putatively beneath him, and for which he'll never receive recognition or credit, but by virtue of which his contemporaries will be inspired and enabled to achieve great things."

A team is not a bunch of people being used like puppets for one head-strong domineering leader to fulfill his mission and passions, but a compilation of people all dedicated to see, first and foremost the overall mission of the team succeeds and secondly to see other reach their God-given potential.

#Notre Dame football team – Do not put the names of the players on their jerseys. Lou Holtz, former coach of fighting Irish said, "At ND, we believe the interlocking of ND players as one team was all the identification that was needed. When anyone would complain, I would tell them that are still lucky we allowed numbers on the jerseys. If your priority is the team and its mission rather than yourself, what else do you need?"

6. **SLIDE** Commitment to Celebrate –

2 Samuel 6:14 David danced before the Lord with all his might (after Ark returned, 2nd time)

In our fast-paced, intense, pressure-filled, complex lives, we need to learn to celebrate more. We need celebrate your wins, share the testimonies of God's goodness (healings, salvations, breakthroughs, etc.) In addition, we need make sure we are having fun daily.

Q- Jesus is our joy not our job. Happiest place on earth should be church NOT Disneyland!

7. **SLIDE** Commitment to Respect your Differences – Each one of us are strange birds; no two are alike. Just like in marriage, it is the combination of gifting, talent, ability, and perspective that makes up a better end-product. As good as you may be, you still can only see an opportunity, project or problem through one filter: yours!

1 Peter 2:17 ESV Show proper respect to everyone, love the family of believers, fear God, honor the emperor.

Romans 12:10, NLT Love each other with genuine affection, and take delight in honoring each other.

MY TEAM PHILOSOPHY - "If there is no tension in a meeting regarding a specific decision we are about to make, the idea has not been discussed thoroughly enough to get all perspectives on the table that are needed to make the right decision."

VLT – Plenty of regular tension. LOVE IT! I need the realist, idealist, and pessimist to help give me a proper perspective of how the broader congregation is feeling.

8. **SLIDE** Commitment to be a Team Player -

Deuteronomy 32:30 How could one chase a thousand, and two put ten thousand to flight?

Leviticus 26:8 Five of you will chase a hundred, and a hundred of you will chase ten thousand.

The bible is clear that there is a supernatural synergy that takes place when people come together, set aside their own agendas, and unify for the fulfilling God's purposes. (Ps.133)

Bro. Dick Iverson - "What I am a part of is more important than the part I play."

Team ministry has been a value and distinctive to our church for decades.

Lone rangers, independent spirits, and people with selfish ambitions don't last long on teams. Not because they are irritating, but because they produce the wrong kind of fruit.

Teamwork begins when you start focusing on the 'we' not the 'me.' 'We should not only use all the brains we have, but all the brains we can borrow.'

If we are going to improve our culture of teams, it is recognizing that each of us has the responsibility to each other to embrace and implement these principles into our lives personally; know the goal, know our role, improve our standards, improve our teams.

CLOSE WITH TEN – "Leadership Team Covenants"

EVERYONE READ OUT LOUD TOGETHER

IV. Team Proclamations

1. **SLIDE** WE will accomplish what we do together. We share our successes, celebrate our wins, and will never let any one of us fail alone.
2. **SLIDE** WE will take personal responsibility to grow as individuals in our own personal lives. We will set our standards high and challenge each other to exceed them. We recognize that our weaknesses will affect the entire team and its mission.
3. **SLIDE** WE are fully grown adults and leaders of an incredible church. We will act as such and expect the same from every person on the team.
4. **SLIDE** WE will not keep secrets or build any division amongst our team. Information that affects us will be dealt with openly, honestly and in a timely manner. We will quickly and openly work to separate fact from fiction.
5. **SLIDE** WE will keep our word. We will say what we mean and do what we say. We trust the word of others to be good as well.
6. **SLIDE** WE will keep our head. We will not panic or over-react in the face of adversity. We will always choose to roll up our sleeves together to solve any problem or overcome any obstacle rather than wring our hands in defeat.
7. **SLIDE** WE will protect our church vision and church family at all costs. There is nothing we will allow to separate us from each other or from the purposes of God that we have been called together to accomplish. We will look out for each other.
8. **SLIDE** WE will be unselfish and expect that everyone will exhibit the heart of a servant. No one is above the need to serve another. We are servants together, yet each playing our distinct role.
9. **SLIDE** WE are each part of a greater vision than anyone of us can accomplish alone. We need each other. What we are a part of is more important than the individual role we play.
10. **SLIDE** WE will not tolerate a maintaining, declining or defeated mentality. We will accomplish all that God has called us to accomplish. We are in this together for the long haul.

QUESTIONS, DISCUSSION, COMMENTS

PRAY OVER LEADERS, MINISTRY AS TIME ALLOWS