



International Shelby Conference
2009

The Magic of Teamwork

Presented by: Ron Chandler



Objective

The objective of this session is to identify principles of team management from various sources as well as the top 5 weaknesses of church leaders.



What You Will Learn in This Session

Perspectives from the works cited as follows:

1. The Magic of Teamwork, by Pat Williams
 - a. The 8 Principles of Teamwork
2. 13 Fatal Errors Managers Make, by W. Steven Brown
 - a. The 13 Principles of Team Management
3. The 17 Indisputable Laws of Teamwork, by John Maxwell
4. Top 5 Weaknesses of Effective Church Leaders, by Thom S. Ranier



The Magic of Teamwork

by Pat Williams

Together
Everyone
Achieves
More

**“INDIVIDUALS PLAY THE GAME, BUT TEAMS WIN CHAMPIONSHIPS”
“IT TAKES A TEAM TO LAUNCH A DREAM”**

- Phil Jackson, Bulls / Lakers coach reads to his team this excerpt from Kipling’s Second Jungle Book

*Now this is the law of the jungle
As old and as true as the sky:
And the Wolf that shall keep it may prosper,
But the Wolf that shall break it must die.
As the creeper that girdles the tree trunk,
The Law runneth forward and back.
For the strength of the Pack is the Wolf,
And the strength of the Wolf is the Pack*

8 Principles of Teamwork found at work in every great team Basis for team excellence and team success

1. Acquire top talent

- a. Red Auerbach said “How you select people is more important than how you manage them once they’re on the job”
- b. What to look for in a team player
 - i. Assess ability
 1. View the human relations department as a teambuilding center
 - ii. Choose coachable people
 1. Many wonderfully talented athletes have failed because they were not coachable
 - iii. Think “Chemistry”
 1. More important than talent
 2. Consists of ability, skill, drive, ambition, personality, emotional makeup, values, communication, and people skills
 - iv. Strive for Balance
 1. The skills of each team member have to balance and complement the skills of all the others
 2. Diversity of skills, unity of purpose



- v. Recruit the best
 - 1. Build a quality team out of quality people who are always reaching for the next level of excellence, both individually and as a team.
 - 2. Attributes that predict success in business and sports
 - a. Competitiveness – unquenchable desire to win and succeed
 - b. Assertiveness – ability to lead strongly without being pushy, inconsiderate, or bully
 - c. Aggressiveness – the drive to push obstacles out of the way and create opportunities
 - d. Ego-strength- take rejection with optimism/grace, bounce back from failure
 - e. Self-discipline – self starting, self motivated
- vi. Team Development
 - 1. 5 Steps to acquiring top talent and build a winning team (see above outline)
 - a. Assess ability
 - b. Choose coachable people
 - c. Think “chemistry”
 - d. Strive for balance
 - e. Recruit the best
 - 2. Develop talent in:
 - a. The physical dimension
 - b. The skill dimension – keep your team on the growing edge
 - i. One of the most important skills in a team is the skill of communicating
 - c. The emotional dimension
 - i. Ability to remain cool and poised under pressure
 - ii. Willingness to shoulder personal responsibility
 - iii. Tendency to solve problems rather than grip about them
 - iv. Strong work ethic
 - v. Ability to self-start and self-motivate
 - vi. Respect for self and others
 - vii. Ability to focus and stay on task
 - viii. Ability to celebrate others achievements – not be threatened
 - ix. Willingness to sacrifice for the team effort
 - d. The spiritual dimension
 - 3. Turnover – a team killer – low turnover is key to success of a great team
 - a. Reduce turnover by:
 - i. Making team members feel valued and affirmed
 - ii. Make their jobs meaningful and exciting
 - iii. Creating room for growth and advancement
 - iv. Recognize their contributions
 - v. Listen to them



- vi. Express vision and goals
- vii. Create a happy, positive, family-like environment
- viii. Trust – then grow old together
- b. Make today pay off tomorrow – invest for the long range

2. Demonstrate and develop leadership – Be a Great Leader

a. Qualities of a great leader

i. Vision

1. Your vision is your definition of what success is to you as a team
2. A true vision gives the team more than just a target to shoot for
3. Our vision is larger, grander, more exciting than our goals
4. Knowing where you want to go requires
 - a. Having a clear vision
 - b. Articulating it well
 - c. Getting your team enthusiastic about sharing it
 - d. Be consistent – “no one follows an uncertain trumpet” – Biblical phrase

ii. Communication – leaders are salesmen

1. Communicate optimism
2. Become a storyteller
3. Check the perceptions of your players
4. Be a good listener
 - a. Focus on the person
 - b. Give undivided attention
 - c. Have continuous eye contact
5. Hone your public speaking skills

iii. People Skills

1. Be visible and available
 - a. Let people see you are by being:
 - i. Involved
 - ii. Accessible
 - iii. Close to the action
 - iv. Talk to your team
 - b. A leader is in trouble when he isolates himself and loses touch with people
2. Praise in public, criticize in private
 - a. A leader’s praise is often remembered more warmly and vividly than the achievement itself
3. Use authority sparingly
4. Cultivate a healthy sense of humor
 - a. The ability to laugh at yourself is an important asset in business
5. Never allow murmuring – say nice things
6. Cultivate a healthy respect for your leadership

iv. Character



1. Norman Schwarzkopf – “I judge character not by how men deal with their superiors, but by how they deal with their subordinates”
 2. John Maxwell – “People buy into the leader before they buy into the leader’s character”
 3. Be humble
 4. Maintain absolute integrity
 - a. Integrity is the human quality most necessary to business and team success
 - b. People with integrity are not divided (that’s duplicity) or pretending (that’s hypocrisy)
 - c. Integrity means doing what is right, even when no one else can see you
 5. Be flexible and adaptable
 6. Be transparent
 - a. A true leader is not afraid to :
 - i. To be vulnerable
 - ii. To admit flaws and mistakes
 - iii. To share both triumphs and failures
 - iv. To forgive himself and others
 - v. To let his emotions show through
 7. Be confident
 - a. Vince Lombardi – “Confidence is contagious, so is lack of confidence”
 - b. General Anthony McAuliffe when surrounded in 1944 by German forces – “Men, we are surrounded by the enemy. We have the greatest opportunity ever presented an army. We can attack in any direction.”
- v. Competence
1. Leaders demonstrate:
 - a. Strong track record
 - i. A strong leader should be experienced and successful
 - b. Have the ability to delegate
 - c. Have a passion for excellence
 - d. A commitment to continual personal growth
 - i. Mark Twain – “the person who doesn’t read books has no advantage over the person who can’t read them”
 - ii. Erasmus – “when I get a little money I buy books. If there is any left over, I buy food”
 - iii. Bill Gates - “People cannot become truly knowledgeable without being excellent readers”
 - e. A commitment to hard work
- vi. Boldness
1. Walt Disney – “courage is the main quality of leadership – courage to initiate something and keep it going, a pioneering spirit, an



adventurous spirit, the courage to blaze new ways in our land of opportunity”

2. To demonstrate boldness, a leader must be willing to:
 - a. Take risks and encourage risk-taking among your players
 - b. Learn to take conflict, controversy, and criticism in stride
 - i. “A true leader doesn’t cave in to pressure, doesn’t fold under adversity, doesn’t hide from controversy”
3. To be a leader, be a servant

3. Encourage team commitment

- a. A guy who just won’t quit
- b. Components to a committed team attitude
 - i. Loyalty: commitment to each other on the team
 1. Bill Bradley – “A champion is somebody who does it for somebody else.”
 2. Martin Luther King – “Some of your relatives may have come over on the Mayflower, some may have come over on a slave ship, but if we do not all get together in the same ship, we’re all going to drown.”
 - ii. Senses of Mission: commitment to the team vision or cause
 1. Nehemiah ability to rebuild the wall in Jerusalem
 - iii. Class: commitment to quality and excellence
 - iv. Competitiveness: commitment to winning
 1. “Single-minded, passionate, dedicated competitiveness is an absolute must in building successful teams.”
 - v. Accountability: commitment to continual improvement
 1. Do whatever it takes to improve
 2. Take full responsibility for your own actions
 3. Accept the consequences of your behavior and choices
 4. Admit your failures and flaws to your teammates
 5. Allow your teammates to critique your performance and point out your mistakes and weaknesses
 6. Be coachable and teachable
 7. Each player is responsible to the entire team
 - vi. Mental toughness: commitment to hustling and finishing
 1. Bill Russell – “Hustle is a talent, because not everybody does it! The guy with hustle is the guy who’s left standing when it’s over.”
 - vii. Self-discipline: commitment to control and self mastery
 1. Committed to conquering our own:
 - a. Flaws
 - b. Weaknesses
 - c. Procrastination
 - d. Appetites
 - e. Laziness
 2. It means:



- a. Being tough on ourselves
- b. Denying ourselves some things we want for the moment in order to win what we want for all time
- 3. Bobby Knight says self-discipline is:
 - a. Doing what needs to be done
 - b. Doing it when it needs to be done
 - c. Doing it the best it can be done
 - d. Doing it that way every time you do it

4. Inspire team enthusiasm and passion

- a. “interest + values = passion”
- b. “true passion + natural talent = excellence”
- c. “nothing gets done without passion”
- d. Love what you do; do what you love
 - i. Jim White, UNC – “Passion comes from a proper job fit. Passion equals motivation.”
- e. Passion is memorable
 - i. “Passion connects you with other people. Passion gets noticed. People are attracted by passion and enthusiasm.”
- f. Teamwork requires passion
 - i. “Passion lifts all the players to a new level of engagement. Passion wins.”
 - ii. Pete Rose – “The first thing to go isn’t the arm or the legs. It’s enthusiasm, it’s passion. When that is gone, the player is through.”
- g. Dislodge your necktie and more

5. Build a strong team attitude

- a. Ben Franklin – “Teams have to hang together or they will hang separately.”
- b. Team attitude – the key to alignment
 - i. “A team attitude is a ‘we’ and an ‘our’ attitude instead of a ‘me’ and ‘my’ attitude.”
 - ii. “Whatever an individual can achieve, a team can do bigger, faster, more effectively, and more gloriously.”
 - iii. “Humans are 97% water – the rest is all attitude.”
- c. Team attitude requirements:
 - i. Be unselfish
 - 1. Bill Russell – “The most important measure of how good a game I played was how much better I made my teammates play.”
 - ii. Find a role and fill it
 - 1. Phil Jackson – “Creating a successful team requires the individual involved to surrender his self-interest for the greater good so that the whole adds up to more than the sum of its parts.”
 - 2. INDIVIDUALS PLAY THE GAME, BUT TEAMS WIN CHAMPIONSHIPS
 - iii. Be a team of cheerleaders
 - 1. “Encouragement promotes growth. Praise enhances morale. Commendations increase cooperation.”



- iv. Have fun!
- v. Follow the leader
 - 1. Pete Rose – “The winning attitude starts at the top of the organization.”
- vi. Be flexible
 - 1. A person who is flexible is:
 - a. Adaptable
 - b. Creative
 - c. Coachable
 - d. Eager to try new ideas and new approaches
 - e. Not rigid or stuck in a rut
- vii. Think in sync
 - 1. “You maintain your unity on the team while celebrating the diversity and uniqueness of the individual players.”

6. Empower individuals to excel in the team environment

- a. Be an encourager and an empowerer
- b. Mentor someone
- c. Pull and cheer for each other
- d. Pick people up when they fail
- e. Encourage teamwork
 - i. “I love the story of a guy who was driving out in the country. In the road ahead of him, a fox scampered across the road. To avoid hitting the animal, the motorist swerved into a shallow ditch. He got out, surveyed the damage, saw that he was hopelessly stuck, and walked to the nearest farmhouse for help. There he found a farmer who had nothing but an old, blind mule named Dusty. The motorist, the farmer, and Dusty went back to the car, where the farmer hitched the blind mule to the car. Then the farmer snapped his whip and yelled, “Pull, Brownie, pull!” Dusty didn’t move. The farmer hollered, “Pull, Brownie, pull!” Dusty remained motionless. “Pull, Jenny, pull!” Still nothing. Finally, the farmer yelled, “Pull, Dusty, pull!” The mule jerked forward, strained mightily, and rescued the car from the ditch. The motorist thanked the farmer, then asked him why he had called the mule by three wrong names. “Well, Dusty’s blind,” the farmer said, “but if he thought he had to do the work all by himself, he wouldn’t even try.”
- f. Pass it on
 - i. Somehow pass along a measure of the encouragement, insight, confidence, inspiration, and strength others have been to you.

7. Create a team environment of mutual respect and trust

- a. Rely on each other
- b. Love and care for one another
 - i. Vince Lombardi – “If you’re going to play together as a team, you’ve got to care for one another. You’ve got to love each other. Each player has to be thinking about the next guy....”



- c. “We are family”
 - i. Trust and respect starts at the top
 - d. No room for prejudice
 - e. When you love, you level
 - f. If you trust you win
8. **Build on a foundation of team and individual character**
- a. “Character is the sum of all the positive traits and strengths that enable a player to compete effectively and cleanly, in a way that moves the team closer to its goals and sets a positive example to fellow teammates and spectators.”
 - b. Recruit people of character who are
 - i. People of faith
 - ii. People of honesty and integrity
 - iii. People with a strong work ethic
 - iv. People of maturity
 - v. People of responsibility
 - vi. People who start, persevere, and finish
 - vii. People of courage
 - viii. People of humility
 - ix. People who use their influence wisely
 - c. Character matters
 - i. “Character gives teams and individuals the winning edge.”
 - ii. “Character lifts teams and individuals to their goals.”
 - iii. “Character brings the team vision within reach.”

Epilogue

- Judges 3:31 “After him was Shamgar the son of Anath, who killed six hundred men of the Philistines with an ox goad; and he also delivered Isreal.”
- Whatever arena you compete in, whether you have been called to lead a team, build a team, or play on a team, you’ve got to get going now. You need to get after today while it’s still today.
- Lessons from Judges 3:31
 1. Start where your are – Shamgar started where he was. He was on a farm (he had an ox goad).
 2. Use what you have – all Shamgar had was an ox goad, so he used it. An ox goad is a long stick or prod with a point on the end.
 3. Do what you can – Shamgar slew 600 Philistines at one time. He “delivered Isreal”.
 4. Grab your ox goad and get-r-done!
- Sign at NASA Space Center, Cape Canaveral
 1. **IT TAKES A TEAM TO LAUNCH A DREAM**



13 Fatal Errors Managers Make And How You Can Avoid Them

by W. Steven Brown

1. Accept personal accountability.
2. Develop your people.
3. Influence thinking, don't try to control results.
4. Avoid cliques and office politics.
5. Tailor your management style to the needs of your employees.
6. Keep an eye on the bottom line.
7. Concentrate on objectives instead of problems.
8. Be a boss, not a buddy.
9. Set standards.
10. Train your people
11. Demand competence.
12. Recognize quality performance from all your employees.
13. Do not manipulate people.



The 17 Indisputable Laws of Teamwork

by John Maxwell

1. By combining their efforts and talents, teams can outperform any individual. Anyone who has seen a great player brought down by a special effort from the opposing team will know the truth of that observation.
2. Team players have to subordinate their self-interests on behalf of the team's purpose. In the NBA, the teams with ball hogs don't win championships. I find that this law is violated more often than it is followed.
3. Each team player can add a greater contribution when in the correct role. If you turned a great linebacker into a tight end, the results usually wouldn't be as good.
4. The more difficult the goal, the more important the teamwork. The example used here is climbing Mount Everest and the hard work that dozens of people have to do so that two people can climb atop the peak. Most teams suffer from having weak or inappropriate goals. Spend time on this area . . . and take on something worth doing!
5. The team's results will only be as good as the performance of the weakest person. The poor leadership by the captain of the Exxon Valdez is used as an example.
6. People on the team have to find ways to spark the team on to greater accomplishment. Michael Jordan during his years with the Bulls is the example.
7. Teams need a vision of what needs to be accomplished to inform and inspire their efforts. If the company leader doesn't do this, then someone on the team must. IBM's improved marketing under Lou Gerstner's time as CEO is the key example.
8. Bad attitudes can spoil great talent. You are better building great attitudes on the team than having great talent. Ideally, you should try to have both.
9. Team members need to be able to rely on one another. Many people have trouble either trusting others or being trustworthy. Many teams find that exercises can help. There is a terrific example of demolishing the Omni in Atlanta using explosives that makes this point well.
10. Be prepared to make the necessary sacrifices to do what needs to be done. Most people know what should be done, but are not able to discipline themselves or the team to get there. The book describes the opportunity that Montgomery Ward missed to become a retail department store ahead of Sears in the early 20th century.
11. Keep track of your progress to focus your attention. Think of this as keeping score. When you are not meeting your quantitative goals, you should adapt.
12. You need to have lots of people who can play the same roles. When one person isn't being effective, you should substitute. This gives your team the chance to benefit from more perspectives, creativity, and energy.



13. Build from shared values that everyone on the team has. I think this is extremely important.
If someone doesn't have the same values as the team, you should not have them on the team.
In most cases, teams ignore this point. That's a big mistake!
14. Great communications are essential. Otherwise, you just work at cross-purposes.
15. The team's leadership will make the difference when all else is equal.
16. With everyone is feeling good about the team, hurdles can be overcome. There is the moving story of Ms. Kerri Strug making her vault in the 1996 Olympics while severely injured and overcoming the pain to get the points needed for the U.S. women to win the gold medal for gymnastics.
17. Keep doing what works for teams, and the results get even better with time. I enjoyed reading about Morgan Wootten, a high school basketball coach with an 87 percent winning average over 40 years who was inducted into the basketball hall of fame.



The Top 5 Weaknesses of Effective Church Leaders

by Thom S. Rainer

1. Providing personal pastoral ministry.
 - a. Failure to live up to the expectations to minister to each person individually.
 - b. It is not possible to pastor a church and live up to this expectation.
 - c. Research indicates that leaders of effective churches spent 10 hours per week in pastoral care.
 - d. Some object reasons for doing pastoral ministry.
 - i. Affirmation.
 - ii. Avoidance of criticism.
 - e. What is the proper balance between time spent in pastoral ministry (counseling, visitation, weddings, funerals) and the calling of prayer and the ministry of the Word?
2. Being task driven.
 - a. Results in becoming impatient in seeing objectives accomplished.
3. Dealing with staff.
 - a. Bad decisions related to hiring.
 - b. People problem management is draining.
 - c. Lack of training in personnel management for many pastors.
4. Dealing with criticism.
 - a. Can paralyze your ministry by avoiding conflict.
 - b. Remedy.
 - i. Pray for a Christ-like spirit in the midst of criticism.
 - ii. Pray for wisdom to deal with the criticism and love for the critic.
 - iii. Seek God's wisdom and discernment as to the validity or pettiness of the criticism.
 - iv. If the criticism is not valid, move on with your plans. Do not be paralyzed with fear.
 - v. Allow God in his own way and time to deal with critics.
5. Being a task-driven leader.



- a. Task-driven is defined as having a high interest in production and getting things done.
- b. Sometimes excludes relational issues.





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Before joining Shelby Systems in 2007, Ron Chandler served as a church administrator for 30 years. He was the Pastor for Administration at the Germantown Baptist Church in the Memphis, Tennessee metroplex, where he served for the last 24 years of his church ministry. He continues to serve as a church administration consultant. His pre-ministry business background includes accounting and auditing for various companies. Ron is the author of **Thy Kingdom Clean**, a popular NACBA Press resource for over 15 years, and contributing author to **Professional Practices in Church Administration**, NACBA Press. In 2002 he founded the popular website, www.churchadminpro.com, a website for church administration resources, used nationwide by volunteers and professionals. Ron was the 2002 recipient of the NACBA Maurice Saucedo Award, the 2006 recipient of the Southern Baptist Taylor Daniel Award, and a 2008 inductee into the SBCBAA Hall of Honor. He has been a member of the NACBA since 1986, FCBA certified in 1990, has served as the president of the Southern Baptist Church Business Administration Association. Ron is married to Renee. They have two grown daughters and one granddaughter.

