**PEOPLE SKILLS TRAINING**

* PERSONAL CHARACTERISTICS & QUALITIES
  + Integrity, honesty, trustworthy, and professional
  + Goal focused, driven to succeed, and leads by example
  + Organized, systematic, and methodical
  + Reasonable and good judgement
  + Positive attitude and optimistic
  + Proactive and self-motivating
  + Consistent, flexible, and adaptable
  + Patient and persistent
  + Knowledge of all aspects of environment, operations, and core components, as necessary and appropriate. Understand connections and relationships of the many “moving pieces” of the organization.
  + Dependable and reliable
  + Selfless, community minded and loyal
  + Competence in fundamental management
  + Aware of own strengths, weaknesses, style, etc.
  + Respectful, Calm, Understanding other’s perspective, compassion
  + Others
* QUALITIES OF SPIRITUAL LEADERSHIP
  + Strong Faith in Christ Jesus to Lead and Teach
  + Open Heart to be filled by the Wisdom and Power of the Holy Spirit
  + Comfortable using Scripture and other related materials to Teach and Lead
  + A genuine Love for Christ, the Church, and fellow Church Members and Believers
  + Deeply centered in their relationship with Jesus
  + Clearly understand the mission of the church. The mission is the same for all churches.
  + Help to hold the vision of the congregation before the people. Each church will have a different vision to accomplish the mission. Bulletin insert asking for input and our perception on our vision.
  + Know their strengths (gifts) and weaknesses (areas of growth). Spiritual gifts survey.
  + Recognize the gifts of those they lead and encourage their use.
  + Understand the benefits of shared leadership (team ministry).
  + Know that God is always with them.
* DELEGATION
  + Clear Objectives & Outcomes
  + Standard/Written Work Instructions
  + Measurable Metrics
  + Clear Expectations – Performance
  + Open – Two-Way Communication
  + Training & Skill Development – Testing
  + Person’s Motivations
  + Supervision & Coaching
  + Corrective Actions
  + Accountability & Rewards – Incentives
  + Right Tools & Equipment

**TEAMWORK SKILLS TRAINING**

The “Big Picture”

* Business Objective is Profit = Revenue from Customers – Expenses from Operations
* Core Components used to manage Operations includes Employees – bring Energy
* Teamwork:
  + Individual employees working together in such a manner that performance improves beyond the point where the output of the team is greater than the sum of the individuals.
* Why not do Teamwork first?
  + Create Perspective to Understand Value of Teamwork
  + Clear Business Objectives & How Teamwork Supports Objectives
  + Need for Common Goals & Communication to make Teams work

How does Teamwork improve Performance?

* Increased Knowledge & Skill
  + Different Points of View
  + Different Departments
  + Same mission, competing objectives
  + Creative Environment
* Improved Processes
* Specific ways of doing Job – Make easier for others
* Complementing Strengths & Weaknesses
* Efficient Time Management – Shifting Workloads
* Improved Communication
* Reduced Fear
* Expectation of Success
* Positive Attitudes
* Less Blame
* Personal Accountability to Team
* Improved Motivation
* Better Resource Allocation
* Response to Change

Types of Work that lend themselves to Teams

* Quantity of Work
* Requires Diverse Knowledge
* Requires Varying Skills
* Project Work
* Creative
* Significant Resource Allocations
* Clearly Identified potential areas of Improved Performance
* Interdependent Roles

Needed to Build a Team

* Common Goal – Purpose
* Shared Rewards & Consequences
* Communication
* Agreed upon Tasks
* Clear Metrics
* Posted Progress – Central Location of Information
* Select Right Employees
* Committed Employees
* Appropriately Skilled Employees
* Flat Organization Chart
* Respectful Environment
* Earned Trust
* Fairly Distributed Workload
* Clear Roles – Understood Team-Wide
* Cross Training
* Team-Wide Decision Making
* Leadership Commitment
* Recognized throughout Organization
* Team Leader
* Team Rules
  + We will ……….
  + We will not ……….

Needed to Manage & Maintain a Team

* Early Success
* Small Steps
* Rewards
* Leadership Participation
* Continued Communication
* Job Shadowing
* Job Rotating
* Rotate Members in & out
* Loyalty
* Selfless
* Genuine Relationships
* Recognize & Appreciate Challenges of other Team Members
  + “What can I do that will make your job easier?”
* Defend Each Other
* Compromise
* Not Personal
* Flexibility & Consistency
* Managing Change
* Conflict Management
  + Common Causes
    - Personality
    - Values
    - Perspective
    - Goals
    - Culture
  + Resolution Process
    - Clarify point of Conflict
    - Establish Common Ground
    - Revisit Goals
    - Separate Assumptions, Opinions, & Facts
    - Get Data
    - Establish Options – Matrix
    - Team Decision
* Solve Problems
  + Identify Problem
  + Causes of Problem
  + Possible Solutions
  + Decision Matrix
  + Cost / Benefit Analysis
  + Test Solutions
  + Implement Solution
  + Determine Effective
* Motivation
  + Remove De-Motivators
  + Consider Individual Preferences
  + Provide Incentives for Success
  + Make Success Achievable
  + Account for Relationships
  + Positive Environment
    - Reduce Fear
    - Empower
    - Have Fun
  + Establish Consequences for Failure
  + Consider New Employees

Common Problems with Teams

* No Early Success
* Unclear Direction
* Poor Communication
* Overpowering Individual
* Selfishness
* Disrespect & Blame
* Unresolved Conflict
* Unresolved Problems
* Sidebar Decisions
* Poor Leadership
* Negativity

Ending a Team Project

* Objective Achieved
* Success & Failures Documented
* Group Rewards
* Next Project