

## What People Want at Work: Part Two Straight Talk about Bosses and Staff

*Staff members . . . we all fit in this category!  
It's on everyone's mind.*

*Last Roundtable of Mega Churches Kevin attended, they listed the three greatest frustrations and sources of pressure for Senior Pastors:*

1. Staff
2. Sermon prep
3. Finances

It's on everyone's mind!

**Monster.com** is one of the largest employment websites in the world, owned and operated by Monster Worldwide, Inc. In 2006 Monster was one of the 20 most visited websites out of 100 million worldwide. Today, Monster is the largest job search engine in the world. Monster has over a million job postings at any time and over 1 million resumes, in the database and over 63 million job seekers per month. The company employs approximately 5,000 employees in 36 countries.

*Read Article: "10 Things you don't want to hear" (from employees)  
Monster thinks . . . a firm that works with millions of people looking for jobs.*

### **Review:**

Three characteristics for both boss and staff member.

1. Love Jesus
  - a. Humble spirit  
II Chronicles 7:14, Daniel 10:10-12, Psalm 147:6, Proverbs 3:34, Matthew 23:12, Luke 14:11, Ephesians 4:2-3, James 4:10, I Peter 5:5-7 At least 73 . . .
  - b. Servant heart
  - c. Hear God's voice
2. Growing leader
  - a. Secure
  - b. Learning
  - c. Practicing!
3. Strong character
  - a. Trustworthy
  - b. Live by the same standards that you expect of others.
  - c. Discipline to do the right thing

**What do people want in a great staff member?  
(What kind of leader do you want on your team?)**

Weighted 60%+ toward staff over volunteer leaders, but easy to translate.

*Maxwell – circa late 80's. So consistent . . . we might say it a little differently, but so consistent!*

### **Salary Takers**

- What will I receive?
- It's not my job.
- How can I get a raise?
- How can I look good?
- Is it good enough?
- Am I better off because I work here?
- Pay me now I'll produce later.

### **Salary Makers**

- What can I give?
- How can I help?
- How can I become a better leader?
- How can I make the church look good?
- Is it my best?
- Is the org better because I work here?
- I'll produce now you can pay me later.

Interviewed several "bosses" in this room... What are the things you like LEAST in a staff member? (Also asked 20 somethings – same thoughts!)

### **The "Foul Four" in any staff member:**

- Excuse Maker
- Complaint Giver
- Negative Thinker
- Entitlement Believer

### **Are the "Foul Four" skills or attitudes?**

#### **Attitudes!**

*"These attitudes are toxic and contagious." Kevin Monahan*

*Life happens... Partnership w/ Pastor Kevin . . . Grace . . . "Some whining allowed"*

*Patti and I attended the Gideon Dinner last Tuesday night.*

*Rainy night Patti came – greeted me: "I hit a car in the parking lot. Afraid the ink will wash away." Describe car . . . You just hit Marcia Myers brand new Honda Accord!! **This is true church comedy** . . . the XP's wife hits Senior Pastor's wife new car! (Some whining allowed)*

***I have to be careful.** Whining is a second cousin to complaining. I watch out!*

***Which of the Foul Four is your temptation?** (Careful about those second cousins!)*

## 5 Characteristics I want in a Great Team Member.

15 Let the peace of Christ rule in your hearts, since as members of one body you were called to peace. And be thankful. 16 Let the message of Christ dwell among you richly as you teach and admonish one another with all wisdom through psalms, hymns, and songs from the Spirit, singing to God with gratitude in your hearts. 17 And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus, giving thanks to God the Father through him. **Colossians 3:15-17**

### 1. They bring leadership energy to the table

**“Someone just showed up.”**

Energy is not about personality . . .

- Driven (self motivated)

*Often test with PDP (professional dyna-metric programs) ProScan . . .  
Measures **energy** level, **energy** drain like a battery’s output*

*There is no need for me to tell you to get **more driven**; overall we have a self-motivated team.*

*So my better contribution is how to handle the drive.*

**The obvious is to be really good at the job you were hired to do.**

Excel at what you were chosen for, don’t fret over what you are not picked for. . .

Your BEST path to be picked for something else is to excel at your job . . . Let go off on a little **tangent**, but very relevant and practical.

*I like having staff who are so good their phone rings! (**teach, consult**)*

✓ Get your bosses approval.

*(wrong [presumptuous] & rude not to ask) Generous /Gratitude balance.*

✓ Don’t go if you aren’t doing great in your responsibilities here

✓ Make sure *12Stone* is always your first love and commitment. (**work**)

*Many sharp and driven leaders get bored, lose their first love, and become distracted. . . Like many of you I get a lot of invitations... I love it here. . . I usually say no!*

Distraction often leads to discontent, and discontentment can take you out of the game.

- Leadership intensity without being an intense person

You know when to throttle down and you know when to ease up.

No one wants to be around an intense person, but leaders must at the right times lead with intensity.

- Proactive  
Leadership energy means you take initiative, about the right things.

Simply being proactive alone isn't the answer.

Anyone can be fast.

It's being out in front about the **right things that makes you good.**

2. Their consistent self leadership results in noticeable maturity

- Self-aware  
*One of the best examples of people who are not self aware are the really bad singers on American Idol! They really can't see themselves!*  
**PLAY IDOL CLIP**

They so desperately want to be something or someone that they are not.

We often talk about good leaders being self aware, and we'll continue. This morning, I want to give one fresh thought.

Self-awareness is not static.

- You don't become self aware and then you're done.
- Self-awareness is a dynamic and ever changing process.
- Because life changes around you!

*As a leader I'm reasonably, if not very, self aware, but that doesn't mean I will stay that way.*

*If I show up with pierced ears, tatted up and in skinny jeans... I've LOST it.*

**We can't see what we can't see.**

**Hopefully it's not big, but sometimes doesn't take much.**

*If you are making a lane change and there is one car in your blind spot that you **don't see**, you are in trouble.*

*Part of the way I stay in the game is I have mentors who tell me the truth! Do you?*

- Manage emotion well

Life and leadership doesn't always go your way.

- You lead in proportion to your faith.
- You control in proportion to your fear.
- When you are angry you give up influence.
- When you've lost control of your emotions, you have quit leading.
- 
- If someone can push your buttons, they can steal your leadership.

***Do you know your buttons?***

*Recovering workaholic, when someone suggests I'm not working hard enough, not doing enough, if someone in the church asks if I work FT time . . . **Like a match to gasoline.***

***PAST/POTENTIAL** Stop thinking, get defensive, stop leading . . . drop napalm on their gasoline!*

*A guy at 12Stone used to greet me with "Hey easy money!" BOOM!*

People like to watch an explosion, but they don't like to be near them.  
**Emotions are stepping-stones to either spirit or flesh. Careful!**

- You're OK when a teammate gets more than you.  
*More attention, more responsibility, more praise, more anything . . . This is tough . . .*

*Often about **perception**:*

*We tend to see what others get more of and not what they get less of!*

3. They absorb pressure with grace and composure

It's natural to want to get rid of pressure, or at least make it lighter by taking the matter to your boss. Get a feel for what they would do.

**Sometimes you have to! That's OK!**  
**But the best leaders absorb as much as possible.**

*A few years back, we just moved into this building, I got to lead the ushers for 2-3 years. So much fun!*

***Best ushers were the ones that absorbed the pressure!***

***NEW RULE! (no preschool) Crying Baby!!!***

*Most ushers walk the other way or come got me! (pass pressure up)*

***Always needed more ushers.***

*Most came told me what the recruiting needs were.*

*Of course, I was there to help.*

*I'm just telling how easy it is to spot the stand-outs, they absorbed the pressure.*

It's natural to want to deflect pressure. But you become absolutely invaluable if you step in, step up and handle it.

- Lead well at home  
Leadership pressure ratio – too much at home and you can't lead well at your job. Too much pressure at work can erode things at home. Focus on what you can control. **(control in healthy way) responsible**

You can't always control things at work. (TOO BIG)

*Make sure things are good at home.*

- Lead up.
  - a. Leaders who don't lead up have too little fire or too much fear.  
**Playing it safe or political isn't smart.**  
*It's not about getting what you want, or even just winning your agenda, it's about the good of the church. That allows you to relax if it doesn't go "your way." You weren't fighting for you!*  
*Chris Huff – Capital Expenses . . . LONG LIST \$\$\$, WE NEED but "if I get nothing, I'm fine, I'm just letting you know the needs."*
  - b. Leading up means lightening your leaders load.
    - Do your job. Do it well. **AARON . . . 2 Head Ushers!**
    - Tell your leader what they need to hear, not what you think they want to hear. *Honest!*  
*(wisdom and risk requires prayer)*
    - Go the second mile.  
*Ask your leader, "What can I do for you?"*  
*If you've never said that, you don't really think of your boss as your boss, or you missed some basic training along the way.*
    - Stand up for your boss whenever you can!
  - c. Leading up requires that you be prepared every time you take your boss's time.
    - *Agenda for Kevin – Monday night for Tuesday meeting. Midnight if needed.*
    - *John – Mackenzie, college, 2 hours preparing my thoughts and questions, typed two pages single spaced (for context and background faxed ahead to John)*
    - Don't make your boss think for you (Think with you is OK)
    - Bring something to the table. *Do your homework.*
    - When asked to speak, don't wing it. Have a point, make a point.
    - Learn your boss's communication style.
      - a. *written or verbal*
      - b. *dramatic or underspoken*

c. *bottom-line or process*  
***Not hard . . . Norwood . . .***

- Offer ideas!
- Give a return on your leader's investment.

- Solve problems

Leaders solve problems!

*Who remembers the 1994 movie SPEED with Keanu Reeves and Sandra Bullock?*

*They had a problem . . . I'm going to ask you what you would have done. Check this out*

***PLAY SPEED CLIP***

*There's a bomb on the bus. Once the bus goes 50 miles an hour, the bomb is armed. If it drops below 50, it blows up. There are rules. No one leaves the bus! **What do you do?!***

*The **Kobayashi Maru** is a training exercise designed to test the character of cadets in the command track at Starfleet Academy.*

*The test's name is used to describe a no-win scenario, or a solution that involves redefining the problem.*

*Rescuing the civilian vessel Kobayashi Maru is the primary goal in a simulated battle with the Klingons. The disabled ship is located in the Klingon Neutral Zone, and any Starfleet ship entering the zone would be in violation of a peace treaty. The approaching cadet crew must decide whether to attempt rescue of the Kobayashi Maru crew – endangering their own ship and lives – or leave the Kobayashi Maru to certain destruction.*

The real problems we face seem like they have no solution.

That's where great leaders rise up. *Kirk reprogrammed the computer!*

*You carry the pressure, you figure it out.*

4. They are socially adept

- Encourager

Likeable, people want to be around you.

- Positive

Avoid gossip / Assume the best /

- Sense of humor

You don't take yourself too seriously

- Your personal peace enables you to pay attention

Great people skills do not require you or me to be a genius.

It's more about common sense and paying attention.

*Your walk with God . . . peace . . . so many “low grade anxious”*

When you combine socially adept and competence, it's powerful.  
*Competence makes me want to go to dinner with you.*  
*Chemistry let's me enjoy the meal.*

5. They are really good at what they do

There is something special about people who are really good at what they do!

*Listened to Rudy sing and play sax over the weekend... I was drawn in. I thought... “He’s really good at what he does.”*

- Skills are recognized and requested  
Intelligent, and flat out good at what they do.
- Get the big picture  
Why they do what they do!
- Competence that leads to greater capacity

To get hired at 12Stone, you need to be good at something.  
Somebody saw competence of some kind!  
That's not actually what makes you highly valuable.

You become highly valuable to the team when you demonstrate capacity to lead at the next level.

*You can do what you do at 15,000 people.*  
*Can you do what you do at 20,000 people?*

***You're at a place with leaders who believe you can and want to help you get there!***

*I've just told you how you can become invaluable.*  
*If you think it's a test . . . I just gave you the answers!*  
*I believe in you . . . want you to be your best.*