



 **Immanuel Church**  
STAFF VALUES & CULTURE

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*Every member of the church family is important, and each person has a degree of influence on the culture of our community. This document is our expectation for our staff to proactively be positive influences on our church and staff culture. The Church staff are also church members and should uphold all of the expectations of being a church member, including upholding the church's mission through Celebrating, Connecting, and Contributing. The unity we share showcases who Jesus is and the truth of his message to the world. We must work towards unity, reconciliation, love, respect, and cooperation in all we do. (John 13:34-35).*

## Values

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**LIVE SENT** “Share and show the Gospel for their good, and His glory.”

We want every relationship to be saturated and centered on the Gospel. This extends to our relationships with our family, friends, and strangers. Whether in the building or offsite, interacting with friends, neighbors, or community members, we want to view all people with the compassion that Christ extends to us. Meaning we are to share and show the Gospel with everyone we encounter.

*Ephesians 4:32; John 15:12; Luke 6:31*

**SPEAK LOVE** “If you don’t have something nice to say, look harder.”

We seek to encourage, sharpen, and build up each other. We believe there is always something nice that can be said. When correction or admonishment is needed, we will do our best to do so with concern for one another and with Christian maturity.

“Give credit and make someone else the hero.”

*Ephesians 4:29-32; Psalms 141:3; James 1:19; Proverbs 27:6; Colossians 3:16*

## REJECT GOOD FOR GREAT “The hardest decisions are not between good and bad but between good and better.”

God gave us His very best, and we should want to bring our best before the Lord, not wanting things to be “good enough.” We should always look for ways to make the things we do great. We will dream big and pursue big dreams in realization we’ve been called to a big task.... [go and make disciples of the entire world, every nation, every people group]. We also realize our best is not perfect. Our best can always be better. Every person has limitations, so humbly invite critique from others, supervisors, mentors, and people who will answer you honestly.

While we strive for excellence, we give grace and encouragement to ourselves and others in our imperfections.

*Colossians 3:17, 23; 2 Timothy 2:15; Proverbs 13:4; 1 Corinthians 10:31*

## REDEEM THE TIME

We understand that time is limited, so we strive to make the most of every minute we are given. We arrive at meetings promptly, and when we can not, we notify others. We understand that people are our priority over production, yet we work when it is time to work. We set aside distractions during our allotted ministry time and push towards forward movement. When it is time to rest, we rest.

*Colossians 3:17; Ephesians 4:28, 5:16; Colossians 3:23; 1 Thessalonians 3:10*

## LAUGH LOUD, HARD AND OFTEN “Laughter is cheap medicine.”

Joy is a God-given gift. We have fun and enjoy serving God because the tomb is empty! We have more reason to rejoice than anyone else.

*Romans 12:12; Philippians 4:14; Galatians 5:22; Proverbs 17:22*

## SACRIFICIAL COOPERATION “It’s not about me; it’s about us.”

We contribute to the priorities of God so that all will benefit and bring God Glory. Our hope is to build kingdom efforts even when it means we may sacrifice our own immediate progress. With wisdom and prudence, we will promote the welfare of our partners in mission and ministry. We will do this in a spirit of humility, considering others as greater than ourselves.

*Philippians 2:1-30; Ephesians 4:1-3*

## LEAVE WITH ONE VOICE “We are not working toward consensus; we are working toward the right decision.”

All will have an opportunity to fully and fairly share their view with the group; however, when decisions are made, we will all speak of that decision with one voice. This unity is true for our actions, words, and attitudes. We agree to support group decisions with humble deference to the group’s authority.

*Philippians 2:2; 1 Peter 3:8; 1 Corinthians 1:10; Colossians 3:14*

## PERSONAL DEVELOPMENT “Be better, do better, learn.”

If one chooses to stop learning, by default they have chosen to stop leading. We will each take full responsibility to develop as humans and Christians to the best of our ability and for God’s glory. We will seek to live healthy and productive lifestyles. We will foster personal disciplines such as Bible reading, prayer, giving, worship, and meditation upon Gods’ Word. We will work towards healthy physical disciplines as stewards of the bodies God has given us, including food, exercise, and rest.

*2 Timothy 3:16; 1 Peter 5:8; Galatians 6:1; 1 Corinthians 9:27*

# Staff Culture

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Defining our internal culture is important so that we may work toward unity. The ideals listed below are how we strive to interact. How we respond to each other should be in all Christian maturity, seeking to reconcile differences, respond to each other with love and encourage one another in faith.

*Be positive, uplifting, and encouraging.*

## CHANGE

You work here because we feel like you are a good fit in our system and are able to bring high quality and a caring spirit to your ministry area. We expect integrity and intentionality. When you see changes are needed, we ask you first to understand why things are the way they are and understand history and culture behind current ministries. Then, if changes are necessary, have appropriate conversations with the people involved, supervisors, leaders while including a high level of transparency. Change can be healthy and good when executed appropriately.

We look forward to your help in making sure all of our ministry areas fulfill our mission.

1. Assume you don't know everything.
2. Seek to understand why things are the way they are.
3. Get to know the who and why then work towards improvements.
4. Proof everything and "pitch" the significant ideas before implementation.

## MEMBERS It is not your job to do everything; it is your job to make sure ministry is done.

Immanuel Church is a family made up of diverse people who are have been gifted by the Spirit to participate in the church body. It is your job to help empower and equip people for ministry. The church family and ministry partners aren't at your disposal; you are here to serve and build into them. Their perspectives may also help you fulfill your role well. We treat others as better than ourselves with humility and a serving heart.

1. Get to know the church members and attenders. Spend time with them, even when you are not needing anything or want them to do something.
2. Do not speak negatively about church members, attenders, or ministry partners.
3. Volunteers do not work here. They have jobs, responsibilities, families. Keep that in mind when you set volunteer expectations.
4. Give the church family keychain leadership.

## CHURCH RESOURCES

1. Practice gracious gratitude. Never ask for non-necessary benefits. This extends to your spouse and includes things such as lake homes, pools, leisure equipment, favors, etc.
2. Church resources are to help fulfill the church's mission, and church ministry is their primary purpose. They are not personal benefits, though they may be available to you as a church family member (See policy on Facilities, copy machine use, equipment, games, etc.). Our general rule is that most things are available to be used as long as the use does not conflict with ministries, don't provide undue wear and tear, or usage is for a reason contrary to the church's mission. It is a good practice to see your supervisor for any specific permissions.

## FAMILY

Your family is your top priority. We believe that God established the family before He established the church. You also have a job as an employee servant of the Immanuel Church family. Set your priorities and follow them well.

1. We are a family-friendly office environment, meaning we encourage visits from family members. Please keep in mind others are working hard to complete their tasks, and our main area is an open office environment, so your family may also become problematic for others. We encourage visits; however, please be respectful to the others in the office.
2. Childcare issues come up from time to time, and your role has enough flexibility to meet needs from time to time. However, do not let childcare affect your ability to be effective.
3. Paid time off is for the times when you must go do something other than work. This includes things for your family and children. If you don't prioritize shepherding, leading, and managing your home well, you will not succeed in shepherding, leading, and managing others at church.
4. Your spouse can make or break your time here. If they do not fully embody the culture and mission, your effectiveness here will be very limited, and subsequently, your time here will likely not last very long.
5. Your job should not trump your family; however, when you work, invest your time well (work hard), so you may prioritize your family well when you return home.

## DRAFTING

It is always best to look to those ahead of you so you may learn.

1. Find others who do what you do. Build relationships with others. Get their cell phone and email. Keep that relationship going and if need be, spend time and money to develop a relationship that will help you do better than you are doing. You may help them as well. These need to be people who are further along in their development or experience than you.
2. What is working for other churches? Be aware of other churches, especially those with similar values, that are doing well in your area of ministry. There are very few “new ideas.”
3. Read. There are many good books covering every aspect of ministry. Find good ones and continue learning.

## NEW PLACE/NEW CULTURE

No matter how excited you may be about joining or being a part of this team, typically, people experience these thoughts:

1. Stage 1: I love this place. Everything is new and awesome. Enjoy it.
2. Stage 2: Everything is challenging. Learning the how, the who, and the why. Take time to learn before making changes.
3. Stage 3: Everything is Stupid. When the new wears off, challenges, annoyances, and differences will surface. Previous experiences will tend to look better than the current environment. Be careful not to drift into prejudice, superiority, or arrogance.
4. Stage 4: Everything is OK (for now). The job is a job. Grass will look greener at the next opportunity. Be careful to remember your calling, your ministry. Guard your heart against callousness. Be tender to the ministry opportunities you have been given.
5. Stage 5: Home. If you make it to this stage, congratulations. Authentic relationships, friendships, and community that have been tested over time. We know not everyone will make it to this point, but in an ideal world, we hope you will. There is a temptation to talk about “that place” where you came. Be here. We caution you not to over-idealize and often talk about your previous place. Use your experience, but make your best judgment about what is happening here to discover what will work here, in this time, with these people, alongside these teammates.

## FAIL FORWARD

1. We would rather slow you down than push you forward. Bring new ideas. Develop new leaders, processes, and programs.
2. Proof everything (especially new ideas). Take calculated risks. This means running things by your supervisors and ministry team. Supervisors should never be surprised. The Council of others is wise. Get it.
3. Over-communicate. Even when you feel like the decision is within your authority, it is essential to bring others along in the decision process.
4. Be willing to try new things. Be thinking about new ways to innovate.

## STAFF RELATIONSHIPS

We work side by side with people of varying ages, interests, and backgrounds.

1. It is expected that you will be kind to everyone.
2. It is expected you will treat all others with respect.
3. We work together with various responsibilities and authorities. We will respect all members of the staff. *We ask for help.* We do not tell others what to do.
4. We have a supervisory structure, meaning you do have a “boss”. That relationship should be open and respectful.
5. When there are problems or frustrations, you are to use the proper channel to express your frustration. If there are *job-related* questions or problematic issues, go to your supervisor first. If there are *interpersonal issues*, use Matthew 18 and go to the person first. Only when those channels are exhausted should you go to the supervisor’s supervisor or another counsel such as an Elder. Never should you speak poorly of others, and never should you vent or express frustration to the church family.
6. Relationships develop naturally. Do not expect to be best friends with everyone on staff. You should expect all staff to be friendly, and over time, friendships may develop with common interests and goals. Your intentional community small group will be where you work to develop meaningful relationships.
7. Meetings between coworkers. Closed-door discussions are not allowed between males and females without a high degree of transparency. Adding a third party to anything closed door is recommended. No offsite private meeting or carpooling is advised or recommended between males and females. There are too many cautionary tales not to be extremely careful in this area.

## COMMUNICATION & CONFLICT

1. Bring any unresolved conflicts to your direct supervisor.
2. Conflict resolution process. When conflict happens, we agree to:
  - a. Recognize, own up to and reconcile errors in attitude, heart, and deed.
  - b. Imitate Christ (Rom 12:1-2), who gave grace to all, even those who may not deserve grace.
    - i. Go to the person who has offended.
    - ii. If not resolved, go to the person with your supervisor.
    - iii. If not resolved, bring you and your supervisor to the leadership team with the offender.
  - c. Refuse to Gossip.
    - . Gossip can happen in attitudes, actions, and words.
    - i. Gossip is casting someone else in a negative light.
    - ii. Gossip is listening without correcting the complainer.
    - iii. THINK – if you can't answer yes to all of these, don't let it come out of your mouth or influence your attitude or actions.
      1. Is what I'm about to say or hear TRUE?
      2. Is what I'm about to say or hear HELPFUL?
      3. Is what I'm about to say or hear IMPORTANT?
      4. Is what I'm about to say or hear NECESSARY?
      5. Is what I'm about to say or hear KIND?
    - iv. You are responsible for what you've said. If you've said something to someone (spouse, confidant, etc.) You are responsible for their subsequent attitudes or actions. This is a non-negotiable offense.

### *ROMANS 15:1-8*

*We who are strong ought to bear with the failings of the weak and not to please ourselves. 2 Each of us should please our neighbors for their good, to build them up. 3 For even Christ did not please himself but, as it is written: "The insults of those who insult you have fallen on me." [a] 4 For everything that was written in the past was written to teach us, so that through the endurance taught in the Scriptures and the encouragement they provide we might have hope. 5 May the God who gives endurance and encouragement give you the same attitude of mind toward each other that Christ Jesus had, 6 so that with one mind and one voice you may glorify the God and Father of our Lord Jesus Christ. 7 Accept one another, then, just as Christ accepted you, in order to bring praise to God. 8 For I tell you that Christ has become a servant of the Jews [b] on behalf of God's truth, so that the promises made to the patriarchs might be confirmed 9 and, moreover, that the Gentiles might glorify God for his mercy.*

## TEAM – COOPERATIVE & COMPLIMENTARY

1 John 4:19-21

*We love because He first loved us. If anyone says, "I love God" but hates his brother, he is a liar. For anyone who does not love his brother, whom he has seen, cannot love God, whom he has not seen. And we have this commandment from Him: Whoever loves God must love his brother as well.*

1. Our team environment is not competitive; we are allies for the Gospel. At its best, it will be cooperative and complementary. This principle has many implications that are often unseen. Guard your hearts and minds. Run your ministries with ministry cooperation in mind.
2. Watch for teammates' blind spots, not to highlight problems, errors, or omissions, but with sensitivity, give encouragement and help.
3. Put volunteers and helpers in places to succeed and help empower them towards success. However, people will let you down. When this happens, give grace, and when they need help, help.
4. We are not a "not my job" environment. The team aspect we employ is covering and complimenting each other's weaknesses when others are being stretched thin. Instead of "not my job" or "so and so didn't do\_\_\_\_," we ask, "how can I help?"
  - a. When we have to fill in, help out, rejoice in the opportunity to serve your Gospel teammate.

Our primary responsibility is to be disciple-makers and equippers of God's people.

1. Run your ministry areas with this in mind.
2. Make Peace. "blessed are the peacemakers, for they will inherit the Kingdom of God." When things go awry, make peace.
3. We should seek first to consider people as having good intentions. It is easy to read falsely into attitudes, emotions, and comments. If something is done that feels off, don't let it go, however assume people's best.
4. Candor – speak the truth in love. Nurture – bring kindness and compassion in all relationships. Protective Love – we have each other's backs. We fiercely fight for the good of each other.