

MINISTRY COACHING NETWORK



Team Building



MINISTRY COACHING NETWORK:
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Building a Team

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CHAPTER 1

Expanding your Influence by Expanding your Leadership Base

TEAMING

Who should you choose to add to the team?

The temptation when gathering a group of core leaders together is to work with people who are like us or at least have common interests that we do. The truth is that God has put together a variety of gifts for the church. Ephesians 4:11 gives us a picture of the "Big 5" Apostles, Prophets, Evangelists, Pastors and Teachers. In our churches we have a heavy emphasis on the Pastoral (Overseer) role but not all Pastors have the pastoral gift. Some are gifted Evangelists, others more apostolic with a vision of grander ideas than just this one church plant, a few are prophetic in gifting, seeing things very clearly and expressing them most emphatically and convincingly, and some are very excellent teachers.

It doesn't matter what gifting you have if you are the Team Leader as much as it matters that you are gathering those around you who have gifts that you do not. If you are a gifted Teacher, teach your best for the sake of the kingdom, but make sure that you look for and recruit an evangelist on your team so that your church will always have people to teach and build up in the faith. If you are an overseer (pastor) or an apostle, make sure to include a prophet in your core group so you can be discerning as you identify and recruit other leaders to be part of your group. God gifted us so that we all could contribute in some way and so that we would not need to do everything ourselves; we need one another to be truly effective!

Of the five ministry gifts God has given the church, which one have you seen yourself operating in most frequently? Are you comfortable there?

Is there a reason you might not have explored your gift to its best use as of yet?

The following are Characteristics of an Effective Team:

1. SOLID RELATIONSHIPS

- We trust God and each other
- We respect each other
- We appreciate each other's contribution
- We can grow together

2. EXCELLENT COMMUNICATION

- Clear, no hidden agendas
- Committed to God's timing
- Accurate in what we communicate
- Keep short accounts (don't let frustration with one another go on for very long before it's dealt with)
- Self-assessment (continually considering your own responsibility in healthy communication – getting the log out of your own eye before you try to take the speck out of your brother's eye.)

3. COMMON PURPOSE

- Know our part
- Know what the end looks like
- Relevant – we want it
- Feasible and achievable
- Committed to work together

4. APPROPRIATE ROLES

- Everyone knows what they do – they participate
- We complement each other
- We all agree on who does what

5. ACCEPTED LEADERSHIP

- We don't neglect relationships
- Accept whoever is leading at the time

6. EFFECTIVE PLANS & METHODS

- We're clear about what to do
- We're flexible as God changes us

CHAPTER 2

NOTES

Understanding Team Dynamics

Unless you can do everything yourself, you need to develop team. EVEN if you are exceptional, you will run out of time.

As a leader we need to be mentoring and coaching other individuals, but we also need to help those individuals work together in a team - not always the same thing.

How to Evaluate Your Team:

1. Atmosphere and relationships - What kind of relationship exist among team members; formal, reserved? Close or friendly?
2. Member participation - Does everybody participate in team activities?
3. Goal understanding and acceptance - How well do members accept the goals of the team and are committed to them
4. Listening and sharing information: Are people willing to listen to each other and share important information or are they afraid to share or looking foolish or being punished.
5. Handling conflicts and disagreements: Are conflict and disagreement tolerated and used to improve the group or are they avoided, brushed aside or flamed into conflict
6. Decision making: How are decisions made? How many members participate in making decisions and are allowed to provide input.
7. Evaluation of member performance: What kind of feedback do members receive? Do they receive personal attacks and criticism or objective feedback?
8. Expressing feelings: Do people feel free to express their feeling openly on more than just task issues?
9. Division of labor: Are task assignments clear and are they willingly accepted?
10. Leadership: How are leaders selected? Are the leadership functions shared, or is the team dominated by one person?
11. Attention to Process: Is the team conscious of its own operations? Can it monitor and improve itself?

What is the Context of your Team?

All teams function within an organizational context. And there are several contextual factors that need to be understood.

1. What is the **nature of the task** that needs to be done?
Does it require high levels of coordination? Or not so much (football team vs tennis)
2. What **type of work team** is required?

There are **FOUR** types of teams:

Manager-led team - traditional team where one person determines goals and activities

Self-managing team - leader determines overall purpose but team members have authority to develop own methods for achieving these.

Self-Directing team - Determines its own objectives and methods; this team given authority and responsibility and can change quickly to meet a changing environment.

Self-Governing Team - Determine own goals and objectives, but also have authority to determine organizational context and allocate resources to organization as a whole (as with a Board)

What is the Team's Composition and Stage of Development?

Composition: includes team size, knowledge, skills, and abilities of team members.

If too large, hard to manage, if too small not enough resources

Teams develop in predictable ways:

Stage 1, FORMING – getting to know one another; usually some caution, confusion and tentativeness

Stage 2, STORMING – begin to divide into subgroups based on age, education etc. Team members realize that they do not always agree on everything. Characterized by conflict and confrontation.

Stage 3, NORMING – after conflict team begins to develop rules for determining who does what and how things will get done. Team norms help to develop future conflicts and move towards cohesion.

Stage 4, PERFORMING – team members begin to collaborate with one another and achieve level of cooperation; begin performing at a high level. Conflict still exists, but team tends to focus on tasks and not interpersonal issues. At this stage team has mechanisms to manage conflict successfully.

Stage 5, ADJOURNING – stage where team disbands due to completed task or team members go their separate ways.

Team increase performance substantially during 2nd and 3rd year of existence.

Teams that stay together for longer than 4 years need to work at keeping it fresh.

Note that some conflict is inevitable at the early stages and yet mechanisms can be put in place to help team deal with these.

TEAM PROCESS:

It is important to Know:

Who has power and influence in your team; who helps or hinders the goals?

- Who communicates? How often? For how long?
- Who communicates with whom?
- Who talks to whom? Who interrupts whom?

Team Decision-Making:

There are several patterns that teams follow to make decisions:

- Decision by lack of response: suggestions are made, but never followed through on and so they just get dropped.
- Decision by formal authority or self-authorization: someone in the group takes it upon themselves to make the decision
- Decision by minority of team members
- Decision by majority rule: voting and/or polling
- Decision by consensus
- Decision by unanimous consent

Moving down the list, they take more time, but there is greater ownership and usually greater sustainability in the long run.

Decision making style used has to do with the type of task required. As with leadership style (or situational leadership) the timeframe, maturity of members and structured tasks lend themselves to more authoritarian structure.

Complex tasks which require input and commitment by everyone need more of a consensus approach to be successful.

How does your team make decisions? Does it work well or not so well?

Making Decisions

Even if everyone is in agreement, that does not ensure that there is consensus on what direction to take.

Need to convert ideas into actions because expectations can be unclear as to what to do or even how decisions will be made.

Questions to deal with: Where there are clear lines of authority, leaders must lead.

Issues must be brought in the open and discussed. Must jointly decide how to decide.

Four methods of Decision Making

These increase in terms of involvement, which means increased commitment but also decreased efficiency.

1. Command – virtually no involvement
 - Dictated by outside forces or We delegate decision making to others – either we don't care enough to make low level decisions or we rely on the expertise of others.
2. Consult – allow others to influence us before making decision
 - Process begins by gathering necessary information and evaluating the quality of the information. It is efficient from of decision making.
 - Once choice is made, then greater population is informed.
3. Vote – efficiency is highest value and choosing between good options
 - Members must realize may not get first or second or third choice
 - They must be okay with that or vote solves nothing. If this is not the case, consensus is required.
4. Consensus
 - This needs to be used for important and complex issues
 - Everyone must support the final choice
 - Brings great unity, but can be huge waste of time if incorrectly applied.

Choosing which Decision Making Method to Use

Four Questions to Consider

1. Who cares? – only involve those who care
2. Who Knows? – who has the experience needed
3. Who must agree? – who has authority & influence
4. How many people is it worth involving? – involve fewest amount of people needed to make quality decision

Using a recent decision that your team had to make, answer the above questions and evaluate if you reached a decision in an effective manner.

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Pros and Cons of each Approach

1. Appropriate use of Command

- If possible allow others to make as many decisions as possible
- Identify those areas that are flexible and allow others to choose within these boundaries.
- If a decision needs to be made “from the top” then it better be explained well and timely.

2. Consultation

- It must be explained and understood that consulting does not necessarily mean consensus; others input does not mean they make the decision. This needs to be understood from the beginning.
- Don't go through the motions if you have already made up your mind – others sense this and will not provide any input in the future.
- Let others know who will be involved, so they can talk to these people, keeps lines of communication clear.
- Report your decision – people deserve to know what is going on.

3. Voting - the right way

- Weigh the Consequences – voting creates winners and losers. Only vote if all parties are okay with losing or battle will last a long time.
- Know when to Vote – voting should be done when matters are not too important, there are many good options and time is an issue.
- Voting should not be used as a replacement for dialogue and mutual understanding.

4. Consensus

- When everyone cares, everyone is affected and the options are not that popular, consensus is a must.

Avoid these mistakes:

- Don't force consensus on everything; not to situations that do not deserve the time and energy it takes or that can never be solved unanimously.
- Don't pretend everyone gets their choice – it is about give and take and this must be understood.
- Don't feel sorry for yourself if you do not get your way – best to use consensus with healthy teams.

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- Don't take turns – each decision must be based on its own merits.
- Do not allow private discussions after decision has been made – all decisions need to be made in the open as an entire group
- Don't say "I told you so!" Once decision is made it is a team decision regardless of outcome.

Use a combination if you are under time pressure - If there is a deadline, begin with one approach to gain input, but then may need to set a time deadline if decision has not been made.

What is the natural tendency of your team when it comes to the decision making process?

From what you have discovered, what changes need to be made in order for your team to function more effectively?

Putting Decisions into Action

1. Need to determine who is responsible
The generic "we" usually means nobody, assign name to task
2. Clarify Expectations
The more unclear the more chance of disappointment
3. Have a clear time frame
When will things be done by.
4. Follow up
How will this be accomplished? There should be a full report at the end with progress reports along the way.
5. Record the key elements of the Conversation
Record your hard work, so that it serves as a guidepost.
Helps in accountability, motivation and integrity.

CHAPTER 3

NOTES

“Fitting” together as a Team

Personality

Four personality types

In *Mentoring thru Intentional Relationships*, Phil discusses the Four Basic Types of Personality (p. 45-54) Choleric, Sanguine, Melancholy, Phlegmatic and the D-I-S-C Survey.

You can teach someone new skills, but you cannot change an introvert into an extrovert or a phlegmatic into a choleric. While we can adapt our personality style, it is futile to try to change someone's personality type. You need the right personality for the right job.

THREE types of Leadership Style

1. Consultative: Group is the focus; leader is facilitator; produces COOPERATION and COMMITMENT
2. Open Style: The individual is the emphasis; leader serves as information source: Produces INITIATIVE
3. Directive: Leader is the centre of activity: Produces OBEDIENCE

How to produce Supportive Leadership

1. Know your natural tendency or style
2. Long term, match your style with needs of team and situation.
3. Learn to adjust your leadership style to meet changing needs and situations.

Which are You?

Directive Leadership Style

- In meeting you take charge early and become anxious to get down to business
- You find it easy to assign tasks, provide schedules and monitor progress
- You may tend to get impatient when others want to prolong discussion. More concerned with getting the job done than meeting interpersonal needs.
- When you have complete control you are more relaxed, become easy going and more patient and considerate.

Consultative Leadership Style

- Primary goal is to have good interpersonal relations with others – even if goal is sacrificed
- Tend to be very sensitive to the individual members of group and their feelings.

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- In a meeting you tend to encourage participation of various members
- In high stress situations tend to find it more difficult to reach goal.

Open-Style Leadership

- In challenging situations you allow greatest freedom to your subordinates.
- You can become overly tolerant of non-productive members of your team.
- In meetings may have difficulty bringing discussion to a definitive conclusion or implementing a plan
- You tend to function best with subordinates who enjoy working on their own and need little day to day supervision.

Now no one is all one of these, we are a combination. Yet different situations require varying degrees of each of these.

Situational Leadership

Though it is important and helpful for us to determine for ourselves what our personality type is and see how that influences the way we lead others, we can adapt our styles to suit the circumstance that we find ourselves in. When you are beginning a new endeavor, the type of leader that is required is much more directive (Telling/Directing) or Selling / Persuading when you are gathering your core team than when you have a group of committed leaders, then the leader that is required is much more Participating/ Facilitating or Delegating/ Overseeing. (See chart below)

Leadership Styles: Situational Leadership

<p>Participating/Facilitating Person Oriented</p> <p>High relationship – Low Task 1.</p>	<p>Selling/ Persuading Total Involvement</p> <p>High Relationship – High Task 2.</p>
<p>Delegating/ Overseeing Passive Involvement</p> <p>Low Task – Low Relationship 3.</p>	<p>Telling/ Directing Task Oriented</p> <p>High Task – Low Relationship 4.</p>

i) Passive Involvement - Delegating/Overseeing (3):
Withdraws, Postpones Action, Avoids Responsibility, Causes a creative leadership vacuum.

Can you see a time when this might be the best style of leadership?

ii) Person Oriented - Participating/ Facilitating (1):
Entertains, Avoids Judgment, Gives Approval, Will concede goals to maintain conflict-free relationships

Can you see a time when this might be the best style of leadership?

iii) Total Involvement - Selling/Persuading (2):
Initiates, Involves, Assimilates, Reinforces, Solidifies, Equal emphasis on relationships, organizational structure, and task oriented efficiency.

Can you see a time when this might be the best style of leadership?

iv) Task Oriented - Directing/Telling (4):
Regiments, Evaluates, and Passes Judgment, Establishes Dominance. Value of individuals judged in terms of what they offer.

Can you see a time when this might be the best style of leadership?

Application Task: Matching skill sets to roles.

1. Consider what are the jobs that need to be done right now in your organization?
 - What type of leader is needed at this time?
 - Are you this type of leader?
 - If not, are you able to adapt your leadership style to suit the type of leader that is required in this situation?
2. Identify where your organization is in the Ministry Flow Chart.

Three Steps to Building Effective Teams

1. **Individual:** Building on individual strengths
 - Each individual has strengths AND weaknesses
 - As a leader it is your job to put members in situations that maximize their strengths.
2. **Group:** Learning to work together
 - Need to understand your team:
 - A key to this is Personality
 - Communication is another Key
 - Understand Interpersonal needs
 - A. Inclusion Needs: The need to associate with other people
 - High – dislike being alone socialize with ease
 - Low – highly selective in association with others; like being alone; have difficulty socializing
 - B. Control Needs: The need to take on responsibility, assume leadership and make decisions
 - High – Self-confident; assume positions of leadership; take on difficult assignments
 - Low – Avoid making decisions; desire others to assume responsibility; need reassurance
 - C. Affection Needs: The need to become emotionally involved with others.
 - High – Initiate warm relationships, readily become emotionally involved with others; seek out such relationships
 - Low – Be cautious about become emotionally involved; need to know and trust person before becoming involved; does not make demands on others for affection.

Team building activity

1. Each person describe what is expected in their job - others ask clarifying questions.
2. Each person ask if they agree with the role the person is playing on the team; discuss disagreements and overlaps.
3. Each person then describe what they need from the other persons to perform their job well.
4. Final step is for team members to provide input to person as to what they can do to help person function more effectively.

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CHAPTER 4

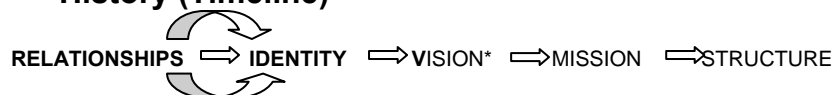
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Team Dynamics

What is in your hand? This is the question God asked Moses before he went into his ministry. God will use the gifts and tools and network that we already have to accomplish His purposes in our life.

1. Consider the gifts that God has already placed around me in the people in my circle of relationship.
 - Who has God already put me in relationship with?
 - What are their gifts and how do they complement my own?
 - Who do we need to call out/ pray for/ look for?
2. Revisit the Pathway of Vision (from Track Two)

History (Timeline)



Belief System:

Theology
Philosophy
Values

*Vision = Great Commission

Mission = Our Role

Structure = Ministry Design

Notice how our **relationships** with people, which includes our **history** (from our Timeline from Track One: the important people events and circumstances of our life) and our **belief system**, (because we like to hang around with people who have similar ideas about theology, philosophy and values – those life lessons that God has already put us through to give us our core beliefs or convictions), all work together to form our **identity**. From our identity flows our connection to **vision**. By connecting who we are in response to the Great Commission, we have an understanding of our particular role – **mission** and the **structure** (ministry design) needed to carry this out.

HISTORY (TIMELINE)

God works throughout our lives to bring us to our destiny. Our destiny involves a series of people, events and circumstances that point us to our unique and ultimate contribution to the expansion of the kingdom of God.

Our IDENTITY is shaped in RELATIONSHIP

In RELATIONSHIP with others we reveal and are influenced by:

a. GOD AT WORK by His Spirit in and through us:

Everything begins with God and His plan of redemption in our lives and in our world. Making ourselves open and available to the Holy Spirit to work in our lives individually affects the group's common spirit (esprit de corps) that attracts or repels, consoles or discourages, liberates or subjugates those in that group.

b. Belief System

Our own beliefs about God and us in relationship with Him (theology), our way of doing life (philosophy) and the things we hold dear (values) are what we bring to the group and becomes a widely shared mental model of how the organization governs its relationships, including deeply held, often unconscious, assumptions held by the people which strongly influence actions and expectations.

VISION:

Vision is a compelling image of a more desirable future. It generates energy and ignites passions. Vision comes to a group in no singular way: It may be: 1. a flash of insight; 2. being in the "right place at the right time"; 3. meeting a need; 4. growing out of relationship as people share hopes and dreams together.

MISSION:

Mission is "now". It is practical, concrete, always in process, puts flesh and muscle on vision and organizes passion into work.

It answers three questions to bring clarity to mission:

1. Who are We?
2. What is our business?
3. How do we get it done?

STRUCTURE

Various combinations of people, properties, facilities, constitution and by-laws, policies, committees, and ministries put together to achieve the congregation's mission, spirituality and vision.

Organizational Alignment

The system is aligned when all of its structures and resources function in unanimity in accomplishing the corporate vision. An important role of its feedback system is to help the congregation to come into alignment.

Why systems get out of alignment:

1. Restrictions at the Top:

Persons or groups that everyone in the organization must pass through (improve communication flow to empower and release)

2. Limiting Factors:

i.e. placing persons in power without adequate training or resources to do their work (resource building)

3. Lack of Clear Vision or Mission:

Aimlessness is the primary reason for ongoing struggle; the big picture needs to be re-communicated.

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CHAPTER 5

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Ministry Flow Chart



What is a Ministry Flow Chart?

The Ministry Flow Chart is a diagram that displays ministries, leadership gifts and leadership functions and how they work together in areas of pre-evangelism, evangelism, connecting growth and maturity, leadership development and church multiplication.

- The flowchart displays ministries/leaders in relationship to the others.
- The flowchart shows the logical sequence by which the people become involved in various ministries and their next step of involvement.
- The flowchart shows the intended result of ministry involvement.
- The flowchart is useful to identify essential ministries that are missing.
- The flowchart is helpful in determining what is required to move people to the next level of ministry.

How to use the Ministry Flow Chart

The Ministry Flow Chart is intended to be a tool that provides a structure for facilitating either a planning process or an evaluation process. For church planters who are designing ministries to reach a particular community the Ministry Flow Chart will help them to plan ministries that are connected and complimentary and are focused on the mission of discipling and developing people. It will also allow them to see what leadership gifts are going to be required and how the ministry gifts work together in fulfilling a God-given vision.

The Ministry Flow Chart can also be used to evaluate existing ministries. By placing current ministries, leadership functions and gifts into the context of the diagram, you can quickly see if there exists a complimentary ministry flow and if there is a need for a diversification of ministry functions and gifts.

MINISTRY FLOW CHART

CONTACT →	BUILD →	IDENTIFY →	ASSIGN →	SEND →

Planning/Evaluation Exercise

1. Determine where your ministry or church currently is with regards to the Flow Chart. To do this write down every ministry that the church currently does and then place these somewhere on the Flow Chart. Does each ministry fit in only one column or could they be across columns?
2. Looking at the Flow Chart what do you see as the main emphasis of your church? Where are the weaknesses? Make a list of the ministry ideas you are planning to do. How do these fit in the Chart? What is required to help people move to the next level?
3. Have every person on the team write who they are and their ministry (NOT necessarily their role or function) and then have them put this in the most appropriate column of the Flow Chart. Do the callings and skills match their role? Do the team members complement each other or are you all grouped in one column? What is missing in your leadership team in order to be balanced and cover each area in the Flow Chart?
4. Develop some action steps beginning with immediate (3-6 months), intermediate (6 months-2 years) and long term (2-5 years).

CHAPTER 6

NOTES

Conflict Resolution

Healthy Conflict Vs. Unhealthy Conflict

Attitude: Conflict is Inevitable	Attitude: Conflict is wrong
Impersonal	Personal
Open Communication	Indirect communication
Short Accounts	Long Accounts
Interactive	Reactive
Acceptance – problem will be solved	Denial – ignore and pretend it is solved
Timeliness – take what is needed	Lack of time – get it over with

Four Categories of Team Conflict

1. MOTIVATIONAL

A. Too much Freedom

- set specific goals together – hold each team member accountable
- Team must hold each other accountable for contributing

B. Group always thinks they are right

- Appoint a “challenger” to raise and investigate potential pitfalls (rotate this role)
- Team leader shares his opinion last after everyone else comments on the issue.

C. Not taking Responsibility

- Encourage responsibility by not attacking those who raise concerns. Verbally reward those who raise concerns to be dealt with.

2. COMMUNICATIONAL

A. Lack of Communication among Team Members

B. Harmful Communication

3. ORGANIZATIONAL

A. Over Controlling

B. When having to delegate ask yourself:

- What am I afraid of?
- What have I got to lose?
- What have I got to gain?

C. Misunderstanding Team Roles

- Job description should include:
- Statement of title/ position
- To whom they will report and who reports to them
- Statement of duties/ responsibilities
- Schedule of work time required
- Limits – time

D. Inequity in Compensation

- Each one needs to resolve ultimate value comes from Creator
- If applicable, the financial compensation for someone in ministry should be proportional to the average of those they serve and there should be those who oversee this.
- Each should take responsibility to inform leadership of his financial situation

4. RELATIONAL

A. Lack of Trust

To encourage trust...

- Build passion about vision
- Make sure everyone knows own role
- Invite commitment from each one
- Commit to improved communication systems
- Meet in small groups
- Have an affinity for each other based on common mission

B. Territorial Attitudes

C. Unhappy Spouses or Families

Communication Skills

Be Committed to Real Conversations –

This means making sure that others are hearing what you are really saying and actively listening to what they are meaning by what they are saying.

It's not easy to begin talking to one another again. Some of us have never found a voice and cannot imagine speaking from the heart; others are drowning in pointless talk at meetings that make no difference; still others of us feel frightened by voices (sometimes including our own) that quickly turn ugly when we become intense".

When we don't engage in real conversation, the cost is high. The resulting lack of real conversation is soon filled with meaningless talk, harmful talk and even miscommunication. But deep, honest exchange about the truth of our own lives generates creative energy.

"Instead, speaking the truth in love, we will in all things grow up into Him who is the Head, that is, Christ. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work." Eph. 4:15,16.

