

Organizing and Leading Ministry Teams

Syllabus Workbook

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Biblical Basis for Team Ministry:

Genesis 2:18 (NKJV)

¹⁸ And the Lord God said, “It is not good that man should be alone; I will make him a helper/helpmeet comparable to him.”



Exodus 4:15-17 (NRSV)

¹⁵ You shall speak to him and put the words in his mouth; and I will be with your mouth and with his mouth, and will teach you what you shall do. ¹⁶ He indeed shall speak for you to the people; he shall serve as a mouth for you, and you shall serve as God for him.

(classic model for team)

(dependence upon God—the lesson Moses learned in Midian)

(self-oriented people do things for people)

Exodus 18:14, 17, 22 (NKJV)

¹⁴ So when Moses’ father-in-law saw all that he did for the people, he said, “What *is* this thing that you are doing for the people? Why do you alone sit, and all the people stand before you from morning until evening?”

(Jethro is challenging the singular approach to leadership)

(Jochebed had drilled into Moses’ mind that he would become deliverer of God’s people)

(classic model of co-dependency)

(people give a leader authority for that person to be leader—accountability)

(if we are making people dependent upon us, we are creating unhealthy co-dependency)

¹⁷ So Moses’ father-in-law said to him, “The thing that you do is not good.”

²² ...so it will be easier for you, for they will bear the burden with you.

(leadership is a function of community, not the function of the leader.)

Ecclesiastes 4:9-12 (NKJV)

⁹ Two are better than one

Because they have a good reward for their labor.

¹⁰ For if they fall, one will lift up his companion

But woe to him who is alone when he falls,

For he has no one to help him up.

¹¹ Again, if two lie down together, they will keep warm;

But how can one be warm alone?

¹² Though one may be overpowered by another, two can withstand him.

And a threefold cord is not quickly broken.

Mark 6:7 (NKJV)

⁷ And He called the twelve to Himself, and began to send them out two by two and gave them power over unclean spirits.

(Industrial revolution is a critical time that leads to an understanding of our present time. Declaration of Independence is built on the value of freedom. Became politically incorrect to call someone a ruler. Leaders then led workers into developing railroads and factories. Still squelching leadership.)



(Where did we originate the pastors to be sent individually. Healthy to be engaged as pastor with an evangelist and held then to accountability.)

Luke 10:1 (NKJV)

¹⁰ After these things the Lord appointed seventy others also, and sent them two by two before His face into every city and place where He Himself was about to go. (Short-term assignment. When they came back, they were excited. By going out two by two, they have someone to process their experience with. Jesus exhorted them to find one family to work with, not door-to-door. When Jesus distributed the power, he gave more than they thought they were getting.) (Moses learned dependence upon God—what shall we do with these rebels? It presupposes the mental model of team [God and me!]). Somehow, we assume this as the spiritual connection, but this is not complete. Parallel this to Matt.22, love the Lord thy God and thy neighbor. If we have failed to learned dependence upon those with whom we are in the community with; then, we have failed.)

(Leadership is never singular. Moses saw the people as an object and separated himself from the people. It should always be us, not rebels. Moses beats the rock rather than speaking to the rock. Really, Moses was hitting the people. Moses, because of this, I can't have you lead the people into the promised land. Jesus never separated Himself from the people. He identified with the people. He was the rock.)

(The pastor is not the one responsible for leadership. Others need to step forward and lead in the moment of need for their leadership.)

(Positional leadership will destroy leadership in the community if I have to be the leader all the time. Let others step up to the plate to lead in moments of crisis.)

(George Reid: I have very little confidence in the decision of one individual, but incredible confidence in a group of individuals that come to a decision.)

The Building Blocks of Team Ministry

1. Common Purpose
Team performance will be higher when its members are highly motivated to attain shared objectives. Mission, goals, and objectives must be clear.
2. Interdependent Roles
The performance of a team depends on member ability and role clarity. Performance will be higher when team members are highly skilled and they understand their work roles. (see *Shared Leadership* by Jay Conger)
3. Complimentary Skills
The positive synergy that occurs in effective teams can help them achieve a level of performance that exceeds the sum of the individual performances of members.

(Need to be challenged by others not like us on the team, but need compatibility.)
4. Discretion in How to Accomplish Task
The effectiveness of a team may be reduced by restrictions on decisions about work assignments, work procedures, and strategies for solving work-related problems.

Trust is slow built, fast lost, once lost, slower re-built.

Why do you encourage young couples to have an extended courtship? To get to know each other and develop a relationship. What you're doing is measuring the growth of trust.

Time involved shows respect....

People who feel called to ministry: It is not unusual to move toward sharing your ideas. God gave us no coercive structures that will allow us to enforce our will. Only advantage we have is trusting relationships. If you have delegated a responsibility, don't override them with your way.

Guidelines for Teambuilding

1. Emphasize common interests and values
2. Use ceremonies and rituals
3. Use symbols to develop identification with the group (the corporate world has learned how to use



- symbols quite nicely. Why do teams all wear the same symbolism?)
4. Encourage and facilitate social interaction: team members should not just work together, but play/recreate together.
 5. Keep people informed: don't use exclusive info against other team members. You can double the resources if books are open to all members.
 6. Conduct process sessions—sit down and talk about process, not business. Are we processing in a way that gives every person a sense of honor? Lead the process of discussion about process.
 7. Conduct alignment sessions—Straightens out tires to run in the same direction. An alignment session with the team is sitting down with the team and talk about where you are going? Do you see common purpose in the way we are going? Do this once or twice a year. Influence the team to take time for discussion of alignment issues. You can do it very nicely in the presentation of a devotional.
 8. Foster appreciation and tolerance for diversity: tolerating and enjoying people who are different than you.

The Trust Factor — A Team Essential

Without trust building a true team is impossible

The actions of team leaders and team members that build trust fall into three categories:

1. Perform competently
2. Act with integrity
3. Display concern for the well - being of others. (Fruits of Spirit demonstrate healthy relationships in the church—maintain health of the community. Says that you love the people who are with. Familiarity is not license for bad behavior.)

All three factors must exist _____ in order for a team to _____ a high level of trust.

Competence

Competence is measured in three basic areas:

1. Performance ⇒ results
2. Follow-through
3. Ability to obtain RESOURCES (especially for true for the team-leader)



Integrity

The alignment of actions and stated values creates a foundation for trust.

Behaviors that indicate integrity in a team:

1. Standing behind the team and all its members
2. Maintaining consistent and balanced communication: Stan and team developed a communication team plan. Create standardized expectations. Unmet expectations are the path to conflict.

Concern for the well-being of others

We trust people who consistently are _____ to our _____ and to the _____ of others.

Two aspects of caring that are critical to establishing team trust:

1. Transitioning team members
2. Impact of our actions on others

Social Influence in Teams

Several types of social influence processes can occur in a group, including social identification, social pressure, social contagion, and group cohesiveness. How we act and our attitude will influence others.

Social Identification

Involves defining oneself in terms of membership in a group or organization.

Social Pressure

Teams develop certain procedures and forms of behavior that all members are expected to observe.

Orientation of new members to group norms is essential to healthy team behavior.

Social Contagion

Emotional reactions of a team may be mutually stimulating.

This factor can have either positive or negative impact on task performance.

Group Cohesiveness

Cohesiveness is usually stronger when:

1. The group is small
2. Membership is stable
3. Members interact regularly
4. Members have shared goals
5. Members have similar values and background
6. Membership is exclusive and limited
7. The group has high status in the organization



Leadership in Teams

Leadership in teams requires a unique set of competencies. The empowerment of others is necessary to a greater degree than allowable in the traditional role of leader.

The External Leader

The external leader(s) sets the direction for the team by communicating objectives and priorities.

The external leader must provide political support to ensure that other members of the organization support the team's efforts. This is demonstrated by:

1. Delegation of adequate authority: very difficult to give authority, maybe responsibility.
2. Allocation of necessary resources
3. The creation of an organizational culture compatible with the team concept

The Internal Leader

Team leadership is group – centered.

The team leader:

1. Views the team as a collective entity rather than as a collection of individuals
2. Serves as a consultant, advisor, teacher, and facilitator, rather than as a director or manager of the group
3. Models appropriate leadership behaviors and encourages members in this behavior
4. Establishes a climate of approval for expression of feelings as well as ideas
5. Encourages the team to process problems and do team maintenance at regular group meetings.
6. Relinquishes control to the group and allows the group to make the final choice in all appropriate decisions.

Competencies of the team leader:

1. Professional expertise — Ability to select team members; clarify objectives; and understand the problems confronting the team
2. Administrative skills — Ability to plan and organize
3. Interpersonal skills — Ability to influence members, resolve conflicts, and build cohesiveness
4. Cognitive skills — Ability to understand the teams internal and external relationships as they relate to the success of the team
5. Political skills — Ability to access resources, support, and approvals from external leaders and the organization.

Roles of the team leader include:

1. Envisioning — Articulating strategic objectives
2. Organizing — Planning and scheduling to achieve coordination
3. External spanning — Encouraging mutual trust and acceptance among team members; facilitating open communication and equal participation; and mediating conflicts
4. _____ — Monitoring and influencing attitudes of people outside the team

Envisioning provides a shared objective; organizing helps the team decide _____ to attain it; social integration helps to keep the team _____; and spanning helps ensure that group decisions are _____ with the needs of external stakeholders.



Leveraging Technology for Teams

Advances in communication and computer technology have opened doors to team development that existed only in the mind of the most creative dreamer a generation in the past. The great challenge is to lay aside our concept of the necessity of collocation of organizational members and integrate technology into the relational as well as the functional aspects of virtual teams.

Advantages of Virtual Teams

1. Formation of new teams made up of individuals separated by _____
Working in isolation is no longer necessary. The skills and individual giftedness of current remote employees that were formerly unavailable due to the barrier of distance (translated into time and expense) are now available to organizations. Teams of various types and duration may be organized by tapping the potential of existing technology.
2. Decentralization of the collocated organization improves _____
The relational distance between external leaders and those they serve increases as the organization becomes larger and more complex. Establishing virtual offices in the geographic areas served by the organization helps build a relational identity with the central office.
3. Reduce the need for extensive _____
Departmental leaders that once effectively serviced the remote members of the organization by traveling constantly may now effectively serve the same field via virtual team methods. Refocus the reduced travel time to concentrate on relationship and trust building for more effective teams.
4. Save _____
Even as our organizations increase in size, the demand for reducing the cost of managing our organizations intensifies. Time no longer allows us to manage as we have in the past.
5. Maximize the organization's investment in _____
Most organizations have invested in sophisticated technology without ever exploiting its full potential. Virtual team formation is doable within the framework of the existing technology of most organizations.

“ The definition of insanity is doing the same thing over and over again, expecting a different result. ” Jaclyn Kostner

Phases of Technology Integration

1. The _____ phase — marked by constant travel, need to be present to see what is going on, and no concept of collaborative team technology
2. The _____ phase — marked by a sense that electronic communication is impersonal; overwhelmed by the volume of communication; and the potential of available technology is largely untapped. (Teams will remain in the mechanical phase until they satisfy the human side of assimilating technology.)
3. The “_____” phase — Technology is the first choice for communication; acceleration of both team rapport and results; collaborative use of technology for team functions

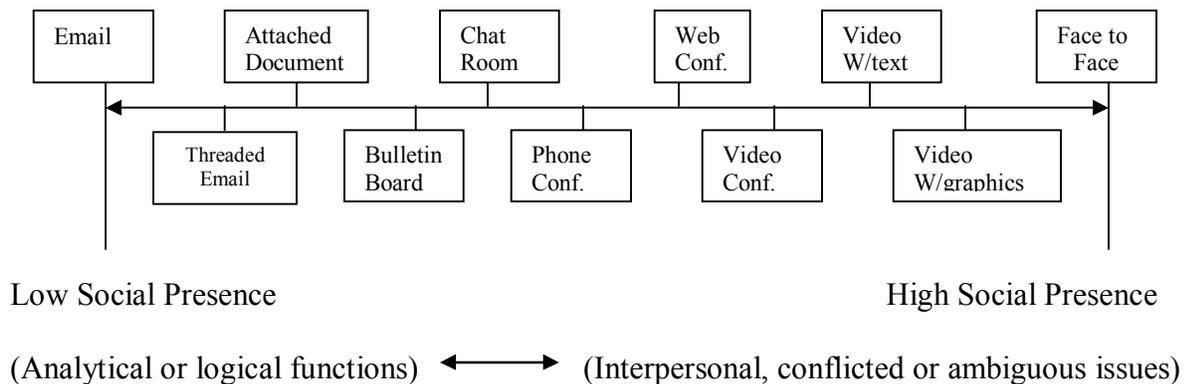


The Value of Social Presence

Social presence is the degree to which the technology facilitates a _____ with others.

High social presence is not always desirable in every aspect of team function.

Social Presence Continuum:



Teamwork is a Human Function

Technology is a tool that allows us to expand the concept beyond the limits that have bound us heretofore.

Technology enhances the elements of teamwork by:

1. Expanding and accelerating _____

2. Enhancing _____

Technology has enormously enhanced the level of collaboration possible within an organization and even between organizations. The development of programs, policies, calendars, strategies, etc. can now involve individuals in quality ways that would have been logistically impossible a generation past.

3. Reinforcing _____

One of the most critical elements in establishing and maintaining trust has to do with the level and quality at which information is shared. Free access to information by team members is limited only by the willingness of leaders to share. The level of access they have to quality information may measure the strength of a team. Web technology has revolutionized this area of human relationships.

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