Building Teams
Handbook

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Building Teams
Handbook

At St Peter's we have a roster for most things. It's a pragmatic solution for a tangible problem - things need to be done!

The problem with rosters is that we have little connection to people growing in Christ-likeness, encouraging those around us towards maturity in Christ, or seeing how what we did connected to the mission of making disciples of all nations.

As the people of God we are a body, with Christ as the head. Those who lead are not gifted to do everything. They are charged with equipping, shepherding and mobilising those God has given them for the task, using their gifts for the glory of God. This doesn't happen in isolation.

Rosters are about jobs - but teams are about people. So at St Peter's, although we won't be getting rid of rosters, we want to develop a team culture in our Church life to get on with fulfilling Christ's mission.

Why teams?

We believe that:

1. Teams have a *greater impact* than one person. Through teams we can deepen and expand our different ministries.

2. Teams also *give recognition* to the fact that God has given people to us, to be co-workers and partners with us in the work of his kingdom.

3. The creation of a team recognises that *God has gifted all his people* in different ways to contribute to the building of the body.

4. The creation of the team provides *a place for people to grow* in gospel conviction, in character and in competencies.

5. The team provides a place for *support, encouragement and fun* as we work to serve Christ together.

Team leaders

Critical to building a team culture is have the right people who lead the various teams. As we seek to build teams, we need team leaders whose job it is to recruit, form and build teams so that we serve the Lord Jesus with the gifts he has given us. Team leaders need to be established in three key areas:

1. Character

   Character is king! The pastoral role of leadership demands a mature and stable Christian character and a well– ordered personal life. (1 Tim 3;1–3, Titus 1:5–9) Character flows from convictions.

2. Conviction

   The life, death and resurrection of Jesus changes our core beliefs. We now see the world through the lens of Scripture. The Word of God continues to mould a leader's knowledge of God and themselves. Leadership flows out of being a solid disciple of Jesus. (2 Corinthians 5:14–15)

3. Competence

   God gifts his people for ministry. Leaders are learners. They are always trying to grow in their competency as leaders. They should grow in their awareness of their own abilities, strengths and weaknesses. They will seek the help others to assist them.

   Leaders don't have to be the best. They don't have to be extrovert, charismatic, beautiful, eloquent geniuses.

   What leaders actually need to do is build teams - teams that solve problems, innovate, work hard together and energise each other for the Kingdom. Leadership is not about being the person at the top with the best ideas, nor being the smartest or most charismatic or forceful person in the room. They don't even need to be the one who comes up with the great solution or the one who comes up with the best creative idea.

   When we look for people to lead teams, we're looking for those who can facilitate and resource a group of people to solve problems well together. They need to be someone who isn't afraid to throw around ideas together, who can encourage everyone to contribute and discuss, someone

who will empower others and someone who will ask the right questions and keep people moving in the right direction in such a way that the team comes to good conclusions together.

Thinking of leaders in this way helps us reconsider who we might ask to lead. Now we're looking for leaders who:

- Are able to create safe environments where people can share ideas;
- Draw all those in the team out with their unique contributions;
- Are willing to try new things from new people, and continually learn from others.

Team leaders need to empower

As we consider how we lead teams, as well as how we raise up and train other leaders who will lead teams, a key consideration is how we build a culture of empowering others, and give people the tools to carry out that empowerment in their own teams.

What is empowerment?

A good leader takes full responsibility for everything under their care. But key to good leadership is also sharing your responsibility and authority with others. This type of leadership mobilises, empowers and equips others to achieve significant tasks and fulfil substantial roles.

A central piece in empowering others is that the leader retains responsibility while simultaneously sharing that responsibility. This is crucial to empowering others, and building teams that don't rely too heavily on one person.

There are obstacles to empowering people in teams for ministry, **see appendix 1** for more wisdom in this area

Stages teams go through

As leaders recruit, form and mobilise teams for a certain ministry, it is very helpful to realise that as teams grow they go through various stages. Identifying these stages and adapting one's leadership to each stage will allow a team to become more effective in ministry and be encouraged along the way.

When people in teams learn new skills, they move through four stages.

1. Unconscious Incompetence
2. Conscious Incompetence
3. Conscious Competence
4. Unconscious Competence

Leaders will want their teams to reach 'Unconscious competence'.

Now it seems harsh to use the word "incompetence", but if you were to take the example of driving a car, this is precisely the process you went through. You are enthusiastic at first, but you didn't know what you didn't know. Then you started to realise that using the clutch is harder than you thought, then you progress to knowing how to use it but you are still having to think hard and eventually you do it without thinking! Four steps. Teams also develop in this way and a leader will be conscious of how the team is feeling in each stage.

This helps leaders know how to change and adapt as the team grows. Members will go from being:

1. Enthusiastic Beginners to
2. Disillusioned Learners to
3. Variable Performers to
4. Self-Reliant Performers

At each stage of the teams and individuals development the leader will ask: "What do I need to do to empower and develop my team and team members?"

See appendix 2 for more info.

Creating Highly Functioning Teams

P-E-R-F-O-R-M

As a team leader the following important elements should be included in your team meeting time to help your team become one that functions well.

P - Purpose

Why is this team doing what it is doing – how does it fit in with the bigger picture of the purposes of church?

Your team should be able to articulate this themselves.

It is a message they need to hear every time you meet – although you may come at it from different angles

E - Equip

The team needs to have a clear job description. It is good to talk this through first, then have something written they can refer to.

If the job is not happening in the way you want, keep working at your communication, and provide the training the team needs to become competent. Training may simply be talking through how to handle different situations and having them practice within the group time.

R - Relational

Teams need to be relational because the ultimate purpose of God is that we love and care for each other, as we enjoy being reconciled to God. Listening, respecting, allowing group members to contribute, making time to get to know each other – these are some steps to take to help your group meetings be relational.

F - Fun

Having fun is often the natural consequence of a team working well together – but it helps for you as leader to remember to lighten up sometimes, find ways to be relaxed and enjoy being a team together within the team meeting time. Something as simple as food – or a decoration, – or a question you get everyone

to answer – or having something unexpected happen – can help the team have a bit of fun, and like being together.

O - Organised

Be Organised. Run the meetings to a plan. You need to have thought it through before hand. Have all the resources available you will need. Make sure you get things to the team when you say you will, and do what you say you will do. Let the team know of dates. Text them to remind them of meetings. Be at meetings yourself, early. Set a high example. If you take it seriously, they are more likely to do the same.

R - Review

The key to the team getting better and taking their role to the next step is a review process handled well. At this time, all problems can be thrown on the table and the team can work together to find solutions. At this time, the team can self-evaluate their performance and talk through the next steps. This is the time that the leader can provide constructive critique and positive recognition that will shape the team to be more effective, have a sense of achievement and like what they are doing.

M - Motivated by God's Word

We want our team members to serve with all their heart and energy, because they are captured by the cross of Jesus and the love God.

That means leaders need to keep showing from God's word why we do what we do, what God wants us to be, more of who God is and more of what Jesus has done. Bible time in team meetings is key to having the team serve for the right reasons and not become burnt out, resentful, or be doing it just for you.

These elements will help a team PERFORM to their potential.

See appendix 3 for more info

Why Have Team Meetings?

Team meetings help team members:

1. Feel Supported

- Ministry is to be shared; it is not God's intent that we go it alone.
- Having the opportunity to talk about how things are going is gold.
- Team members who have this support are more likely to keep going in the ministry.

2. Renew Enthusiasm for the work

- This is the time to re–establish the big picture so each team member knows the bigger purpose they are contributing to.
- Being together and talking together creates a sense of 'team' that can renew enthusiasm that may have waned over the last weeks
- Having general talking to each other time is important to create this

3. Renew the Job Description

- Clarify their understanding of their role or extend their role to the next step. This may be through on going training you provide; or clearing up problems, or through your feedback

- Use this time to be clear on what you are wanting and how to get there.

4. Grow in Maturity

- Team meetings provide a forum where people can grow in godliness as they have to work and relate with others, are shown how the Bible applies to their service and as all this is done with prayer

How to Run A Team Meeting

1. Start with a chat: An opportunity to get to know each other/warmup

2. Bible time: Your aim is to keep training the team in having a life shaped by the Gospel.

This is more important than the pragmatics of the task you want the team to do. As you read the Bible together, note how the Gospel calls us to radically re–shape our lives. Knowing Jesus more, serving Jesus, growing to be like Him - teams need to keep encouraging each other in these things. Show how the passage may work to set your vision.

Read a short passage or verse.

Share your thoughts from the passage Examples:

"What really strikes me from this passage is...."
"I was reminded by this passage that..."

Invite group comments.

3. Pray

Be the one who mostly leads in prayer. Occasionally give this to another – establish spiritual leadership and example.

If you are nervous about praying – decide beforehand what you want to say and write it out. It only gets easier as you do it more!

4. Remind the team of the purpose/vision

Tell the team how the ministry fits with the larger vision of the Gospel, the steps that are needed to make this happen and their role in it all. As you meet regularly you may find you feel you are repeating yourself. This is not such a bad thing. After some time – come at it from a different angle – but repetition is good.

5. Review and Feedback

Some questions you might use are:

I) What did we do well last term, do you think? Leader – what I saw us doing well was.....

II) Were there any issues/concerns/difficulties you saw/experienced over last term? *(This can be scary – don't shut this part down though. This is where the best thinking and creativity will probably come, if handled rightly)*

Do others agree?

What is some ways to solve this do you think?

Does everyone agree this is a good solution for us to take?

Leader – something I would like to raise is....

III) What do we need to do differently this term?

Group discusses

Leader add your thoughts Who will do this? How will it be done?

IV) Do we need to be doing more to achieve our purpose/vision? Do we want to change our purpose/vision in any way?

What action or steps need to be taken to make this happen? Who will do them?

6. Are we equipped as a team to make the changes that need to happen?

Leader: implement training needed to help the group do their ministry with greater competence.

This may be from a pre–prepared issue you want to deal with.

(It is always better to have put preparation in beforehand as you discern a relevant issue the team can be trained on.)

The training could come out of the discussion from within this meeting. *(Take note of what future training might be needed as you listen to the discussions. Prepare for those before your next meeting.)*

7. Finish with Prayer

Commit your plans to God, trusting in his power, acknowledging our dependency on Him, our desire to serve Him and to bring Him Glory.

(confirm next meeting date)

8. Actions for after meeting

Email actions to team

Review your own copy regularly – do what you said you would do to get resources to the team as needed

Plan next meeting date

Email and/or text team members nearer the time and the day before.

Giving Feedback

All team members need to know that what they do matters. As a result team leaders need to have a deliberate and regular approach to giving feedback. Feedback is a key means of support, encouragement and accountability. Team members are more likely to get the job done, last the distance, and enjoy doing it with constructive on-going feedback.

Part of being able to give constructive feedback is having a clear job description. We'll consider establishing a job description in the next module. Let's look at three questions team leaders need to consider when it comes to feedback.

1. How Often?

Feedback can happen at team meetings, but that's probably not frequent enough – particularly if someone is new to the role, so team Leaders will need to decide on more frequent intervals.

One of the key points at which feedback must happen is when work is completed. If team leaders fail to do this, it's likely the person will wonder if there was something wrong with what they did, even if they did a great job. Silence can be incredibly demotivating.

2. Who Does It?

Some team members will get feedback from the people they serve. However, because leaders have the ultimate responsibility for the ministry, at some point they need to give feedback. A leader giving feedback gives a team member confirmation that they did what was required, and that they contributed something of value to the ministry and wider vision of the church.

3. What Is Said?

Questions like:

- How are you going?
- Do you feel like you know what you are doing/what is happening?
- Is there anything I can help with/you need help with?

Are great questions just to see where people are at and help them if needed without stepping in to micro-manage.

From these opening questions, the team leader can follow up with positive encouragement by pointing out something they saw, saying something like:

- "What I just saw you do is...[positive affirmation here]!"
- "You did that really well"
- "It was great you were able to do that"
- "I thought you did a good job"
- "I thank God for what you did/do /keep doing""I am grateful to God for how he keeps using you"
- "Hey! Well done. That was good."
- "I think you made a real difference there"
- "You put so much into that – I think it was really appreciated by…"
- "Hey – good idea. God is using you to make an impact here."

This takes a bit of getting used to, but it's an important shift for those within our church to serve not for the praise of those around them, but in response to who God has made them in Christ.

When team leaders need to correct, the language we use is very important. Using phrases like, "I might suggest [a change in act/direction/ practice]..." or, "If you were to do that, how would that look?". It's important that we work to understand people and grow people, rather than just stepping in to fix the job the way we want it done.

Job descriptions

One of the key aspects of helping people know whether they're doing what the ministry area requires, is having a clear job description from the start.

This doesn't have to be something that the team leader creates from scratch, but it is something you want them to have input into from the beginning.

In creating a job description, the key for volunteers is to make it simple enough for them to digest, clear enough as to what they're being asked to do, while always connecting it back to the larger vision of the church and the Gospel. They're not just being asked to do something to keep busy... they're being asked to participate in the making and maturing of disciples by exercising their gifts within the body. Below is a simple template that could be used:

Vision for this ministry

[Insert here 3 or 4 sentences that describe how this ministry fits in the wider vision of the Church.]

Role description

[Insert here 2-3 sentences of what the role is.]

Key requirements

[Describe here in bullet form what is required.]

Support provided

[Describe here what form support will be given in this role. Examples will be, team meetings, feedback, training, catch-up with leader, prayer, resources, etc.]

Time commitment

[Outline expectations, how long the role will go for, team meeting commitments etc.]

Integrating new members

Because we want people to have opportunities to serve the Gospel and connect with others around meaningful tasks, our teams are going to be a key way in which we help people be able to do this. So, we need to have a framework for all our team leaders to help them with including new members into existing teams. Here are five steps to consider when including new members:

1. Make new member feel part of the team

We need to introduce the member to the team and say how pleased we are they are on board. Explain the first steps for joining the team, when, what to bring, what to expect, etc.

2. Help the member know the vision of the team

Team leaders need to share the vision of the ministry area with the new person joining. Together, what is this team wanting to do? What are they trying to achieve? What makes this ministry important in light of the mission of the whole church?

Step 3 - Make clear the commitment

Team leaders need to make clear what is involved with this particular ministry. So, where is the team member needing to be and when, what preparation will they need to do, what meetings will they need to come to and what will they need to do if they can't fulfil their role on any given week. Role descriptions are so important. We need to make sure that we have provided for team leaders a clear role description so they can work through it with those new to teams.

Step 4 - Get people serving as quickly as possible.

It is important to get our team members serving as soon as possible. Walk them through their role and explain how to troubleshoot. Train and equip where necessary. Don't forget to give team members feedback and praise growth and good work. Also gently correct them and offer suggestions for improvement where needed.

Step 5 - Caring for them spiritually.

We aren't just a business teaching someone a job, we care about each others spiritual growth. With that in mind leaders can have conversations with group members on how they are going spiritually. You might end up talking about a sermon or a bible passage recently studied, sharing a certain Biblical conviction you have, or sharing what God is teaching you both.

See appendix 4 for more info

Tying things up well

As we build teams, and as we train our leaders to lead teams, most of the focus will be on planning and implementation, so it can be easy to neglect the important phase of reviewing what we've done. We need to help our leaders to consider the extra 5% to continue to improve.

Here are some tips to help team leaders do that extra 5% to continue to progress and make the next time they run an event, project or a teaching moment, better and easier.

Events:

Firstly, when finishing an event leaders should debrief with their team, asking things like:

- What went well that we should do again?
- What could we improve upon?
- What opportunities are there to do something different?

It's best to do this close to the event so that we evaluate things well.

Secondly, we need a way to record what went well, what could be improved, and what we'd do differently next time. Having a way to record this information helps you build on what you've learnt and ensures you won't make the same mistakes again.

Meetings:

During meetings, ensure minutes are recorded, either by the leader or someone else. They don't have to be complicated, just the action points are sufficient.

Straight after the meeting you want the leader to do two things:

1. They should go through and clean up the minutes so they're in the final form, email them out to the team, and file them away safely.

2. Second, create the agenda for the next meeting. This will help things not be forgotten for next time, and will save time in the future. This 5%

extra effort at the end of the event will help make the next time around significantly better and easier.

Teaching:

Finally, let's consider how to tie it up well if you've done some bible teaching: a sermon, talk, run a scripture lesson, a bible class or a vision time. Straight afterwards (even if it's just the team leader) evaluate how it went. If we feel we need a day to process it, that's fine, we just want to do it while it's fresh in our mind. When we're evaluating, take note of any changes we'd like to make, and make those changes immediately so that the teaching material is ready to go if you ever need to pull it out again.

So, after, make sure it's filed so that it's easy to find for next time.

Helping our team leaders see the value of this extra 5% by tying things up well straight after the event, project or teaching event, and giving them the tools and a framework to do it, will make next time around significantly better and easier.

Appendix 1

EMPOWERING OTHERS

As we consider how we lead teams, as well as how we raise up and train other leaders who will lead teams, a key consideration is how we build a culture of empowering others, and give people the tools to carry out that empowerment in their own teams. I want to talk about three things.

- Firstly, what we mean by empowerment.
- Secondly, some key failures that inhibit empowerment.
- Thirdly, two things we need to help leaders see when they begin empowering others.

So firstly, let's define what we mean by empowerment.

A good leader takes full responsibility for everything under their care. But key to good leadership is also sharing your responsibility and authority with others. This type of leadership mobilises, empowers and equips others to achieve significant tasks and fulfil substantial roles. Some people call this delegation, but we think the word "empowering" provides a better picture of what's involved.

A central piece in empowering others is that the leader retains responsibility while simultaneously sharing that responsibility. This is crucial to empowering others, and building teams that don't rely too heavily on one person. When we think of empowering people, it's not like giving away money, where you had the money and then you give it to someone else. In that scenario, they've got the money...but you no longer have it. This can be how people treat delegation: there's a task to be done, I hand it on, and my job is done - I dump and run. It doesn't have to be a single task, though. It could be an entire ministry area. You've been looking after it, you do the handover, and then you stop worrying about it, or even thinking about it. This isn't empowering and it's not the culture we want to build in our churches or our teams.

Good empowering is like a disease: you have it, you pass it on to someone else and they have it...but you still have it too. If you use this image, you can see how the responsibility in empowering functions. A good leader retains responsibility for the area they oversee. Whatever the task, whatever the role, whatever it is they've delegated to others - they still retain final responsibility for that area BUT they've also passed on that responsibility to the person they've delegated it to. Now, in different ways, they share responsibility for the task or role - one directly and one indirectly.

So, as we build teams, we want to be helping leaders see this as their role: to empower others in their role so they might grow into their responsibility, owning it

more and more fully, and being equipped to carry it out better and better. This means that our leaders can still retain full responsibility, but their anxiety and concern diminishes because those in their team are growing.

This sort of leadership also provides a protective cover for those they lead. Like a carport cuts out the sun and rain, providing safety and shelter - so this sort of leader creates an environment of safety, shelter and freedom to carry out their tasks and responsibilities, and to develop and grow in their ability to do so - knowing that even if things don't go well, they'll get loving feedback and continue to be supported and trained.

Empowering leaders to empower others helps those in our churches grow, develop and achieve.

Challenges with Empowering

Let's turn now to talk about three areas leaders often struggle with around empowerment.

A lot of our failures to empower others are to do with our heart or identity issues. So in order to learn to successfully empower others, we need to develop both in ourselves and other leaders around us, tools for self-reflection. Before we focus, though, on the reasons we struggle with empowerment and what happens when we do, let me just list the three key ways in which we fail to empower.

First, **micro-management**. That is, a failure to truly give authority to the another person. We may have made them responsible but we've failed to give them the authority to make decisions they need to without our interference. Instead we may try to control the details of what they are working on, or constantly check that they have done the things they committed to do, or come in and change the what they've done after the person has completed the task or role. This is deeply harmful. It destroys a leaders ability to empower others, leaving them feeling like they're not trusted, nothing they do is ever right, and it's not worth even bothering.

Second mistake, the **dump and run**. This is the opposite of micro-management. The failure here is of the leader to keep any responsibility. They give away responsibility and authority, and don't think about the task again, 'dumping' it on another. This is harmful because it severs the relationship between the leader and those being led, and fails to to create a team working together. It also fails to provide appropriate training and support. Some who are thrown in the deep end will survive and develop by having responsibility 'dumped' on them, but many will drown.

The last mistake is **cutting the nerve by stepping in**. This is a form of micro-management, but it's so common it deserves its own category. Often when we've delegated to others things don't go as we'd like. They aren't as good as we would

like. They're going to fail. They're not going happen at all. At this point we have a choice to make about how we will respond. One of the things leaders often do is 'step in' to fix it or 'jump in' to save it. When we do this we cut the nerve of responsibility. When we step in to save something that someone else has responsibility for, it says to them "Don't bother about taking responsibility in the future, the leader is the one who is really responsible and they'll always jump in and make things right." Whereas, if you let things 'fail' because the other person has not done the work well, then it lets them feel the weight of their actions and often helps them to learn to take real responsibility for what has been entrusted to them. Sometimes you can't afford to let the task or project 'fail', so you might choose to get involved but in such a way that you help the person with it so that they retain the responsibility and feel its weight.

These are three common areas that we fail to empower, and there are strategies to help leaders avoid these, but we want to help our leaders discover why they respond like this, to address the root cause of the problem, and to provide heart change and growth.

Four reasons we can often see are:

- Firstly, we don't trust others: this is a real problem if we're going to lead.

- Secondly, it can be an underlying sense that we can do it better: this is often linked to being a perfectionist.

- Thirdly, it could be that we don't want to give up control: when we entrust responsibility there's a greater risk of it going badly. But we need to embrace uncertainty rather than try to keep control;

- Lastly, it slows things down: we need to embrace this.

We need to help leaders grapple deeply with these heart issues, because when we fail to empower we fail to trust others we fail to create functioning teams; and we fail to multiply our work.

Empowering: Quality and Speed

Empowering others is hard, and when we see the role not being done as well as it could, it often triggers actions within those leading that undermines those they're trying to empower. There are a couple of things we need to help leaders recognise as they seek to empower others:

First, the quality will drop for a period of time. Secondly, the speed at which it's done will drop for a period of time. Let's look at those two.

- First, **quality**. When we empower others it will usually mean that things get worse before getting bigger and better. Usually, at first, the person will do the role or task worse than we would do it. The ministry will temporarily suffer, and it'll be hard to stop ourselves jumping in to make things better. But if we persist over time they'll get better, often developing to become as good or better than we are in the role. This means they can either replace us, allowing us to be involved in other ministries or other levels of leadership or they can multiply us. Empowering others multiplies the effectiveness of what we're doing; therefore, we need to be willing and prepared to experience this drop in quality to get to this point. We need to keep in mind, and remind our leaders, that empowering and delegating is not merely about getting things done, but rather about leadership development.

- Secondly, **speed**. It's also important to realise that when we empower others it's usually not merely a temporary drop in quality that occurs, but also a drop in pace. The leader could just simply do the job and it would be done immediately or the leader could give that responsibility to someone else and show them how to do it and give them the support and time they need to develop in doing it. It takes much more time and energy and so can seem like a time waste - momentum will often slow and things might even stall. But we have to slow things down to build them up. It takes time to develop people into new roles but it's absolutely worth it. We do need to help leaders consider how to plan for this period of 'slowness'. We need to get organised, plan things further in advance because they'll take longer. We need to plan how we will support and develop those we are seeking to empower.

There are obviously complexities and tensions in applying this principle. Depending on the ministry, the people involved, and other factors, there are things that need to be thought through. Some questions you might need to ask are: How much slowness should I tolerate? For how long? What if they fail to get going? How much of a drop in quality can we handle? For how long? What are the clues or warning bells I need to look out for that's going to tell me it's not working?

Having these questions will help us monitor things, but it's still important to embrace the drop in quality and speed for the sake of empowering others. Often people let these two factors hinder the work of empowering, but we need to resist over-reacting. Ego can complicate things, particularly if we get personal significance from the things we do or lead. We can be reluctant to give them up. It can be hard, as well, to give up things we enjoy doing, but if we're 'servants' then we need to be willing to give up whatever is necessary for the sake of the kingdom.

Appendix 2

STAGES INDIVIDUALS MOVE THROUGH

No one arrives at the point of being competent at something first off. And as we lead people, being conscious of this fact helps to both manage our expectations for what their journey will look like, and how we care for and develop them wisely.

There's two frameworks that sit well together that help us do both these things. The first is Noel Burch's "four stages of competence". He says that when people learn new skills, they move through four stages:

1. Unconscious Incompetence
2. Conscious Incompetence
3. Conscious Competence
4. Unconscious Competence

Now it seems harsh to use the word "incompetence", but if you were to take the example of driving a car, this is precisely the process you went through.

I was reminded of this the other day when my 9 year old confidently shouted to me from the back of the car. Dad, I'm pretty sure if I jumped in the front, I could drive this car. It's not that he won't ever be able to drive a car, it's that at the moment - in contrast to his confidence - he doesn't know what he doesn't know.

The second framework is Ken Blanchard's situational leadership. This helps us identify how we as leaders need to change with people through these stages. He describes the four stages as:

1. The Enthusiastic Beginner
2. The Disillusioned Learner
3. The Variable Performer
4. The Self-Reliant Performer

Blanchard identifies that throughout these stages of people's development there's a motivational aspect that comes into play. People start off keen, are frustrated when they realise they're not quite as good at something as they thought they would be, begin to develop the skills to do it better, and then find that point where they're not only able to do the job, but able to do the job well.

But what Blanchard helps leaders ask is this: what do I need to do as a leader at this stage of their development to empower and grow this person?

This is where Situational Leadership comes in, because what it says is that their situation impacts on your leadership. So here's what we mean:

1. When they don't know what they don't know and when they're enthusiastic, our role as leaders is going to be focused on being highly directive but with low support. That is, we need to show them in detail how to do it. You're not going to have to motivate them to do it. This is a time of high direction, low support.

2. As they start to engage in the task, there's often the frustration that it doesn't turn out quite how they thought it would. They are beginning to realise that they don't know it all and that's demoralising. At this stage we need to continue to give high direction, but we also need to give a high level of support - "keep going, you'll get it, it's hard but worth it." It's a time for high direction, high support.

3. As they do start to get it, there'll be a moment where you as the leader will need to start stepping back and allowing them to express themselves in that role. They'll get it right sometimes, they won't get it right at other times but they'll be more conscious of these things so they'll be able to self-correct at points. With a little bit of feedback they'll understand what they could have done. It's a time for low direction, high support.

4. Lastly, hopefully people arrive at this point where they'll do the task or role unconsciously. At this point your job is not done - you're not abdicating! - but your role as a leader is delegation. Low direction, low support.

As leaders, as we seek to grow people in character, conviction and competencies, we want to be aware of the stages they're going to go through, and how our leadership needs to change to help them through those stages.

STAGES TEAMS MOVE THROUGH

No one, and no team, arrives at the point of being competent at something first off. As we've already looked at for individuals, we need to be help teams and team leader be conscious of this fact so they can manage their expectations for what things will look like, as well as care for people well and develop them wisely.

As we think about teams, here are the four stages reframed for what it will look like for them.

STEP 1 - The Beginning or Orientation stage:

For newly formed teams, here are some of the traits they can expect to see. Firstly, some members will be excited and eager, possibly having unrealistic expectations of what can be achieved, by them or by the team. Secondly, some are going to be anxious about the unknowns. What's going to be expected of them? How will they fit

into this team? Can they really take this on? Thirdly, there's going to be caution about the leader, a testing of them and their ability to do this role. Fourthly, they will be very dependent on the leader taking charge and explaining everything clearly. Lastly, they'll be working out how they fit in with everyone else.

So at this stage, the leader needs to have a "Directive Style". We need to be encouraging the leaders to be clear, informative, explaining the goals, the purpose and what role this team is playing in the larger scheme of things, as well as the individuals within the team. Much of the work at this stage is goal setting, explaining and clarifying.

STEP 2- The "I'm not sure I'm liking this" stage:

After the honeymoon, team members start to grapple with the difficulties. Team leaders will be dealing with challenges such as: Goals now seem to hard or not realistic to your team; General frustrations at many different aspects of the task and their role in it. The leader themselves can be feeling inadequate for the task or confused about what they're being asking to do; not enjoying much and they still need the leader to explain things and tell them what to do. They could be feeling negative towards some of the other members of the team. Team meetings may seem to have an undercurrent of different agendas and power plays.

At this point, the leader needs to have a "Coaching style" leadership. They need to be directive (clear and explaining what to do and why) but also need to be supportive (listening, solving, encouraging and resolving). This is probably the most challenging time for a leader, but if this stage is handled well it can yield great results for the team and the ministry.

STEP 3- The "Now we're getting somewhere" stage:

At this point the team is starting to feel more settled and doing their roles more competently as a result of the hard work in step 2. At this stage, the leader is going to be seeing:

- Less dissatisfaction being experienced and expressed;
- More realistic expectations of what can be achieved;
- More resolution of general unhappiness directed at people and/or the leader and how things were happening or not happening;
- The team interacting with a growing sense of respect, trust and support for each other;
- People growing in confidence in their ability to do this task;
- The team being more open in sharing and giving feedback in discussion times;
- The team expressing a sense of "team" and camaraderie.

At this point the leadership style needs to be supportive, because people largely know what to do. So the leaders role is to facilitate discussion, help the group solve its own conflicts, give direction only if the group appears to be floundering, to draw out from the group further skills and direction for the ministry using the groups own ideas and creative energies.

STEP 4 - The "We're smashing it" stage:

This is where the team is really hitting its straps and enjoying working together. What we'll see is:

- The team is able to share leadership for certain tasks or discussion or training or when broken into smaller groups;
- The team is confident about accomplishing their tasks;
- They have seen some "success" and they're excited by what they can achieve and by what has been achieved.

So at this stage the leadership style is delegative. The leader uses the team to make nearly all decisions that need to be made and to solve nearly all problems that need to be solved. They'll do this through group discussion and team meeting time. They're not going to be so dependent on the leader for a sense of whether they're doing their role well, and they'll start giving and receiving feedback from each other.

This is the stage we want all our teams to get to, but there are absolutely no shortcuts. We'll need to equip our leaders, and help them lead teams through each of the stages, and lead with the appropriate style. We'll need to help our leaders be aware that their different team members might also be at different stages themselves, so as well as working at the team level, they'll want to be conscious of where individuals are at personally.

Appendix 3

HIGHLY FUNCTIONING TEAMS

Many facets work together to produce highly functioning teams. When one or more of these facets is missing or impaired it can impact on the performance of the team as a whole. As we consider how to help leaders build and grow their teams, here's a tool they can use to consider how they run a highly functioning team. It's the acronym

P.E.R.F.O.R.M.

The P.E.R.F.O.R.M. acronym is a helpful way to remember a few of these team characteristics which have a great impact on whether our team is highly functioning – a team that people want to be a part of, a team that people believe in, and a team that is powerfully achieving its purpose. It stands for Purpose, Equip, Relational, Fun, Organised, Review, Motivated by God's Word.

When a team is displaying all these characteristics it functions powerfully. We'll outline each of these briefly , but we've also provided readings to accompany each that'll explore and answer questions, and tools to help you build into each of these areas. But now, let's touch on them quickly.

First - P: Purpose.

Teams are created to bring about a certain desired outcome, a purpose. Therefore 'HOW' a team goes about achieving their purpose is important and 'WHAT' they do to achieve this is also important. However, knowing the 'HOW' and 'WHAT' without knowing the 'WHY' your team does these things will quickly disempower it. This is why it's paramount that you yourself and all your team members are able to articulate and believe in the 'WHY' of your team's function. And not only the 'WHY' of what your team does but particularly how it works in with the purpose of the church as a whole. It's something teams need to hear every time they meet, from different angles, particularly from the Bible. People are motivated and inspired by the "WHY" of what you are doing. They believe in it, especially when they can see the "WHY". Understanding the importance of your particular ministry, and how it fits into the whole picture of church, and how this is fulfilling God's purposes, is a crucial aspect of a highly functioning team.

Second - E: Equip.

For someone to be equipped for their ministry role, they need a couple of things.

• Firstly, they need to understand and own their role. Once they have the 'WHY' clearly understood, the team then needs to have a clear job description – the 'HOW'

and 'WHAT', and while the 'WHY' or purpose will not change the 'HOWs' and 'WHATs' are far more flexible and will actually need to change depending on the context and your team.

- Secondly, people need to be trained for the role. Ongoing training is fundamental for a team (and the leader) to deepen, sharpen and broaden the teams skill set, resulting in raising the whole team's level of competency and better achieving the team's desired outcome. It doesn't have to be complex, it just has to be deliberate and it needs to be ongoing so that people can keep growing.

Thirdly - R: Relational.

Leadership is about love. It flows from, is driven by, is energised and characterised by love. Love for God, love for the people on the team, and love for the people the team is serving. Teams need to be relational and based on love because God deeply desires that we love and care for each other. Teams also need to know the leader cares about them, that they want the best for them and their growth in becoming more Christ-like. They need to know that the leader desires that their time and gifts be used wisely and for the purposes of God and His church.

Fourthly - F: Fun.

A highly functioning team doesn't just mean always getting on with business. A natural outworking of a team that is functioning well is that they enjoy being together, serving together – and actually having fun together. Sometimes leaders feel the pressure of wanting their teams to function at its highest level, that tasks are being done and outcomes achieved. Under this pressure we can sometimes forget to lighten up a little. We want your teams to enjoy being together – and being deliberate about having fun will go far in creating a highly functioning team.

Fifthly - O: Organised.

A powerful way leaders show love for their teams is to be organised for both their meetings and their ministries. Being organised for meetings tells the team that you value them and don't want to waste their time. Being organised for meetings tells the team that the leader takes seriously this ministry and the impact it has in the wider mission of the church. Organised leaders are far more likely to have organised teams. We want leaders to be organised for the good of their team and the ministry.

Sixthly - R: Review.

A review is a powerful thing. It communicates that you're a team, so you work things through together and are committed to being a better team. It communicates that we're always interested in getting better outcomes if possible under God. It communicates that we want everyone to be developing and growing. Since a review

is so powerful it is important it is done regularly and done well. A review is one of the hardest things to do well because people are feeling most vulnerable, including the team leader.

Lastly - M: Motivated by God's Word.

Of all the facets of a highly functioning team – this is foundational and most important. Without it, team efforts will be motivated by wrong reasons and team members will quickly become burnt out, resentful or be doing it just for the team leader – these are all very damaging to each team member individually and the team as a whole. As was mentioned earlier the purpose (or 'WHY') of a team's function is crucial. We want our team members to serve with all their heart and energy, because they are captured by the cross of Jesus, love God and desire to live their lives as a living sacrifice for Him. As sinful people we are easily captured up into other motivations, become driven for other reasons and pride and insecurities can creep into our team. For this reason we need to be constantly reminded of WHY we are doing what we are doing. This means, as the leader of your team, you need to keep showing from God's word why we do what we do and what God wants us to be. It is essential as a team leader to also lead your team in complete dependence on God. We rely on His power, strength and wisdom. For this reason a highly functioning team must be a praying team. Taking everything in prayer to our God for whom the team exists.

Appendix 4

INTEGRATING NEW TEAM MEMBERS

Because we want people to have opportunities to serve the Gospel and connect with others around meaningful tasks, our teams are going to be a key way in which we help people be able to do this. So, we need to have a framework for all our team leaders to help them in including new members into existing teams. Here are five steps to consider when including new members.

Step 1 - When someone new is going to start serving on a team, they need to feel part of things from the beginning. The team leader needs to introduce themselves, welcome them warmly, say how pleased they are that this person is going to be involved in this area of ministry. It's helpful to let the person know how best to contact them in the future and it's helpful to let them know the first steps they need to take in joining the team - whether it's a meeting or just turning up to a particular time and place.

Step 2 - Team leaders need to share the vision of the ministry area with the new person joining. Together, what is this team wanting to be doing? What are they trying to achieve? What makes this ministry important to do in light of the mission of the whole church? The reality is vision does fade, so we need to keep reminding people of what they're trying to achieve and how important it is.

Step 3 - Team Leaders need to make clear the commitment that's involved with this particular ministry. Where does the team member need to be and when? What preparation will they need to do? What meetings will they need to come to and what will they need to do if they can't fulfil their role on any given week? This is where role descriptions are so important. We need to make sure that we have provided for team leaders a clear role description so they can work through it with those who are new to the team.

We can sometimes feel reticent to ask hardworking people to do more. Yet often people would rather have a role that does have real responsibility . While we don't want to overload people beyond their capacity we need to make sure we don't assume too little of people. People often want serious engagement with a ministry that they know and feel is contributing something significant to the work of the Lord.

Step 4 - We want to ensure that people get to serving as quickly as possible. If their team isn't serving that week at church, perhaps you could get them to catch up with one of the team leaders who can walk them through their role and explain how to troubleshoot. Then, if possible, the experienced leader can introduce them to the other team members and be there with them as they learn the ropes.

- Practically speaking, a good way of training your team member will be to explain what you want them to do and why, show them how to do the role, get them to have a go at doing the role themselves, give them feedback, get them to do it again, and eventually get them to teach someone else what you've taught them to do. Depending on the person and situation, each of these steps may take a short time or quite a long time, we must remember to be patient.

- As we train a new team member it's important to allow the real possibility of failure. We mustn't blame them out too quickly if they've made a mistake. It's good for people to learn from their mistakes or to realise their lack of commitment has consequences. The temptation for leaders is to jump in and fill the gap. Leasers must resist doing this. We must let people have real responsibility.

• Don't forget to give team members feedback and to praise growth and good work. Also gently correct them and offer suggestions for improvement where needed.

Step 5 - As well as training the team member practically, we want to have an eye to what is going on for them spiritually. We aren't just a business teaching someone a job, we care about each other's spiritual growth. With that in mind leaders can have conversations with group members on how they are going spiritually. You might end up talking about a sermon or a bible passage recently studied, sharing a certain biblical conviction or sharing what God has been teaching you.

Lastly, it's worth remembering that good leaders make themselves redundant. If possible, take someone with you wherever you go, so you can model your ministry. As your team members demonstrate commitment and competence, the leaders must be ready to move them into roles with greater responsibility.