

Unit Seven: Team Work

Lesson One: The Power of Team Work

1. The highest level of effective leadership is to develop team work. Team work can develop both within an organization and outside of an organization.

Inside an organization, team work is developed when the organization is divided into departments with each department having its own area of responsibility. Or, the various responsibilities of the organization are divided among the individual members working within the organization. The departments that take on specific responsibilities are led by people who have the special skills needed to fulfill those responsibilities. The individuals who take on specific responsibilities have the special skills needed to fulfill those responsibilities. At the same time each department or individual is willing and able to assist the others with special skills in a way that enables everyone to fulfill their responsibilities. All departments and all team members focus on fulfilling the one goal of the organization.

Outside of an organization, two or even three organizations can develop team work by dividing responsibilities among themselves and sharing resources in order to accomplish a common goal. The details of how this can work have to be agreed upon by the partnering organizations.

Team work occurs when individuals, departments of an organization or separate organizations combine their special skills and resources in order to accomplish one

_____.

2. Team work is a partnership where individuals, departments of an organization or separate organizations combine skills and resources to accomplish a common goal.

Team work is like the difference between addition and multiplication. If individuals are each doing their own thing to accomplish the same goal without seeing how they can help others who are trying to accomplish the same goal, it is like addition.

$$4 + 4 = 8$$

If individuals are sharing and combining their skills and resources as a team to accomplish the same goal, it is like multiplication. One individual, one department or one organization may not have all the skills and resources needed to effectively accomplish the goal. However, a combination of skills and resources working together can be much more effective than each working alone. It is like multiplication.

$$4 \times 4 = 16$$

The resources and skills used in team work can accomplish much more than the same resources and skills used separately. The difference between addition and multiplication is great. Just think about how much more could be accomplished if we made the effort to develop team work.

The difference between team work and working separately is like the difference between _____ and _____ using the same skills and resources.

_____.

3. Team work multiplies skills and resources while working alone results only in an addition of the same skills and resources. The advantage of team work is wonderful.

One of the things that stands in the way of good team work is pride. Pride causes individuals not to share information, resources, skills, responsibilities and authority. Pride causes individuals to work alone.

Before a leader can develop team work, he must put aside all attitudes based on P_____.

4. Pride is the enemy of good team work. We must not be concerned about who gets the honor and praise. We must be concerned about getting the Lord's work done. Here are ten key elements necessary for good team work.

Team work requires **trust** between team members. Team members must be able to share authority, information and resources openly knowing that it will not be misused. Team members must be convinced that each team member is working for the same goal.

Developing team work **is a process**. One discussion meeting or one joint project will not develop team work. Team work develops and improves the more you work together and the more you discuss problems and find solutions. It takes time to develop trust and to learn how to work together.

Team work requires **a coordinator** who oversees the work to be sure that all members are working together to meet the common goal. The coordinator is not the decision maker. Decisions must be made jointly. The coordinator guides the individual member to join their efforts together to carry out the joint decisions.

Team work requires **a common goal** that all understand and agree upon. Each member has a different part to play, but the input of each member must contribute toward the same goal.

Team work will be motivated by identifying **a specific need to be met**. Christian team members are willing to sacrifice personal goals in order to meet team goals when those goals help others. The ultimate purpose of Christian team work should be to glorify God and to help others, the two greatest commandments of God.

Team work **requires maintenance**. The members must be reminded of their individual contribution toward the goal and their purpose for achieving the goal. Effort must be made to keep all team members working together.

Each team member or group within the team must have **a specific contribution** to make that will enable the team to reach the common goal. Team work requires each member or group to clearly identify the specific contribution they are to make and to focus on doing it well.

Each team member or group must **respect and honor the efforts of other** team members or groups. Every contribution toward the common goal is important no matter how small it may be. No one is more important than the other. No one can function well without the others. The goal cannot be accomplished well without the contribution of every team member.

Team members must **stay focused on the goal** and not become distracted or discouraged by problems and work loads. Remembering the importance of accomplishing the goal will enable the team members to sacrifice when necessary.

Wise team leaders **expect problems** and prepare to handle them. Procedures and policies need to be set up to identify problems and to solve them as quickly as possible. Problems do not go away. The longer they continue, the more difficult they are to overcome.

Let's review the ten key elements for good team work: On the next page on the left is the list of key elements. On the right is an explanation of the elements. Write the letter of the correct explanation in front of each element.

| | <u>KEY ELEMENT</u> | | <u>EXPLANATION</u> |
|-------|------------------------------|----|--|
| _____ | 1. trust | A. | Each member does his specific part well. |
| _____ | 2. is a process | B. | It is necessary for sharing of authority, etc. |
| _____ | 3. a coordinator | C. | Identify and solve problems quickly. |
| _____ | 4. a common goal | D. | All agree on the thing to be accomplished. |
| _____ | 5. a specific need to be met | E. | Team work takes time to develop. |
| _____ | 6. requires maintenance | F. | Someone needs to oversee the team. |
| _____ | 7. a specific contribution | G. | Every contribution is important. |
| _____ | 8. respect effort of others | H. | Never forget the purpose of your team. |
| _____ | 9. stay focused on the goal | I. | The goal must meet an important need. |
| _____ | 10. expect problems | J. | Remind each member of his contribution. |

5. The correct answers are in this order: B, E, F, D, I, J, A, G, H, C. Each one of these ten elements for team work can be destroyed if prideful attitudes are involved.

Partnerships and good teamwork are built on respect and love for one another. A good example of this is found in the partnership between King David and Jonathan. Jonathan was the oldest son of King Saul and a successful military leader. When David killed the giant Goliath, King Saul brought David into his household and made him a leader in the military. That was the first time David met Jonathan. Jonathan had so much respect for David that he gave David his own royal uniform. Read 1 Samuel 18:1-4.

Jonathan also made a _____ with David.

6. Jonathan made a covenant of friendship with David. We do not know the details of that covenant, but they became partners for life. Later, King Saul became jealous of David's political popularity with the people and wanted to kill David. Read 1 Samuel 19:1-7.

Jonathan convinced his father to take an _____ that he would not kill David.

7. Jonathan came to the defense of David and persuaded his father to take an oath not to kill David. David was then restored to his place in the palace. Later, King Saul changed his mind and sent men to capture David and kill him. David escaped and then told Jonathan about the action his father had taken. Jonathan could not believe his father was breaking the oath he made about David. Read 1 Samuel 20:12-23.

There was a serious political problem between his father Saul and his friend David, but Jonathan promised he would protect _____ . (verses 13-17)

David promised that he would never cut off kindness toward Jonathan's _____.

8. Jonathan and David reaffirmed their friendship and promised to protect and to respect each other's families even though there was political conflict between their families.

Jonathan, the oldest son of Saul, was the rightful person to become the next King. However, he chose to protect David and he allowed David to become politically popular. He knew that David should be the next King of the Israelites and he was willing to serve under David (1 Samuel 23:16-18). Jonathan wanted to do that which was best for Israel.

Although Jonathan had a right to become the next king, David chose to trust Jonathan and to rely on his help to avoid death by the hand of Jonathan's father. Jonathan continued to live with his father and to fight in the military. He never saw David again. David lived in exile until King Saul was killed in battle. Jonathan died in the same battle where his father, King Saul, and his other brothers died. When David became King, he kept his promise to Jonathan. Read 2 Samuel 9:1-11.

Even though Jonathan and his brothers were dead, David kept his promise to Jonathan by providing for _____, the son of _____.

9. Mephibosheth was the only living male left from the family of Saul and he was also the son of Jonathan. For political reasons, David could have killed the boy because he was the only person left to inherit the throne of King Saul. However, David honored his promise to Jonathan even though Jonathan was dead.

Jonathan and David had a powerful partnership for the purpose of doing things that were best for the Jewish nation. That partnership endured political stress, death threats, separation and death because it was built upon 5 things.

Jonathan and David:

- a. trusted and respected each other.
- b. had a common goal (to do the best thing for the Jewish nation).
- c. took risks to help each other.
- d. made personal sacrifices to keep their agreement.
- e. never failed to keep their part of the agreement.

What do you feel are the most important elements in developing a strong team or a strong partnership? _____

10. We will discuss your answer to the above question in our next meeting.

PERSONAL NOTES FOR PERSONAL GROWTH:

What partnerships and teams are you developing now? _____

What areas do you need to work on to make these partnerships and teams stronger?

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Lesson Two: Moving From Addition to Multiplication

1. Doing your work alone or separately from others is like addition. Doing work as a team or in a partnership is like multiplication. Working alone makes you a leader of followers. Developing teams and partnerships makes you a leader of leaders.

Which do you think will get more work done, being a leader of followers or being a leader of leaders? _____

2. Leading leaders will produce more results for the Lord's Kingdom. Moses and the Jewish nation were in serious trouble until Moses learned this important truth from his father-in-law, Jethro. Jethro visited Moses in the wilderness and quickly saw the mistake Moses was making. Read Exodus 18:13-16.

Answer these questions about how Moses was leading his people:

- a. Moses was serving the people as a _____.
- b. He provided this service from _____ until _____ every day.
- c. Moses was doing this work A _____ (verse 14)
- d. The people who needed this service stood around from _____ until _____ waiting to be served.
- e. The people came to him for this service because they were seeking _____ will for their problem.
- f. Each time Moses helped someone with their problem he had to inform them about God's _____ and _____. (verse 16)
- g. How many disputes do you think Moses was able to judge each day? Give your own estimate. _____
- h. How many of those people standing around waiting for help went home without help at the end of the day? Give your own estimate. _____

3. Moses was serving as a judge to solve the disputes between the Jewish people. According to the census there were over 600,000 adult men in the Jewish nation. If each man was married and had children, there were over two million Jews under the leadership of Moses.

Moses was the only one helping them solve their disputes. He judged disputes from morning until evening and people were waiting on him to help them solve their disputes from morning until evening. He may have been able to solve ten or fifteen disputes a day. I would guess that many went home each day without having their dispute settled. Each day new disputes developed that Moses would have to judge. Moses spent all of his time judging disputes and the work of judging disputes was never done.

Moses settled their disputes based on the decrees and Laws God had given to him. Each time he settled a dispute he had to explain to those involved in the dispute how the decrees and the Laws of God applied to their dispute. He was the only one who fully knew and understood the decrees and the laws. He was the only one who could settle their disputes based on God's will.

Now read Exodus 18:17-23 to discover Jethro's solution to this problem.

- a. The problem was that Moses could not get the work done A _____.
- b. The important thing for Moses to be doing was to be the people's _____ before _____. (verse 19)

- c. The first step in this solution was to _____ the people the decrees and laws of God and to show them the way to _____ and the _____ they must perform.
- d. The second step in this solution was to select and appoint _____ over thousands, hundreds, fifties and tens.
- e. These men were to serve the people as _____ and they were only to bring the _____ cases to Moses.
- f. This would enable all the people with disputes to go home _____.

4. Some people call this the "Jethro Principle" because it was suggested by Jethro, the father-in-law of Moses. There was no way that Moses alone could judge all the disputes of the Jewish people. Moses was their spiritual leader. His most important work was to be the representative between the people and God.

Many of the disputes came about because the people did not know the decrees and the laws of God. They did not understand how God wanted them to live and they did not know the duties God wanted them to perform. Many disputes could be avoided if Moses would take the time to teach these important things to the people. This was the first step in applying the Jethro Principle.

The second step was to select and appoint officials over the people. These officials would judge the disputes of the people and only bring to Moses the disputes that were difficult to solve. The results of these two actions would bring satisfaction to all who had disputes. Moses followed the advice of Jethro. This enabled him to spend more time in prayer and other important leadership activities.

PERSONAL NOTES FOR PERSONAL GROWTH:

Explain in your own words how you can apply the two steps of the Jethro Principle to your church or organization.

Step One: _____

Step Two: _____

5. Step one will involve teaching Christian principles and ways to all members of the church or organization. In an organization it may also involve teaching the purpose of the organization and the policies that are followed to accomplish that purpose.

The second step would involve the selection of responsible people who could oversee groups of people to guide them in applying and following the things they had been taught. Anytime an overseer had a difficult problem he could not solve, he would bring it to you. This is how you become a leader of leaders.

In the New Testament we read that Paul instructed evangelists like Timothy and Titus to set up a system of overseers in each local church to take care of the spiritual needs and solve the spiritual problems within the church. They were called shepherds (pastors) or elders. He also set up a lower level of leadership called deacon and deaconess. These titles come from the original Greek words which mean servant. These volunteer workers took care of the physical work required in the congregation. An evangelist alone cannot solve all the problems and meet all the needs of the members of a congregation. (Read 1 Timothy 3:1-13; Titus 1:5-9; 1 Peter 5:1-4. Also see Acts 11:29-30; 14:21-23; 20:17-38; 1 Timothy 5:17; James 5:14)

The difference between a leader of followers and a leader of leaders is explained below:

| <u>Leader of Followers</u> | <u>Leader of Leaders</u> |
|---|--|
| 1. Serves People. | 1. Serves people. |
| 2. Directly meets the needs of people. | 2. Empowers others to meet the needs of people. |
| 3. Draws fulfillment from doing the work. | 3. Draws fulfillment from equipping others to do the work. |
| 4. Is always overworked. | 4. Has time to pursue other important work. |
| 5. Only meets the needs that arise from moment to moment. | 5. Creates opportunities to mentor others and to develop new areas of service. |
| 6. Focuses on immediate needs. | 6. Focuses on long-term vision. |
| 7. Shepherds others. | 7. Equips others to accomplish God's work. |

In your own words, explain the difference between leading followers and leading leaders.

6. We will discuss your explanation at the next discussion meeting. If you are not developing and leading leaders you are missing an important opportunity. You may not be doing all that you can do to build the Lord's Kingdom. The work you are doing now may be weak and full of problems because you do not have the time to discover and solve every problem among those you are leading.

In order to lead leaders, you have to take the time to develop leaders. Here are some reasons leaders do not make the effort to develop other leaders.

- a. Training and mentoring leaders is hard work and takes careful planning that some are not willing to do.
- b. Some leaders feel insecure and are not willing to share authority.
- c. Some leaders falsely think they are the only one who is qualified to do the work right.
- d. Some leaders are afraid to take risks and so they do not want to trust others.
- e. Some leaders have wrong motives for their leadership.
- f. Some leaders have low expectations of other people.
- g. Some leaders do not have the skills or the training to develop leaders.
- h. It is easier to lead followers than to lead leaders.

PERSONAL NOTES FOR PERSONAL GROWTH:

Are any of the above reasons keeping you from developing leaders? If so, make a plan now to overcome the problem. You can write your plan on the lines below. No one will read them but you.

7. If there is any way that you can become a leader of leaders, the Lord's work will grow much faster, you will probably have less work to do and fewer problems to solve.

One of the keys to becoming a leader of leaders is to carefully select those who will become leaders. Below are two examples where leaders were selected. In each example, list the basis on which leaders were chosen.

A. Jethro advised Moses to choose officials over thousands, hundreds, fifties and tens. Read Exodus 18:21.

Jethro advised Moses to choose men who had the following qualifications:

- (a) C_____ men,
- (b) Men who _____ God,
- (c) T_____ men,
- (d) men who hate _____.

B. The first church, which was established at Jerusalem, grew to over 5,000 members. The Apostles could not meet all the needs of the members. Read Acts 6:1-6.

- (1) It was more important for the Apostles to _____ and minister the _____.
- (2) The Apostles asked the congregation to chose seven men who had the following characteristics:
 - (a) full of _____
 - (b) full of _____

8. If you combine these two lists to guide you in choosing leaders, you will most likely choose the right leaders. Christian leaders must be filled with the Spirit of God. They need to have spiritual wisdom, not worldly wisdom. Spiritual wisdom comes from a thorough knowledge of God's word. They need to be men who are capable of doing the work. They need to be men who fear or respect God. They need to be men that you can trust, men of integrity. They need to be men who hate dishonest gain. Some people accept positions of leadership in order to serve themselves instead of serving others. Other qualifications for Christian leadership are found in 1 Timothy 3:1-13 and Titus 1:5-9.

Here is a list of wrong guidelines for choosing someone to become a leader:

- a. He is the only one who has the time to do the work.
- b. He is the only one who is willing to do the work.
- c. He is the oldest person.
- d. He is my friend or my brother.
- e. It will help him become a better Christian.
- f. He deserves the honor because

Can you add any other wrong guidelines to this list. If so, write them below.

9. We will discuss both the right reasons and the wrong reasons for choosing someone to become a leader at our next discussion meeting.

Developing leaders takes planning and forethought. A leader of leaders spends most of his time developing leaders and less time serving individual members of his church or organization. He trains them. He mentors them. He encourages them. He gives them the resources needed to do the work. He gives them the authority to do the work. He lets others know that they have the authority and the ability to do the work. (The early church laid hands on them and prayed for them for this very purpose.) He releases them to do the work as God, through the Holy Spirit, leads them. He prays for God to guide them in fulfilling God's purpose in their life.

Becoming a leader of leaders requires long-term P_____ and forethought.

10. You will never become a leader of leaders if you do not take the time to think through the process and come up with a long-term plan that includes choosing the right people, training them and preparing them to become leaders based on their own abilities and then releasing them to lead.

Notice that the Apostles asked the members of the first church in Jerusalem to choose their own leaders (Acts 6:3). When the members choose their own leaders, they will respect their leaders. When leadership is forced upon people, they are reluctant to follow. One man or a few men cannot wisely choose the best leaders within a group. One man does not know everything about everybody. You may think that a certain person is qualified, but others may know reasons why the person should not become a leader. There may be another person who is well qualified, but because you do not know that person well, you do not realize he is qualified. You may think that the Holy Spirit will guide you in choosing the right leaders, but remember that the Holy Spirit working through many people to make a decision is more effective than the Holy Spirit working through one person.

It is wise to let the members choose their own leaders so that the members will _____ their leaders more and because _____ man does not know everything about everybody.

11. One man cannot know everything about everybody. Therefore, it is wise to let the whole group become involved in choosing who among them will be their leaders. Also, the ones they choose are the ones they will accept and respect as their leaders.

It is important to notice that the Apostles gave the members guidelines for choosing the right leaders before giving them the responsibility of choosing the right leaders. Training in every way possible is always the first step in developing leadership. The Apostles had been teaching the people about Christian living and Christian responsibilities (Acts 2:42). They instructed the members to apply that teaching in their choice of leaders. Jethro did not advise Moses to start by training the chosen officials. He advised Moses to teach the decrees of God and the duties to be performed to everyone in the nation.

We must start by training every member. We must teach them the principles to be followed in the Christian life and the Christian duties to be performed. Once the members understand these important things, they can wisely choose the right people to become their Christian leaders. It would also be wise to explain the wrong reasons for choosing leaders. Some members could be making wrong decisions in their choice without realizing it.

The first step in preparing the members to choose their own leaders is to _____

12. The first step in preparing the congregation to choose the right leaders is to train everyone in the principles of the Christian life and the duties of a Christian. The leaders they choose must be examples of the Christian life and they must be able to help others live it.

Every church or organization that is successful from generation to generation is the result of developing leadership from within. Well developed leadership will carry on the work when the founder moves on or he is no longer able to lead or he dies. Church planters, founders of organizations and anyone in a leadership position must give serious effort to developing leaders.

Here is a comparison between leaders who develop followers and leaders who develop leaders:

Develop Followers

- a. Need to be needed.
- b. Focus on the weaknesses of people.
- c. Devote effort to those with the most needs.
- d. Lift up themselves.
- e. Spend time with people.
- f. Ask for little commitment.
- g. Lead everyone the same.
- h. Impact this generation.

Develop Leaders

- a. Want to be succeeded.
- b. Focus on the strengths of people
- c. Devote effort to those with the most potential.
- d. Lift up others.
- e. Invest time in people.
- f. Ask for much commitment.
- g. Lead everyone differently.
- h. Impact the next generation.

Some people enjoy the respect and the honor of being the leader so much that they do not think about what will happen when they can no longer lead. A serious leader is more concerned about who will be able to carry on the work when he is gone. He is willing to do whatever is necessary to prepare someone else to take his place. A proud leader will use the weaknesses of people as an excuse to not develop leadership. A serious leader will search for the strengths of people on which he can build future leadership. Ordinary leaders allow their time to be occupied by those who have the most personal problems to solve. Serious leaders figure out ways to devote time to the development of those who have the potential to become future leaders.

Selfish leaders want to bring honor to themselves. Serious leaders want to build up respect among the people for those who will be their future leaders. Ordinary leaders spend time developing good relationships with as many people as possible. Serious leaders invest their time training people who will be able to train others (2 Timothy 2:2). People who love to be the leader do not ask for much commitment. They are happy to have people depend on them. Serious leaders challenge potential leaders to develop their God-given skills and fulfill their leadership responsibilities. Ordinary leaders want to be everybody's leader. Serious leaders want to lead leaders and enable them to lead others. Ordinary leaders only impact the present generation of people. Serious leaders will have an impact on future generations.

In your own words, what do you think is the most important difference between developing followers and developing leaders? _____

13. We will discuss your answer at our next discussion meeting.

PERSONAL NOTES FOR PERSONAL GROWTH:

A. Are you developing followers or are you developing leaders? _____

B. What changes can you make that will enable you to develop leaders or that will enable you to develop more leaders? _____

Unit Seven: Team Work

Lesson Three: Working With Different Personalities

1. Life is never simple. In fact, life is very complicated and we would be foolish to think that we can figure everything out. One thing that makes life complicated is that people have different personalities. These different personalities react in different ways to the same set of circumstances. Although this makes life complicated, it also has its advantages. Life would be boring if everybody acted in the same way. We would be more like machines than individuals who are free to be creative. Our differences enable us to be creative. Our differences are the reason we need each other. Our differences give us more than one way to solve a problem or meet a need. Combining the skills of our different personalities enables us to have a more complete plan. Teamwork is the combining of different skills to produce a more effective results. No one is perfect and no team is perfect, but teamwork helps us to get closer to perfection.

One thing that helps a team to be more effective than an individual is that team members have different _____.

2. Different personalities give a team a variety of skills that can enable it to be successful. For this reason, we need to understand how the different personalities think and react. We need to understand the particular value of each type of personality and how each can contribute to team success. We need to understand how to best relate with each type of personality. And, we must learn how to combine the skills of these different personalities into one effort to accomplish one goal for one purpose.

Effective team work involves combining the S_____ of different personalities to accomplish the same goal for the same purpose.

3. Differences in personality provide skills that can enable a team to be successful. A leader who fails to relate well to these differences and who fails to enable his team members to relate well with each other because of these differences will not be successful. Not only must the team leader understand and respect these differences, but he must enable his team members to understand, to respect and to relate well to these differences. One type of personality is not better or more valuable than the other. Each type has its strong points and its weak points. Each are needed to make the team complete. Each type of personality has its particular role to play in the team effort. The leader must be sure that each person is put into a position of responsibility that best fits his personality.

Both the team leader and the team members must understand how to _____ well to their differences in personality.

4. Good team work will develop when the team leader and the team members understand how to relate well with each other in spite of their differences in personality.

There are four basic personality types. The four types are commonly called Sanguine, Melancholic, Choleric and Phlegmatic. Usually a person is primarily one of these types with some elements of one of the other types mixed in. Here are some ways to identify each type.

SANGUINE:

- a. The person is full of energy and wants everything to be fun.
- b. Their working place is messy with things scattered and stacked.
- c. They enjoy talking with people and being involved in social activities.
- d. They can be self-centered.
- e. Their motto seems to be, "Look at me!"

MELANCHOLIC:

- a. They think that anything worth doing must be done perfectly.
- b. Their working place is neat and everything is organized.
- c. They pay attention to details, they like to analyze and they are creative.
- d. They can experience periods of sadness.
- e. Their motto seems to be, "Please understand me."

CHOLERIC:

- a. They want to be in charge, are strong willed and like to set goals.
- b. Their working place is arranged for practical purposes rather than appearance.
- c. They want to see results and they want it done their way.
- d. They can be demanding and impatient.
- e. Their motto seems to be, "Do it my way, now!"

PHLEGMATIC:

- a. They are not demanding. They are peaceful, happy and relaxed.
- b. Their working place is simple and informal.
- c. They do not like to be involved in conflict or complicated matters.
- d. They miss deadlines and fail to reach goals because they are in no hurry.
- e. Their motto seems to be, "What difference does it make?"

Write the letter of the correct description in front of each type of personality:

- | | | |
|-----------------|----|--|
| ___ SANGUINE | A. | They like to take control and get things done quickly. |
| ___ MELANCHOLIC | B. | They are charismatic and fun to be with. |
| ___ CHOLERIC | C. | They keep life simple and do not worry about anything. |
| ___ PHLEGMATIC | D. | They seek perfection and are discouraged when it is not. |

5. The correct order of answers above is: B, D, A, C. Each personality type has its strong points and its weaknesses. We must learn to respect the strong points and to be patient with the weak points. Here are some suggestions on how to relate well with each type of personality:

- SANGUINE: Give them your attention and let them know that you like them.
- MELANCHOLIC: Be sensitive to their emotional need for organization and perfection.
- CHOLERIC: Let them know that you appreciate them and the work they do.
- PHLEGMATIC: Show respect, be patient and do not have high expectations for them.

Write the letter of the correct way to relate to each type of personality in front of the type.

- | | | |
|-------------------|----|---|
| _____ SANGUINE | A. | Accept them for who they are without high expectations. |
| _____ MELANCHOLIC | B. | Enjoy and encourage the fun they bring to the group. |
| _____ CHOLERIC | C. | Sympathize with their high expectations. |
| _____ PHLEGMATIC | D. | Compliment them on the good work they are doing. |

6. The correct answers above are: B, C, D, A. You cannot approach everybody the same way. You need to be sensitive to their emotional needs which come as a result of their personality. The Sanguine person needs to know that he is bringing fun into your life. The Melancholic person need to know that you appreciate his efforts to bring about perfection. The Choleric person needs to know that you appreciate his efforts to get the work done. The Phlegmatic person needs to know that you accept him for who he is and not for the things he can produce.

It is important that a person's personality fits his responsibilities on a team. See if you can chose the right personality types for the following types of responsibilities.

- A. The best leaders (choose two of the four types): _____ &

- B. The best followers (choose two of the four types): _____ &

- C. The most creative (choose only one): _____
- D. The most influential (choose only one): _____
- E. The most loved (choose only one): _____
- F. The most loyal (choose only one): _____

7. Both the choleric and the melancholy make good leaders because they want to accomplish things, but their leadership styles will be different. The phlegmatic and the sanguine are better followers. The phlegmatic does not want responsibility; he prefers that someone else tells him the things he should be doing and take responsibility for the work that needs to be done. Although the sanguine enjoys having fun, work is not on his priority list unless he finds it to be fun. The melancholy are the most creative because they take the time to understand how things work and to imagine how things could be made to work. The choleric are the most influential because they have high expectations of work accomplishment and they constantly encourage others to get the work done. The sanguine are the most loved because they make life fun and bearable. The phlegmatic are the most loyal to someone who will respect them, tell them what to do and not be too demanding of them.

Here are some other good traits of these four personality types:

SANGUINE: They are good at working with people one on one and in small groups. They are always optimistic and they can be charismatic. They can become good promoters, good encouragers, good salesmen and good evangelists.

MELANCHOLIC: They are perfectionist and do not take risks easily. They seek out the facts. They are good with numbers, with planning and with organizing. They make sure the work is done right. They make changes only when facts are available to justify it. They can become good accountants, good managers, good engineers and good teachers,

CHOLERIC: They are good at getting people into action. They set goals and make quick decisions. They take control and make things happen. They are good at directing projects. They are visionary and they make changes. They can become good supervisors, good politicians, good business men and good missionaries.

PHLEGMATIC: They are cooperative and very supportive of the team effort. They may be slow, but they are steady and eventually they get the job done. They can become good accountants, good teachers, good counselors and good elders (shepherds) in a church.

Write the letter of the good traits for each type of personality in front of the type.

- | | | | |
|-------|-------------|----|--|
| _____ | SANGUINE | A. | They organize and do the work well. |
| _____ | MELANCHOLIC | B. | They make changes and get things done. |
| _____ | CHOLERIC | C. | They do their work and cause few problems. |
| _____ | PHLEGMATIC | D. | They keep the team happy and encouraged. |

8. The answers above are in this order: D, A, B, C. You can see how combining these good traits make for good team work. The Choleric will see that the work gets done. The Melancholic will see that the work is done well. The Sanguine will see that everybody is happy about the work they are doing. The phlegmatic will happily do the work.

Here are some bad traits of these four personality types:

SANGUINE: They can become self-centered, thinking only of themselves. They find it difficult to deal with serious problems that require discipline of others. They find it difficult to deal with the fact that someone does not like them. They rely too much on their emotions.

MELANCHOLIC: Their expectations can be too high. They are too critical. They are easily depressed. They keep their personal life private. They find it difficult to deal with rejection of their ideas. They withdraw in a conflict situation. They try to ignore their emotions.

CHOLERIC: They can make bad decisions when they make them too quickly. They can be bossy and impatient. They can attack in a conflict situation.

PHLEGMATIC: They can be too slow in doing their part. They resist change. They prefer to endure a problem rather than to go through the difficulties of finding a solution. They prefer to give in to bad influence rather than go through the struggles of overcoming it. They are highly dependent on others.

Write the letter of the bad trait for each type of personality in front of the type.

- | | | | |
|-------|-------------|----|--|
| _____ | SANGUINE | A. | Their high expectations can cause them to be critical. |
| _____ | MELANCHOLIC | B. | Their need for fun causes them to ignore reality. |
| _____ | CHOLERIC | C. | They are slow, dependent and they resist change. |
| _____ | PHLEGMATIC | D. | They are impatient and attack when things don't move. |

9. The correct answers above are in this order: B, A, D, C. The bad traits are the ones that cause most problems in developing team work. The sanguine person will not be helpful in finding solutions to problems. The melancholic person will become a discourager when he criticizes and withdraws from the group. The choleric person will also become a

discourager when he makes bad decisions or when he attacks because the work is not done quickly. The phlegmatic person will bring discouragement when he does not get his work done and when he opposes problem solving and change. It is good that we recognize the weaknesses of these personality types so that we will not allow their weaknesses to discourage us.

Now that we have explained the differences in these four types of personalities, think about which type you are. You will not be completely like any one of them, but one of them describes you better than all the others. That is your primary personality type. You may be a little like one of the other types. That is your secondary personality type.

PERSONAL NOTES FOR PERSONAL GROWTH:

What is your primary personality type? _____

What makes you feel this is your primary personality type? _____

Do you have a secondary personality type? If so, what is it? _____

Why do you feel this is your secondary personality type? _____

10. It can be fun to recognize and discuss our own personality type with other people who know us. Discussing our own personality with others will help us to deal well with our own strengths and weaknesses. That is one thing we will do in our next discussion meeting.

A wise leader will use this information about personality types to first of all evaluate his own strengths and weaknesses and understand how his personality will affect team development. It is only after he understands his own personality that he will be able to help other team members understand their personalities and enable them to relate well with each other.

The first step in self-evaluation of one's personality is to decide if your personality fits the responsibilities you have on the team. Think about your responsibilities on the team, review your personality type and then follow the directions below.

PERSONAL NOTES FOR PERSONAL GROWTH:

Explain in your own words why you feel your personality fits the responsibilities that you have in your church or organization. If your personality does not fit the responsibilities, explain why you feel this way.

11. Your answer to the above is personal and will not be discussed in class. However, if you find that your personality does not fit your responsibilities then you may have one or even two problems. You may be unhappy in the work you are doing and you may not be able to fulfill your responsibilities well. If either one of these is true, you need to think about making a change to an area of service that better fits your personality.

Now we come to a more difficult area of personality self-evaluation, recognizing your weaknesses. Realizing that weaknesses are natural to your personality will help you to accept them as weaknesses and to take action to avoid personality conflicts. If you can relax enough to realize when your weaknesses are getting you into trouble, then you will be

able to deal wisely with them. Learning to minimize the effects of your natural weaknesses will keep you from becoming a problem to the team effort. Learning to take control of your personality when you see your weaknesses getting you into trouble will enable you to become a better team player.

It is good when you can recognize that one of your weaknesses is leading you to become a part of the problem rather than a part of the solution. It is good when you can take control of a weakness and not allow it to get in the way of team progress. We are not asking you to compromise your convictions or your character. We are only asking that you maximize your good traits and minimize your bad traits. Learn to take control of your personality and to use it in the best way possible for the team effort. Remember that team effort is required not only in the church or the organization, but also in the home, in the marriage and in the extended family. Learning to do this will benefit many areas of your life.

Here is a list of helpful suggestions on how to minimize weaknesses for your personality type.

- SANGUINE:
- a. Think carefully about the thing you are going to say before you say it.
 - b. Be more concerned about the results of the things you say and do.
 - c. Take control of your emotions and do not take them so seriously.
 - d. Focus more on details and facts.
 - e. Slow down and listen more to the things others are saying.

- MELANCHOLIC:
- a. Focus on doing the right thing, not just on doing things right.
 - b. Respond more quickly.
 - c. Trust your feelings more and focus less on the facts.
 - d. Be more willing to take risks.
 - e. Be more tolerant in your thinking and be open to new ideas.

- CHOLERIC:
- a. Learn to listen and to be patient.
 - b. Be less controlling.
 - c. Develop greater concern for people.
 - d. Be more tolerant and supportive of other people.
 - e. Explain why things are the way they are.

- PHLEGMATIC:
- a. Be less sensitive to the things that others think.
 - b. Be more direct in your communications.
 - c. Be more concerned with getting the work done.
 - d. Face confrontation and be more decisive.
 - e. Learn to say no.

PERSONAL NOTES FOR PERSONAL GROWTH:

Again, this is a personal self-evaluation. Ask God to help you be honest about your own personality and to help you recognize your personality weaknesses.

First, list the things that you know to be your personality weaknesses. These are things that you have experienced, not just things that are listed above under your personality type.

My personality weaknesses are _____

Now, make a plan for how you will recognize when your weaknesses are getting you into trouble. What will you do to minimize the bad effects when you see them coming? Write your plan below.

12. The above answers are between you and God. Our personality weaknesses are not sins. Our personality weaknesses are not something we need to be ashamed of. No one is perfect. However, if we do not learn to recognize them and to deal with them in a good way, they can lead us to sin and to do things that we will be ashamed of. It is only the prideful person who claims he has no personality weaknesses and need not trouble himself with this part of the lesson.

The purpose of this lesson is to help you make the best use of your personality and to help you relate well with other people. As a leader it is your responsibility to help others learn to relate well to each other. You can do this by helping them to understand and respect personality differences. Doing this is a part of good Christian leadership.

Now, let us review this lesson: Write a brief description of each personality type. List their good traits and their bad traits. Also list the kind of work that each type will do well.

SANGUINE:

Good traits: _____

Bad traits: _____

Kind of work they do well: _____

MELANCHOLIC:

Good traits: _____

Bad traits: _____

Kind of work they do well: _____

CHOLERIC:

Good traits: _____

Bad traits: _____

Kind of work they do well: _____

PHLEGMATIC:

Good traits: _____

Bad traits: _____

Kind of work they do well: _____

Unit Seven: Team Work

Lesson Four: Evaluate Your Team

1. In this lesson we are going to point out ten things that make a team to be effective. At the end of the lesson, we want you to evaluate the team you are a part of based on these ten things. Remember that a team is built around a group of people who share a common goal. The team members must be able to provide the various skills and the various resources that are needed to reach the common goal. Wise coaching and good communications will be necessary to enable the members to work together as a team in order to reach the goal.

(1) The foundation for an effective team is a strong loving relationship between the members. Do the members truly **care about the welfare of each other**? Do they know each other well? Are they willing to make sacrifices for each other? Do they show concern for each other?

Perhaps the best place to start team building is to help the members build good personal relationships with one another. This can be done through social activities and by doing simple tasks together. One possibility might be to do a community project together, a project that has nothing to do with your common goal. The project would give you a chance to serve others and at the same time it would give you an opportunity to see how well you work together. Since the project would not involve your goal, there would be less pressure on the members to perform, but more pressure to cooperate in a way that would help others.

The foundation for team building is to encourage the members to _____ for each other.

2. When team members care about each other, they will easily learn to work together. They will respect each other's special skills and special needs. They will be more tolerant of personality differences. They will look for ways to combine their efforts rather than try to compete with each other.

(2) There are always valuable purposes and important policies involved in reaching a common goal. We call these our **team priorities**. We do not accomplish our goal any way possible. The way in which we accomplish the goal must fulfill its purpose and it must not cause problems. These purposes and policies become priorities in the process of reaching the goal.

PERSONAL NOTES FOR PERSONAL GROWTH:

Do your team members know the priorities involved in reaching the goal? _____

List the top three priorities of your team.

1. _____
2. _____
3. _____

3. Do your team members know and act on the things that are most important in the process of reaching the goal? Team building requires a serious discussion of the team goal and how it can best be achieved. The team members must agree both on the goal and on the process that will be used to achieve it. The process will involve setting certain priorities in the areas of purpose and policies.

(3) The culture around us is constantly changing and, in some areas, things are improving. The team must **continue to improve** and to adapt in its performance if it is going to keep up with the changing culture. In order for this to happen, the leader of the team must grow and improve in the skills that he brings to the team effort. The team members cannot grow if the leader does not grow and challenge them to follow his example. The leader is to set the pace for growth and improvement.

PERSONAL NOTES FOR PERSONAL GROWTH:

In what ways is your team growing and improving in its performance?

4. Growth in team performance depends heavily on the personal growth of the leader and the personal growth of each member. Personal growth comes through practice. Personal growth comes through specialized training in the area of your responsibility on the team. Personal growth comes through reading of books on the topic of the specific responsibility you have on the team and through consultation with others who are experts in the skill that you are providing for the team. It is the responsibility of the team leader to see that everyone, including himself, is improving their skills. The team members cannot improve if the team leader is not improving.

(4) A team will be effective when the members **work well together**. They will work well together when the following things are happening:

- a. Personal relationships are strong.
- b. All team members have the same goal.
- c. All team members can be trusted.
- d. Every team member clearly knows who has which responsibility in the team effort.
- e. The individual member skills combine to provide all skills needed.
- f. All members respect and appreciate each other's contribution to the team effort.
- g. All members are happy and satisfied with the team performance.
- h. Steps toward the goal are being achieved.
- i. No team member is competing against another team member.
- j. Every team member receives personal satisfaction from his participation in the team.

PERSONAL NOTES FOR PERSONAL GROWTH:

Does your team work well together? _____

Which of the above mentioned items prevents your team from working well together?

How can you improve the ability of your team to work well together?

5. This lesson is a review and an evaluation. There is no right or wrong answer. The important thing is to be honest and discover ways to improve the performance of your team. There are many things that work together to make a team effective. If we neglect one aspect of team work, we miss an opportunity to do better.

(5) Team members **place the goal of the team above their individual needs and desires**. The team goal must become most important for all team members. It must be so important to each team member that he or she is willing to sacrifice personal needs and personal desires when necessary to accomplish the team goal.

Team members must pull together in the same direction which is toward the goal. You can tell that team members are pulling together when every team member:

- | | |
|--|---|
| a. completely fulfills his responsibilities. | f. see the value of accomplishing the goal. |
| b. respects all other team members. | g. makes sacrifices for the team effort. |
| c. sees value in all other team members. | h. publicly supports the team's purpose. |
| d. tries to add value to other team members. | i. privately support all other members. |
| e. is ready and eager to do his part. | j. accepts responsibility for the team. |

PERSONAL NOTES FOR PERSONAL GROWTH:

Are any of your team members acting independent of the team goal having their own agenda and their own purpose for being on the team? Or, do all of them pull together to accomplish the team goal?

6. A team is made up of many members who act as one unit to accomplish one goal. This can only be accomplished when all team members are pulling in the same direction. This will happen only when all team members are willing to give up personal needs and personal desires for the purpose of accomplishing the team goal.

(6) The team members must be aware of **the important contribution of each team player**. Each member is doing something that no one else can do and that makes his work important. Each member should respect his own special contribution to the team effort and he must respect the special contributions of all other members.

PERSONAL NOTES FOR PERSONAL GROWTH:

Make a list of your team members and identify the special contribution each makes toward accomplishing the team goal. Write your list below.

7. Every team member has value and importance in accomplishing the team goal. Every team member must feel his value and importance to the team and he must respect the value and importance of all other team members.

(7) Every team needs **an effective back-up system**. A back-up is someone or something that can be brought in when the original is unable to function. We put together a team with each member having specific responsibilities. But what will you do if one of those members is unable to function for some reason such as sickness or taking leave time? Without the contribution of that member, the team cannot function well. For this reason you need someone who is ready and able to take over the responsibility of that member until he or she can resume their work. You need a back-up person for that responsibility. The back-up person must be able to do the work and he must know enough about the work that is going on in that area of responsibility to take over the responsibility until the original person returns. An effective team does not wait until a team member is unable to function before deciding how to operate without them. An effective team has a back up plan for the responsibility of every member on the team. The back-up person should be a team member who already has specific responsibilities, but could also temporarily take over other responsibilities if needed. Sometimes we call this *plan B*.

PERSONAL NOTES FOR PERSONAL GROWTH:

Do you have back-up plans for the responsibilities of your team members? _____
In what areas of team work do you need back-up plans? _____

8. You never know when a team member may not be able to function. It is wise to have a back-up plan that can quickly be put into action when the contribution of a team member is lost.

(8) An effective team **knows if it is making progress** toward the goal. A sports team can always look at the scoreboard during the game to know if they are winning or losing. They also keep track of the number of games they have won and lost during the year and how well they did in each game. This enables them to adjust their strategy and their performance when necessary in order to accomplish their goal.

Every team needs some way to evaluate their progress toward meeting their goal. Without this information, a team cannot know if it is accomplishing its goal. It will not know when it needs to make changes.

PERSONAL NOTES FOR PERSONAL GROWTH:

What are some things that you can use to evaluate the progress of your team? _____

9. Identify successes and failures along the way and determining which things caused those successes or failures. This will enable a team to evaluate their progress and to make changes that will improve the team performance.

(9) An effective team **makes sacrifices in order to succeed**. There is no success without sacrifice. I may not see the results of the sacrifice, but those who follow will gain because of the sacrifice. If we succeed without sacrifice, it probably means that someone before us made the necessary sacrifice so that we could succeed. We need to respect those who made sacrifices for the team before we arrived.

PERSONAL NOTES FOR PERSONAL GROWTH:

What blessings does your team enjoy because of sacrifices made by those who came before them, the pioneers? _____

What sacrifices can the present team make that will bring benefits to those who come after them? _____

Is the team making sufficient sacrifices to bring benefits to the next generation of team members, or is the team taking all they can for themselves without concern for the future? _____

10. An effective team respects the sacrifices of those who have gone before them and they are willing to make sacrifices that will help future team members to be successful. Churches and organizations are not temporary things that accomplish one goal and then they are finished. They are ongoing teams that must be given the resources and the opportunities to continue fulfilling an important purpose in future generations. In order for this to happen, sacrifices have to be made now that will enable the team to have a future.

Sadly this is not true in the corporate world of business. Individuals and groups of people often take control of an established company only for the purpose of removing every valuable asset it has into their pockets for personal gain and then they allow the company to die. Churches and Christian organizations are not assets to be consumed for personal use. They are established to be a blessing to everybody. This is why personal sacrifice is required. We sacrifice so that others may gain just as Jesus paid the sacrificed for our salvation.

- (10) An effective team can **say yes to these questions:**
 - a. Do we respect and trust each other?
 - b. Do we care for each other?
 - c. Do we share information and feelings openly with each other?
 - d. Do we fully understand our team goal?
 - e. Are we fully committed to the team goal?
 - f. Are we making the best use of our individual skills?
 - g. Do we handle conflict within the team well?
 - h. Does everyone do his part in the team effort?
 - i. Do we respect our differences in personality?
 - j. Do we all enjoy being a member of the team?

PERSONAL NOTES FOR PERSONAL GROWTH:

Are there any of these questions that your team cannot say yes to? If so, what can you do to change it? _____

11. If you are just now building a team for a certain purpose, you need to consider the above evaluations as you choose team members. Look for people who have the right skills needed to accomplish the goal or purpose of the team. Look for people who can have influence in the areas that involve your purpose. Look for people who are already

committed Christians and who have demonstrated faithfulness in personal relationships. Look for people who are willing to learn. Avoid those who think they have all the answers or think they know something about everything. Look for people who are not prideful, but are concerned about the needs of others.

Here is the final step in evaluating your team. Circle the number that best evaluates your team in each of the areas below. Number 1 means *no*, my team does not meet this qualification. Numbers 2, 3 and 4 means that my team *somewhat* qualifies in this area, but could use improvement. The stronger they are in this area, the higher the number you will circle. Number 5 means *yes*, my team is doing well in this area.

| | | <u>no</u> | | <u>somewhat</u> | | <u>yes</u> |
|-----|---|-----------|---|-----------------|---|------------|
| 1. | My team cares for one another. | 1 | 2 | 3 | 4 | 5 |
| 2. | My team knows the team priorities. | 1 | 2 | 3 | 4 | 5 |
| 3. | My team continues to improve. | 1 | 2 | 3 | 4 | 5 |
| 4. | My team works well together. | 1 | 2 | 3 | 4 | 5 |
| 5. | My team places the team above personal needs and desires. | 1 | 2 | 3 | 4 | 5 |
| 6. | My team respects the contribution of each player. | 1 | 2 | 3 | 4 | 5 |
| 7. | My team has a good back-up system. | 1 | 2 | 3 | 4 | 5 |
| 8. | My team knows if it is making progress. | 1 | 2 | 3 | 4 | 5 |
| 9. | My team makes sacrifices for the future. | 1 | 2 | 3 | 4 | 5 |
| 10. | My team says yes to the right questions. | 1 | 2 | 3 | 4 | 5 |

PERSONAL NOTES FOR PERSONAL GROWTH:

Write on the lines below the things that you will do to make your team more effective.

Unit Seven: Team Work

Lesson Five: Some Advice on Team Building

1. In Genesis 11:6 God describes a powerful team who wanted to build a large tower for personal glory instead of obeying God. *The Lord said, "Now, these people are united, all speaking the same language. This is only the beginning of what they will do. They will be able to do anything they want.* (NCV) This team had a bad purpose so God confused their language so they could not do destructive things. However, we can see three things that made this team powerful.
 - a. ***They were united.*** They had the same values and the same purposes. For Christians, these values and purposes must be Christian.
 - b. ***They spoke the same language.*** They communicated well with each other. There was no room for misunderstandings. A word can have different meanings depending on whether it is spoken from a Christian view point or from a worldly view point. For a Christian group, every statement must be made and understood from a Christian view point.
 - c. ***They had the potential to accomplish their goal.*** They had one purpose and they were determined to accomplish it.

A great team is united by the same _____ and _____. They understand significant statements in the _____ way, and they are determined to _____.

2. A great team is united in values and purpose, understands important statements in the Christian way and is determined to accomplish its goal. Do you have a great team? Do you want to have a great team? Here is some advice on how to develop a great team.

As a team leader, you face the challenge of finding the right people for your team, the challenge of communicating your vision to the team members and the challenge of developing a team spirit within the group. An effective team must have talented people, they must focus on one goal and they must work well together. Don't let these challenges discourage you. Take one step at a time and do not rush the process of team building.

We will begin our advice with seven of the seventeen guidelines from Dr. John Maxwell's book, "The 17 Indisputable Laws of Teamwork."

- (1) ***The Law of Significance:*** One person alone is too small to achieve God's purposes. A well organized group can be much more effective. We also call this the *law of multiplication*. Taking the time to build a team is worth the effort.
- (2) ***The Law of the Big Picture:*** The Big Picture is the goal to be reached or the purpose to be accomplished by the team. Accomplishing the goal is more important than any individual member of the team. Team members may have to sacrifice in

order to reach the goal, but the goal is never sacrificed for the benefit of a team member. A goal may be delayed because of a team member, but it must never be abandoned nor compromised for the benefit of a team member. The goal is always most important if a team is going to be effective. If the goal is not worth sacrificing for, then you have the wrong goal.

(3) **The Law of the Niche:** A niche means a place where you fit best. Each team member must find the place of activity where he can add the most to the team effort. That place of responsibility will make the best use of his skills and his personality. If someone's skills and personality are in the wrong place, or if their skills and personality do not fit any place into the work of reaching the goal, you have a problem to solve.

(4) **The Law of the Compass:** A compass is an instrument that tells us which direction is north. When you are traveling in an unfamiliar area where there are no road signs to guide you, the compass will enable you to keep traveling in the direction you need to go. The vision which the team wants to fulfill is like a compass.

The vision gives direction, encouragement and confidence to the team when they are entering unfamiliar activities. It enables them to evaluate all the opportunities available to them and to choose the ones that will keep them moving in the right direction toward their goal.

(5) **The Law of the Bad Apple:** Apples are fruit from a tree. They can be stored a long time as long as no apple among them is rotting. However, if one apple is rotten, it will cause the other apples to become rotten and eventually all will be lost. Finding and removing a bad apple will prevent the rest of the apples from being destroyed.

If one team member has a bad attitude, it can cause the other members to develop bad attitudes and eventually the whole team may have a bad attitude. Therefore it is important to identify and remove bad attitudes from among team members as quickly as possible. It may become necessary to remove the team member who is spreading a bad attitude.

(6) **The Law of Communication:** Team members must be able to freely share information knowing that it will not be misused. They must feel free to share personal feelings knowing that other members will be sympathetic with their emotional needs and be helpful rather than critical. Information and emotional feelings can flow freely when team members care for each other and trust each other. Better team work can take place when information and emotions are not hidden.

(7) **The Law of the Chain:** A chain is made up of many links. The chain is powerful as long as every link does its work and does not fail. If only one link breaks, the chain becomes useless. No work can be done until it is repaired.

In a team, if one member fails to do his part, it can do serious damage to the team effort. Weak team members must be made stronger. If a team member cannot be depended on, then he must be replaced by someone who is dependable.

Review these seven laws of team work. Write the letter of the correct description in front of each law.

- | | | | |
|----------|--|----|--|
| _____ 1. | <i>The Law of Significance</i> | A. | The vision gives direction, encouragement. |
| _____ 2. | <i>The Law of the Big Picture</i> | B. | A weak team member must be corrected. |
| _____ 3. | <i>The Law of the Niche</i> | C. | Each one is doing the work he does best. |
| _____ 4. | <i>The Law of the Compass</i> | D. | An attitude problem destroys everything. |
| _____ 5. | <i>The Law of the Bad Apple</i> | E. | One person alone cannot do it well. |
| _____ 6. | <i>The Law of Communication</i> | F. | Information and feelings must be open. |
| _____ 7. | <i>The Law of the Chain</i> | G. | The goal is always more important. |

3. The correct answers above are in this order: E, G, C, A, D, F, B. Some of the laws of Dr. Maxwell may seem to be unkind and even unchristian. However, if they are not followed, a team can become ineffective or even collapse.

Christians must be servant-leaders. A servant sacrifices personal needs for the benefit of others. A team member who insists that the goal be changed for his personal benefit is not a servant-leader. A team member who destroys a good team spirit with his bad attitude is not a servant-leader. A team member who refuses to change jobs because his skills and personality do not fit the responsibilities of the job is not being a servant-leader. A team member who refuses to improve his performance to meet the needs of the team is not a servant-leader.

Too many times, the important purpose of a team or the goal of a team has been destroyed because of too much concern over offending one or two uncooperative members who were selfish, prideful and had no intention of being a servant-leader. Christian teams are to be made up of servant-leaders, not self-servers. Team members who refuse to be team players must be removed.

Before removing a member from the team you need to give them a chance to change. Discuss with them privately the problems they are causing to the team effort. Offer some possible solutions that might enable them to stay on the team. Maybe they are working in the wrong position. Maybe they need training. Maybe they have a personal problem that you can help with. Maybe they are on the wrong team and need to voluntarily leave in order to find their *niche* somewhere else.

The first step in dealing with a team member who does not seem to be fitting into the team is to offer _____.

4. We do not immediately remove someone who is having a problem fitting into the team. First we make an effort to help him solve the problem that is keeping him from being a part of the team effort. If that does not work, then we must take steps to remove him from the team.

Removing someone from the team is the most difficult task for a Christian Leader. Before taking action to remove someone, ask yourself these questions:

- a. **Has the team or the organization outgrown the abilities of this person?** Is he incapable of improving his performance along with the rest of the members? Or, has his skills and his performance outgrown the needs of the organization or the team? Keeping him on your team may prevent him from performing to the best of his ability in serving God. Maybe your team does not provide him the opportunities he needs to do God's will in his life.
- b. **Who else on the team believes this team member needs to be replaced?** It is dangerous to act alone in making this decision. Ask for the advice of other team members.
- c. **What will be the basis for removing the person from the team?** Here are some good reasons for removal. (a) He has a moral problem that he is not willing to overcome. (b) He does not get along well with other members of the team. (c) He has a bad attitude that he will not admit to nor change. (d) He is unable to do the work that is needed for the team effort

The second step in removing someone from the team is to answer these three questions:

- a. Has the person's A_____ outgrown the needs of the team or has the team outgrown the person's A_____?
- b. Do _____ support the action to remove the person from the team?
- c. What will be the _____ for removing the person from the team?

5. After you are sure the person must be removed, you must take care to do it wisely. One good reason for removal is that the person's abilities have gone beyond the needs of the team. Or, the person can no longer meet the needs of the team. Be sure you have the support of other team members before you take action. Have it clear in your own mind the basis for his removal. You must be able to explain your reasons to the person and to others who may be concerned.

The third step in removing someone from the team is to do it in a way that will honor God and avoid problems. The third step requires careful planning. Here are some suggestions:

- a. **Do it personally.** Do not just hand the person a letter and walk away. Take time to explain your reasons from your heart. Be as sympathetic as possible.
- b. **Do it as gently as possible.** Be careful not to express feelings of anger or bitterness toward the person. As you explain the reasons for dismissal, take the approach that the person does not fit into the team, not that he has done anything wrong unless it involves a serious moral failure that he refused to correct. Even if it was a moral failure, he did not fit into the team because of the moral failure. If the person responds with anger or other bad emotions, be gentle in your response to his emotions. Remember, a *"soft answer turns away wrath"*(Proverbs 15:1).
- c. **Do it officially.** If the person was legally employed for his position on the team, you must give an official letter of dismissal that meets legal requirements. Even if there was no legal status to his position, if the group has a formal organization with officers, etc., it is wise to give an official letter stating the basis for dismissal. This will help to avoid false rumors and misunderstandings over the dismissal.
- d. **Do not delay.** Once the decision has been made, do it as quickly as possible before the person hears a rumor about it from someone else. Also end his responsibilities on the team as quickly as possible. The longer the person remains on the team, the worse the problem will become. This is especially true once the person knows that he must leave.
- e. **Be consistent** in your evaluation and dismissal of members. Treat everyone the same. Let everyone know the things that are expected of them and make evaluations based on those things you have already told them. Where possible, put your expectations in printed form. Do not make up new rules as a basis for dismissal. If you see the need to make a new rule. Use it only as a warning for future disciplinary action. Do not show favoritism by disciplining some and overlooking the failures of others.
- f. **Do it as quietly as possible.** Do not announce it publicly any more than is necessary. Do not give details of the basis of dismissal unless it is absolutely necessary. However, if a future employer of the person asks for your evaluation of the person or for a letter of reference, you must be honest about your experience with the person.
- g. **Help the person move on** to the next step in his life. Give him personal advice about how best to proceed with his life. If you know of some place where his skills may be needed, you can help him to make contact with the group or organization. If he is going to lose financial benefits, give the person as generous a severance pay as possible.
- h. **Anticipate possible problems** as a result of the dismissal. Who will he tell and what might he say about the reason for his dismissal? How will it affect the team members? Who will take his place of responsibility? How will you explain his dismissal to the team? Take steps to minimize any negative effects of his dismissal.

Here is a review of the important third step. Write the letter of the description in front of each suggestion.

- | | | | |
|----------|--|----|---|
| _____ a. | <i>Do it personally</i> | A. | Give good advice and help to the person. |
| _____ b. | <i>Do it as gently as possible</i> | B. | Give a letter of dismissal. |
| _____ c. | <i>Do it officially</i> | C. | Treat everyone the same. |
| _____ d. | <i>Do not delay</i> | D. | Tell him privately from your heart. |
| _____ e. | <i>Be consistent</i> | E. | Minimize negative effects of the dismissal. |
| _____ f. | <i>Do it as quietly as possible</i> | F. | Avoid emotional challenge with the person. |
| _____ g. | <i>Help the person move on</i> | G. | Dismiss the person as early as possible. |
| _____ h. | <i>Anticipate possible problems</i> | H. | Avoid publicizing the details. |

6. The correct answers above are as follows: D, F, B, G, C, H, A, E. Plan well step three of the dismissal process and you will avoid many problems. Dismissal of a team member who does not fit in is necessary. Do not avoid it, just avoid problems when you have to do it.

PERSONAL NOTES FOR PERSONAL GROWTH:

Now it is time to evaluate your own team building effort. Below is a self-evaluation of the progress you are making at team building. Give yourself a score between 1 and 5 for each statement. 1 means I am weak in this area and 5 means I am doing well in this area.

1. I am committed to the team approach in accomplishing the goal. _____
2. I have a good relationship with all team members. _____
3. I have taught the team members to respect and depend on each other. _____
4. I have every team member contributing his best. _____
5. I have enabled the team members to freely communicate with each other. _____
6. I have taught the team members to trust each other. _____
7. The team members trust me and each other enough to take risks. _____
8. I have communicated well our goal and how we will accomplish it. _____
9. I have made sure each team member knows his responsibilities. _____
10. Together, we evaluate our mistakes without being critical of each other. _____
11. I am open to the suggestions of the team members. _____
12. I remove a member from the team when it is needed. _____

Now, list the areas where you have weaknesses and make a plan to overcome them.

My weaknesses in team building are _____
