

## Leading Teams

What makes a 'team' versus a 'collection of people'?



In the Bible the teamwork that is mentioned is not the goal...

Great teamwork is instead described as the visible illustration of a people who are united with the same purpose. And, ultimately, that is what your organization should be seeking to build – a culture of many people who are united in working for the same cause.

### **1 Peter 4:8-10**

*Above all, keep loving one another earnestly, since love covers a multitude of sins. Show hospitality to one another without grumbling. As each has received a gift, use it to serve one another, as good stewards of God's varied grace.*

### **Hebrews 10:24-25**

*And let us consider how we may spur one another on toward love and good deeds, not giving up meeting together, as some are in the habit of doing, but encouraging one another—and all the more as you see the Day approaching.*

### **1 Corinthians 12:17-20**

*If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact God has placed the parts in the body, every one of them, just as he wanted them to be. If they were all one part, where would the body be? As it is, there are many parts, but one body.*

The best teams do not have people with similar skills – they combine the diverse talents and backgrounds from a pool of diverse individuals and appreciate the gifts that each one brings to contribute. Great teams have people that know their role and appreciate others as well.

### ***Proverbs 27:17***

*As iron sharpens iron, so one person sharpens another.*

### ***Ecclesiastes 4:9-10***

*Two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up.*

<https://greatresultsteambuilding.net/>

## **Three Basic Lessons from Jesus' Recruitment Tactics**

Jesus and the experience with his disciples teach three lessons about recruitment.

First, begin with a core group that has something in common. (Peter, Andrew, James, and John—fishermen and taxpayers to Rome)

Second, allow team diversity. It will introduce new thoughts, ideas, and vision. (Matthew—tax collector for Rome)

Third, do not fear tension and conflict. These behaviors can produce excellent results if handled well. (Simon the Zealot—hater of Rome)

These are just a few of the lessons that Jesus taught.

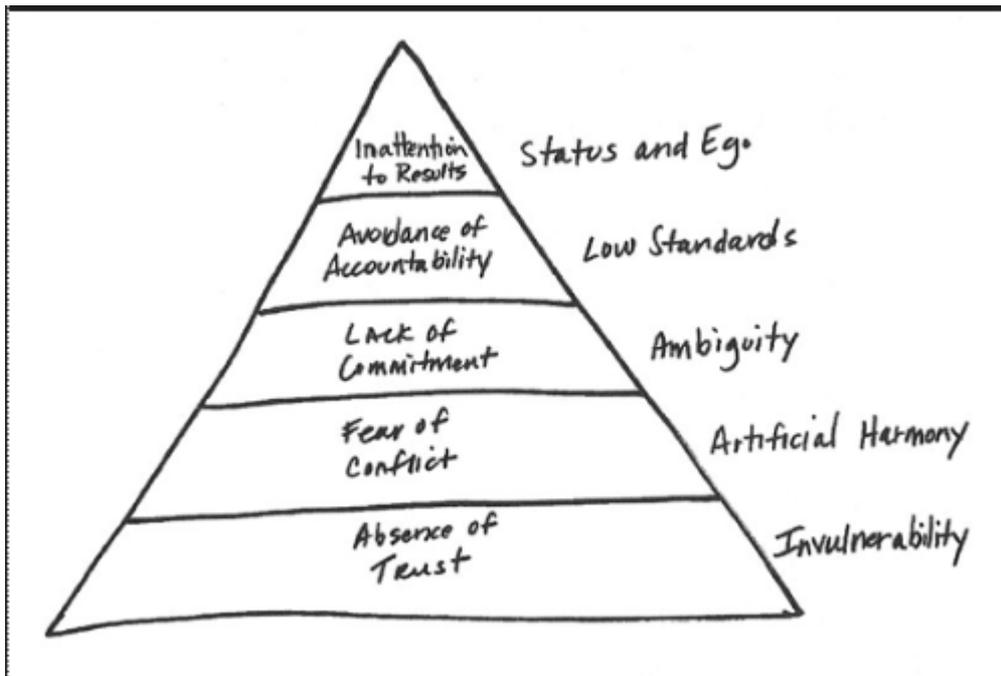
Strong teams can become strong through diversity.

Take another look at the definition of a motley crew at the start of this article. Remember, it is not a bad term. A group of people like this can do great things together.

It is all about working together even in our diversities.

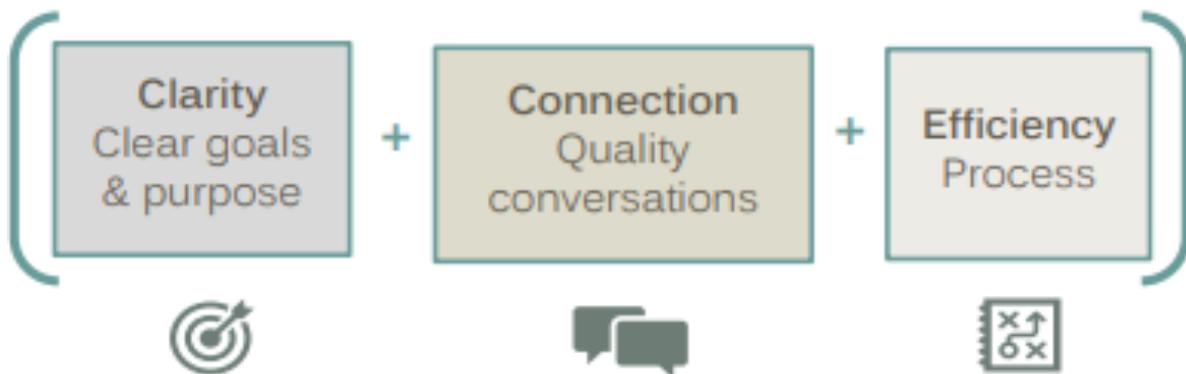
<https://likeateam.com/jesus-and-his-motley-crew-of-disciples/>

## 5 dysfunctions of a team

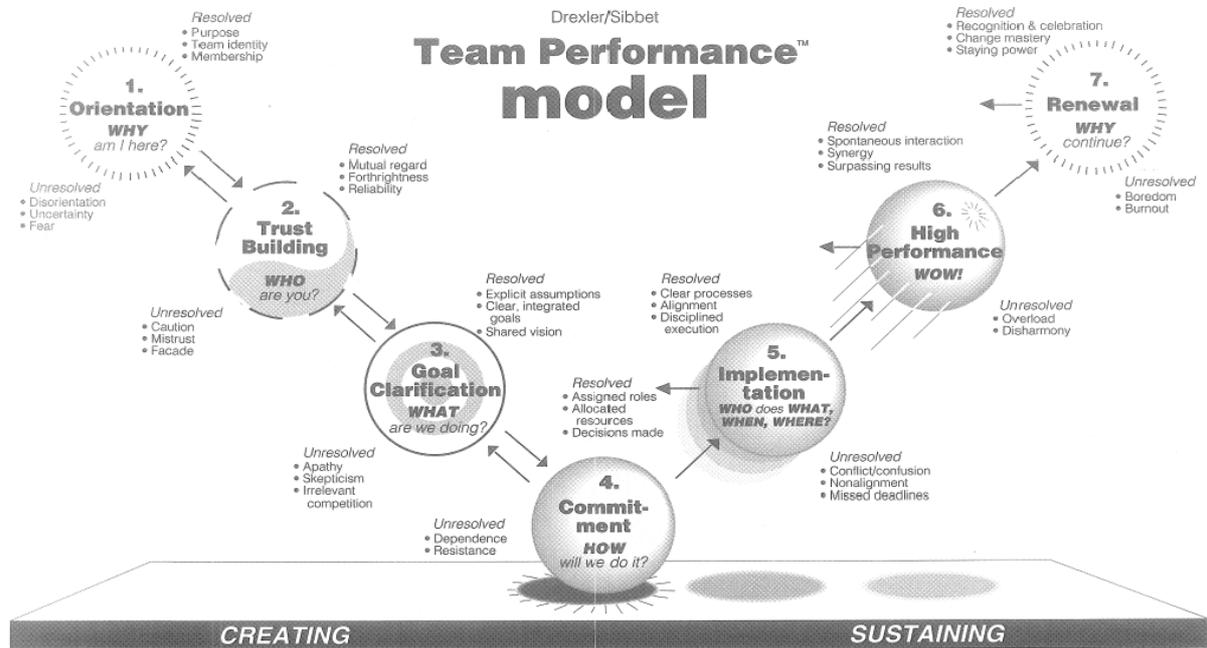


Helpful short explanatory video: <https://www.youtube.com/watch?v=GCxct4CR-To>

## Collaboration formula



# Stages of building a team:



## Team Performance Model

### Creating Stages

Stage	Keys	Tips	Unresolved Teams: Members May Show:
<b>1. Orientation</b> <i>Why am I here?</i> <i>Why are we here?</i> When teams are forming everybody wonders WHY they are here, what their potential fit is and whether others will accept them.	<b>Purpose</b> <i>I and we know why we're here, what is expected, and how I will benefit from membership.</i> <b>Team Identity</b> <i>I can make a difference to the team and the work of the team will make a difference for me. I am a good fit for the team.</i> <b>Membership</b> <i>I'm part of the team.</i>	Take responsibility for setting the direction of the team at the beginning of the team's life, and then maintain a focus of your attention to it throughout its work.	<b>Uncertainty</b> May present as resistance. <b>Disorientation/Fear</b> When things are unknown our first instinct is often to back away from that which is uncertain. This disorientation could possibly trigger anxiety or fear. Not knowing a team's purpose, or lacking information about personal fit or membership, can create fear of what team membership offers.
<b>2. Trust Building</b> <i>Who are you?</i> People want to know WHO they will work with - their expectations, agendas, and competencies. Sharing builds trust and a free exchange among team members.	<b>Mutual Regard</b> <i>I can count on you; you can count on me.</i> <b>Forthrightness</b> <i>Speak candidly; keep information flowing freely, share expertise and speak the truth. We can speak openly even when we don't agree.</i> <b>Reliability</b> <i>I know others will deliver.</i>	Invest in trust early. The sooner a team can reach a level of trust the smoother the rest of the stages will flow.	<b>Mistrust/Caution/Facade</b> If members do not trust one another, or some feel that critical information is being withheld, the members may show signs of skepticism, passivity, silence, and mask-like exteriors. Some manipulation and deceit may surface which will prove detrimental to team spirit and what little trust remains.
<b>3. Goal Clarification</b> <i>What are we doing?</i> The more concrete work of the team begins with clarity around team goals, basic assumptions and vision. Terms and definitions come to the fore. What are the priorities?	<b>Explicit Assumptions</b> <i>Values and beliefs of what the team is supposed to do.</i> <b>Clear, Integrated Goals</b> <i>Outcomes (long and short-term objectives), milestones and measures of success. Team members' goals should also align with team goals.</i> <b>Shared Vision</b> <i>Same picture of the future.</i>	The sooner you can explain your vision to the team, and all team members are on board, the better your chances of accomplishing it.	<b>Apathy, Skepticism, and Irrelevant Competition</b> When goals are not clear, people may retreat from constructive conflict, question the team's ability to move forward, or challenge every little detail.
<b>4. Commitment</b> <i>How will we do it?</i> At some point discussions need to end and decisions must be made on HOW resources, time, staff – all the bottom line constraints – will be managed.	<b>Assigned Roles</b> <i>What part each member plays and how we share responsibility.</i> <b>Allocated Resources</b> <i>Clear priorities with equitable and proportional distribution. Hard decisions may be made to set aside tasks if resources are not available.</i> <b>Decisions Made</b> <i>We are clear on how decision-making authority is shared.</i>	As a team leader, a very important component is to match team goals to competencies, and help members assume roles that will drive the best results.	<b>Dependence/Resistance</b> Team members unresolved in this stage may keep looking to the leader or other team member for guidance. Members may resist directions, or fail to give time to their commitments.

Source: The Grove Consultants International, 2008. Information from Team Performance Guides

## Team Performance Model, continued

### Sustaining Stages

Stage	Keys	Tips	Unresolved Teams: Members May Show:
<b>5. Implementation</b> <i>Who does what, when where?</i> Teams turn the corner when they begin to sequence work and settle on WHO does WHAT, WHEN and WHERE in action. Timing and scheduling dominate this stage.	<b>Clear Process</b> <i>Agree upon and understanding the sequence of work; planning, executing, and monitoring</i> <b>Alignment</b> <i>Work in synch with purpose and objectives of the team</i>  <b>Disciplined Execution</b> <i>Consistency and reliability</i>	Your main goal at this stage is to help work through, or solve, process issues, and identify when to adjust processes as needed.	<b>Conflict, Nonalignment, and Missed Deadlines</b> If a team is repeatedly missing deadlines then implementation is a problem. Members may also disagree about quality standards or other factors. Meet as a team to discuss the issues at play and find resolution on any misunderstandings.
<b>6. High Performance</b> WOW! When methods are mastered, a team can begin to change its goals and flexibly respond to the environment. The team can say, "WOW!" and surpass expectations.	<b>Spontaneous Interaction</b> – <i>Work is easy and flows; communication is clear and efficient</i> <b>Synergy</b> <i>Multiplying impact of individuals; beyond what any individual team member could accomplish. Any conflict is engaged and resolved.</i> <b>Surpassing Results</b> <i>Extraordinary outcomes; source of pride and satisfaction, high trust and high flexibility</i>	Note the possible impact of changes. If anything new is added, carefully implement the changes, and communicate with all team members. It is important for them to be on board to maintain performance at this level.	<b>Overload and Disharmony</b> – This is not a stable stage of performance. Teams can take on too much work, expend too much energy. New team members can cause earlier issues to resurface. If problems arise focus on reviewing agreements and the team's vision.
<b>7. Renewal</b> Why continue? Team performance is an ongoing process. People get tired; members change. People wonder "WHY continue?" At times it may be necessary to return to the beginning stage and determine if the work is still necessary as well as if it has value and meaning for the members. <ul style="list-style-type: none"> <li>• after breaks from work</li> <li>• at transition points</li> <li>• upon completion of a milestone</li> <li>• after fundamental changes in direction</li> <li>• after changes in membership</li> <li>• after shifts in external circumstances</li> </ul>	<b>Recognition and Celebration</b> <i>Reward team member; Acknowledge hard work</i> <b>Change Mastery</b> <i>Manage and cope with changes as they occur; work through transitions; keep the work meaningful</i> <b>Staying Power</b> <i>Sustain team's energy; examine what has been learned.</i>	Add fun and excitement to the day-to-day activities as possible to keep things new and fresh.	<b>Boredom and Burnout</b> Working long hours can be too much. Ask yourself if the team members are eager to get to a break or the end of the day? Are they feeling under-appreciated?

Source: *The Grove Consultants International, 2008. Information from Team Performance Guides*

## The importance of belonging & self esteem

### The SCARF Model



Status

*Am I respected and valued?*



Certainty

*Am I in the loop?*



Autonomy

*Am I given choices and control?*



Relatedness

*Do I belong?*



Fairness

*Do I get opportunities others do?*