Leadership Lessons Level 4

Leading Teams

&

Training Leaders

Review from LLL1-3

Leadership = Influence

"A leader is a person who influences others through example, encouragement, and guidance to become what he himself is… ..a growing follower of Jesus Christ fulfilling God's purpose as a saint in God's image, a servant in the church and a witness in the world."

"Great leaders inspire us to go places we would never go on our own, and to attempt things we never thought we had in us"
                                        H. Finzel

"Biblical leadership means influencing people to follow the purpose of God for their lives"

"Top-flight leaders really aren't born, they learn by trial and error. The severity of their errors determines their survival or demise. One or two glaring faults remaining unchanged are the undoing of most great leaders."

"Success without successors is failure"

"A leaders true success comes to light most clearly after he leaves the scene. Does the organization continue to survive and thrive because there are competent leaders at every level who have bought into and now own the mission and values of the organization for themselves?"

LEADING TEAMS

Define: "team"

Define: "committee"

Describe the difference between a "team" and a "committee"

Committees controlõ õ õ .teams create

Committees decideõ õ õ .teams produce

Committees ruleõ õ õ õ ..teams play

The concept of %team+comes from the sports world.

Describe a %sport+

Describe a %team+

Describe a %team-player+

TEAM PLAYERS

If you're part of a team - whether it is a choral group at church or a business management team - you know that the success of your endeavor depends on **how well you work together for the common good and final outcome.**

A team player is committed to the cause. Instead of doing your own thing or fostering your own agenda, team members are focused on the goals of the organization, congregation, or business. **Philippians 2:2** tells us to be like-minded, having the same love, being one in Spirit and purpose. When everyone on a team is intent on the same purpose, that team will do great things.

A team player is committed to resolving relational conflict. If each team member owns the responsibility for team unity, making every effort to keep the unity of the Spirit through the bond of peace **(Eph. 4:3)** then the team will remain intact. **Conflict is inevitable** whenever people are gathered together in community and deepening their relationships. **The determination to resolve the conflict is the key to success.**

A team player encourages and supports the other team members. Most people have no difficulty encouraging someone whose gifts pose no threat to their place on the team. Your character is truly proven when you can root for those who have the same gifts you have. Do not withhold good from those who deserve it, when it is in your power to act **(Prov. 3:27).**

A team player holds on to gifts loosely. NBA coach Pat Riley says, Doing your most for the team will always bring something good for you. It means believing that everything you deserve will eventually come your way. You won't have to grab for it. You won't have to force it. It will simply catch up to you, the forward motion of your hard work. **Acts 11:25-26 Barnabus and Saul**

A team player tries to bring a healthy self to the team. A physically, emotionally, and spiritually healthy person is ready to be an active member of a team. Paul commended the church in Macedonia because they gave themselves first to the Lord **(2 Cor. 8:5)** and then were able to give to others in need. When you're walking with the Lord, you are a better team player.

A team player doesn't care who gets the credit or the glory. It is more important that the works gets done than to steal the show. **I Cor. 3:5-9**

A team player sees the role as valuable, no matter how small. Some roles are more behind the scene than others while some are more prominent. The mature team player knows that a team cannot function without all members pulling their own weight. **I Cor. 12:14-27 (12:18)**

A team player submits to authority. **Hebrews 13:17** says, Obey your leaders and submit to their authority. They keep watch over you as men who must give an account. Obey them so that their work will be a joy, not a burden, for that would be of no advantage to you.

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TEAM PEOPLE

Everyone is an individual.
We are all different.
We come from different backgrounds with different skills and perspectives.
Put us on a team, and we will not work perfectly at the outset.

If you've served on teams in the past, describe some of the kinds of people who have been on those teams.

What kinds of conflicts have arisen related to these various kinds of people?

IVAN THE IDEA FACTORY . these "creative crazies" can come up with more ideas, options, and potential ways of doing things that you could ever implement.
They love to dream!
They hate the phrase: "that won't work".
They love to say: "Why not?"
They are often way out in front of everyone else in their dreaming

ANDY THE ANALYZER . these are the inward thinkers. They ask the deeper questions related to motivations.
They are afraid of rash action.
They ask: "Why do we want to do this in the first place?"
They ask: "Is this something we should be doing at all?"
They ask: "Are we doing this for God or for ourselves?"

DOUG THE DOER - these are the masters of maintenance. They are the ones who will still be there long after the others have moved on to other projects.
They want to know "what" will be done.
They want to know "when" it will be done.
They want to know "how" it will be done.
They want to know "who" will be doing it.
They want to know "how much" it will cost.
They want "specifics".
They tend to be impatient until the process gets to the action stage.

All three types (and there are more) are important to the team. Keeping them all working together is the challenge of the leader.

TEAM PURPOSES

Must be clearly defined so everyone understands it from the outset

Assume nothing!

Assume no one understands anything.

What is the problem
What is the need that gave birth to the team
What is the goal
Who are the players
What is the object
What are the stages
How will we do this
How long will it take
What are the rules

Must be owned by everyone on the team – "Our project"

Best if the team is formed by **volunteers** who are **interested**

Best if it includes those **who will be most affected** by the outcome

Difficult when there are those who **resent** being on the team

Difficult when there are those who are **apathetic** about the goal

Difficult when "lone-ranger" types who don't like teams are on the team

GOALS . A goal is a statement of what you intend to accomplish. It is an outcome, a result, and achievement. It is not a task. It is what you have accomplished when you have finished a set of tasks.

A good goal statement must meet the SMARTS test.

- S . simple, specific, clear, concise
- M . measurable to ensure effective completion
- A . achievable, to eliminate the frustration of the impossible
- R . results oriented, to ensure incremental progress
- T . time limits, to ensure that progress is on schedule
- S . shared, to increase commitment, support and ownership

(S. R. Lloyd: Essentials of team development

TEAM PROCESSES

FOCUSING ON THE MAIN THING . a leader must speak out of the context of %main things+.

%Main things+are owned and understood foundations for the organizations existence.

Fire companies need fire-trucks, firemen, protective gear, and access to abundant water. No one will argue about the importance of the %main things.+

Leaders are always thinking and talking about %the main things+.

BUILDING VISION . a leader must constantly talk about the future

It takes time for people to see a need

It takes time for people to own a vision

It takes time for people to develop a %change-mentality+

A good leader works patiently to build a case and build a base of support.

There is a need to be patient when buying a car.

There is a need to take immediate action when faced with a fire.

Knowing the difference between the two is very important.

Hosting dreaming sessions is a non-threatening way to get other leaders to think and dream. It moves us out of the %urgency of the immediate+into the %potential of the possible+.

Dream-teams should include key leaders from every facet of the organization. (Past and present leaders as well.)

CREATING STRATEGY - BRAINSTORMING

Good leaders listen . because good ideas can come from anywhere

Good leaders seek for ideas regardless of the source.

Good leaders use brainstorming sessions to get other leaders into the habit of thinking creatively.

Good leaders know brainstorming sessions can provide a great opportunity to discover talent and encourage other leaders

Brain-storming – rules for the road

No decisions will be made in this session

No voting will be done in this session

No idea will be criticized or rejected in this session

No agreement or disagreement need be expressed

Every idea has the potential of creating another idea and so should be shared even if the sharer has doubts

Ideas in this session do not have to have 10 good reasons behind them

We will listen patiently and eagerly to each other

We are meeting to think, not solve, at this point

We will leave with the problem unresolved . this is part of the process

We will be patient, for we will all learn something if we are

TEAM BASICS

"…clear and consistent demands and relentless accountability are essential for team success" Katzenbach & Smith

- Shaping a common purpose . allowing everyone to know why they are on the team and what the purpose of the team is. The team gets its identity from its purpose.

- Agreeing on performance goals . the product or goal is defined so everyone knows what they are striving for and how they will know they have achieved it. This includes small, short-term goals that are clearly reachable and identifiable along the way. ("The desire to win is nice, the desire to prepare to win is essential" Joe Paterno)

- Defining a common working approach - how each person will function, where they will perform, when they are expected to perform. This defines job descriptions and expectations so that each part of the job is performed in an acceptable fashion

- Developing complimentary skills . discovering who is best at what aspect of the task and assigning tasks relative to skill, interest and capabilities. Each member must be treated fairly with equal workload.

- Holding themselves accountable . each member taking ownership of his task and holding themselves accountable for the success of the whole team. This grows from the challenge itself, from team loyalty, and short-term successes along the way.

Sam Lloyd identifies four stages of team development. The leader must be actively involved in leading the team through these stages into productive accomplishment.

STAGE 1 FORMING

Assembling the individuals who will be members of the team.
(Elected, appointed, volunteers, mandatory due to job position, etc.)

CHALLENGE . there is nothing that will build a team better or faster than challenge. It is the magnet that draws the team together. The challenge must be of sufficient merit that the team will focus from the outset.

If the Leader has a choice in assembling the team, he must consider
- Experience and job skills needed for the team's purpose
- Desire to be on the team
- Ability to communicate well
- Team-player mentality
- Loyalty to the organization
- Dependability

In the forming stage the team will not produce a product. They must be given time and opportunity to meld into a team.

- Make sure all team members introduce themselves
- Explain why the team is being formed, expectations, responsibilities
- Involve the team in agreeing on the mission and goals by facilitating discussion of issues related to this assignment
- Provide training to improve communication skills, trust, and group decision making

STAGE 2 STORMING

This is a critical stage of team development. The mission becomes clouded and the team can self-disintegrate as people face conflict between differing points of view, personalities, issues, turf wars, etcõ õ

It will require all the skill and grace a leader possesses to work through real issues, power struggles, and personality conflicts. Some team members will be assertive, others will be passive. Some team members will take charge & be superior, while others will acquiesce and stay quiet. Confusion will gain ground. The leader faces a great task and an important one. For if he can bring these folks together into a real team, they will be stronger and more effective for having worked through the storm. They will understand each other better, and will know how to work together as understanding and acceptance grows.

The team-leader must demonstrate positive expectations and provide clear information to clarify issues and direct helpful thinking.

The team-leader must point out that conflict is normal, and can be productive if the team stays focused on the real goal and gets to know each other in the process.

The team-leader can show the way to conflict resolution by good listening skills and bringing everyone into the process of problem solving, and not allowing lines to be drawn and negativity to remain.

The team-leader needs to help the team players learn how to communicate in the storming process by effective modeling.

STAGE 3 NORMING

During this stage, the team begins to grow into a unit. Conflict diminishes as trust, confidence, respect and understanding grow. The team is beginning to move into actual productive thinking and interaction.

The team-leader should be less directive, and allow the team to operate through consensus. Consensus cannot be achieved without mutual respect and communication. Do not mistake a dominant voice and silent acquiescence with consensus. Observing body language and eye contact, and asking questions are essential.

The team-leader must observe carefully how the team is functioning, provide feedback, and involve all team members in equal participation.

The team-leader should continue discussion about mission and goals and how we will evaluate performance related to those goals.

Ask the team how to improve communication and productivity. They will have worked together long enough to have some ideas by this time.

STAGE 4   PERFORMING

Team loyalty is strong and the members are glad they are a part of the team. They are capable of producing a product, cover for each other, and improve from within. The goal is constantly before them. They recognize each other's strength and ask for assistance when needed.

The team-leader will remain a helpful resource for information and evaluation. He will provide ongoing training. He will reinforce positive behavior by reward and reminder. He will celebrate with the team's success. His leadership will be felt, but not constantly present because the team is becoming self-directed within the task, mission and values of the organization.

TEAM PRINCIPLES

Among all the principles that are foundational for the effective functioning of teams, the following are absolutely non-negotiable.

- **COMMUNICATION**
Constant, thorough, clear, inclusive . everyone must know what they need to know, when they need to know it in order to function at peak levels

- **COMMITMENT**
Team members must take personal responsibility for their part in the process. Team members need to know what is expected, when it is to be done, who will check on them, and why it is important.
Team-leaders need to model commitment at the outset and continually.
%Dictators issue orders, using fear and punishment to command compliance. Leaders shape peoples opinions and win their enthusiasm, using every available opportunity to send out their message and win supporters.+ (Noel Tichy . The Leadership Engine)

- **VALUES**
A common value system that guides everyone through the process must be in place, understood, and embraced. This value-system will answer most questions that team members will face as they work towards the goal. When isolated decisions must be made by a team member, values matter most.

- **REWARDS**
Verbal, private, public, writtenõ õ affirmation is an unbeatable encouragement to team members. Rewarding the team as they perform and produce is essential. Meals out, notes, phone calls, public affirmation, etcõ are all ways to let the team know they are appreciated and doing a good job.
If insincere, it is manipulative, and team players can smell fake praise.
If sincere, it will build unity, desire, loyalty, and effort throughout the team.

HOW TO KILL A TEAM

LONE RANGERS ..that independent attitude… .-I work best alone+

KNOW-IT-ALL… either the leader or a team-member who constantly pontificates

NO CHALLENGE… .having a purpose that is unworthy, or so insignificant that team-members believe they are wasting their time

LAX ACCOUNTABILTY… ..work is shelved, those who work are punished by those who don…, thus killing morale and initiative

UNFAIR WORK DISTRIBUTION… some are getting a free ride while others do all the work

NO OWNERSHIP… team members see the task as an interruption and necessary evil to their %real work+

TEAM-LEADER WHO DOES KNOW HOW TO LEAD… .doesn… apply team basics, doesn… know how teams should work

POOR COMMUNICATION SKILLS WITHIN THE GROUP

INSUFFICIENT TRAINING OR SKILLS TO ACCOMPLISH THE TASK

LACK OF PROBLEM SOLVING SKILLS . (death in the storming stage)

TRAINING LEADERS

WHO'S NEXT? "Leaders must look for the next generation of leaders"

- **Success without a successor is failure**

- **People develop through significant tasks and relationships**

- **Leaders must continually look for leadership potential**

- **Leaders must always look for potential leaders to develop in the next team**

- **Leaders must evaluate leadership potential honestly and without bias**

- **Leaders shape new leaders by close working relationships with them – leadership is learned by association and observation**

- **Leaders must assign opportunities for potential leaders to learn from – leaders must look for ways to develop leaders**

- **Leaders must work with potential leaders to assure success along the way – not just delegate and drop**

- **Leaders must spend time with those who show the promise of leadership – this is perhaps the most important and most difficult thing about leadership development**

- **Leaders must spend more time with those who show more promise**

- **Leaders must assign tasks with increasing significance to developing leaders or developing leaders will find greater opportunities elsewhere**

- **Leaders must learn to let go when developing leaders have earned the right to lead on their own**