Team-Building for Success

Instructor Guide

Church Renewal Resource
Evangelism Ministries USA/Canada Region
Church of the Nazarene

Acknowledgments

Director of Course Development - Dr. Lyle Pointer

Authors of Module - Brenda K. Styers-Brinson, M.Ed.

Curriculum Developer-Brenda K. Styers-Brinson, M.Ed

Curriculum Re-Designed by - Jackie James 2012

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Preparation Checklist

The following information will help you prepare to instruct this module.

◊   Review the material and make notes of specific areas for special emphasis.

◊   Check to ensure the following materials are available:

  ◊   PowerPoint presentations

  ◊   Participant booklet (copy as needed)

◊   Gather the following materials:

  ◊   Pens and/or pencils

  ◊   Other material you want to use

◊   Make copies of the following material (one for each participant):

  ◊   Participant booklet

  ◊   Handouts (if used with this module)

◊   Check the classroom for:

  ◊   Projector

  ◊   Sufficient number of tables and chairs for the participants

⇒   Arrange the room so that each church team sits around an individual table and you have ample room to move among the teams.

MODULE AT A GLANCE

The table below identifies each module section, the time allotted for each section, and a brief description of the section's objective. When you are familiar with this module, you may want to teach from this page rather than the detailed information.

Section	Time	Page	Brief Description
I. Module Introduction	5 Minutes	5	Introduce module, objectives, and outline
II. Lecture	25 Minutes	6	Facilitator presents information that enhance the participants' understanding of team development and assist them in identifying the current level of teams with their church.
III. Small Group Exercise	20 Minutes	11	Participants work in teams to identify teams within their church and the teams purposes.
IV. Discussion	5 Minutes	12	Participants share thoughts about the information presented and insights about how the information will assist in their leadership. Two possible questions to start the discussion in addition to the questions answered during the exercise are: What new ideas or thoughts did God reveal to you?
V. Action Planning/ Reporting	15 Minutes	12	Participants begin preparing for their homework assignment: Share this information with all your team leaders, ask the team leaders to identify their team's purpose and evaluate their team's level of development, and ask the team leaders to identify the factors that need the most attention and work with them to develop a plan for encouraging growth within their team. Participants will report the results of the activities at the next workshop.
VI. Module Wrap-up	5 Minutes	13	Close the module with your final comments regarding the topic.
Total Module Time 75 Minutes			

I. Module Introduction

(5 Minutes)

Let the participants know the material is theirs to keep and encourage them to take notes. The participant material includes:

- Purpose

- Objectives

- "Fill in the blanks" for the lecture

- Application exercises

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The purpose of this module is to:

Advance the development of team ministries within the church.

The objectives for this module are:

- **Define "team" and the characteristics of an effective team.**

- **Identify the levels of team development and the elements of   successful teaming.**

- **Discuss ways to enhance team effectiveness.**

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II. Lecture

(25 Minutes)

Four Levels of Team Development

1. ASSEMBLE

Although basic, this is the first level of team development -- the individuals come together to form the team. As the team forms, the members get to know each other, find out more about each others' skills and abilities, and identify past experiences that will contribute to the team's success. Sometimes these discoveries are made through formal introductions; however, team members often gather information from outside the team setting.

The team also begins to define the roles of the members and the tasks they will accomplish. Defining roles may be done through formal elections or appointments (we've all been out of the room when we were assigned a responsibility) or by a member simply assuming a role. Tasks are often determined by the purpose of the team or duties as assigned by the guidelines already established (i.e. the Nazarene *Manual*).

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2. ASSERT

In level two, the journey to effective teaming gets tougher. The excitement of being a part of the team diminishes and the reality of getting down to business takes over. This level may leave the team members feeling like their team's effectiveness is getting worse rather than better.

At the "assert" level, team members begin to work toward their goals. However, they may compete for control, hold back information (especially if they feel sharing the information will negatively impact another area where they have high interest), and even oppose working together.

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3. ACKNOWLEDGE AND AGREE

At this level team members begin to acknowledge and value others' contributions to the team. They also begin to agree on how to accomplish their goals.

4. ACHIEVE

At the last level of team development, the team moves quickly toward its goals. The team is not detoured by obstacles or changes; rather they assess how the

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obstacles or changes will impact the team, make the necessary adjustments, and move forward. Also, the team continually evaluates its effectiveness and uses the information to improve its output.

After teams move through these early levels of development, they are ready to do significant work. Empower teams (Richard S. Wellins, William C. Byham, and Jeanne M. Wilson in their book *Empowered Teams* San Francisco, CA: Jossey-Bass Publishers, 1991) outline six factors which play a part in how quickly teams develop.

Key Factors in Team Development

1. **PURPOSE [OR MISSION]**

Do the team members understand their contribution to the church?

Just as a church must know its vision, a team must know its mission or purpose. The team may understand the "duties" as defined by the Nazarene *Manual* or other guidelines, but the team may not know its link to the church's vision. Without a clear understanding of its contribution to the church, a team will not reach its highest potential.

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The vision of the church is shaped by the leadership. The team leader must first understand the purpose and then inspire the members to accomplish the mission. A portion of the team's success will depend on the leader knowing, believing in, and **COMMUNICATING** the mission.

2. **PROCESS ORIENTATION**

Do the team members know how things work?

The team must understand how things work. Clarifying the process includes answering questions such as, "When we want to make a change, who needs to know?" "Do we have the authority to approve the action, or does the church board need to vote?" "Does the pastor need to know before s/he makes a decision or does s/he just want to be informed?" Process orientation even includes issues as simple as how meetings will be conducted, who receives a copy of the meeting minutes, how many meetings members must attend.

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3. COMMUNICATION

How do the members relate to one another and those outside the team?

Wellins, Byham, and Wilson says, "communication refers to the style and **EXTENT** of interactions both among members and between members and those outside the team" (p. 189). Communication also refers to the way members handle conflict, decision making, and day-to-day interactions.

As teams progress in team effectiveness, not only does communication open up between team members and others, but conflict and decision making is handled directly with those **INVOLVED** rather than involving a third party.

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4. INVOLVEMENT

Does everyone participate?

Involvement may be one of the most significant factors in successful teaming within the church, especially for the small church. Involvement takes on two elements: internal and external.

Internal involvement refers to the individual team members' willingness to participant in the team's activities. Teams can stall in their development and team members become frustrated when one or more team members refuse to participate in the team meetings and activities.

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External involvement refers to the individual team members' commitment to other teams and areas outside of the team. If a team member is involved in various activities within the church (choir, children's ministry, missionary society, etc.), the team member may find it difficult to attend meetings and give time to various functions. The absence of the team member impacts the team.

5. COMMITMENT

How dedicated are the team members?

Commitment and involvement go hand-in-hand; however, commitment tells more about the team members' feelings and involvement tells more about the team members' actions.

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A high level of commitment by team members results in members who make

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DECISIONS for the good of the team, not their own personal goals. High commitment also results in team members supporting activities, events, and decisions although their idea may not have been the one chosen.

Illustration: A member of the Sunday School Board was hesitant about the "Back to Sunday School Breakfast" the board had voted to organize as a Sunday School emphasis. For the past few years, the board had sponsored a "Back to Sunday School Lunch" following the morning service. However, the other team members felt the breakfast was a better avenue for accomplishing its goal of emphasizing Sunday School as students and parents prepared for the new school year.

Having voiced his objection, the member said he would actively support the breakfast. And he did. He brought several friends and made numerous contacts.

In the board meeting following the SUCCESSFUL event, he said he never dreamed that the breakfast would work, but he was glad it did, and was looking forward to next year's breakfast. HE WAS COMMITTED to the team's success!

6. **TRUST**

Do the team members believe each other will honor commitments, support each other, and follow through?

Trust is a factor which is affected by the other factors and the level of trust affects the other factors. Without trust in its leader and team members, a team will not develop to the "achieve" level. The best you can hope for is "Acknowledge and Agree", and even then it is difficult to maintain that level without trust.

Dr. Stephen Covey, in his book *Seven Habits of Highly Effective People* (New York, NY: Fireside, 1989), talks of the emotional bank account every person carries. He says there are five ways to make deposits into the emotional bank account. These five actions also build trust among team members when practiced consistently and frequently. The five deposits are:

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- Show small **KINDNESSES**

- Keep **COMMITMENTS**

- **CLARIFY** and honor expectations

- Avoid **DUPLICITY** (show personal integrity)

- **APOLOGIZE**

  These actions cannot be done to manipulate; it will backfire. But when done with sincerity, consistency, and frequency, team members will respect each other and develop a level of trust which fosters success.

When teams identify and work toward improving these six factors, their development increases and they have the potential to move to the level of "achieve".

Some of you are saying, "O.K., but . . . ." So let's take a look at one more issue of team development: events that impact the team. Let's consider these events in two categories: internal and external.

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EVENTS WHICH IMPACT THE TEAM

Internal events are those that happen within the team environment and impact the team. External events happen outside the team environment, but have an impact on how the team functions.

Internal events include:

- a new member joins the team

- a member leaves the team

- excessive absenteeism

External events include:

- a change in the church's vision which results in new or different tasks for the team

- church staff leaves or new staff is added

- resources are not available

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II. Lecture

Empowering Teams identifies the goal of teams as follows:

> Highly effective teams are composed of groups of committed individuals who trust each other; have a clear sense of purpose about their work; are effective communicators within and outside the team; make sure everyone in the team is involved in decisions affecting the group; and follow a process that helps them plan, make decisions, and ensure the quality of their work (Empowered Teams, by Wellings, Byham and Wilson. p. 188).

First and foremost, when working with teams we are working with people. Their personal life and spiritual development influences their behavior in teams. Remember to develop people as you build teams. If you do, you will realize the benefits of successful teaming.

III. Small Group Exercise

(20 MINUTES)

The small group exercise portion of the module provides an opportunity for the teams to discuss the information presented and how it applies to their church.

> *Turn to the Small Group Exercise portion of your participant booklet. Let's take the next 20 minutes to identify the teams in your church by listing the team leaders and members. If time allows identify the purpose of the team.*

> Identify the teams in your church by listing the team leaders and members for each team. If time allows identify the purpose of the team.

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Remain available during the exercise time to answer questions. Announce to the group when five minutes remain. Again announce to the group when two minutes remain.

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IV. Discussion

(5 Minutes)

The discussion portion of the module provides an opportunity for people to share their thoughts about team development and how they can impact their teams to insure more team effectiveness.

- If you're ahead of schedule, the discussion can go a few extra minutes. However, it's easy to lose track of time so watch the clock.

Open the floor for discussion. If the group is hesitant to discuss, ask a group to share about one of its teams .

V. Action Planning/Reporting

(15 Minutes)

This section gives the participants an opportunity to discuss their plans for using this information when they return to their church.

The homework assignment for this module is:

- Share this information with all your team leaders.

- Ask the team leaders to identify their team's purpose and evaluate their team's level of development.

- Ask the team leaders to identify the factors that need the most attention and work with them to develop a plan for encouraging growth within their team.

Let's take about 15 minutes to discuss how you plan to use this information as a church. In your material you have an Action Planning/Reporting page with your homework assignment. In your teams discuss and document how you will complete this assignment before we meet again. You will probably need to continue this discussion later.

Move among the groups to answer specific questions. Listen for discussions that are not focused on the assignment and guide them completing the questions. Let the groups know when there are five minutes remaining and ask them to begin to conclude their discussions.

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VI. Module Wrap-up

(5 Minutes)

This section provides an opportunity to close the module.

- Ask participants to share their thoughts about the module.
- Remind the participants to record their results and be prepared to share the progress at the next session.
- Answer any questions and provide encouragement.