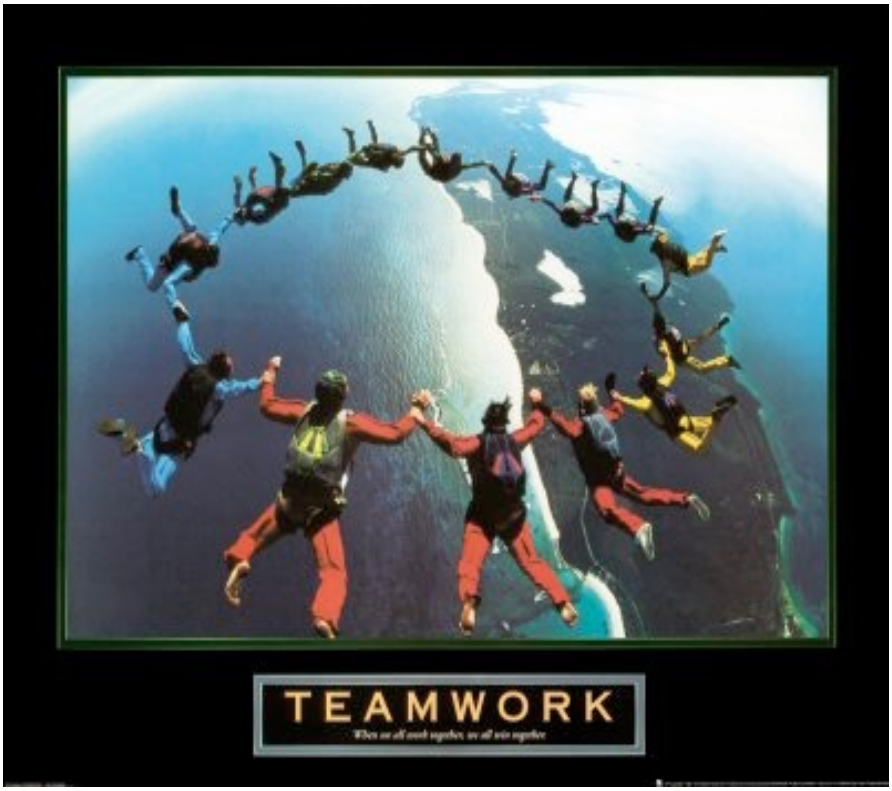
Trinity Community Church

Team Building Workbook



Loving God, Loving People
Together Impacting Our World

Trinity Community Church
Team Building Workbook

Introduction

These are great days to be apart of Trinity Community Church! God has renewed our vision of growing in our love for God, our love for others and in our impact on our world. We have an honorable history of passionate worship, biblical preaching and touching our area and the nations for Christ. We believe the future holds even greater things as we go to the next level of building teams for ministry.

This team building workbook is a template for creating and sustaining ministry teams at Trinity. We are using this process in every area of ministry in order to train and release people to serve God through serving people. We will accomplish more when we utilize all the gifts God has given us and when we minister out of our strengths. This process is our effort to support and give structure those of you who have been so faithful in serving through the years.

We look forward to learning and growing together with you as we seek to give our Lord Jesus Christ the reward of His suffering.

The TCC Elder Team

Trinity Community Church
Team Building Workbook

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Trinity Community Church

Vision and Values

Who We Are

Our Vision: *Trinity Community Church is a dynamic and loving family where Jesus is exalted, people find God's plan for their life and are equipped to impact our region and the nations.*

Why We Exist

Our Mission: *Loving God, Loving People, Together Impacting Our World*

Practically, this means every ministry at Trinity Community Church aims their efforts in three directions:

- Toward knowing and loving God more
- Toward growing together by developing meaningful relationships
- Toward using whatever influence God gives us to impact our world

What Motivates Us

Here are the core values that guide how we do ministry at Trinity Chapel

Loving God – A place where God is understood from His Word, experienced in His presence and loved through a lifestyle of obedience, integrity and faithfulness. Loving God includes exhibiting a character that bears the fruit of Christ: purity, sacrifice, forgiveness and seeking to please God.

Loving People – A place where hurting people can find love, forgiveness and encouragement. A place of refuge where we learn, grow and experience God through meaningful relationships in small groups, ministry groups and corporate services.

Outward Focus – Our ultimate goal is to glorify God and declare him to the world. For this reason, we mobilize our church to look beyond our walls to minister the gospel of Christ and make disciples in our community, our region, our nation and the world.

Word of God - We believe in the authority and eternality of the Holy Bible and are committed to teaching and living it out through corporate services, Bible studies, and small groups. We seek to develop a learning culture where disciples are ever growing in their understanding of the scriptures.

Power of God – We believe that God is living and dynamic and that He longs to interact with His people. Trinity Chapel is a place where people are able to engage the presence and power of God both personally and corporately, including salvation, miracles and the baptism in and gifts of the Holy Spirit.

Centrality of Christ – While we value the dynamic work of the Holy Spirit, we believe that the Spirit will always exalt and reveal Christ. While we value the written Word of God we believe that it always reveals the living Word, Jesus Christ. We seek to keep Jesus at the center of all ministry and teaching of the church.

Empowering People – We believe that every member is a minister, and that the church is to be a school (a place to be trained), not a theater (a place to watch others). Trinity is a place to develop people into mature followers of Jesus Christ, identify spiritual gifts and release them to minister in their God-given gifts.

Healthy Families – Families are the core institution of God's kingdom. At Trinity, we promote strong, healthy families by providing support and education and by fostering mentoring relationships.

A Biblical Approach to Team Philosophy

I. THEOLOGICAL BASIS FOR A TEAMWORK APPROACH TO MINISTRY

A. **The Trinitarian nature of God in the creation and sustaining of the world is an example to us.**

1. The Father, Son & Holy Spirit *together* create and sustain the world. God created the universe through teamwork. This serves as a model for us who are created in His image (Gen1:26).

a. The Father speaks and world is created (Gen 1:1,3,6,9, etc; Ps 33:6,9).

b. The Son carries out the will of the Father (John 1:3; 1 Cor 8:6; Col 1:16; Heb 1:2).

c. The Spirit moves and gives life to God's creation (Gen1:2; Ps 104:30).

B. The Trinitarian nature of God in the redemption of mankind is an example to us.

1. The Father, Son & Holy Spirit *together* redeem mankind

a. The Father loves the world and sends His Son; He anoints Jesus with the Holy Spirit; He draws people to Jesus; He then sends the Spirit (John 3:16; 6:44; Acts 10:38; Rom 5:8).

b. The Son is empowered by the Holy Spirit and does the will of His Father. He sends the Spirit (Luke 3:21-22; 4:14, 18; 22-42; John 4:34).

c. The Spirit anoints the earthly Jesus; He convicts the world of sin, righteousness and judgment; He is sent by the Father and the Son to lead and indwell believers (Luke 3:22; 4:14, 18; 24-49; John 14:16-17, 26; 15:26; 16:8; Acts 2:33).

C. **The Biblical Wisdom Literature extols the benefits of team**

1. Many advisors make victory sure (Prov 11:14) and make plans succeed (Prov 15:22).

2. Companions provide sharpening and accountability (Prov 27:17).

3. Companions working together assure a good return on labor (Eccl 4:9), help when one falls down (Eccl 4:10), and provide strength in battle (Eccl 4:12).

4. Jesus selects twelve to be with Him (Mark 3:14).

5. Jesus sends out witnesses two by two (Mark 6:7; Luke 10:1)

6. Barnabas brings Saul to Antioch to work with him (Acts 11:26).

7. The Holy Spirit sends out Barnabas and Saul together (Acts 13:2).

8. Paul and Barnabas appoint teams of elders to lead the work in each church (Acts 14:23).

9. Paul's ministry pattern reflects numerous co-workers and apostolic teams (Acts 15:40; 16:3; 18:2-3; 1 Cor 1:1; 2 Cor 1:1; Phil 1:1; Col 1:1; 1 Thes 1:1; 2 Thes 1:1).

10. No one believer has all the gifts and functions; no believer is independent of other believers (Rom 12:4-8; 1 Cor 12:4-31; Eph 4:11-16)

II. TOWARD A TEAM MINISTRY PHILOSOPHY

A. **Every functioning team must have a clearly defined leader.**

1. Jesus and the twelve
2. Peter and the Apostles
3. Paul and his co-workers

B. **Common values is the staring point of a good team**

1. *Values* are core beliefs, attitudes and commitments toward ministry that we not only consider important, but also are passionate about. *Values* drive ministry, that is, they provide the energy and passion for ministry. They affect decision-making, goal setting, risk taking, problem solving, priority determination, and resource utilization.
2. *Values* answer the question: Why do we do what we do?
3. *Values* help a team sort out what their mission and vision are.
4. Common values promote high levels of loyalty and caring on a team. They enhance unity. They allow a team to direct its energy positively toward a common goal and reduce levels of conflict and tension on a team.
5. A team that doesn't share common values will fail. Members will fail to arrive at a common vision, a plan to get there, or will not be able to work together.

C. **Every team needs to arrive at a common mission and vision.**

1. *Mission* (*purpose* answers the questions: Why do we exist? What is our mandate? What are we to accomplish?
2. *Vision* answers the questions: Where are we headed? What do we want it to look like down the road? What is our preferred future state of affairs?

D. **A good team allows for different gifts, personalities, points of view and functions to contribute toward the fulfillment of the mission and vision of the team.**

1. Roles People Play on a Team (Team-Player Styles):
   a. *Contributor*: task-oriented, does his/her homework, detail oriented, responsible, reliable, proficient, organized, insists on high quality, might get bogged down in details.
   b. *Collaborator*: goal-directed, visionary, big-picture person, keeps the group focused, flexible, open to new ideas, might tend to not pay enough attention to details.
   c. *Communicator*: process-oriented, good listener, facilitator, conflict resolution, consensus building, "people person", supportive, considerate, might not confront other team members or focus enough on getting tasks done; desire for consensus might mask real differences.
   d. *Challenger*: asks questions, willing to disagree, candid, honest, outspoken, principled, confronts groupthink, encourages well-conceived risk taking, may not know when to back off on an issue; might push the team too far.

2. A good team will have all four roles represented. Any particular member of a team will have a naturally dominant role, but that may not be the only role he/she uses. We all have the capacity to use any of the four roles when needed.

E. **On a good team the members provide one another with wisdom, strength, encouragement and accountability**

1. Without counsel plans fail, but with many advisors they succeed (Prov 15:22).
2. Two are better than one, because they have a good return for their toil. For if they fall, one will lift up his fellow…a threefold cord is not quickly broken (Eccl 4:9-12).
3. As iron sharpens iron so one man sharpens another (Prov 27:17).

F. **A good team experiences the principle of synergy in action**

Synergy is the dynamic where the whole is greater than the sum of the individual parts.

III. HOW TO BUILD A TEAM

A. **Definition:**

A team is any task group that forms around common values to accomplish a purpose.

B. **What ingredients make for a good team?**

1. A working atmosphere that is informal, comfortable, relaxed
2. Participation by everyone
3. Mutual respect and listening to one another
4. Healthy disagreement, frank criticism, freedom to express true feelings and opinions without fear
5. Ability to make decisions
6. Clearly defined roles, work assignments, action points
7. Self-assessment: The group evaluates how it is doing (How effective are we? Are we satisfied with how we're working? Is it still fun and/or satisfying?)
8. Shared leadership: The group has a formal leader, but other members step up depending on the needs of the group and the skills of the members
9. Diversity in membership: A broad spectrum of team player types including some who focus on tasks (contributors), some who focus on goal-setting (collaborators), some who focus on process (communicators), some who focus on questioning (challengers)

C. **Keys to team building**

1. Clarify values: All must buy in. Keep it to 5-10 statements. Less than this and you're probably not covering all the core values you hold. More than this and you're probably not getting down to your core essentials.

   Examples of values statements (random selections from various groups):

   a. We value the Bible more than our tradition. The Bible alone is our final standard of faith and practice.
   b. We value people more than programs.
   c. We value conflict resolution and working through our problems to maintain healthy relationships.
   d. We value excellence in everything we do. It honors God.
   e. We value personal authenticity, transparency, and integrity.
   f. We value creative, contemporary methods of ministry.

g. We value small groups as an effective way of developing relationships, practicing spiritual gifts, and developing leaders.
h. We value modest facilities to free up more money and time to major on people ministries.
i. We value numerical growth, not as an end in itself, but as a measure of whether we are effectively reaching people with the life changing message of Jesus Christ
j. We value feedback, advice, and criticism as a means to growth.
k. We value differences and diversity, yet in a way in which we can still be of one mind and live in harmony with one another.
l. We value goal setting, prioritizing, planning and evaluation as a means to stay sharp in ministry
m. We value risk taking, living on the edge and pushing the envelope to accomplish our ministry vision.
n. We value commitment, service and giving by every member.

2. Establish norms (standards of behavior, guidelines on how we will all work together).
   Examples of norms:
   a. We will honor our commitments
   b. We will be on time and honor other members' time
   c. We will allow frank discussion and disagreement
   d. We will respect and value one another
   e. We will pitch in and help one another
   f. We will maintain confidentiality

3. Clarify roles: What are the expectations for team members?

4. Formulate together team purpose and vision

5. Encourage questions and participation

6. Share the limelight

7. Celebrate accomplishments

8. Play together outside team meetings

D. **How to recruit volunteers for a team**

1. Pray – ask the Lord of the Harvest for laborers (Matt 9:38).
2. Know what you're looking for (what type of people – giftedness, qualifications, temperament, etc.).
3. Specifically define the job – make a job description
4. Set a timetable for the team – How long is the commitment for and how many hours/month (week) will it require?
5. Define working relationships – To whom do I report and with whom will I work?
6. Beware of overworking or taking advantage of volunteers
7. Recruit one-on-one, not by mass announcements (most people won't volunteer; they want to be asked) Communicate to them your vision and the importance of their role. Tell them why this is important and necessary. Allow them time to make a decision. ("I'll call you next week").
8. Provide the training and mentoring they need to succeed
9. Give them the authority and freedom they need to do the job and to take ownership
10. Once they're on the team, nurture them. Let them know you appreciate them (frequent thank you's, words of encouragement, and inquiries – How are you doing? Anything I can do to help?).
11. If you're the leader, do some of the dirty work yourself
12. Five questions every volunteer needs answered:
    a. What do you expect me to do?
    b. Why is this important?
    c. Do I have authority to do this?
    d. When I need help, where can I get it?
    e. How am I doing so far?

Team Building at Trinity Community Church

A team is two or more people who work together to achieve a common goal

** Obvious questions: who are the people, what are their roles, what is the goal, how do we measure success, how do we communicate?*

Teams are made up of people – these people need to be mature in three areas:

Character (personal integrity)
Competence (skill level, natural ability)
Chemistry (positive relationships)
Commitment (belief in the vision and people involved)
Communication Skills (relationships and vision)

Why teams?

- Teams involve more people, thus affording more resources, ideas, energy
- Teams maximize a leader's potential strengths while minimizing his weaknesses
- Teams provide multiple perspectives and alternatives
- Teams share credit for victories and blame for losses (humility, community)
- Teams keep leaders accountable for goals
- Teams can simply do more than an individual

The advantages of a team

- Better decision-making
- Faster decision-making
- Greater leadership training
- Frees pastor up to equip and train
- Increased innovation

Why would someone choose to stand alone?

1) Ego – We have trouble going from “me” to “we”
2) Insecurity – I feel threatened, surround myself with weak people (control and fear)
3) Naiveté – I don’t understand the power of team -
4) Temperament – I don’t think in terms of team

Tools that Trinity Community Church uses for team building:

- Trinity Chapel Ministry Analysis Sheet (Purpose, SWOB analysis)
- *SHAPED* Analysis
- TCC Team Workbook
- Theological foundation for team
- Five dysfunctions of team
- Ministry-specific (or role-specific) training
- Ministry Playbook (process, systems, job descriptions, measurements)
- Plan for communication
- Building a strong bench (recruiting and training others)

What makes a good team leader?

- Vision for team
- Passion for the purpose of the team
- Commitment to people
- Desire to support and serve
- Enthusiasm, energy, inspiration and expertise
- Willingness to shoulder responsibility

What do team leaders need?

- Time, interaction from their leaders
- Pastoring/mentoring, personal growth
- The ability to let go/delegate
- The ability to attract other leaders who are better than they are at certain things and let them do their thing (with direction and oversight)
- To see the big picture and keep everybody focused
- The resources and authority to do what we ask them to do
- To be placed in their niche and released from all else as much as possible

Team members need to know:

1) What is expected?
2) Why am I doing it?
3) Do I have authority to do what is necessary to accomplish this?
4) Where do I go when I need help?
5) How am I doing?

Team empowerment and communication

For teams to work, *responsibility* must flow downward and *information* must flow upward. This means that we give the team members the authority to make decisions, choose members, leaders, define and perform training. In turn they communicate consistently to those who are in authority over them.

Each team should have systems in place so that team members:

1) Understand clearly what is expected of them
2) Know exactly who they report to and who reports to them
3) Feel safe in communicating to those in authority over them
4) Have outlets to communicate positive progress to the elders/church body

Meetings

Meetings are the primary forum in which team members discuss their particular ministry area and communicate to each other. Make them pay off by:

- Being prepared (Get my ideas together; pre-meeting communication via email, etc.)
- Having an agenda (written down, pass it out)
- Start and end on time (or sooner)
- Have fewer but better meetings
- Think inclusion, not exclusion (have a time for dialogue)
- Maintain the focus
- Capture action items (What next? Who is affected? How will we notify them? How will we hold them accountable?)
- Get feedback

Trinity Community Church
Ministry Analysis Exercise

This is a tool to help us understand where we are and clarify where we want to be. This process will help us define specific direction for this ministry by

1) Defining what we want this ministry to look like (our "desired future")
2) Taking a "snapshot" of where we now (S.W.O.B. analysis)
3) Defining and implementing a ministry plan to get us from here to there

Where we are now	**—>**	**Ministry Plan**	**—>**	**Where we want to be**
(Snapshot)		(Bridges the gap between what we are and what we want to be)		(Destiny)

Step One: Define the desired state of this ministry

We start at the end. What is the *purpose* of this ministry? What is the desired outcome of participating in this ministry? If we do this right, what will it look like? What will we accomplish for the kingdom of God?

Using the *Trinity Community Church Vision Page* define how this specific ministry will work together to accomplish the vision of **Loving God, Loving People and Impacting our World**. Questions to consider include:

- Why do we exist?
- What does success look like for this ministry?
- What is the scope of this ministry? (ministry parameters)
- How do we align with the overall vision of TCC?

Step Two: Take a snapshot of where we are now

(The S.W.O.B. Analysis)

The S.W.O.B. analysis helps us do an honest evaluation of where we are right now by defining our strengths and our weaknesses and then recognizing opportunities and barriers in this ministry. Be specific and thorough when answering these questions:

Questions to consider:

What is the "state of the ministry"?
How well is our vision understood?
How is the health of our leaders?
How is our support structure?
What is the state of our leadership team? (consider group relations, morale)

Questions to consider for S.W.O.B. analysis (continued)

Strengths:

What is positive about this ministry?
What aspects of this ministry are growing in effectiveness?
What are our positive human resources?
What unique qualities do we possess with in our ministry structure?

Weaknesses:

What aspects of this ministry are not efficient or ineffective?
What limitations are keeping us from going forward?

Opportunities:

What opportunities exist now, or could in the near future, of which we might be prepared to take advantage? (outreach, recruiting workers, expanding or improving present ministry, training leaders/workers etc.)

Barriers:

What barriers exist now, or could in the near future that might derail, distract, or in some other way keep us from achieving our ministry vision?

Step Three: Ministry Plan

Using the *Trinity Community Church Team Ministry Workbook* we will begin the process of building a ministry team that is diverse and well defined, placing people in ministry areas that compliment their gifts, passion and experience. In this process we will focus on:

- Building teams
- Defining roles/job descriptions for team members
- Defining critical ministry goals and time lines
- Improving communication within the team
- Leadership support and development

The ministry plan will eventually include:

- Definition of specific ministry functions
- A “playbook” for each sub-group in your team
- Expectations for each department
- Guidelines for measuring success
- General training from leaders (done by elders and Ministry Team Leaders)
- “Ministry specific” training (done by Ministry Team Leaders)

Trinity Chapel

Team Building Exercise

Ecclesiastes 4:9-12

[redacted]

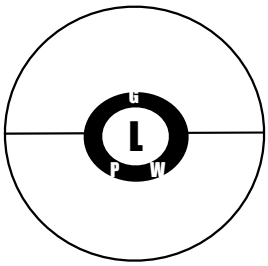
Our Team Ministry Development Process

At Trinity Community Church we believe that service and life change happens best when people are in authentic community with each other. Throughout the Bible it is clear that God has designed people to work together for greater effectiveness and fulfillment in service. So our desire is that all ministry will be done in the context of a team.

This workbook will lead you through the Team Ministry Process (TMP) of Trinity and will start you on your way to designing a purposeful, effective ministry.

Before we begin, let's introduce some key ideas that you will need to understand in order to complete this workbook.

The primary tool used in our TMP is this symbol, called a "team diagram":



The outer circle represents the scope of your ministry and your responsibilities in that ministry. The cross hairs divide the team into four functional groups. The "L" in the center represents the leader of this ministry team. Around the "L" you will notice three small letters. These represent the three steps of Life Change at TCC. They are:

G= **Loving God -** A commitment to know, experience and honor God in our personal lives and corporate worship

P=**Loving People -** A commitment to grow in faith with the community of believers

W=**Together impacting our world** - A commitment to turn our focus outward and use our ministry gifts to impact the world around us with the gospel of Christ

We believe that each person in our church should be growing and developing in each of these areas in order to become a wholehearted follower of Christ. So an important role of every ministry team leader is to facilitate the implementation of these areas in the people and activities of their team.

This is an exciting time to be a part of Trinity's Ministry. We are committed to seeing as many people as we can begin and grow in their relationship with Christ. Consequently we need you and your team to help facilitate that growth for years to come.

Let's begin.

STEP 1: Define the Scope of the Ministry

List all the responsibilities or activities involved in this ministry.

What is the name of this ministry team?

STEP 2: Define the Purpose of the Ministry

Each ministry team needs a Purpose Statement which describes why the ministry exists and which clearly indicates how it supports the mission and vision of our church.

The mission of Trinity Community Church is:

Loving God, Loving People,
Together Impacting our World

Write a short, easy to remember Purpose Statement that describes why this ministry exists.

STEP 3: Define Functional Groupings

If the responsibilities and activities of this ministry (listed in Step 1) were GROUPED into four categories of related functions, what would they be?

A. _____

B. _____

C. _____

D. _____

Would the combinations of these four encapsulate the total responsibilities and activities needed to effectively accomplish this ministry?

____Yes, they do encapsulate the entire ministry.
Proceed below to creating team names for the functional groupings.

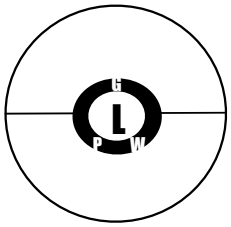
____No, they do not encapsulate the entire ministry.
Return to view the scope of the ministry in step one, then re-define the functional groupings in step three.

Exercise:

Develop a potential ministry team title that describes each group of related functions. (Example: The category of related functions may have been “following up with guests”, and the ministry team title could be “Guest Follow Up Team”.)

Team A

Team B



Team C

Team D

Primary Team Name:_____
Position: Primary Team Leader

STEP 4: Identify Leader Qualifications

List the qualifications desired for the primary leader of this entire ministry team.

***S**piritual Gifts:* _____
***H**eart Passions:* _____
***A**bilities:* _____
***P**ersonality:* _____
***E**xperience:* _____

Note: Before you begin selecting candidates, determine if it would be beneficial to create or modify a Ministry Position Description to further clarify responsibilities and expectations.

STEP 5: Select Candidates

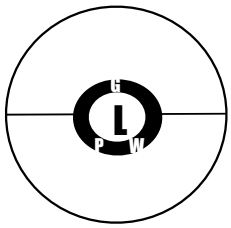
Now make a list of people you believe would be the best candidates for this team leadership position. Think carefully about anyone who matches the SHAPE profile and spiritual maturity level desired.

List possible candidates for this position:

_____ _____

_____ _____

Choose from your possible candidates the person who best fits as the primary leader for this team and write his or her name below.



Primary Team Leader: _____

Team A
Name:_____
Position: Team A Leader

STEP 4: Identify Leader Qualifications

List the qualifications desired for the leader of this ministry team.

***S**piritual Gifts:* _____

***H**eart Passions:* _____

***A**bilities:* _____

***P**ersonality:* _____

***E**xperience:* _____

STEP 5: Select Candidates

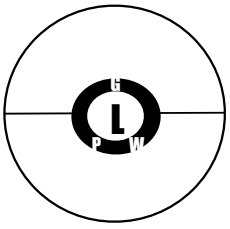
Now make a list of people you believe would be the best candidates for this team leadership position. Think carefully about anyone who matches the SHAPE profile and spiritual maturity level desired.

1. List possible candidates for this position:

_____ _____

_____ _____

Choose from your possible candidates the person who best fits as the primary leader for this team and write his or her name below.



Primary Team Leader: _____

Team B
Name:_____
Position: Team B Leader

STEP 4: Identify Leader Qualifications

List the qualifications desired for the leader of this ministry team.

***S**piritual Gifts:* _____

***H**eart Passions:* _____

***A**bilities:* _____

***P**ersonality:* _____

***E**xperience:* _____

STEP 5: Select Candidates

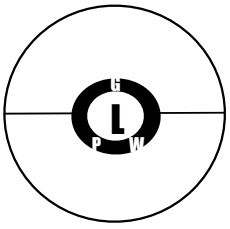
Now make a list of people you believe would be the best candidates for this team leadership position. Think carefully about anyone who matches the SHAPE profile and spiritual maturity level desired.

2. List possible candidates for this position:

_____ _____

_____ _____

Choose from your possible candidates the person who best fits as the primary leader for this team and write his or her name below.



Primary Team Leader: _____

Team C
Name:_____
Position: Team C Leader

STEP 4: Identify Leader Qualifications

List the qualifications desired for the leader of this ministry team.

***S**piritual Gifts:* _____

***H**eart Passions:* _____

***A**bilities:* _____

***P**ersonality:* _____

***E**xperience:* _____

STEP 5: Select Candidates

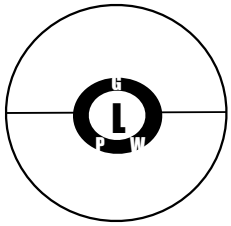
Now make a list of people you believe would be the best candidates for this team leadership position. Think carefully about anyone who matches the SHAPE profile and spiritual maturity level desired.

3. List possible candidates for this position:

_____ _____

_____ _____

Choose from your possible candidates the person who best fits as the primary leader for this team and write his or her name below.



Primary Team Leader: _____

Team D
Name:_____
Position: Team D Leader

STEP 4: Identify Leader Qualifications

List the qualifications desired for the leader of this ministry team.

***S**piritual Gifts:* _____

***H**eart Passions:* _____

***A**bilities:* _____

***P**ersonality:* _____

***E**xperience:* _____

STEP 5: Select Candidates

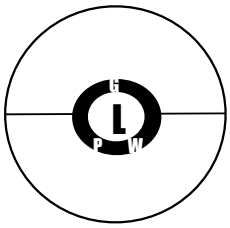
Now make a list of people you believe would be the best candidates for this team leadership position. Think carefully about anyone who matches the SHAPE profile and spiritual maturity level desired.

List possible candidates for this position:

_____ _____

_____ _____

Choose from your possible candidates the person who best fits as the primary leader for this team and write his or her name below.



Primary Team Leader _____

Step 6: Recruit and Train the Leaders

- ❑ Don't wait for the right people to volunteer or suddenly appear! Make "the ask"! Invite and challenge the people you have identified as your "best fits" to join your team, and then let God handle the outcome.

- ❑ Seek God's guidance about the person you'll ask to serve and about the conversation you'll share with them.

- ❑ Share with them about the purpose, responsibilities and benefits of joining this team.

- ❑ Invite them to pray. Do not ask for an immediate answer. Suggest that the person take at least a day to pray about the position, even if they would like to say "yes" right away.

- ❑ Equip the team leaders with appropriate training, tools and resources.
  - What processes need to be documented for effective performance and delegation?
  - Do the Ministry Position Descriptions document the key expectations and responsibilities of each team leader?
  - What specific skills or leadership training might be needed?
  - What other resources might be needed for maximum effectiveness?

- ❑ Help them duplicate this same six step process and complete a Team Ministry Workbook for their own team.

- ❑ Stay in close communication with the new leader to make certain that they feel supported in their leadership and a part of your team's community.

- ❑ Help the leaders document the Ministry Position Descriptions and Process needed for their ministry teams.

Putting It All Together

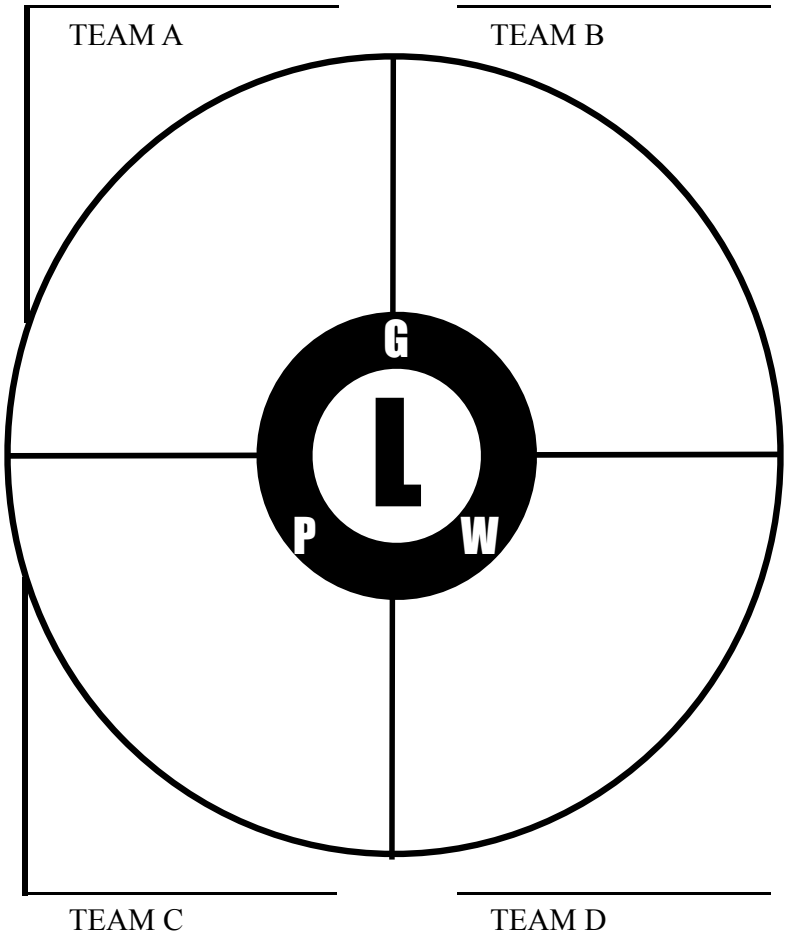
Put each element together here to document your complete Ministry Team.

The name of this ministry team is: (Step 1)_____

The purpose of this ministry team is: (Step 2) _____

_____

Write in the 4 team names and 4 leader names in the diagram below:



Congratulations on completing the Team Development Process! Now you have experienced a duplicatable pattern for helping others developing effective ministry teams. The next step is for you to help the leaders of teams A, B, C and D duplicate this Team Development Process and complete a new Workbook in the process of developing their respective teams.

Creating a Ministry Area Plan

Ministry Action Plans

Each Ministry needs to formulate an action plan that includes purpose, scope, team structure, processes, job descriptions and how their ministry fits into the overall vision of loving God, loving people and impacting the world.

Each ministry can create a ministry action plan by asking questions:

1) What is our end result? (what does success look like for this ministry) —>
2) What are the specific needs for each ministry (*e.g. for youth: acceptance, dating, identity, peer pressure, sexuality, music, money) —>*
3) Plan for training toward meeting needs and achieving end result (*train leaders, set up a one year curriculum that covers all of these topics in preaching and small groups*)

The Ministry Area Plan (MAP) includes:

The Ministry

The name of the ministry

The stated purpose of the ministry

The scope of the ministry

How the ministry fits in with the overall vision of Trinity Community Church

The Team

Descriptions of the different sub-ministries within the ministry

The team leaders

Job descriptions for each team leader

Playbooks for each particular ministry

- Description of the overall system
- Specific job descriptions for workers
- Specific descriptions of processes
- Specifics about expectations and commitments for workers

Notes on *The Five Dysfunctions of a Team*

By Patrick Lencioni

Teamwork is the ultimate competitive advantage because it is so powerful and so rare. Teams are inherently dysfunctional because they are made up of human beings. Building team is possible and remarkably simple, but painfully difficult. Teamwork is theoretically uncomplicated, but it takes a great deal of discipline. So a cohesive team is difficult to build, but not complicated. In fact, keeping it simple is critical.

"If you could get all the people in an organization rowing in the same direction, you could dominate any industry, in any market, against any competitor, at any time.

There are five natural pitfalls that doom teams to failure:

1. Absence of TRUST
2. Fear of CONFLICT
3. Lack of COMMITMENT
4. Avoidance of ACCOUNTABILITY
5. Inattention to RESULTS

Conversely, good teams will:

1. Trust one another
2. Engage in unfiltered conflict around ideas
3. Commit to decisions and plans of action
4. Hold one another accountable for delivering against those plans
5. Focus on the achievement of collective results

Building Trust

Trust is confidence among team members that their peer's intentions are good and that there is no reason to be protective or careful around the group. In essence, teammates must get comfortable being vulnerable with one another. Vulnerabilities include weaknesses, skill deficiencies, interpersonal shortcomings, mistakes, and requests for help. The team member must turn off the insecurities that result in being competitive, protective of reputations and self-seeking.

How Do You Go about Building Trust?

- Shared experiences over time
- Explore personal histories (answer questions like: number of siblings, hometown, unique challenges of childhood, favorite hobbies, first job, worst job, etc.).
- Team effectiveness exercises (team members identify a single most important contribution and area of improvement of each of the other members).
- Personality and behavioral profiles (Giftquest, etc.).
- The leader must demonstrate genuine vulnerability first and create an environment that does not punish vulnerability.

Healthy Conflict

All great relationships require productive conflict in order to grow. Ideological conflict is limited to concepts and ideas, and avoids personality-focused, mean-spirited attacks. But it does contain passion, emotion and frustration. The positive side is that it produces the best possible resolution of issues in the shortest period of time. When conflict is avoided, a discouraging tension results. When honest debate is not possible, personal, behind-the-back attacks occur.

How Do We Create Healthy Conflict?

- Acknowledge that conflict is productive and that the tendency is to avoid it
- Someone may have to be designated the “miner of conflicts”. This person extracts buried disagreements within a team and sheds light on them. It takes courage to call our sensitive issues and force team members to work through them.
- Give people permission and encouragement in the midst of conflict. Remind them that what is going on right now is healthy and necessary.
- The leader must be able to personally model appropriate conflict behavior. He must resist the urge to prematurely disrupt disagreements. Let the team members go and work on their conflict skills. You may feel like you are losing control.

Cultivating Commitment

In the contest of a team, commitment is a function of two things: clarity and buy-in. The idea is to make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision. Two things are required:

Consensus - even though all may not get their way, everybody's input is genuinely considered and group (or when that is impossible, the leader) makes the call. Everyone must buy-in to that decision.

Certainty - make a decision and boldly go in that direction 100%. Delaying decisions breeds lack of confidence. Unclear decision result in unresolved discord deeper in the organization.

How Do We Ensure Commitment?

- At the end of a staff meeting, explicitly review the key decisions made during the meeting and agree on what needs to be communicated to employees and others about those decisions. This ensures clarity among the team members and down the line.
- Set clear deadlines for the actions called for and honor those dates with discipline.
- Discuss contingency plans up front or clarify the worst-case scenario for a decision you are struggling to make.
- The leader must be comfortable with the prospect of making a decision that ultimately turns out to be wrong. He must also push the group toward closure on issues of importance.

Creating Accountability

In the context of teamwork, accountability refers to the willingness of teammates to call their peers on performance or behaviors that might hurt the team. Accountability is usually avoided because it is uncomfortable to confront a co-worker. Great teams “enter the danger” with one another.

How Do We Establish Accountability?

- Publication of goals and standards: Clarify publicly what the expectations of the team are. The enemy of accountability is ambiguity.
- Simple and regular progress reviews: Regularly communicate, whether verbally or in written form about how we are doing.
- Shift individual rewards toward team rewards: This encourages team members to hold other teammates accountable.
- The leader must encourage the team itself to be the primary accountability mechanism. Strong leaders may cause accountability to gravitate toward them. He must also be willing to serve as the ultimate arbiter of discipline when the team fails.

Paying Attention to Results

Every good organization specifies what it plans to achieve in a given period. The ultimate dysfunction of a team is the tendency of members to care about something other than the collective goals of the group. Unrelenting focus on specific goals set by the group is essential. It is important not to focus on team status or individual status.

How Do We Focus on Agreed Results?

- Public declaration of results: This causes passionate effort to achieve those results
- Tie reward to specific outcomes.
- The leader, or course, must keep his focus on the results first and foremost.

It is important to understand that these objectives cannot be realized outside of a serious time commitment from the team members. It takes time to relate, build trust, set goals and be accountable.

Ministry Training Worksheet

Name of Trainer _____
Name of Trainee _____

Position training for: _____

1) Does this person have a job description?

2) Are my expectations for this person clear?

3) How is the person *SHAPED?*

Spiritual gift

Heart Passion

Abilities

Personalities

Experience

Divine Intervention

4) Where is this person on the Motivation/Ability Chart?

5) What are their specific aspirations and driving forces?
_____
_____
_____
_____
_____

6) In what ways do they like to be rewarded/compensated?
_____
_____

Communication Form

From: _____

To: _____

Date: _____

Subject: _____

Proposals/Concerns:

_____
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_____
_____
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Please respond to:

Phone number _____

Email address _____

16 Qualities of a Leader at Trinity Community Church

Character – Before the leader leads others, he leads himself by disciplining himself in areas of righteousness. A leader deals with circumstances and with people in a way that is upright before God and man. His personal integrity is reflected in his home, his vocation and those he serves with. He leads a lifestyle of self-discipline.

Relationships – Leaders at Trinity value people. They know how to get along with people and communicate concern and worth. A leader seeks to understand how people feel and think, to empathize with them and love them where they are. Leaders look to invest in people, not just make withdrawals from them. A good leader is approachable and has an open door policy and seeks to empower others to do their best. He comes alongside others to help train them up and release them in their unique gifts.

Commitment – Leaders at Trinity model dedication and loyalty. This comes in the form of a commitment to God, to those we serve with and to the God-given vision of the church. The real measurement of commitment is action. Those he leads must first believe in him and his commitment before they will believe and commit to the vision. Commitment also involves trustworthiness and loyalty in relationships.

Team Player – Trinity leaders understand that they are a part of a larger unit, a team that God is using to build His kingdom. We seek to make room for the gifts and contributions of others in the group. We are much stronger and accomplish much more for the kingdom working as a team. A good leader realizes the importance of harmonious relationships and is proactive in creating a harmonious atmosphere.

Communication – Leaders have the ability to listen to people and speak the vision of a ministry simply. They care enough about people to listen. They communicate not just by what they say, but how they say it and what they do. They clearly state expectations. They are able to share knowledge and ideas and impart enthusiasm. They listen in order to connect with people and to learn.

Vision – Leaders have an ever growing vision for the thing they are leading. Burden produces vision, but vision leads the leader. It gives direction and motivation. It inspires and it is contagious.

Passion/Focus – You can never lead something that you do not care passionately about. Passion makes it possible for ordinary people to do extraordinary things. A leader has the ability to keep the main thing before his eyes, and not get sidetracked. He knows his priorities and has concentration.

Competence – A leader needs to have the skills and gifts to plan, communicate and carry out the vision in such a way that others are confident in their leadership. This means not just knowing what to do, but why we are doing it. Quality is never an accident – it is intentional.

Discernment – The ability to sense the direction of the Holy Spirit, hear wisdom, and find the root of the matter through intuition, Spirit-leadership and rational thinking.

Responsibility – Leaders take responsibility for the state/quality of their ministry. They guard the vision, care for the people they are leading and finish what they start.

Positive attitude – Leaders believe it can be done. Regardless of the circumstances they choose to think on what is praiseworthy and believe the best in others. While dealing with the negative, they elevate the good. They pray "Your kingdom come", and expect it!

Self Motivation – Good leaders show initiative. They initiate a connection with their followers, and have the ability to make decisions that move in a God-given direction. Successful leaders not only motivate themselves in personal development but also motivate those around them.

Servanthood – Leaders love people more than position. It is not about position or skill. It is an attitude of serving the mission of our Master by serving others. We prefer others above ourselves. To be like our master we must become the servant of all.

Teachability – Trinity leaders are eager to learn. They refuse the status quo and humbly receive instruction, ever looking to get better. They listen, research, read, learn and do what is necessary to upgrade their knowledge and skills.

Eternal Perspective – Trinity Leaders know that they are ultimately working for the glory of God and for a kingdom that is eternal. Our reward is not in this world – and the world is not worthy of that for which we labor. We endure hardship and pour ourselves out for that which cannot be earned or fathomed.

Understands Authority - Sensitivity to the proper use, and conversely the misuse, of their authority, and submission to those over them. A good leader will not use their position of authority for self gratification and promotion or in a controlling and domineering manner. Successful leaders use their positional power with wisdom and sensitivity to the appropriateness of the circumstances.