



CHRIST-CENTERED LEADERSHIP

Course Two: Leading Teams with CARE

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Session 1 – Course Introduction	3
Session 2 – Discussion of Team Experiences	5
Session 3 – What is a Team? - Group Discussion	6
Session 4 – What is a Team? – Definitions	7
Session 5 – Five Essential Factors: Purpose	8
Session 6 – Five Essential Factors: Roles	10
Session 7 – Team Dimensions, Part 1	11
Session 8 – Team Dimensions, Part 2	12
Session 9 – Understanding Team Dimensions	14
Session 10 – Five Essential Factors: Process	20
Session 11 – Team Decision Process	22
Session 12 – Team “Z” Process	23
Session 13 – Discussion of the Case Study	26
Session 14 – Five Essential Factors: Leadership	27
Session 15 – Five Essential Factors: Communication	28

Session 1 – Course Introduction

Watch the Video (13:07)

Genesis 1:26

Concepts of team found in the Trinity

Unity

Diversity / function

Ephesians 4:15-16

Implications for teams

Teamwork is the will of God for the people of God.

Teamwork is not about ...

but ...

After the Video – Reflection Questions

1. What do you enjoy most about working on a team? What frustrates you the most about working on a team?
2. What other examples or models for teamwork do we find in Scripture?
3. What do you think about Rick's big idea? Agree? Disagree?

Big Idea: Teamwork is the will of God for the people of God.

Session 2 – Discussion of Team Experiences

Before the Video – Reflection Questions

1. Reflect on your past and present experiences working on a team. How would you rate the effectiveness of each of those teams? What made a team effective or ineffective?
2. What is the one thing you enjoy most about working on a team? What is that frustrates you the most about being on a team?

Watch the Video (10:36)

Discussion of positive things about working on a team ...

Discussion of the frustrating things about working on a team ...

“Committees keep minutes and waste hours.”

After the Video – Reflection Questions

1. Do you often “see the face of God” when working with others on a team? How can we become more open to this when working with others?
2. Committees are often a source of frustration. How can they be made into a positive experience?

Session 3 – What is a Team? - Group Discussion

Before the Video - Reflection Question

What is your definition of a team?

Watch the Video (10:05)

After the Video – Reflection Questions

1. What were the similarities between your definition and those that were given in class?
2. Did you include anything different in your definition?

Session 4 – What is a Team? – Definitions

Watch the video (11:27).

Definition #1:

A team is a small number of people with complementary skills who are committed to a common purpose, common performance goals, and an approach for which they hold themselves mutually accountable.

– G. Moorhead & R. Griffin

Definition #2:

A team is a group organized to work together to accomplish a set of objectives that cannot be achieved effectively by individuals.

– Anonymous

Definition #3:

Teams are not the same as groups: they need to be planned, built and maintained. A team has a distinct characteristic – it is a group working together to achieve a common purpose, and it may be composed of people drawn from different functions, departments or disciplines.

– Business: The Ultimate Resource

Reflection Questions

1. How do these definitions compare with your own definition? What strikes you as unique in each of these definitions?
2. What do you think is the difference between a group and a team? At what point does a group become a team? How many is too many for a team?

Session 5 – Five Essential Factors: Purpose

Watch the video (12:00).

Five Essential Factors for an Effective Team

1. Purpose
2. Roles
3. Process
4. Leadership
5. Communication

1. Purpose

Every member of a team is aligned to a task that is:

- a. Common
- b. Clear
- c. Compelling

Reflection Questions

1. Think about the teams that you are currently on. Do they have purpose statements that are common, clear, and compelling?
2. What would it take to make the purpose of your team common, clear, and compelling? Is one of those three areas harder to achieve than another?

Session 6 – Five Essential Factors: Roles

Watch the video (17:29).

Every member understands his or her role – and the roles of all other members – in the larger plan of how the team designs and executes its work.

Reasons for TEAM tensions?

What is *your* team function?

What is the function of *every other* team member?

Reflection Questions

1. Based on your own experience, make a list of the reasons that for team tensions. How does your list compare to the one made in the video? What reasons are the hardest to overcome?
2. Do you fully understand your role on your current team? Do you understand the function of every other team member? What would it take for you to fully understand both? As a leader, how can you help others understand their team function?

Session 7 – Team Dimensions, Part 1

Before watching the video, take the Team Dimensions profile test. You will need an access code before taking the test at this site:

Watch the video (24:19)

Creator

Description ...

Stereotypes ...

Strengths ...

Weaknesses ...

Reflection Questions

1. What do you see as the strengths and weaknesses of the creator dimension? What would be the best way to incorporate a creator into the team dynamic? What pitfalls would you help them to avoid?
2. What could a creator bring to your team? If you don't currently have a creator on your team, what's the best way to fill that void?

Session 8 – Team Dimensions, Part 2

Watch the Video (22:12)

Advancer

Description:

Strengths:

Stereotypes:

Weaknesses:

Refiner

Description:

Strengths:

Weaknesses:

Executor

Description:

Strengths:

Weaknesses:

Flexer

Description:

Strengths:

Reflection Questions

1. As you think through each of these dimensions, what do you see as their strengths and weaknesses? What would be the best way to incorporate them into the team dynamic? What pitfalls would you help them to avoid?
2. What could each of these dimensions bring to your team? If you don't currently have a one of these dimensions on your team, what's the best way to fill that void?

Leaders must understand not only their own dimension profile, but those of everyone on the team.

Session 9 – Understanding Team Dimensions

Watch the video (17:33).

Five Case Studies

Example #1

Cybil left the conference room and pulled Ben aside. “I’m a little fuzzy about what exactly I’m supposed to do on this project.”

“I thought it was clear in the meeting, Cybil.”

“No, it wasn’t. I don’t know if I’m supposed to go ahead with it, or if it will be changed again. I need more specific information before I can move forward with it.”

What C.A.R.E. pattern is Cybil?

- a. Creator
- b. Advancer
- c. Refiner
- d. Executor
- e. Flexer

What clue(s) help you identify Cybil’s C.A.R.E. pattern?

Example #2

Jane grumbled, “I don’t understand why you keep changing it. We just changed it last month.”

“Because the culture is changing, and we have to modify to meet the needs of people,” replied Mario. “If we don’t update our methods, people won’t hear our message.” We need to continually make enhancements and develop new strategies to make our efforts relevant.”

“But all these changes are hurting our ministry, and I don’t think our people will put up with them anymore,” said Jane.

What C.A.R.E. pattern is Mario?

- a. Creator
- b. Advancer
- c. Refiner
- d. Executor
- e. Flexer

What clue(s) help you identify Mario’s C.A.R.E. pattern?

Example #3

Jack always considered himself to be at the forefront of change. “I love to start things,” he would say. “And I need someone else to finish them off.”

If there were problems with what he had started, he would start again in a new way. This caused him problems with others who expected him to finish what he started.

What C.A.R.E. pattern is Jack?

- a. Creator
- b. Advancer
- c. Refiner
- d. Executor
- e. Flexer

What clue(s) help you identify Jack’s C.A.R.E. pattern?

Example #4

Rene was getting impatient. Every time Jim finished his thought, she had thought of a previous ministry program that was similar and had already thought about an action plan. But this was his fifth idea and her fifth execution plan.

“Pick one that we know will be successful,” Rene said, “And let’s get on with it.”

But I’m not sure it’s right yet,” said Jim.

Rene fumed.

What C.A.R.E. pattern is Rene?

- a. Creator
- b. Advancer
- c. Refiner
- d. Executor
- e. Flexer

What clue(s) help you identify Rene’s C.A.R.E. pattern?

Example #5

Louis, Karen, and Roxanne had been meeting for over an hour. They had been brainstorming and nothing was decided. Every time Louis came up with an idea, Karen would begin to go over it in such detail that Louis would grow impatient and come up with another “better” idea.

Finally Roxanne spoke up. “You, know, Karen, maybe we should just focus on generating ideas now and then meet again next week. Then we can lay out all the ideas on the table and discuss the pros and cons at that time. What do you think?”

What C.A.R.E. pattern is Roxanne?

- a. Creator
- b. Advancer
- c. Refiner
- d. Executor
- e. Flexer

What clue(s) help you identify Roxanne’s C.A.R.E. pattern?

Team Snapshot

Reflection Questions

1. Work back through the five case studies and decide what function each person is playing.
2. On the Team Snapshot, what do you think the problem is? What do you think they should do?

Every good, innovative team requires these four dimensions.

Session 10 – Five Essential Factors: Process

Watch the video (15:50).

Team Process

Every member knows how the team makes decisions, the process by which decisions will be carried out, and his/her specific task(s) as the team pursues its purpose.

Anatomy of a Good Decision

Decision Quality

Decision Acceptance

Decision Quality

- 1) Understand the problem
- 2) Examine the alternatives
- 3) Predict the results

Decision Quality

Consensus

Negotiation

Vote

Unilateral

Reflection Questions

1. If understanding the problem is one of the most difficult steps in decision quality, what would you do to make sure your team understands the problem? What are the risks if the problem is not completely understood?
2. How have you seen “group think” in action in your team or community? What can you do to guard against it?
3. Which of the decision acceptance options have you observed to work the best within a team? Which option is often abused? How?

Session 11 – Team Decision Process

Watch the video (17:09).

Main goal:

Maintain a healthy tension between the **Task** and **Relationships**

Phase 1 – Forming

Phase 2 – Storming

Phase 3 – Norming

Phase 4 – Performing

After the Video – Reflection Questions

1. Has this process been typical in your experience of group decision making? Is there one step that has been missing? How would you implement this in your church?
2. What is the best way to do the storming phase? How do ensure that this step is not skipped? Is there any kind of conflict in the church that can be healthy?

Session 12 – Team “Z” Process

Watch the video (12:04).

The Key is the Handoff

The role of the leader is to make sure handoffs are done properly.

Team Balance

After the video, read through the case study and then answer the four discussion questions.

The Kick-off Meeting

A “Z” Process Case Study

Carla was upset. The first meeting of the planning group had lasted three hours and although she had several ideas about the new plan that the group was responsible for designing, Carla didn't feel comfortable sharing during the meeting. A quiet woman, Carla was used to arriving at concepts on her own and then proposing them off-handedly to others. Although she was confident that many of her ideas would work, she was shy, self-conscious, and easily distracted when explaining her concepts to others. As a result, few people looked into her ideas seriously.

George also left the meeting unsatisfied. An acute observer, he had sensed that Carla had suggestions to make, but for some reason wouldn't volunteer them. "It's not my responsibility to coax Carla to speak up," George told himself, feeling tense at the base of his neck. "Still, I know from experience that she's got a knack for coming up with off-beat solutions that just might work. If I could just tap into her brain, I'm sure I'd find all sorts of ideas that we could easily incorporate into this new plan.

Ruth was her usual buoyant self. Just another boring meeting, in her view. "It will be a while before they get their act together," she thought. "But sooner or later it will get done. That's because I'm on the team. I don't sit on my hands like the rest of these characters. I make things happen. I'll just wait for them to make up their minds."

Rex, however, had a different view of things. "Here we go again," he sighed to himself. "A kick-off meeting and it's the same old story." I'm always the designated nay-sayer in the group, pointing out the obvious things that others don't see or don't want to see. Don't they know how important details are? If people would only take the time to think things through instead of rushing about trying to meet unrealistic deadlines. I can just see this initiative turning into a disaster if we don't look at all the angles from the very beginning."

Toni went home after the meeting in frustration. "Well, at least we talked about the need to develop this new program and our target date for getting it up and running. But I wish we had gotten further along in the process. Kicked around a few ideas or something. Rex just keeps raising the issue of procedures. And Ruth and Carla seem bored and preoccupied. We're going to have to make some headway next time around."

QUESTIONS FOR DISCUSSION

1. Who represented what Team Dimensions on this team?
2. What problems or conflict points do you see beginning to occur on this team?
3. If these problems or conflict points aren't addressed or resolved soon, what do you see happening on the team?
4. What steps could be taken at this point to ensure that all members of the innovation team begin to work together effectively?

Session 13 – Discussion of the Case Study

Watch the video (17:51).

Discussion of the Four Questions

1. Who represented what Team Dimensions on this team?
2. What problems or conflict points do you see beginning to occur on this team?
3. If these problems or conflict points aren't addressed or resolved soon, what do you see happening on the team?
4. What steps could be taken at this point to ensure that all members of the innovation team begin to work together effectively?

Reflection Questions

1. After listening to the discussion, did you rethink any of your answers to the four questions?
2. How important is the forming process? What could you do to facilitate this phase on your own team(s)? How important is the environment of the team meeting?

Session 14 – Five Essential Factors: Leadership

Watch the video (20:12).

Team Leadership Approach

Team Leadership Style

Task Maturity

Task Maturity Levels

After the Video – Reflection Questions

1. What approach to leadership do you usually use? How would employ both traditional and team leadership approaches in your ministry?
2. Do you have one particular leadership style? How would adjust your style to the task maturity of those on your team? How do you determine the task maturity of those on your team?

Session 15 – Five Essential Factors: Communication

Watch the video (10:08).

Effective teams need appropriate:

Appropriate Team Communication Methods

Reflection Questions

1. What happens if a team has appropriate authority but no accountability? As a leader, how do you build accountability into your team?
2. Have you experienced a time when e-mail was used inappropriately? What was the outcome for both parties? What should leaders do to ensure that the appropriate method of communication is used in every situation?

FINAL EXAM

After you have successfully completed the quizzes for Sessions 1-14, you may take the Final Exam, which is connected to Session 15.

You must answer 80% of the 20 questions correctly to receive a passing score and complete this course.

After you have successfully completed Course Two: Leading Teams with Care, you may proceed to Course Three: Leading Change in the Church.