

# LEADERSHIP TEAMS

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## WHY TEAMS?

### Ecclesiastes 4:9-12

Two are better than one, because they have a good return for their work: If one falls down, his friend can help him up. But pity the man who falls and has no one to help him up! Also, if two lie down together, they will keep warm. But how can one keep warm alone? Though one may be overpowered, two can defend themselves. A cord of three strands is not quickly broken.<sup>1</sup>

### Circumstances Requiring Teams

Complex, Unfamiliar Circumstances      Inadequate Skills  
Individual Inadequacies      Rapid Change  
God-Sized Goals

### Benefits of Teams

Strengths Multiplies      Weaknesses Compensated  
Learning Accelerated      Accountability Increased  
New Learning Created

### Related Scriptures

#### Results Oriented

- I don't mean to say that I have already achieved these things or that I have already reached perfection! But I keep working toward that day when I will finally be all that Christ Jesus saved me for and wants me to be. . . I press toward the mark for the prize of the high calling of God in Christ Jesus. Philippians 3:12 -14 (NLT/KJV)
- Parable of the Talents Matthew 18:24-28

#### Mutual Accountability

- Let this mind be in you, which was also in Christ Jesus: Who, being in the form of God, thought it not robbery to be equal with God: But made himself of no reputation, and took upon him the form of a servant, and was made in the likeness of men: And being found in fashion as a man, he humbled himself, and became obedient unto death, even the death of the cross. (Servant Leadership, obedience, humility). Philippians 2:3-8
- Faithful are the wounds of a friend; but the kisses of an enemy are deceitful. Proverbs 27:6

#### Highly Committed

- Let the dead bury their dead . . . Anyone who puts a hand to the plow and then looks back is not fit for the Kingdom of God. Luke 9:59-62 (NLT)
- Present your bodies a living sacrifice, holy, acceptable unto God which is your reasonable service. Romans 12:1

#### Productive Conflict

- As iron sharpens iron, a friend sharpens a friend. Proverbs 27:17 (NLT)
- Let everyone be quick to hear, slow to speak, slow to anger. James 1:19 (NLT)
- So if you are offering your gift at the altar and there remember that your brother has something against you, leave your sacrifice there beside the altar. Go and be reconciled to that person. Then come and offer your sacrifice to God. Matthew 5:23-24 (NLT)

#### High Trust

- Do nothing from selfishness or empty conceit, but with humility of mind regard one another as more important than yourselves; do not merely look out for your own personal interests, but also for the interests of others. Philippians 2:3-4
- O Lord, you have examined my heart and know everything about me. Psalm 139:1

#### Spiritual Vitality

- I am the vine; you are the branches. Those who remain in me, and I in them, will produce much fruit. For apart from me you can do nothing. John 15:5 (NLT)

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<sup>1</sup>Excerpted from *Compton's Interactive Bible NIV*. Copyright (c) 1994, 1995, 1996 SoftKey Multimedia Inc. All Rights Reserved

# Strengths & Dysfunctions

## *Five Dysfunctions of a Team*

PATRICK LENCIONI

5 Strengths	5 Dysfunctions	Role of the Leader
	<p align="center"><b>Inattention to Results</b>                      "Team members put their individual needs for career development and recognition before the collective goals of the team."                      ( pages 195 - 202)</p>	<p align="center"><b>Focus on Collective Outcomes</b></p>
	<p align="center"><b>Avoidance of Accountability</b>                      "Team members fail to confront one another around behaviors and deliverables that do not conform to agreed decisions."                      (pages 202 - 206)</p>	<p align="center"><b>Confront Difficult Issues</b></p>
	<p align="center"><b>Lack of Commitment</b>                      "Team members fail to achieve buy-in around clear decisions and courses of action."                      (pages 207 - 212)</p>	<p align="center"><b>Force Clarity and Closure</b>                      (Avoid Consensus &amp; Need for Certainty)</p>
	<p align="center"><b>Fear of Conflict</b>                      "Team members are unwilling to engage passionate, unfiltered debate around important issues."                      (pages 212 - 216)</p>	<p align="center"><b>Mine for Conflict</b></p>
	<p align="center"><b>Absence of Trust</b>                      "Team members are uncomfortable being vulnerable with one another, unwilling to admit their weaknesses, mistakes or needs for help."                      (pages 216 - 220)</p>	<p align="center"><b>Go First! Be Real</b></p>

Additional resources at: [www.tablegroup.com](http://www.tablegroup.com)

## GROUP EXERCISE

### FIVE DYSFUNCTIONS OF A TEAM

Divide into 5 Groups.

Read the assigned material. (Below)

Take no more than 15 minutes to complete the reading and work with your team to develop a **3-minute presentation** that includes the following information:

The name of the dysfunction

A brief explanation of the dysfunction

Key Behaviors and/or Major Consequences that result from that dysfunction

A real-life example that you have observed

#### Team Assignments:

- Group 1: Absence of Trust - pages 195 - 197
- Group 2: Fear of Conflict - pages 202-203, diagram on 204
- Group 3: Lack of Commitment - pages 207-209
- Group 4: Avoidance of Accountability - pages 212-213, diagram on 214
- Group 5: Inattention to Results - pages 216-218

## QUICK NOTES

### Spiritual Vitality: Essential

Requires time and prayer on part of individual & team

### #1 Absence of Trust: Guarded, Defensive, Risk Averse

MARKERS of High Trust	HINTS	TOOLS
Apologies Openness Interpersonal Comfort	Leader Models Safe Culture	Team Exercises Profiles & Inventories 360 degree Feedback Experiences

- **Personal Health & Awareness:** Self-knowledge, Self-Acceptance, Self-Disclosure

### #2 Fear of Conflict: Delays Resolution of Important Issues

MARKERS of Productive Conflict	HINTS	TOOLS
Unguarded Discussion Compelling Team Meetings Resolution of Difficult Issues	Leader mines for conflict. Real-Time Permission	Conflict Management Profiles & Inventories

Choose Dialogue (Inquire) vs. Discussion (Persuasion)  
Confront Defensive Routines

### #3 Lack of Commitment: Failure to act due to lack of buy-in

MARKERS of High Commitment	HINTS	TOOLS
Inter-Team knowledge Personal contribution Confidence in Commitment Resolutions & Calls to Action	Leader forces closure. Consensus not required. Data paralysis avoided.	Cascading Messaging Deadlines Contingency Analysis Low-Risk Exposure Therapy

**Commitment to Shared Vision:** Shared language, goals, structure, methodology

**#4 Avoidance of Accountability:** Destructive, unproductive, mediocre behaviors tolerated

MARKERS of Mutual Accountability	HINTS	TOOLS
Confrontation Concern about team Challenges	Leader confronts. Discomfort acknowledged.	Public Goals & Standards Regular Reviews Team Rewards

**Accountability through Shared Leadership:** Influence and leader role is shared.

**#5 Inattention to Results:** Failure to make team results a top priority.

MARKERS of High Results Orientation	HINTS	TOOLS
Individual sacrifices for team Failure unacceptable Recognition sought for others before self	Focus on collective goals. Track near-term results. Measure objectives.	Public Declaration of Results Results-based Rewards

- **Pursues Learning:** Eagerly engages a continuous process of “Learn, Lead, Adapt”

HINTS
Assess the culture Reduce the pace of change Check your relationships Accept new challenges (Hawkins)

- **Diverse Mix of Right Gifts & Skills:** Self-knowledge, Self-Acceptance, Self-Disclosure

MARKERS of Appropriate Gifts & Skills	HINTS	TOOLS
Diversity Competency Giftedness Passion		Inventories Spiritual Gifts Assessments Trial Team Assignments <i>Go Put Your Strengths to Work</i> (Buckingham)

## Highlighted Book

Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco, Ca: Jossey-Bass, 2002 (On [www.amazon.com](http://www.amazon.com) [used] for under \$10)

Easy reading. Story based with an "executive summary" and team evaluation tool at the end providing the best of both worlds.

Website Resources: [www.thetablegroup.com](http://www.thetablegroup.com)

## For Further In-Depth Study:

Belbin. *Team Roles at Work*. Butterworth-Heinemann, 1993.

Technical, scholarly reading addressing the building of diverse teams for the workplace.

Buckingham, Marcus. *Go Put Your Strengths to Work*. New York: Free Press, 2007.

Easy reading by a popular, current author formerly employed by the Gallup Association. Provides practical tools and worksheets for identifying strengths and applying those in the workplace.

Hawkins, Thomas R. *The Learning Congregation: A New Vision of Leadership*. Louisville, Kentucky: Westminster John Knox Press, 1997.

Textbook style, but not a difficult read.

Katzenbach, Jon R. and Douglas K. Smith. *The Wisdom of Teams: Creating the High-Performance Organization*. HarperBusiness, 1993.

Written from a business model. An in-depth study of the essentials needed to create extraordinary teams with examples from corporate America with particular attention to comparisons of work groups versus "real teams."

Senge, Peter. *The Fifth Discipline*. New York, New York: Doubleday Currency, 1990.

A classic in developing a learning organization. See Chapter 12, pp. 238 - 249 to examine the differences between dialogue and discussion; and pp. 249 - 257 for an examination of "defensive routines."

Weems, Lovett H., Jr. *Church Leadership: Vision Team Culture and Integrity*. Nashville: Abingdon Press, 1993.

Addresses leadership issues in the congregation.

## If you can buy just one book:

Hawkins, *The Learning Congregation: A New Vision of Leadership*. Louisville, Kentucky: Westminster John Knox Press, 1997. (On [www.amazon.com](http://www.amazon.com) [used] for under \$5)

Why: It will not be the best book on any one subject, but it contains practical applications; is written for the church; and provides a collation and summary of many classic, foundational ideas of learning and communication. It won't contain the newest idea out there, but it is a very adequate collection of essential basics.

# Teams Evaluation Continuum

Destructive Group	- Task group - Team -	Highly Productive Teams
Zero Change		High Change
<b>Inattention to Results*</b> "Individual needs before collective goal of team"*		<b>Results-Oriented</b> Team needs & goals primary
<b>Resistive to Learning</b> Stubbornly holds to established patterns		<b>Pursues Adaptive Learning</b> Embraces an "Act, Learn, Evaluate, Adapt" Cycle
<b>Inadequate Skills &amp; Gifts</b> Untrained, unimpassioned, mono-typed		<b>Appropriate Gifts / Skills / Passion</b> Trained, impassioned, diversified
<b>Avoidance of Accountability*</b> "Failure to confront"*		<b>Mutual Accountability through Shared Leadership</b> Leader role rotates according to need & competency
<b>Lack of Commitment*</b> "Failure to achieve buy-in"* Individual Visions / Discord / Competition / Delays		<b>High Commitment to Shared Vision</b> Overarching Vision / Unity / Cooperation / Action
<b>Fear of Conflict*</b> or Engaging in Unproductive Communication "Unwilling to engage passionate unfiltered debate"* Debates / Persuasion / Avoidance Suppresses Diverse Perspectives & Approaches Uses Discussion to exclusion of dialogue or listening		<b>Productive Conflict through Purposeful Communication</b> Dialogue - Advocacy & Inquiry Invites Diverse Perspectives & Approaches Uses Discussion appropriately
<b>Absence of Trust*</b> "uncomfortable being vulnerable"* Works solo Masks or denies weaknesses Hides or unable to acknowledge strengths Maintains a safe course Reluctantly acknowledges others successes		<b>High Trust</b> Seeks support without hesitation Openly Acknowledges weaknesses Affirms own strengths Unafraid to fail Openly celebrates others successes
<b>Personally Unaware / Unhealthy</b> Unwilling or unable to identify own strengths & limitations Criticizes differences in others		<b>Personally Aware / Healthy</b> Knows own strengths & limitations Values differences in others
<b>No Spiritual Vitality</b>		<b>High Spiritual Vitality</b>

(\*Lencioni)