Believing that there is strength in teams and in the voice of multiple leaders we are committed to a paradigm of team leadership under a gifted leader at each level of ReachGlobal ministry. We believe that ministry personnel are more productive when they are deployed in ministry teams and in community with one another. We desire to build strong teams with healthy relationships wherever we deploy personnel.

ReachGlobal Guiding Principle #2 states: WE ARE TEAM LED AND TEAM DRIVEN

The importance of teams:

The Dixons are veterans of 35 years of ministry to a large unreached people group in Southeast Asia. They testify to the benefit of missionary teams on their field.

Prior to the mid-1980s, they had witnessed dozens of well-intentioned missionaries who came, stayed for a short time, and then returned to their homeland. Then, beginning in about 1985, a different pattern emerged. Young people continued to arrive, but most of them stayed. In fact, whereas the Dixons had labored virtually alone among this people group for almost two decades, today there are approximately 80 international workers from different agencies who have joined in the harvest.

What had changed? One common distinguishing factor was that new arrivals after 1985 were persons affiliated with organizations that prioritized or were seriously endeavoring to develop, a team approach to ministry. The organizations nurtured a strong sense of community among their personnel on the field.

Research on missionary attrition has shown that “a low sense of organizational connectedness” in an important factor contributing to the early departure of missionaries. If
we lose our workers due to inadequate relational ties, perhaps we can keep our workers if we excel in team building.

This article goes on to say that “today’s missionary recruits want and need community, and are experts at detecting genuine community.”

The purpose of this toolbox is to strengthen missionary teams by providing them with tools to increase their effectiveness as teams. These tools are designed to be catalysts for growth and health. The exercises call for group activity, self-disclosure, reflection, and feedback.

There are a variety of exercises here. Choose the ones that appeal to you, and seem to best fit your particular need or situation. Feel free to adapt or modify. Some are short 10-15 minute exercises; others would require much longer. You can choose to spread the longer activities over several team meetings, or perhaps use during a team retreat. Hopefully the instructions will be clear enough to be self-explanatory.

The toolbox is divided up into five parts: A Renewed Heart, Team Purpose, Team Structure, Team Commitment, and Team Dynamics. The corresponding “Leading Indicators of a Health Team” are also listed under each category below.

- Have your team take the self-assessment
- Identify which Leading Indicator seems to need the most growth for your team
- Find which section of the toolbox corresponds to that Leading Indicator
- Choose tools/exercises from the corresponding section to aid development in that area

Some guiding principles for using this toolbox:
- Team development is something to regularly plan into your schedule; it is an ongoing process
- Team development can help prevent major problems from erupting within a group
- Team exercises work best when the team ethos encourages openness and speaking into each other’s lives
- Team members, especially leaders, must be willing to take some risks and show weaknesses to each other
- Respect any hesitation to do an exercise. Sometimes people may need to be gently challenged; other times it is best to modify an exercise
- Encourage everyone to contribute
- Don’t be afraid to try and fail – it’s possible that a particular exercise seems to “flop” with your group. Don’t give up; try something different next time
- Debrief with the group – discuss what is helpful and what is not helpful. Let people express their thoughts and feelings
- Consider using a coach or consultant occasionally to help you clarify, look at possibilities, and encourage you in the process
## Table of Contents

The Elements of the Toolbox .............................................. 5
Leading Indicators of a Healthy Team (ReachGlobal) .............. 7
Team Self-Assessment ..................................................... 8

### A Renewed Heart

- Bible Study: Learning Dependence on God .................. 10
- Renewing Your Heart .................................................. 11
- Maintaining a Fresh Walk with the Lord ....................... 12
  - Spiritual Health Checkup ........................................... 14
  - Personal Reflection and Planning sheet .................... 16
  - Worksheet on Spiritual Vitality ............................ 18
- Bible Study: What is Controlling Your Heart? ................. 21
- Bible Study: Flies in the Ointment, Hindrances to Effective Ministry 22
- Hold a Spiritual Life Retreat ......................................... 25
- Form Prayer Partners ................................................ 26
- Book Discussion: Brokenness ....................................... 27

### Team Purpose

- Setting Goals .......................................................... 28
- Writing a Personal Purpose Statement ....................... 29
- Writing a Team Purpose Statement .......................... 32
- Ministry Evaluation Questions ................................. 33
- Bible Study: Mutual Care ........................................... 34
- Who Are We and Where Are We Going? ..................... 35
- What Has God Done Here? .......................................... 36
- A Lesson From the Geese ........................................... 37

### Team Structure

- Memo of Understanding ............................................. 38
- Decision Making Questions ....................................... 39
- Team Decision Chart ................................................ 40
- Action Planning Chart ............................................. 41
- Decision Making Styles ............................................. 42
- Working as a Team to Meet Goals ............................... 43
- What Stage Are We In? .............................................. 44
- Characteristics of a Good Team Member .................... 45
- Characteristics of a Good Team ............................... 46

### Team Commitment

- Life Maps .............................................................. 47
- Integrating a New Member .......................................... 48
- Commitment and Communication Clarification ............ 50
Bible Study on “One Anothers” 51
Team Effectiveness Exercise 52
Trust Busters and Trust Builders 53
Needs and Expectations 54
Personal Interviews 55
The Seven “C”s 57
This is My Life 58
Sentence Completion 59
Barriers to Mutual Care 60
Candy Grab 62

**Team Dynamics and Relationships**

Affirming My Team 63
MBTI 64
DISC 65
StrengthsFinder © 66
Sources of Conflict 67
Why It’s Tough to Get Along 68
Conflict Styles 73
Thomas Kilman Instrument (Conflict Styles Assessment) 74
Conflict Resolution Principles 77
Bible Study: Conflict 78
Conflict Management Checklist 79
Team Gutters 80
Listening Skills 81
Communication Flow 85
Environments of Grace 86
Problem Solving Talk 87
Anonymous Input 88
Baby and Bathwater 89
Kill the Critic 90
Past Relationships 91
Relationship Checklist 92
What Are Your Values 94
Multi-Voting 96
Communication Styles 97
Firo-B 99
What I Like About You 100
The Johari Window 101
Likes and Dislikes 103
Ready, Set, Organize 105

Book List 107
Topical Index List 108
A Renewed Heart

Leading Indicator of a Healthy Team:

*Corporate Dependence on God* – The team is committed to corporate prayer, worship and the Word, listening to His voice and celebrating His work.

All actions, behaviors, attitudes, and words come out of my heart condition. Whatever controls my heart, controls my behaviors, attitudes and words. This core principle will intertwine with, and have impact on all aspects of my team relationships. Therefore my heart will need continual renewal.

Team Purpose

Leading Indicator of a Healthy Team:

*Defined Purpose* – Teams have a clearly defined purpose aligned with the RG Mission. This purpose can be readily articulated by team members, describing its reason for existence and overall direction.

*Intentional Ministry* – Teams have a strategic plan for ministry, which has clearly defined and integrated Key Result Areas for the team and its members. Leaders clearly define the roles and responsibilities of team members, ensuring proper placement to execute objectives in alignment to mission.

- What is a team?
- What are the different types of teams?
- Why do we need a team?
- Why do we exist?
- What direction are we going?
- What is our purpose?

Team Structure

Leading Indicator of a Healthy Team:

*Empowered and Empowering Leadership* – Team leaders develop, empower, and release those they lead. Team members are trained, coached, mentored and encouraged to develop and use their god-given gifts and talents for maximum ministry and are provided regular feedback and annual evaluation.

*Proper Management of Resources* – Resources for team ministry are developed and managed with purpose, integrity and transparency. Decisions for the use and disbursement of resources are strategically driven and fiscally responsible.
Team Structure, cont.

- What is the role/responsibility of leaders?
- What is the role/responsibility of team members?
- Accountability guidelines
- Resource management
- Understanding stages of team development

Team Commitment

**Leading Indicator of a Healthy Team:**

*Passion for Ministry* – Team members are servants of Christ and one another, willing to do “whatever it takes” to accomplish their ministry objectives.

*Commitment to Accountability* – Because results in ministry matter, team members hold themselves accountable to each other and to leadership for their objectives. Appropriate evaluative tools are used to measure progress toward stated goals.

- Building commitment
- Trust builders/Trust busters
- What does my team need from me?
- Building commitment to the task – “whatever it takes”
- Accountability guidelines

Team Relationships and Dynamics

**Leading Indicator of a Healthy Team:**

*Healthy Relationships* – Team members are committed to one another and relationships are characterized by trust and respect, care and concern. Conflict is managed biblically. Clear and open communication is practiced in a culture of truth-telling and grace-giving.

*Healthy Team Dynamics* – The team knows how to debate, challenge, and engage in healthy discussion in order to arrive at best results and create an open, participatory environment. Once decisions are made individuals are committed to fully support those decisions.

*Commitment to Health* – The team is committed to health, both corporately and individually, taking positive steps to grow in Christ, in unity and effectiveness together

- Expressing affirmation/appreciation
- Dealing with conflict
- Having effective team discussions
- Understanding communication styles
- Understanding decision making styles
- Understanding differing personality styles and gifts
- Using evaluative tools
- Team environment/Environment of Grace
Leading Indicators of a Healthy Team

**RG Team Definition:** A group of missionally aligned and healthy people working strategically together under good leadership toward common objectives with accountability for results *(Leading from the Sandbox)*

Healthy teams are characterized by...

1. **Corporate Dependence on God**
   The team is committed to corporate prayer, worship and the Word, listening to His voice and celebrating His work.

2. **Defined Purpose**
   Teams have a clearly defined purpose aligned with the RG Mission. This purpose can be readily articulated by team members, describing its reason for existence and overall direction.

3. **Intentional Ministry**
   Teams have a strategic plan for ministry, which has clearly defined and integrated Key Result Areas for the team and its members. Leaders clearly define the roles and responsibilities of team members, ensuring proper placement to execute objectives in alignment to mission.

4. **Empowered and Empowering Leadership**
   Team leaders **develop, empower, and release** those they lead. Team members are trained, coached, mentored and encouraged to develop and use their God-given gifts and talents for maximum ministry and are provided regular feedback and annual evaluation.

5. **Healthy Relationships**
   Team members are committed to one another and relationships are characterized by trust, respect, care and concern. Conflict is managed biblically. Open communication is practiced in a culture of truth-telling and grace-giving.

6. **Healthy Team Dynamics**
   The team knows how to debate, challenge, and engage in healthy discussion in order to arrive at best results and create an open, participatory environment. Once decisions are made individuals are committed to fully support those decisions.

7. **Passion for Ministry**
   Team members are servants of Christ and one another, willing to do “whatever it takes” to accomplish their ministry objectives.

8. **Proper Management of Resources**
   Resources for team ministry are developed and managed with purpose, integrity and transparency. Decisions for the use and disbursement of resources are strategically driven and fiscally responsible.

9. **Commitment to Health**
   The team is committed to health, both corporately and individually, taking positive steps to grow in Christ, in unity and effectiveness together.

10. **Commitment to Accountability**
    Because results in ministry matter, team members hold themselves accountable to each other and to leadership for their objectives. Appropriate evaluative tools are used to measure progress toward stated goals.

5/09
Team Self-Assessment

Health. It’s something we all want. But how do we know if someone or something is healthy? Growth and progress are indicators of life and health. If we want to find out how physically healthy we are, we need to occasionally check the “numbers” (cholesterol, blood pressure, sugar levels, etc). Think of this team self-assessment as a way to check on your team health. Nobody expects, or looks for, perfection. Nobody is going to judge the results. What you do want to gain from this exercise is an idea of areas where improvement is needed. Be diligent in working on those areas, and the next time you take this assessment, you will see progress. That’s health!

Rating Scale:

1-----------------------2----------------------------3----------------------------4--------------------------5
Never true Neutral Usually true

Rate each question on a scale of 1 to 5

A Renewed Heart

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Our team regularly prays together</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Our team is committed to praying for one another even when not together</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Our team has times set aside for spiritual renewal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Our team regularly celebrates what God is doing in us, through us, and around us</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Team objectives are formed with ample discussion and prayer, and a sense of corporate dependence on God</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Team decisions are not made until we have spent time in prayer about the decision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Individuals on the team are encouraged to have personal retreat days</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Team members regularly share what God is teaching them in the Word</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Team members are encouraged to have accountability partners to encourage their spiritual growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Team members are encouraged to develop a group of prayer partners and to communicate with them on a regular basis</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Score for Heart ____________

Team Purpose

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The objectives of my team are clear to me</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Decisions are made based on our stated purposes as a team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I understand the value and purpose of teams</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. My team is important to me</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. I understand what type of team we are, and the ways we function as that type of team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. My team has a set of KRAs from which we operate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. We regularly do “check-ins” on our team KRAs to see how we are doing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
8. I can readily agree to the KRAs we have chosen
9. I understand the role I play in meeting our goals as a team
10. The expectations of my team are clear regarding roles, responsibilities and relationships

Total Score for Team Purpose __________

**Team Structure**

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. New members to our team receive intentional mentoring to assist them in their adjustment to cross-cultural living</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. My leader encourages me to work within my area of giftedness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I receive timely and sufficient feedback on my work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. My leader knows what I need from him/her in order to be at my best</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. My leader trusts me and empowers me to do my job</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. I feel comfortable with the way our team manages resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Financial issues are rarely a source of significant tension</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. My team is willing to explore new ideas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Decisions regarding resources are made based on agreed-upon principles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Each team member is involved in raising the necessary resources for our work</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Score for Team Structure __________

**Team Commitment**

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We meet regularly, and often enough, as a team.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I am encouraged to use my giftedness in my work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Each team member understands the unique gifting and personality styles of all the members on the team.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. I receive needed assistance and resources in helping me reach my ministry goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. There is a willingness among team members to take on new roles when necessary to fulfill our goals</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. My communication with my leader is adequate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. I have regular check-ins with my leader to see how I’m doing in personal life and ministry</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. I and my team members understand the value of accountability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. I and my team members readily submit to accountability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Our team regularly evaluated our team health and progress</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total Score for Team Commitment __________
# Team Dynamics and Relationships

<table>
<thead>
<tr>
<th>Question</th>
<th>Rating</th>
<th>NA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Our team members regularly give and receive affirmation to/from one another</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. I am satisfied with the level of authenticity we have with one another on the team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Conflict within our team is managed in a healthy Biblical way</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Each team member understands the differing communication styles on our team and adjusts their communication accordingly</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Open honest discussion is encouraged and feels safe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Team members are involved in decision making, support decisions, and act on them</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Our team is committed to healthy individuals and healthy team</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Team members openly admit their weaknesses and mistakes, and seek forgiveness when necessary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. There is a healthy sense of interdependence between team members</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Team members are encouraged to manage their time and energies in a well-balanced way</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Score for Team Dynamics and Relationships**

Discuss with your team:
Based on this self-assessment, Our team appears to be the strongest in _________________
Our team appears to be weakest in____________________
If some points were scored “NA”, explain why.
“Christ’s condition for spiritual health and powerful success is to bring us into such dependence upon Him that we shall not be able, for one single moment, to live without Him.”

Andrew Murray, *Mighty is Your Hand*, p. 113

Discuss: do you agree with this statement? Can you give examples of when you have realized that you have nothing but God, and He is enough?

“But you need to understand that you cannot become strong until first you are aware of your weakness.” François Fenelon, *Let Go*, p. 59

1. Read John 15; 2 Cor. 12:7-10; 2 Cor. 4:7-12. What principles regarding dependence can you glean from these passages?

2. What have you learned through failure? Through illness? Through your inadequacies?

3. In what area do you feel the weakest? In what ways have you experienced God’s strength to be sufficient for you?

4. In what area do you feel especially strong or competent? Is it possible you are too proud about that ability and need to recognize your complete dependence on Christ?
At least two times per year devote 2 hours to a full day to a “renewing your heart” activity. Have team members work through one of the following worksheets – have them all work on the same one at the same time, so that you can have discussion afterwards. Debrief the activity by asking them to share insights, action points, etc.

Suggested activities: The following documents follow this page
- Maintaining a Fresh Walk with the Lord
- Spiritual Health Checkup
- Personal Reflection and Planning sheet
- Worksheet on Spiritual Vitality, by Ken Williams
MAINTAINING A FRESH WALK WITH THE LORD

Undoubtedly, every Christian goes through a spiritual desert at one time or another. There is a loss of passion and a dryness of spirit. What can one do to find a way out of the desert, or to keep from entering into it?

1. **Begin with a spiritual examination by the Holy Spirit.**
   “Search me, O God, and know my heart; try me and know my anxious thoughts; and see if there be any hurtful way in me, and lead me in the everlasting way.” Psalm 139:23-24
   Ask the Holy Spirit to convict of sin. It may be one particular act or it may be a sinful pattern that needs to be confronted. For example, the habit of gossip, a critical spirit, or watching that which is impure will keep one from enjoying freshness and intimacy with God. These patterns must be confronted, acknowledged as sin, confessed and brought to the Cross.

2. **Embrace God’s complete and restorative forgiveness.**
   “If we confess our sins, He is faithful and righteous to forgive us our sins and to cleanse us from all unrighteousness.” I John 1:9
   Once sin is confessed and repented of, renounce Satan’s false accusations of guilt and claim the truth of God’s forgiveness through Jesus Christ.

3. **Honestly evaluate what people, passions, or activities may be taking the place of God as number one.**
   “You shall love the Lord your God with all your heart and with all your soul and with all your might.” Deuteronomy 6:5
   Often good things or good relationships such as a spouse, children, or ministry can subtly become more important than God Himself. To put God back in first place may mean an adjustment of the way time is spent, money is spent, and decisions are made. Submit each relationship, passion, activity and ministry to the Lordship of Christ.

4. **Determine what physical factors may be attributing to this.**
   Is physical weariness or exhaustion a factor? Is there time allotted to be alone with the Lord or have other demands crowded this out? Certain stages in a woman’s life seem to make her more susceptible to spiritual emptiness, i.e. a mother with young children often struggles to get any quiet time as well as feels exhausted much of the time. The menopausal stage can bring physical changes and emotional ups and downs that can affect a woman’s perception of her relationship with God.

5. **Establish a plan for time alone with the Lord.**
   Set a time that is least likely to have interruptions and most likely to work on a consistent basis. Find a place that can be regularly used and is not full of distractions. Determine what elements will be part of that time. Invite the Holy Spirit to prepare the heart and the mind for this time. Feast on the Word of God itself, not merely what others have written about it. Praise is to be a practice of all followers of Jesus Christ, therefore, it should be part of this time. It can be as simple as focusing on one attribute of God or reading the words of a Psalm or a hymn. Be genuine and honest in prayer. This time need not be long but it does need to be consistent.
6. **Practice the presence of God throughout the day.**
Live out the truth that God is always with His children. Therefore, talk to Him throughout the day. Meditate on His Word throughout the day. Develop the habit of asking His will, counsel, and help throughout the day. Practice praising God and thanking Him for the small things throughout the day.

7. **Ask someone to be a prayer partner and/or an accountability partner.**
“Let the word of Christ richly dwell within you, with all wisdom teaching and admonishing one another with psalms and hymns and spiritual songs, singing with thankfulness in your hearts to God.” Colossians 2:16
This type of relationship sometimes develops naturally. Other times this needs to be intentional. Some accomplish this type of relationship by weekly meetings. Some by brief phone calls once a day to pray together. Whatever the form this takes, it is vital in maintaining and growing in a relationship to Christ.

8. **Guard the thought life.**
“We are destroying speculations and every lofty thing raised up against the knowledge of God, and we’re taking every thought captive to the obedience of Christ.” II Corinthians 10:5
Satan barrages the mind with lies and pursues with temptations. He attempts to get emotions to control thoughts. Therefore, it is crucial to guard the mind, to take control of the thoughts and set them on what is true, not what is felt. This means exercising self-control in the things taken into the mind. It may mean saying no to certain TV programs, movies, books, and magazines. Instead, feast on some of the great writings of Godly men and women.

9. **Seek the Lord.**
“Ask, and it will be given to you; seek, and you will find; knock, and it will be opened to you.”
Trust the Lord to hear and answer the desire for a fresh relationship with Him. After seeking, trust in His answer and in His promise. Do not rely on emotions.

What are the factors that help keep you spiritually “in tune” and your heart “calibrated” with the Holy Spirit?
1. Describe your relationship with God at this current time.

2. How do you think God wants to relate to you?

3. What is God teaching you through pain?

4. What is God teaching you through blessing?

5. Are you having regular, meaningful devotional times?

6. What words or phrases best describe your devotional life – a chore, an obligation, a delight, routine, boring, spiritual nourishing, non-existent, essential or…?

7. What are the factors that are affecting your devotional life?

8. What changes do you need to make in your schedule, priorities, approach, that would help you have an improved devotional life?

9. What answers to prayer have you received recently?

10. How long has it been since you prayed for something that only the power of God could fulfill?

11. Is there any area in your life where you need to completely surrender to Christ as Lord and Master of your life?

12. Is there a sin which you are harboring? Confess it my name.

13. Do you need to seek forgiveness from someone whom you have wronged?

14. Is your conscience clear with every person in your life?

15. Is there someone or something that has become too important in your life?

16. Are you taking responsibility for something which is God’s responsibility? A situation or person you are trying to control and or change?

17. Do you have a humble, teachable attitude?

18. Is it hard for you to admit when you are wrong?

19. Are you consciously living by the Spirit?

20. Are you serving the Lord with gladness?

21. Is your value system…eternal? Temporal? Or a little of both?
22. Do you love what God loves and hate what God hates?

23. How are you doing with the following spiritual disciplines?

Memorizing scripture
Fasting
Keeping the Lord’s day
Giving/Tithing
Prayer

24. Pray through the following list, asking the Lord to show you what you need to “put off”:

<table>
<thead>
<tr>
<th>Put off</th>
<th>Put on</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of love - 1 John 4:7-8,20</td>
<td>Love - John 15:12</td>
</tr>
<tr>
<td>Bitterness, unforgiveness – Heb 12:15</td>
<td>Tenderhearted, forgiving – Eph 4:32</td>
</tr>
<tr>
<td>Boasting, pride – 1 Cor 4:7</td>
<td>Esteeming others – Phil 2:3</td>
</tr>
<tr>
<td>Rebellion – 1 Sam 15:23</td>
<td>Submission – Heb 13:17</td>
</tr>
<tr>
<td>Impatience – James 1:2-4</td>
<td>Patience – Heb 10:36</td>
</tr>
<tr>
<td>Ingratitude – Rom. 1:21</td>
<td>Gratitude – Col. 3:15-17</td>
</tr>
<tr>
<td>Anger – Prov. 29:22</td>
<td>Self-Control – Gal. 5:22-23</td>
</tr>
<tr>
<td>Easily irritated – 1 Cor. 13:5</td>
<td>Not easily provoked – Prov. 19:11</td>
</tr>
<tr>
<td>Critical spirit – Gal. 5:15</td>
<td>Kindness – Col. 3:12</td>
</tr>
<tr>
<td>Complacency – Rev. 3:15</td>
<td>Zeal – Rev. 3:19</td>
</tr>
<tr>
<td>Laziness – Prov. 18:9</td>
<td>Diligence – Prov. 6:6-11</td>
</tr>
<tr>
<td>Idolatry – Deut. 11:16</td>
<td>Worshipping God only – Col. 1:18</td>
</tr>
<tr>
<td>Worry, fear – Matt 6:25-32</td>
<td>Trust – 1 Peter 5:7</td>
</tr>
<tr>
<td>Unbelief – Heb. 3:12</td>
<td>Faith – Heb. 11:1,6</td>
</tr>
<tr>
<td>Inhospitalable – 1 Peter 4:9</td>
<td>Hospitality – Rom. 12:13</td>
</tr>
</tbody>
</table>
Personal Reflection and Planning

Date: _______________________

What things have I been doing to grow spiritually?

How is my intimacy with God? How has God been a priority this week/month?

How have I left God out?

What do I want to change to increase my intimacy with God?

What specific things has God taught me this week/month?

What things do I need to apply? How?

What areas of my life are changing?

What areas of my life do I need to change?

What things do I want or need to learn about? How can I love God with my mind?

What things do I need to give to God?
What things do I need to take responsibility for?

What things do I need to confess?

What things do I need to give thanks for? How have I seen God work or answer prayer?

Who is God laying on my heart to pray for?

How can I apply the things I’m learning personally in my ministry role?

Description of my life in these areas:

Physical: __________________________________

Relational:_________________________________

Professional/Ministry:____________________________________

Personal:_____________________________________________

What are my goals for these areas? What changes would I like to see or work toward?
This worksheet is designed to help you improve your strategy for maintaining a vital, growing relationship with the Lord. Prayerfully consider and answer each question. Write your responses on a separate sheet.

**Positive Factors**

1. **Internal Factors.** List some of your strengths and personal characteristics that enhance your ability to walk effectively with the Lord. See Romans 12.3. In what ways can you use one or two of these more effectively?

2. **External Factors.** List the factors in your situation that help you. In what ways can you use one or two of these more effectively?

3. **Spiritual Resources.** What spiritual resources are you now using to help you? Which resources would you like to begin using more?

4. **Application.** Write one or two goals on how you will use these positive factors to help you maintain spiritual vitality. Specifically state what you plan to do and when.

**Hindering Factors**

1. **Internal Factors.** List weaknesses or other personal characteristics that hinder your spiritual vitality.

2. **External Factors.** List factors in your situation that hinder your spiritual vitality.

3. **Application.** Choose one or two factors, and describe what you can begin doing today to overcome them. What will you do, and when will you begin?

**Your Prayer Life**

Kinds of prayer include praise, thanksgiving, casting your burdens on Him, confession, petition (for self), intercession (for others), and sharing your joys with Him. Consider your prayer life using the following questions.

1. **Private Prayer.** What three words best describe your private prayer life? In what kinds of prayer are you strong? In what kinds of prayer are you weak?
How would you describe your personal balance between formal and informal prayer? Formal prayer means taking time just to pray. Informal prayer means conversing with the Lord as you engage in other activities.

2. Prayer With Family or Partner. What three words would you use to describe this? What kinds of prayer do you concentrate on most with them? What would you like to do differently in this area? Ask them what they would like to do differently with you.

3. Prayer With Other People. Other than family, with whom do you pray with regularly or occasionally? Would you like to begin praying regularly or more often with someone? Who?

4. Application. Write one or two goals on what you will begin doing differently in your prayer life. What do you plan to do, and when?

Time in The Word

Ways of relating to the Word include hearing, reading, studying, memorizing, meditating, singing, and sharing with others.

1. Personal Time in the Word. What three words would you use to describe your personal time in the Word?

In what ways of relating to the Word do you consider yourself strong?
In what ways do you consider yourself weak?
In what ways of relating to the Word would you like to grow?

2. Time With Family or Friends. What three words would you use to describe your time in the Word with them?

What ways of relating to the Word do you do most with them?
What ways do you do least with them?
What would you like to do differently? Ask them what they would like to do differently.

3. Application. Write one or two goals on what you will begin doing differently in how you relate to the Word personally, or with others. What will you do and when?

Other Issues

You may want to identify and work on other issues in your spiritual vitality. If so, here are some steps to take.
1. **Identify Issues.** List any other issues that you would like to work on in the immediate future. These might include sharing your faith, obedience, ministering to others, developing a relationship of mutual accountability, growing in the fruit of the Spirit.

2. **Assessment.** What are you doing now in this area?  
Ask a loved one or friend how they see you in this area.  
What would you like to do differently?  
What resources can you apply to grow in it?

3. **Application.** Write one goal describing what you will begin doing differently in this area.

**Concluding Thoughts**

Growth often requires involvement with others in the body of Christ (Ephesians 4:11-16, Hebrews 10:24,25). Share your goals with a loved one and/or close friend, and invite them to share with you. Become accountable to them for your growth. Ask them to pray for you in each area, and set times to share how you’re doing. Ask for feedback as you go along. Also, you will probably be less discouraged if you pick only one or two issues to work on. Ask the Lord to show you the areas He would like you to work on.

© 2000 Ken Williams  
International Training Partners, Inc.  
Email: Itpartners@earthlink.net  
Web site: www.RelationshipSkills.com  
Permission Granted to Copy for Nonprofit Use
Paul Tripp, Helping Others Change, makes the following statements:

- There is a root and fruit relationship between our heart and our behavior. That is, the heart controls everything I do and say.
- Lasting change always takes place through the pathway of the heart.
- Therefore, in personal growth and ministry, heart change is always our goal.
- Our hearts are always being ruled by someone or something.
- Whatever controls my heart will control my reactions and responses to the people and situations in my life.

Do you agree or disagree with these statements? Discuss.

What attitude or emotion was controlling the heart in each of the following situations?

<table>
<thead>
<tr>
<th>Passage</th>
<th>Circumstance</th>
<th>Emotion or Attitude</th>
</tr>
</thead>
<tbody>
<tr>
<td>Genesis 20:1,11-13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gen. 25:27-28; 27:41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Samuel 11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Numbers 12:1-2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Numbers 13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Numbers 20:9-13</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matt. 8:23-27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matt. 12:38-39</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Matt. 16:21-23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mark 10:17-23</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Luke 9:46-48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>John 8:1-11</td>
<td></td>
<td></td>
</tr>
<tr>
<td>John 13:1-17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>John 21:15-19</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Read the following verses. What principles about the heart condition do you glean from each passage?

- 1 Cor. 4:5
- Prov. 4:23
- Prov. 27:19
- Matt. 23:25-26
- Psalm 7:9
- Psalm 51:10

Change my heart, O God. Make it ever new. Change my heart, O God. May I be like You.
When you get to the end of your life, what do you want to be said about your life and ministry?

I think all of us would want to finish out well; we want to look back with no regrets, feeling that we had been faithful with all God had entrusted us with. Unfortunately, all too often that doesn’t happen. We hear of failure among Christian leaders, or we see people in ministry who are disappointments – they don’t seem to be having effective, fruitful, joyful lives or ministries.

Eccelesiates 10:1 “Dead flies will cause even a bottle of perfume to stink! Yes, an ounce of foolishness can outweigh a pound of wisdom and honor.” So in other words, it doesn’t take big things to pollute even the best things. A dead fly seems like a small thing next to a whole bottle of perfume; an ounce is small compared to a pound. And yet it is those small things that can disqualify.

So what are those things which could be pollutants to effectiveness for you?

I have chosen 5 possible hindrances – I’m sure there could be others.

**Unbelief**

1. **Unbelief that we are who God says we are**

Forgiven, Holy, Bride of Christ, Accepted, Approved, His precious treasure

How does one who is forgiven act? – with confidence and freedom
How does a Bride act – everything in preparation for the wedding day, anticipating, not distracted by “other loves”
If we know and believe we are approved by God, how will we act?

1 Thess. 2:4 “we speak as men approved by God to be entrusted with the gospel

2 Thess. 2: 13-15 God loves you, God chose you, God has called you –So then—stand firm and hold on. Stand firm and take hold as one who has an important job.

2. **Unbelief that God is who He says He is and that he can do what He says He can do**

Ephesians 3:20 “Now glory be to God! By his mighty power at work within us, he is able to accomplish infinitely more than we would ever dare to ask or hope.”

We get beaten down sometimes in ministry. We work and work and we don’t see results, so we mentally shrug our shoulders and say ministry is hard here….

What were the dreams you had for ministry when you started out? Can you remember what those were? Have you given up asking? Or do we ask, but not really expect?

Maybe we work too much and pray too little. Maybe it has become more about us than it has been about God – my efforts, my plan, my ability.

Mark 11:24 “Listen to me! You can pray for anything, and if you believe, you will have it.”

Ps. 81:10 “Open your mouth wide and I will fill it with good things.”
Let's not give up believing God and asking God to do great things in our lives and ministries. George Mueller said this:

It is not enough to begin to pray, nor to pray aright; nor is it enough to continue for a time to pray; but we must patiently, believingly continue in prayer, until we obtain an answer; and further, we have not only to continue in prayer unto the end, but we have also to believe that God does hear us and will answer our prayers. Most frequently we fail in not continuing in prayer until blessing is obtained, and in not expecting the blessing.

Lack of Focus

1. Failing to keep our eyes on Jesus
Failing to keep our eyes on eternity, drifting from our first love, our relationship with Christ. Are you keeping your spiritual life vital and fresh? Or have you allowed it to get kind of stale? It is a challenge on the field – it is a challenge wherever you are – the distractions of life can choke out the word in our life. Don’t let that happen

2. Not having a clear sense of direction
Is your calling sure? Do you know what God has called you to do? Are you doing it? Do you know what your gifts are; are you using them? Do you have a purpose statement for your life?

Life is short, eternity is long.
1 Cor. 9:24-27

Hard-heartedness

1. Self-pity – after all you’ve sacrificed what do you get in return? No one understands you, no one cares about you

2. Bitterness – if you are in ministry, you’re going to get hurt, in fact, if you’re a living breathing human being, you are going to get hurt. I know pastors, wives and missionaries, who have allowed themselves to get swallowed up in bitterness, and they are no longer vibrant, healthy people – with no fruitful ministry – Bitterness will eat you alive, it will wither you, and it will disqualify you, if you allow it to take hold. Are people worthy of our service? – it may not always feel like it, but no matter what – God is always worthy of our service. God is on the throne – it is Him whom we serve.

3. Ingratitude
You get wrapped up in all you are giving and forget what you have been given. Ingratitude brought God’s anger down on the Israelites; it caused God to withdraw from them. If there is anything Satan hates, it is hearing God be praised – so he will flee when he hears God being worshipped and praised. There is power in praise. If we lack power, maybe we are not worshipping.

Idolatry

1. Putting our hopes and confidence in the wrong place
What is the moose doing hanging from the telephone wire ------ The story appeared in our local newspaper. Crews were repairing the line, so the lines were on the ground. Apparently the moose came by and decided to start messing with the wires
and subsequently got his antlers tangled in the wires. When the crew who was a distance away, and
did not see him, began to pull up the wire, the moose went with it!

Isa 41:5-13, a picture of what fear does to us. When afraid, our first reaction is to rush and make some
new plan – they rush around, reassure one another, “if we just get this idol put together, it will be ok. –
then at the end they fasten it all together so it won’t topple over. When we are unsure or afraid, our
tendency is to look for a plan or something to cover us – God says “Look to me, I am your God, I will help
you – do not be afraid.”

So where do we place our confidence?
Anything that gives us comfort. Is there anything wrong with any of these things? No, only when we start
to depend on them to give us reassurance, when that is the place we have put our confidence.

You could very well find yourself like this moose – with nothing but air beneath your feet.

Can we say Christ is all I want, Christ is all I need. “On Christ the Solid Rock I stand, all other ground is
sinking sand.

2. **Wanting approval from man**

3. **Laziness** – caring more about my own comfort than the glory of God

4. **Self-sufficiency**

“I can do it, my efforts, gifts, etc.

All of the last 3 points are a kind of idolatry – looking to man, looking to myself

**Pride**

Unwilling to learn from others; Seeking my glory and not God’s; Wanting a fruitful
ministry, but for my benefit, not God’s; Building my kingdom, not God’s

Prov. 16:18 – pride goes before a fall
James 4:6 – God opposes the proud – do we want the opposition of God – the
“stiff-arm?”

Jim Cymbala “I discovered an astonishing truth: God is attracted to weakness. He can’t resist those who
humbly and honestly admit how desperately they need him. Our weakness, in fact, makes room for his
power.”

Do you want to be irresistible to God? Humble yourself – give him the glory in your life.

This has just been a quick checklist – I encourage you to ponder these things, and ask God to show you
any place you may have gotten off course, any area which may be making you ineffective in life and
ministry

**Team Discussion:**
1. What would you like to have said about you at the end of your life?
2. Which of these areas do you think could be hindrances to effective ministry for you?
3. What other hindrances would you add which are not listed here?
4. How can you help each other stay on track?
Plan a team retreat one or two days in length, for the purpose of spiritual renewal. This can take any format you wish. The days could be spent in focused prayer, or you could use the resources from the “Renewing Your Heart” section in this toolbox. You could also contact any member of the ENHANCE team for ideas, or to ask someone to facilitate a spiritual life retreat. Email us at enhance@efca.org.
Praying for one another, and with one another, help bind a team together. Prayer is one of the greatest, most powerful, means of ministry for each other. Be intentional about forming prayer partners and/or setting aside time in team meetings to pray together.
Psalm 51:17 The sacrifices of God are a broken spirit; a broken and contrite heart, O God, you will not despise.

Read the book Brokenness, by Nancy Leigh DeMoss, (Moody Publishers, 2005) together as a team. You could agree to read a chapter a week, and discuss it at each team meeting. The latest editions have study questions at the end of each chapter which you can use as a base for discussion. Here is a description of the book:

“Every great movement of God is preceded by a season of humility and repentance and a time of tearing down walls, of getting honest with God and others about your true spiritual condition. It may be hard. It may hurt. But in the end, God will use your brokenness to restore your ‘first love’ for Jesus, rekindle your spiritual fire, reconcile your relationships, and repair your life. A richer, deeper, more God-filled life is waiting for you.”
Make SMART goals:

- **Specific**: the goal should help focus your efforts and clearly define what you are going to do. *What are you going to do? How are you going to do it? Why is this important?*
- **Measurable**: Choose a goal with measurable progress, so you can see the change occur. How will you know when you have reached your goal? Establish concrete criteria for measuring progress.
- **Attainable**: Don’t make it so far out of reach that you can’t commit to it. It should stretch you slightly, but feel attainable. Alternatively, goals may be set too low for fear of failure, or because of fatigue or discouragement.
- **Realistic**: Is it do-able, not a “pie-in-the-sky” idea? Are we trying to meet someone else’s unrealistic expectations for us?
- **Timely**: set a time-frame for the goal – when are you going to check on progress? When are you going to have the goal accomplished?

Ask:

- What skills are needed to achieve this?
- What information or knowledge is needed?
- What help or resources are needed?
- What might be the obstacles?
- Is there a better way of doing things?
- What are the goals that can only be achieved as a team?
- How are we going to track progress?
- Is this a goal that everyone can agree on?
- Is this a goal that everyone can commit to?
- What action steps need to be put into place?

Write the goal down. Keep it precise and positive. Celebrate when you have reached your goal!
Give a copy of “Writing a Personal Purpose Statement” from the following pages. Suggestions for using this:

- Set aside time in team meeting for people to work on their own statements
- Suggest that members use a personal retreat day to work on their purpose statements
- Set aside some team meeting time to share mission/purpose statements. This will increase understanding of one another’s hearts and goals
- Discuss: are there ways that the team can encourage and assist one another with living out those statements? What are the obstacles that keep individuals from living out their desired purpose?
Writing a Personal Purpose Statement

What you intend to live for, focus your time on, or invest your life in? If we would like to look back someday on a life well spent, then we should consider what how we are spending our life right now. A ministry statement can help you clarify how God has uniquely gifted you, and how you can use those gifts in a unique way for His glory and for the advancement of His Kingdom. What will be the center of your life, the character of your life, and the contribution of your life? This statement should be re-evaluated on a regular basis, perhaps yearly. In order to help you think of what you would want to include in your statement, prayerfully complete each of the following segments.

<table>
<thead>
<tr>
<th>The movie “Chariots of Fire” portrayed the story of Eric Liddell, Olympic champion and missionary to China. At one point in the movie, Liddell declares “God made me fast, and when I run I feel His pleasure.” How would you complete that sentence for yourself?</th>
<th>What unique life experiences have you had that God could use to help another person?</th>
</tr>
</thead>
<tbody>
<tr>
<td>God made me ____________________ and when I ____________________ I feel His pleasure.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are your spiritual gifts?</th>
<th>What have you been trained to do?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are your Strengths (StrengthsFinder)</th>
<th>When do you feel most energized?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are your skills; in what areas have you demonstrated competence?</th>
<th>What is your season of life? (parenting, empty nester, single, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What have you always wanted to try?</th>
<th></th>
</tr>
</thead>
</table>
What are you convinced God has called you to do?

What do you feel passionate about? When do you feel your heart is stirred?

What are the things you value the most?

Study the following purpose statements from Scripture:
- Ezra 7:9-10
- Acts 20:24
- Acts 9:4
- 1 Thess. 2:4
- Gen. 17:1
- Joshua 22:5
- 1 Chron. 28:9
- 2 Chron. 31:21
- Isaiah 6:9-13
- Ezekiel 2:4, 7
- Acts 22:16-18
- Luke 4:43
- John 18:37

What would you like to accomplish if there were no obstacles?

Now write your own purpose statement. You can include some of these statements: “By God’s grace I will ……” “Believing God has made me………………” “Because I have (experienced, have a passion for, value, etc.) I choose to focus on………………”

Do you see a need that you would love to pour yourself into?

There is no right or wrong statement; make it your own, but don’t make it too long. Make it something that you can claim and work towards.

What would you like to be remembered for?
Creating a team mission statement can help you focus your team effort bring your team together around a common theme.

Your statement should:
- Include the reason for your team
- Identify your team’s unique ministry
- Be something that all can agree to
- Be a concise statement of why your team exists and what it’s focus will be

1. Keep it brief and to the point, not too wordy.

2. Make it easy to remember.

3. Does it inspire your team?

4. Does it describe your team focus?

5. Review it occasionally – don’t hesitate to make it a “living document” which can be changed if needed
As you make your annual ministry plans and goals, here are some questions to think about. No one will be perfect in all areas. Celebrate what is good and choose one or two areas to work on. Only by God’s grace and by His enabling, is ministry possible.

1. Would we describe our team and our ministries as being “healthy”?
2. What work of God have we seen that we are excited about?
3. Where is God working? Do we need to make adjustments in order to join God in His work?
4. Are we relying on the Spirit to direct and empower our ministry? What is the evidence for that?
5. Is our team committed to growth in health? Would the watching community “know we are Christians by our love”?
6. Do we feel we are making the best use of our gifts? Are we learning to blend our gifts for maximum ministry potential?
7. Is our ministry sustainable to future generations? Are we making plans to replace ourselves?
8. How are we doing with partnerships? – with local U.S. churches, with national partners, and with other organizations?
9. Is our ministry reproducible in the culture we minister in? Is there cultural or Christian baggage that will lessen its transferability?
10. Is our ministry multiplying, or just adding?
11. What are we doing to equip and develop others for ministry?
12. Are we able to empower and release others for ministry?
13. Are we holding ourselves accountable, to one another, to leadership, and to our ministry goals?
14. What steps of growth do we need to take to meet our team and ministry goals?
15. What new skills have we learned this past year? What do we need to commit ourselves to learning next year?
16. Are we always looking for the best way of doing things?
17. Is there any place that we have gotten pulled off course? Do we need to “recalibrate”?
18. What non-believers are we praying for and building relationships with?

What other questions or observations would you add?
“Make no mistake about it; responsibilities toward other human beings are the greatest blessings God can send us.” Dorothy Dix

1. Read 1 John 4:7-12
   • Why are believers capable of godly love for one another?
   • What is missing if we do not love?
   • What does it mean to love as God loves?
   • What happens when we love each other?
   • Why should we love each other?
   • How does God demonstrate His love to us?

   • Jesus says this is a “new” commandment. Read Lev. 19:18. What is “new” about this commandment now?
   • What does loving one another accomplish?
   • What do people see when they look at your team? How would an outside observer describe your relationships?

3. Read 1 John 3:14-16
   • Vs. 14 says love=life and hate=death. How have you seen that truth illustrated? Give examples
   • What does it mean to lay down your life for another?
   • What actions by others most clearly demonstrate love to you?
   • When is it hard for you to love someone else? What would it take for you to be able to love them?

   May the love of Jesus fill me,
   As the waters fill the sea
   Him exalting, self abasing
   This is victory.
Team Purpose

Who are we, and Where are we Going?

From Kelly O’Donnell, Doing Member Care Well

This tool is used to periodically review a team's group experience and ministry. It gets at the essence of who the team is, why it exists, and how members want to work with each other. I start off the exercise with a discussion of Ephesians 2:10: "For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them" (NASB). I then draw the diagram below, and as a group we relate this verse to three areas central to team life: identity, goals, and strategy. Identity relates to the interpersonal dimension, goals to the task dimension, and strategy to the ethos dimension.

<table>
<thead>
<tr>
<th>INTERPERSONAL</th>
<th>ETHOS</th>
<th>TASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who are we? (identity)</td>
<td>How will we work? (strategies)</td>
<td>What will we do? (purpose, goals)</td>
</tr>
</tbody>
</table>

**Identity.**
We are God's workmanship. What type of team are we? How has He fashioned us as a team? What skills and personality characteristics do we have as individuals and as a group? List these. What have we gone through together as a team? Draw a time line and plot the key events in the history of the team.

**Goals.**
We have been created in Christ Jesus for good works. What is it specifically that we are to do? Have each member develop a two or three sentence purpose statement for the team. Compare these. What has been accomplished in the last six to twelve months? Discuss the ways in which members think they are on course or off course with the team's objectives.

**Strategy.**
We are to walk in the works that God has prepared beforehand for us. How are we to do these works? Do a "SWOT" matrix. That is, as a group identify your strengths, weaknesses, opportunities, and threats to accomplishing your goals. Also look at the procedures, policies, and work-styles that you have adopted to facilitate your task. Divide up into pairs and write down the roles of your partner as you see them, discuss these roles, then change partners until each member has interacted with everyone else.
To give your team a boost of encouragement, have them generate a list: “What has God done here?”

Some ideas:
- List the miracles, blessings and provisions you have seen.
- List people who have come to Christ.
- List work projects or programs that have been started.
- Think about what is different in your ministry location now compared to five years ago.
- List co-workers who have been added.
- List church partnerships and short term teams.
- List life lessons God has taught you as individuals or as a team.
A Lesson From the Geese

Read the following, and then answer the questions at the end.

- As each bird flaps its wings, it creates an uplift for the bird following. By flying in a "V" formation, the whole flock adds 71% to the flying range than if each bird flew alone.
  **Lesson:** People who share a common direction and sense of community can get where they are going quicker and easier when they are traveling on the thrust of one another.

- Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back in formation to take advantage of the "lifting power" of the bird immediately in front.
  **Lesson:** If we have as much sense as a goose, we will stay in formation with those who are headed where we want to go.

- When the lead goose gets tired, it rotates back into the formation and another goose flies at point position.
  **Lesson:** It pays to take turns doing the hard tasks and sharing leadership -- interdependent with each other.

- The geese in formation honk from behind to encourage those up front to keep up their speed.
  **Lesson:** We need to be sure our honking from behind is encouraging, not something less helpful.

- When a goose gets sick or wounded, two geese drop out of formation and follow him down to help and protect it. They stay with it until it is either able to fly again or dies. Then they launch out on their own, with another formation, or catch up with the flock.
  **Lesson:** If we have as much sense as the geese, we'll stand by each other like that.

**Prayer:** Lord, help us to remember to strive together as we travel on our faith journeys, whether in our families, small groups, or as leaders, so that we, like the geese, can ‘increase our flying range’ in the tasks you set for us. Help us to be willing to take turns in these tasks, to know when to learn something new or take time to be refreshed. Make us willing to take a moment or two from a busy day or hour to encourage and listen to our fellow travelers, to support them in their need. Most of all, Lord, help us to listen to your voice as you guide us on our way. Amen.

- Author and Source Unknown

**Discuss:**
- Are there times you find it easier to “fly it alone”? When do you need a team?
- Do you feel this team is all going in the same direction?
- What are the tasks that we need to share?
- What do you find to be most encouraging from your team mates? What causes you “to drag?”
- What would it look like for you to have your team stand by you? Give specific examples.
A Memo of Understanding is an instrument to lay out team expectations. You can include as much or as little in this document as you wish – but it is always helpful to have expectations verbalized. Ideally, this is something that the team writes up together, and regularly reviews. Here are some suggested areas for inclusion:

1. Does the team have a mission statement? What is it?
2. What is the expectation regarding team meetings – How often are they held, is attendance expected? What are acceptable reasons for non-attendance? Are spouses expected to attend? Are spouses invited to attend?
3. What is the expectation regarding KRAs? How often are they reviewed? Are spouses expected or encouraged to write KRAs?
4. What are the expectations for accountability to the team leader? To each other? How does this occur? How often?
5. What is the team leader expected to do for the team?
6. What is the leadership style of the team leader?
7. To whom is the team leader accountable?
8. What are the expectations for language learning? What provisions are made?
9. What are the expectations regarding living standards? Any specific location?
10. Are there expectations regarding schooling choices for the children?
11. Is there an expectation to work a certain number of hours per week? What is the policy regarding vacations? Days off? Home assignment rotations? Do vacations, days off and home assignments have to be made in agreement with the team?
12. What is in place regarding crisis contingency plans? Who makes the decisions about those plans? Will the team regularly review plans?
13. What is the process to follow when team members have problems with each other?
14. What is the process to follow when team members have a problem with the team leader?
15. What is the procedure to follow when a member faces problems of any kind, such as family crisis, health situation, burnout, etc?
16. What kinds of coaching and/or other resources are available?
17. Are there expectations about spending social time with each other?
18. How are decisions made regarding work distribution or ministry assignments?
19. Is there a regular schedule for team retreats, where members can get away and get refreshed?
20. What is the level of care team members can expect from each other? From the team leader?
21. What is the expectation for attendance at area conferences?
22. When a new missionary arrives, are there guidelines for how soon that person could return to the U.S. for a visit (for example, do you want them to wait at least a year)?
23. When a new missionary arrives, is there a plan in place for welcoming that person and making sure they are well established?
24. Are there guidelines for how often any team member can visit Stateside (for example, could they go home every year for vacation if they choose?)
Do you have a decision to make as a team? Consider the following questions:

- Have you prayed about this?
- Have you taken time to listen for God’s answer?
- What’s exciting about this idea?
- What are the pros and cons of pursuing each option? Make a list of pros and cons.
- What would it cost in terms of time and resources? What would it cost you if you don’t do this?
- What are the consequences of your potential decisions?
- What is the cost of this decision to those who are close to you?
- How does this align with your purpose, values, gifting, and calling?
- Do you feel any external pressure to go a certain way?
- What fears are influencing your response?
- Is there anything about this that would be “outside the sandbox?”

The following table helps you think through the perspective of others, using the Myers-Briggs types of Sensing/Intuition and Thinking/Feeling. Answering all the questions helps you reach a balanced decision.

<table>
<thead>
<tr>
<th>What is the problem?</th>
<th>What are the possibilities?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To include sensing, ask:</td>
<td>To include intuition, ask:</td>
</tr>
<tr>
<td>What are the facts and relevant details?</td>
<td>Read between the lines – what is really going on?</td>
</tr>
<tr>
<td>What has past experience shown us?</td>
<td>What other ways could we see this?</td>
</tr>
<tr>
<td>What would common sense suggest about this?</td>
<td>What are some new ideas?</td>
</tr>
<tr>
<td>What are the costs/benefits?</td>
<td>What are the possibilities?</td>
</tr>
<tr>
<td>What are we doing now that is working?</td>
<td>What patterns exist?</td>
</tr>
<tr>
<td>What has already been tried?</td>
<td>Are we thinking outside the box?</td>
</tr>
<tr>
<td>What have others done in similar circumstances?</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>What are the consequences?</th>
<th>What are the alternatives?</th>
</tr>
</thead>
<tbody>
<tr>
<td>To include thinking, ask:</td>
<td>To include feeling, ask:</td>
</tr>
<tr>
<td>What is wrong with everything we’ve considered?</td>
<td>What impact will it have on people involved?</td>
</tr>
<tr>
<td>What are the logical consequences?</td>
<td>Does this match the values we have?</td>
</tr>
<tr>
<td>Is this a reasonable thing to do?</td>
<td>What are other people’s feelings?</td>
</tr>
<tr>
<td>What will be most effective?</td>
<td>What do think people’s reactions would be?</td>
</tr>
<tr>
<td>What goal is being served?</td>
<td>Have we heard from everyone?</td>
</tr>
<tr>
<td></td>
<td>What exceptions do we need to make?</td>
</tr>
</tbody>
</table>
In order to create clarity and avoid misunderstanding, develop a **Team Decision Chart** together. Decide what kinds of decisions will be made by:

- **Leader only** – The team leader makes decisions without input from the team
- **Leader with input** – The team leader makes decisions after obtaining input from the team
- **Team Consensus** – The team arrives at decisions through review and consensus
- **Individual Members** – decisions are made by individual team members

<table>
<thead>
<tr>
<th>Kinds of Decisions</th>
<th>Leader Only</th>
<th>Leader with input</th>
<th>Team Consensus</th>
<th>Individual members</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Some examples of types of decisions may be: use of funds, ministry philosophy, job assignments, purpose statements, level of involvement of spouse, KRAs, schooling options for children, home assignment schedules, transfer of personnel to a different ministry location, meeting times and purpose, etc.
Use the Action Planning Chart to ensure that your goals and proposals get translated into action. Some suggestions:

1. Make sure everyone on the team has input into the construction of the chart
2. Try not to tackle too many problems at once
3. Examine the chart to confirm that work is evenly distributed among team members
4. Be sure to check calendars as you set dates to ensure goals are realistic

<table>
<thead>
<tr>
<th>Action to be taken</th>
<th>Team member responsible for action</th>
<th>Date this action will begin</th>
<th>Date this action will be completed</th>
<th>Date for team review</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Discuss the following decision making styles:

Can you identify which styles are used most often by team members?
Can you give examples of how those styles were used?

- **Consensus Style** – decisions are made by the group and agreed upon by all members
- **Individualistic Style** – individuals prefer to research and arrive at a decision on their own, without any active input from others
- **Intuitive style** – it just “feels right” relying on gut instinct
- **Limited Procrastination** – delaying making a decision until enough factors have been evaluated and/or enough time has gone by for the situation to stabilize
- **Systematic style** – identifying and evaluating each possible course of action
- **Impulsive** – Little thought or examination, taking the first alternative, don’t “look before you leap”
- **Fatalistic**: Letting the environment decide, leaving it up to fate
- **Compliant** – let someone else decide and follow their plans
- **Delaying** – postponing thought and action: “I’ll cross that bridge later.”
- **Agonizing** – Getting lost in all the data
- **Deviant** – Asking the advice of others but then doing the opposite of what is suggested
1. Decide what the team tasks are in order to reach objectives.
2. List the potential obstacles.
3. Decide what strength/gift/talent theme would be helpful
4. Assign someone’s name to the task. (Ask: a) does someone on the team have the needed strength, or b) do you need to find another way to do the task with the strengths you do have, or c) do you need to partner with someone outside the team?

<table>
<thead>
<tr>
<th>Goals</th>
<th>Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the task?</td>
<td>What Strength/talent do we need for this?</td>
</tr>
<tr>
<td></td>
<td>Who can help us with this? (Does someone on the team have needed strength, or do we need to find another way to do it, or do we need to partner with someone else?)</td>
</tr>
</tbody>
</table>
Team Structure

What Stage Are We In?

Adapted from Kelly O’Donnell, Doing Member Care Well

Team Stages
Most teams go through fairly predictable stages during their life cycle. Some teams cycle through these stages several times during their life span. This is especially true for long-term teams or teams that experience several major transitions. Other teams never make it through the full cycle, as in the case of the team which gets stuck at stage two and disbands before it works through member differences. Note that working through stage two is essential before a team can really function together effectively.

1. Forming
   a. forming--setting up the team, admittance, initial norms
   b. warming--developing relationships and a sense of team
   When a team first comes together everyone is trying to figure out how he or she will fit with each other and within the team. They are unsure of tasks and roles. Members are polite with one another, but reserved, not wanting to overstep. Likely real feelings and opinions will not be expressed during this time.

2. Storming
   a. differing--experiencing and struggling with differentness
   b. harmonizing--working through basic areas of difference
   Problems inevitably come up as team members begin to work together. During this stage there may be questions about the purpose and direction. Some members may challenge the leader, and some conflict may occur. Conflict can be good, as it can lead to deeper understanding.

3. Norming
   a. working--doing the team task and relating together well
   b. developing--maturing as a team and becoming effective
   During this stage members are willing to listen more carefully to each other, and change preconceived ideas. Leadership may be more openly shared, and agreements made about team protocols.

4. Performing
   a. debriefing--reviewing the team experience and phasing out
   b. moving on--leaving the team or disbanding all together
   During this stage the team will be productive as they work together according to their unique giftedness. Team members know their roles and are affirming of fellow members. There is a loyalty and sense of pulling together.

O Donnell says, “I like to have teams assess which stage they are at, discuss what past stages have been like, and anticipate future stages. What will the team look like one year or five years from now? It is also interesting to have members modify these stages if they feel they can come up with a set that more accurately represents their experience.”
**Team Structure**

**Characteristics of a Good Team Member**

*What qualities do you look for in a team member? What do you think others want from you?*

Here is one list pulled off the internet:

- Works for consensus on decisions
- Shares openly and authentically with others regarding personal feelings, opinions, thoughts, and perceptions about problems and conditions
- Involves others in the decision-making process
- Trusts, supports, and has genuine concern for other team members
- "Owns" problems rather than blaming them on others
- When listening, attempts to hear and interpret communication from other's points of view
- Influences others by involving them in the issue(s)
- Encourages the development of other team members
- Respects and is tolerant of individual differences
- Acknowledges and works through conflict openly
- Considers and uses new ideas and suggestions from others
- Encourages feedback on own behavior
- Understands and is committed to team objectives
- Does not engage in win/lose activities with other team members
- Has skills in understanding what's going on in the group

Author: Dan Collins is from [Fresh Tracks](#) who are experts in team building exercises

The following is a summary list from John Maxwell’s *17 Qualities of a Good Team Player: Becoming the Kind of Person Every Team Wants*, Thomas Nelson Publishers, 2002

1. Adaptable
2. Collaborative
3. Committed
4. Communicative
5. Competent:
6. Dependable
7. Disciplined:
8. Enlarging (Adding value to teammates)
9. Enthusiastic
10. Intentional
11. Mission conscious (vision is clear)
12. Prepared:
13. Relational
14. Self-improving
15. Selfless
16. Solution-oriented
17. Tenacious

**Discuss as a team:**

1. Looking at these two lists, which characteristics do you agree are most valuable?
2. Are there other characteristics, not listed here, which you would want to see in a team mate?
3. Have each team member choose 2 or 3 characteristics they would like to work on. Have them explain why they chose those characteristics, and what steps they will take to improve in those areas.
Team Structure

Characteristics of a Good Team

Kelly O’Donnell, in Doing Member Care Well: Perspectives and Practices from around the World, William Carey Library, has written on “Building Resilient Teams”

He calls the following characteristics of a resilient team the “CACTUS kit”. Just as the cactus is a very hardy plant, which survives amidst a harsh environment. He says teams need to have the following characteristics in order to be resilient in their cross-cultural settings.

**Coping Ability**: Perseverance and inner strength mark this team. The members believe the best of each other, work through communication impasses and try alternative approaches to work when needed. They minimize the distraction to stay focused and regularly use outside resources for training and coaching.

**Commitment**: Resilient teams have specific goals, clear ministry strategies and defined relationships. Team members are resolutely dedicated to each other’s well-being and to the purpose of the team. Members feel they belong to and can influence the group. The goals are important and yet held with due regard for the member’s responsibility to family, friends, community and other groups.

**Appreciation**: Team members have planned and spontaneous times where they can express their appreciation for each other. This is an attitude and a behavior. Both need to be cultivated. And not left to outsiders. And it included the children too.

**Communication**: Members of strong teams have good communication skills. They listen well and empathize by reflecting what they hear. They value self-awareness and thoughtful reflection. They develop clear written and verbal channels for exchanging information.

**Time together**: teams need quality time together. This is especially true when they are including new members, during times of crisis and in the early days of development. Intimacy with a few members but congeniality with all is a reasonable goal.

**Understanding**: Healthy teams experience tensions and hurts. To lessen the impact members look for the different “styles” and preferences; personality, leadership, decision making, learning, communication and spirituality. The goal is fit together, to accept other’s “way of being” and keep learning. This process includes the practice of receiving and offering forgiveness.

**Structure**: Resilient teams need clear roles for leaders and members, well-defined decision making methods, agreed upon accountability and conflict resolution guidelines. Everyone has designated and chosen responsibilities. Structure thus brings a sense of security.

**Spiritual Wellness**: Spiritual health is foundational. Seek God together clothed in humility.

**Discuss**: Which of these characteristics best describe your team? Which characteristics would you like to improve on?
Life Map

Have team members draw a timeline of their lives and include as many of the following as possible:
- Important events
- Important people
- Important places

Think about: when did you receive Christ? When were you called into missions? When and where did you meet your spouse (if married)? Who were the most influential people in your life? What places hold special memories? Where have you lived?

Allow time for each member to share their life map, and allow group to ask questions.
When a new member joins your team, you want to make sure you integrate that member well. Look at the following checklist (adapted from Kelly O’Donnell *Doing Teams Well*), discuss how you are doing as a team. Discuss which ideas you want to use, and what you would want to add.

**Pre-Field:**
*Goal: Adequate preparation to smooth the stress of transition.*

- Is there a standard description sent out to all potential team members in which the field situation has been adequately and accurately described? Does the new member know what to expect in his/her first months on the ground?
- Is there a team Memo of Understanding which includes requirements of new members?
- Is there someone designated to write to the missionary – answering questions, telling them what to bring, what to expect, etc.?

**Reception and Orientation**
*Goal: Quickly integrate new team members, reduce isolation, and promote bonding within the team.*

- How will the new team member get to know the individuals on his/her team? We recommend that within the first two weeks, every team household invites the new member over to dinner, or for some similar social function.
- If in your location, there is more than one team working, how will the new team member be introduced to the wider group?
- Who has primary responsibility for helping that person with logistics? (Ex: housing, banking, transportation, language learning plan, etc.) Some teams have instituted a mentor/link person program, with specified tasks assigned to the mentor to insure that the new member has the information s/he needs to function in the new environment. This person should be appointed by the team leader and be someone who has successfully bonded with the culture. The ideal would be that the new team member could also be assisted by a national, to promote bonding with the new culture.
- Does your team have a “welcome” ritual? A party? A gift basket? A trip to a special place? Rituals that celebrate milestones in team life go a long way to improving team solidarity.
- Is the team member aware of culture shock issues, and particular language/cultural pitfalls which commonly occur in your setting?
- If your team has a crisis/contingency plan, has the team member been informed of it?

**Maintenance and Growth**
*Goal: Facilitate an environment where team members can function at full capacity—spiritually, emotionally, and physically. Promote stability and ongoing growth.*
• Does the team member have a clear understanding of his/her job, and related expectations?
• Is the team leader aware of the member’s financial situation, and relationships with the sending organization?
• Are there regular times of worship which are refreshing for the team members?
• Is the atmosphere on the team an open environment, where both individual and group needs can be expressed? (ministry as well as personal)
• Does the team leader meet individually with each member at least twice a year? At these times, does the team leader review with the individual his/her personal and ministry goals?
• Is there someone available should the team member have problems that go beyond the team and team leader’s ability to help? Does the member know who this person is and how to get help?
• Is cultural diversity among team members openly addressed?
• Are there conflict resolution guidelines which are understood and followed?
• Are team members encouraged to take regular breaks and holidays?
• Does the team have “fun” times together?
• Is attendance at Debriefings promoted?

Saying Goodbye

**Goal**: Promoting healthy closure for both the departing and remaining team members.

• Does the team have a ritual (both team-wide, city-wide, etc.) for members who are leaving? For example, in one location, at the going-away party, departing team members are given a book with pictures of all the team members and their families, with “good-bye” notes written beside the pictures. Gifts and mementoes such as a video of the good-bye party can also be helpful.
• Is the departing team member prayed for and blessed (if possible) in a formal time together?
• Have all team members received adequate notification of the team member’s departure?
• Are the remaining team members given opportunity to talk about how the leaving affects them?
• Are departing team members debriefed, and encouraged to debrief again after returning home?
At the end of a team meeting, review key decisions made during the meeting, and agree who needs to receive communication, and what needs to be communicated. This process ensures clarity, buy-in and closing the loop.

What may happen is that members of the team discover they are not all on the same page about what has been agreed upon. Also, they become clear on which of the decisions should remain confidential, and which must be communicated quickly and comprehensively.

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>Key Decisions Made</th>
<th>What needs to be communicated?</th>
<th>Who needs to know?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Team Commitment

Bible Study on “One Anothers”

Use the following list as a basis for discussion. You could choose 2-3 per week to discuss at the beginning of a team meeting. Or you could do a longer study and choose a few of them to look at.

Some questions:

1. How are we as a team doing at demonstrating to the watching world, “they will know you are my disciples, by your love”?
2. How can we practically live out this commandment?
3. Can give you examples of how team mates have demonstrated this to you?
4. Can you give other Scriptures or Biblical examples for a trait?
5. How do you respond when someone treats you in this way?

<table>
<thead>
<tr>
<th>Love one another</th>
<th>John 13:34,35</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build up one another</td>
<td>Romans 14:19</td>
</tr>
<tr>
<td>Be kind to one another</td>
<td>Eph. 4:32</td>
</tr>
<tr>
<td>Be at peace with one another</td>
<td>Mark 9:50</td>
</tr>
<tr>
<td>Admonish one another</td>
<td>Romans 15:14</td>
</tr>
<tr>
<td>Bear one another’s burdens</td>
<td>Galatians 6:2</td>
</tr>
<tr>
<td>Comfort one another</td>
<td>1 Thess. 4:18</td>
</tr>
<tr>
<td>Forgive each other</td>
<td>Eph 4:32</td>
</tr>
<tr>
<td>Confess your sins to one another</td>
<td>James 5:16</td>
</tr>
<tr>
<td>Show hospitality to one another</td>
<td>1 Peter 4:9</td>
</tr>
<tr>
<td>Give preference to one another</td>
<td>Romans 12:10</td>
</tr>
<tr>
<td>Speak to one another in psalms and hymns</td>
<td>Eph. 5:19</td>
</tr>
<tr>
<td>Encourage one another</td>
<td>1 Thess. 5:11; Heb. 3:13</td>
</tr>
<tr>
<td>Pray for one another</td>
<td>James 5:16</td>
</tr>
<tr>
<td>Have fellowship with one another</td>
<td>1 John 1:7</td>
</tr>
<tr>
<td>Spur one another on to love &amp; good deeds</td>
<td>Heb. 10:24</td>
</tr>
<tr>
<td>Do not slander one another</td>
<td>James 4:11</td>
</tr>
<tr>
<td>Do not grumble against one another</td>
<td>James 5:9</td>
</tr>
<tr>
<td>Live in harmony with one another</td>
<td>1 Peter 3:8</td>
</tr>
<tr>
<td>Lay down your life for one another</td>
<td>1 John 3:16-18</td>
</tr>
<tr>
<td>Restore one another</td>
<td>Gal. 6:1-3</td>
</tr>
<tr>
<td>Bear with one another</td>
<td>Col. 3:12-14</td>
</tr>
<tr>
<td>Do not lie to one another</td>
<td>Col. 3:9</td>
</tr>
<tr>
<td>Disciple and teach one another</td>
<td>2 Cor. 2:2</td>
</tr>
<tr>
<td>Please one another</td>
<td>Rom. 15:2</td>
</tr>
<tr>
<td>Accept one another</td>
<td>Rom. 15:7</td>
</tr>
<tr>
<td>Suffer with one another</td>
<td>1 Cor. 12:26</td>
</tr>
<tr>
<td>Rejoice with one another</td>
<td>Rom. 12:15</td>
</tr>
<tr>
<td>Honor one another</td>
<td>Rom. 12:10</td>
</tr>
</tbody>
</table>
In this exercise team members identify the single most important contribution that each of their peers makes to the ministry task, as well as one area that needs improvement. The purpose of the feedback is to assist each individual to understand his or her strengths and weaknesses, and to contribute insights into aspects of his or her work needing development. All members report their responses, focusing on one person at a time, usually beginning with the team leader. This exercise requires authenticity and trust, and willingness for members to participate. Suggestion: ask the group first if they are willing to undergo the evaluation by co-workers.

<table>
<thead>
<tr>
<th>Name</th>
<th>Contribution to the Team</th>
<th>Needs Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Team Commitment**

**Trust Busters and Trust Builders**

**Definition of Trust:** to believe in, to rely on, depend on, to have confidence in

**Trust:**
- Takes time to build
- Is easily broken, and takes longer to re-build
- Forgiveness and trusting again are not the same thing

**Definition of Trust builder:** Any action, word or attitudes that build others’ trust in us.

**Definition of Trust buster:** Any action, word or an attitude that undermines other’s trust in us.

**Story Illustration:** I’ve been a runner for many years, and never worried too much about dogs I encountered. That is, I never worried about them until a couple of years ago. The dog was giving no indication that I should be afraid of him – no growling, barking, or menacing demeanor. But as I passed by, he suddenly lunged at me, biting me, and leaving a five-inch wound in my leg. What followed was much physical pain, as well as the hassle of a doctor’s visit, police reports, animal control reports, etc. So now when I see a dog as I’m out running, there are alarm bells that go off in my brain. I don’t know what that dog is going to do to me. The alarms have gotten fainter with time (for a long while I wouldn’t even go the same route), but I don’t have the same unconcern I used to have. All of our team members come with a past history. They have experienced “dog bites.” It may not be you who has done the “biting”, but you are still dealing with their past history.

Have your team brainstorm and create lists under each category “Trust Builders” and “Trust Busters”. What kinds of actions or attitudes “build” or “bust” trust on a team or between members?

If you wish, you can do this in stages.

1. For the first round of sharing, you can have people share about *general experiences* which have resulted in their distrust. Some possible examples: bad food, encounter with an animal, difficulties with a certain business, etc.
2. Have them brainstorm possible trust busters, or trust builders – (not necessarily things they have experienced themselves.)
3. Then have them share about past experiences with *leaders or teams*, which have produced the “ouch” effect. Discuss what it takes to build trust back again after it has been broken.

<table>
<thead>
<tr>
<th>Trust Builders</th>
<th>Trust Busters</th>
</tr>
</thead>
</table>
Team Commitment

Team members have expectations of their leaders, and leaders have expectations of their team members. Unfortunately these expectations don’t always get verbalized, or assumptions are made. Ask the members of the team to generate a “Needs List” in order to verbalize what they need from the leader (communication, support, resources, assistance, etc) The Leader completes the leader’s need list. Compare the lists and discuss. If there are points which cannot be agreed to, discuss reasons why. Draw up a final document on agreed-upon points.

### Team Members

<table>
<thead>
<tr>
<th>What we need from our team leader:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
<tr>
<td>6.</td>
</tr>
<tr>
<td>7.</td>
</tr>
</tbody>
</table>

### Team Leader:

<table>
<thead>
<tr>
<th>What I need from team members:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
</tr>
<tr>
<td>5.</td>
</tr>
<tr>
<td>6.</td>
</tr>
<tr>
<td>7.</td>
</tr>
</tbody>
</table>
One way to build trust is simply to get more deeply acquainted with one another. Team members relate better to each other when they know one another. There are many questions here to choose from; it is just a sampling—feel free to make up your own. Choose 1 or 2 questions per meeting, starting with the easy or non-threatening questions and progressing to the more in-depth questions.

**Easy Questions:**
- Where were you born?
- How many siblings do you have? What is your birth order?
- Are your extended family members believers? What is your relationship to them?
- Describe your parents
- What childhood nicknames you were given?
- What was your first job? How much were you paid? What was your worst job?
- What would your ideal job be?
- Did you go to college? Where? How did you choose that college?
- What’s something your parents used to say to you as a child that you promised yourself you’d never say—but now find yourself saying all the time?
- Who was the closest friend you have ever had? Describe that person.
- What are your hobbies? What do you enjoy about them?
- How many days could you last in solitary confinement? How would you do it?
- Tell me about the places you lived as a child
- Are you a “saver” or a “thrower”? What things do you collect or save?
- Use one word to describe your first impression of each person on the team
- What kinds of movies do you enjoy?
- Who is the most famous person you have ever met?
- What’s the first things that comes to mind when you hear the word “fun”
- How do you most like to relax?
- What unusual habits or rituals do you have?
- How many hours do you spend on your computer every day? Doing what?
- What is something mischievous you have done?
- What is the worst thing you have ever eaten?
- What magazines do you subscribe to?
- Have you ever purchased anything from a telemarketer? How was it?
- What’s the best New Year’s resolution you’ve ever made?
- Do you love large social gatherings, or hate them?
- What’s your favorite kind of candy?
- When you travel, do you pack too much or too little?
- What’s the most embarrassing thing that has happened to you?
- What fashion trend do you hope never comes back?
- Do you like your name? Why or why not?
- Do you usually send sentimental or humorous greeting cards? Why?
- What is your favorite song?
- How many hours of sleep do you need per night?
• What’s your favorite “comfort food?”
• Do you keep your paper money in your wallet organized sequentially according to denomination?

**Deeper Questions:**
• What bad habit do you wish you could break?
• What is one regret you live with?
• What is your greatest fear?
• What character trait are you currently trying to improve or change?
• What do you suspect people say about you behind your back?
• What epitaph would you want engraved on your tombstone?
• What dreams do you have which have not been fulfilled?
• What would you be willing to die for?
• What is the hardest thing you have ever done?
• What was the hardest time of your life? Why?
• Have you forgiven yourself for past personal failures?
• Who do you most look forward to seeing in heaven?
• In what areas of your life are you immature?
• What is missing in your life? What one thing would make your life complete?
• Describe a time when you were really sure you were right, but were actually wrong.
• When was the last time you cried? Why?
• What is one “longing” or “yearning” you have?
• How do you handle anger?
• How do you respond to stress?
• Have you ever felt excluded? Explain the situation and how it made you feel.
• What are you really passionate about?
• How often do you feel lonely? What makes you feel most alone?
• What is your “love language” – gifts, words, acts of kindness, time, or touch?
• When you are happy, how do you like to celebrate?
• What is your worst habit?
• When do you feel most insecure?
• What would you say are your greatest weaknesses?
• What is a recent disappointment you have had?
• On a scale of one to ten (one=low, ten=high), what is your stress level right now?
• Name three annoyances in life that steal your joy or energy.
• What are your biggest energizers?
• What kinds of people drain you?
• What characteristic do you most dislike in others?
• What was the topic of your last argument with someone?
• If you could have burden removed from you today, what would it be?
• What legacy do you want to leave behind?
• What do you want people to be able to say about you at your funeral?
• What experiences of suffering or injustice have deeply marked you?
• In what areas of your life were you broken or messed up in the past?
• What do you feel is your unique purpose in life?
From Kelly O’Donnell Doing Member Care Well

“This exercise explores seven important factors (selection criteria) needed to become part of the mission and team. Each criterion begins with the letter C, hence the name of this exercise. I primarily use it for newly formed teams as a point of departure to discuss who they are, their backgrounds, and their motivations and expectations for the team. It can also be useful for teams going through a major transition period, such as a change in ministry focus or the addition of several new staff. “

**Directions**: Team members describe themselves to each other in terms of one or more of the selection criteria listed below. Questions for clarification are encouraged. An alternate version is to have members write out their responses beforehand, keeping them anonymous, and then circulate them during a team meeting. Members then try to figure out who wrote each set of responses. A discussion can follow.

1. **Calling**—by God, to work area, people group, and the mission.
2. **Character**—personality, temperament, strengths, weaknesses.
3. **Competence**—gifts and skills; preparation, training.
4. **Commitment**—to calling, team, the mission agency, missions.
5. **Christian experience**—relationship with God, past ministry.
6. **Compatibility**—doctrine, organization, culture, goals.
7. **Confirmation**—from family, church, the mission, and friends.
Have team members take a blank sheet of paper and draw a picture depicting “this is my life” at this current time. What events are going on now? What events have they just come through? What events are coming? Have each person share his picture, and allow for questions.
Team Commitment

From Kelly O’Donnell, Doing Member Care Well

Sentence Completion

This exercise can be used at almost any point in the team's life cycle. It is especially helpful when a team is stuck in an area and when a moderator or consultant is available to help.

Directions: Team members are to complete the following sentences by writing down some of their spontaneous thoughts and feelings. Responses are confidential although members are encouraged to share some of them with the group. After everyone has written down their answers, volunteers share their responses to the first item, discuss it, and then do the same with the remaining items.

1. Life for me right now is
2. Our team is good at
3. It is hard to
4. I am most fulfilled when
5. Our team needs
6. My best coping strategy
7. Our biggest team problem right now
8. I am anxious about
9. Three years from now
10. Team communication
11. If only they knew
12. If I were in charge
Distribute one “List of Barriers” (next page) to each team member. Have them check the ones they believe are factors to them providing mutual care for one another. Discuss the results as a group, and how these barriers could be overcome.
Barriers to Mutual Care
Place a check by each item you believe is a factor to you caring for others on your team.

<table>
<thead>
<tr>
<th>Don’t know how</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t really want too</td>
</tr>
<tr>
<td>Don’t have time</td>
</tr>
<tr>
<td>Don’t have energy</td>
</tr>
<tr>
<td>Personal baggage – been burned by relationships in the past</td>
</tr>
<tr>
<td>No one takes care of me</td>
</tr>
<tr>
<td>I’m here to share the Gospel, not to care for my fellow missionaries</td>
</tr>
<tr>
<td>Just “existing” here takes so much time and energy</td>
</tr>
<tr>
<td>Feel too insecure</td>
</tr>
<tr>
<td>Don’t really enjoy or understand my team members</td>
</tr>
<tr>
<td>Constant transitions – they won’t be here long anyway</td>
</tr>
<tr>
<td>Missionaries should be tough; they shouldn’t need my encouragement, friendship, care, etc.</td>
</tr>
<tr>
<td>If I reach out to them, will they accept me?</td>
</tr>
<tr>
<td>I’m too discouraged myself to help anyone else</td>
</tr>
<tr>
<td>I feel like a failure; no one could benefit from me</td>
</tr>
<tr>
<td>I don’t know how much longer I’ll be here</td>
</tr>
<tr>
<td>I have my own ministry to focus on</td>
</tr>
<tr>
<td>Would my supporters be in favor of me spending time with team members and not with the nationals?</td>
</tr>
<tr>
<td>There have been conflicts in the past – I don’t want to go there</td>
</tr>
<tr>
<td>I had to learn how to survive here by myself – they can too</td>
</tr>
<tr>
<td>I don’t think I have anything in common</td>
</tr>
<tr>
<td>I really enjoy my relationships with the nationals</td>
</tr>
<tr>
<td>It doesn’t feel like I am accomplishing anything if I spend time on relationships with team members</td>
</tr>
<tr>
<td>Other:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
<tr>
<td>Other:</td>
</tr>
</tbody>
</table>
**Team Commitment**

**Candy Grab**

**Objective:** to learn more about the interests and experiences of group members and to discover what members have in common.

**Materials:** 5-10 pieces of wrapped candy for each person

**Description:** Have the group sit in a circle. Give each person 5-10 pieces of candy. (Tell them not to eat any until the end of the game)

One person starts by telling the group something unique about him/herself (an interest, a hobby, an experience, etc). Anyone who has not done the same thing, or shares that in common with the speaker, gives the speaker a piece of his/her candy. Continue around the circle, giving each one a turn to share something unique about themselves – go around as many times as you would like, or for as many minutes as you have pre-determined.
### Team Dynamics and Relationships

**Affirming My Team**

Have every team member fill out one of these sheets for each team member, and share the results.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Affirmed by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Five wonderful character traits of this person:</td>
<td>1.&lt;br&gt; 2.&lt;br&gt; 3.&lt;br&gt; 4.&lt;br&gt; 5.</td>
</tr>
<tr>
<td>Five things he/she does really well:</td>
<td>1.&lt;br&gt; 2.&lt;br&gt; 3.&lt;br&gt; 4.&lt;br&gt; 5.</td>
</tr>
<tr>
<td>Five ways he/she contributes to our team:</td>
<td>1.&lt;br&gt; 2.&lt;br&gt; 3.&lt;br&gt; 4.&lt;br&gt; 5.</td>
</tr>
</tbody>
</table>
The MBTI (Myers-Briggs) is an effective tool to understand differences in team member’s preferences in the following areas:

- Introvert - Extravert
- Sensing - Intuition
- Thinking - Feeling
- Judging – Perceiving

It is has great implications in understanding how people process information, how they make decisions, how they respond to deadlines, and much more.

Patrick Lencioni, Five Dysfunctions of a Team, says the following about the MBTI:

_The best profiling tool, in my opinion, is the Myers-Briggs Type Indicator (MBTI). ….Some of the best characteristics of tools like the MBTI are their nonjudgmental nature (no type is better than another, although they differ substantially), their basis in research (they are not founded upon astrology or new age science), and the extent to which participants take an active role in identifying their own types (they don’t simply receive a computer printout or test score that alone dictates their type). Many of these tools do require the participation of a licensed consultant, which is important to avoid the misuse of their powerful implication and applications. (Minimum time required: 4 hours)_

To have the members of your team take this tool, contact Lois at lois.mcmartin@efca.org.
The DISC personality system

The following explanation of DISC is taken from www.discinsights.com

The DISC Personality System is the universal language of behavior. Research has shown that behavioral characteristics can be grouped together in four major divisions called personality styles. People with similar personality profiles styles tend to exhibit specific behavioral characteristics common to that profile. All people share these four styles in varying degrees of intensity. The acronym DISC stands for the four personality styles represented by the letters:

D (Drive), I (Influence), S (Steadiness), C (Compliance)

How is DISC used?

- Discover behavioral strengths, areas for augmenting, blending, capitalizing
- Value and learn to respect the strengths of others
- Deal with conflict effectively by learning adaptive behaviors
- Enhance work group with teamwork and minimize team conflict
- Develop strategies to meet diverse needs of others
- Improve communication skills by determining communication styles
- Increase sales skills and understanding of the prospect, client, customer with people reading.
- Improve customer relationships by identification and meeting needs
- Reduce conflict and stress, in both interpersonal and intrapersonal relationships
- Manage interpersonal communication better

To take the assessment, go to www.internalchange.com or www.discinsights.com

Contact a member of the ENHANCE team to go over the results with you. enhance@efca.org

Alternatively, here are a few questions to discuss:

- How would you describe this team, from looking at your profiles? – what is the overall personality of the team?

- Do you take on a different role at work than you do at home? (ex. D at work, but S at home) What is your preferred style?

- How do you act when under pressure? How do you recover from stress?

- What type of communication do you prefer to receive? (just the facts, lots of details, etc)

- What is the value that you see each different type bringing to the team?
The StrengthFinder Assessment tool published by the Gallup organization is a powerful tool in learning how God has uniquely gifted each team member. As you discuss individuals’ strengths, you will see why some things are so important to that individual, why they withdraw when frustrated in those areas, and why there may be potential for misunderstanding between team members.

If team members do not know their strengths, have them purchase a publication by Gallup. Two good ones are: Living Your Strengths, by Albert Winesman, and StrengthsFinder 2.0 by Tom Rath. You will find a code inside the book and directions for taking the assessment online.

Here are some potential questions for discussion as a team:

1. Have each member talk briefly about their strengths, and how they see themselves using those in daily life. (Even when team members share a strength, it may look differently to one individual than to another with the same strength) Ask team members to affirm each other by citing examples when they have seen those strengths used by individuals.
2. Are there any strengths that have been viewed negatively?
3. Are there any strengths that you are not using as much as you should?
4. How would beginning to use your under-utilized strengths make a positive difference for your team?
5. What is the value that each member brings to the team?
6. How can this team work together to utilize each member effectively? How can they complement one another?
7. Are there any potential conflict areas? What might drive others crazy?
8. Does the gifting of this team contribute to where the team needs to go? If not readily apparent, then how can you use the strengths you do have to accomplish the goal? Are there any “talent gaps”?
9. If you need someone to (come up with an idea, make a strategy, get something started, be the listening ear, etc), who on your team would you go to for that? Help team see how individual members contribute a different gift to the team.
10. If there are any members who are “by themselves” in an area, ask them how they feel – do they feel lonely, misunderstood, appreciated?
Ask your team – Do you agree or disagree with this statement? - “Conflict is normal in close relationships.” Discuss.

Some common sources of conflict:

- **Philosophy of ministry** – how we go about church planting, which groups do we target, what method do we use, how is money spent, how we do church.
- **Theological backgrounds** – agreement on role of women (how much voice do they have, what role will they play), charismatic vs. non-charismatic, church leadership style
- **Cultural and Family Backgrounds** – differences in understanding, what is acceptable behavior, discipline of children, activities on Sunday, work ethics
- **Giftedness**: - for example, evangelism vs. compassion ministries
- **Expectations** – roles you thought you would have, job descriptions, methods
- **Values** – security vs. adventure, privacy vs. social, family systems
- **Personalities** – extravert vs. introvert
- **Power struggles** – example: disciples vying for position
- **Miscommunication** – see Joshua 22:10ff for an example of jumping to conclusions
- **Jealousy/competition** - well funded IMAs vs. struggling, “coveting” another’s ministry, feeling workloads are uneven, etc.

Discuss which of the above may be challenge areas for your team. Are there any you would add? (list current conflicts, as well as potential conflicts for any team)
Article Discussion:
Have your team members read the article “Why It’s Tough to Get Along with each other”, by Marjory Foyle (preferably before you meet).

Discuss
Which factors do you agree contribute to conflicts we have?
Which factors would you add?
What is one important “take-away” you could name from this article?
People care a great deal about their relationships with others. Missionaries, in particular, are concerned that they do not reduce the energy they have available for their work by spending it trying to get along with one another. All of us are concerned about interpersonal relationships, and we think we ought to be able to live together in perfect harmony. We forget that even in the living presence of the Lord Jesus, the disciples quarreled.

The important thing to recognize in our relationships, however, is not that we have problems, but rather that we need to understand how to handle these difficulties, and to learn from them.

Consider James and John. When they asked Jesus for a high position in his coming kingdom, they aroused great indignation among the other disciples. They seemed to ignore the fact that the others had made the same sacrifice they had in leaving all to follow Jesus. In this incident, Jesus gives us an example of how to handle relationship problems.

Notice that he does not cut these two disciples off with a terse, "Certainly not." Neither does he scold them for asking. Instead, he explains the implications of their request and leads them to think about the realities of their demands. Then we see that he puts the request into its administrative context, saying, "It is not for me to grant this." Finally, he calls the entire group together to discuss the matter, and he explains a vital new principle: In the kingdom, the greatest people will be those who are willing to be servants of all. Clearly, this became a profound learning experience for James and John. I wish we knew more about their immediate reactions; I hope they made a handsome apology.

This is a good example, for, in a similar way, we can use our own interpersonal relationship problems as a means of learning, instead of as an irritant that leads us to despair.

I remember one missionary who had been unable to get along with her only colleague. In fact, they did not like each other at all, and there was a great deal of friction between them. "Then we decided to start talking together regularly about the problem," she told me. "As we went on talking, our relationship gradually improved until we came to love and trust each other." She added, "I would never have known the value of communication if I had not had this experience."

Though there are many causes of poor interpersonal relationships among missionaries, a basic cause is that people who are different from us can appear to be a threat. Because we are unfamiliar with others' differences, those differences become threatening. I want to discuss several problems that are common in missionary relationships. Each has its own pattern, and each requires a different solution.

PHYSICAL PROBLEMS
The effects of physical ills are frequently ignored by missionaries. They forget the influence of amoebic dysentery on the emotions, for example, and they do not allow themselves adequate time for recuperation if they contract a viral infection. Often they add guilt feelings to their physical and emotional problems.

Apart from illness and its results, however, there is a normal variation in physical make-up that is rarely understood. Dr. C. B. Dobson of the School of Psychology, University of Bradford, England, has written a useful book called Stress, the Hidden Adversary. In a section on the physical aspects of stress, he explains
that some people are more efficient toward the end of the work week, while others are more productive in the early part.

This also explains some forms of domestic tension. Suppose the wife is a Monday morning person: she gets up bright and early and appears at breakfast dressed, made up, and her hair carefully arranged. But her husband may be a Friday evening person: he comes down on Monday morning grumpy, unshaven, and groaning mildly. At this point, they may get on each other's nerves, for he cannot cope with her cheerfulness and she thinks he is slovenly. By Friday evening, however, their positions are reversed: she is ready for a quiet evening with television, and he is raring to go out on the town. (This couple, incidentally, would be wise to go out on Wednesday evening, when both are in reasonably good moods!)

Wise missionaries understand how their colleagues and spouses function, and do not pressure them at the wrong time. They learn to compromise. The Monday morning person is gentler in approach, and the Friday person is more understanding of others' fatigue.

There is another helpful fact that emerges from this research: nervous people have a high incidence of absenteeism from work on Mondays. (Presumably this applies to a different day in Islamic countries-on a Saturday to Friday week-and in other countries where the usual day off is different.) This information is useful to people in leadership positions. Missionaries need to be aware of those persons in their charge who are often absent the day following their day off; it helps in planning and moderating the demands of the whole week. Group meetings, for instance, ought to be conducted in the middle of the week.

People also differ in the pace at which they work. Problems develop when those who work quickly drive slower colleagues beyond their strength. But slower workers can hold back quicker people to the point of screaming frustration. I once served on a committee that had a terribly slow chairperson. He was still slowly and ponderously thinking over a point while the rest of us had not only understood it, but come to a decision.

It is important that we never use physical patterns as an excuse for laziness or carelessness. We can, however, arrange our work load to enable ourselves and others to do the maximum when we are all at our best. If demands are made on us when we have less energy, we must ask for a double portion of heavenly strength. Understanding our colleagues' and our spouse's natural patterns goes a long way in helping to promote harmonious relationships.

WORK PROBLEMS
Friction between old and new workers is a potent cause of poor interpersonal relationships. Several factors are important:

1. **Fatigue and compensatory over-rigidity.** Older missionaries often have survived prolonged periods of overwork. They have done so by setting up fairly rigid routines that more or less run themselves. Unfortunately, routines get out of date, and an older person may not be aware that this has happened. New, young workers, who are smart and well trained, often see what is wrong very quickly—but instead of trying to understand why things are as they are, and approaching the matter tactfully, they rush in prematurely with suggestions. Older workers take this as personal criticism and become defensive—brushing suggestions off with, "It's not the culture." As a result, new missionaries become increasingly frustrated and vent this either with direct anger, or by displacing it-onto their digestive systems, or the mission setup, or language study.

2. **Professional inferiority.** Too many missionaries complain of inferiority when they meet their peers at
home on furlough. In reality, they have vast practical experience. Though this is true, it has rarely been examined in valid research or professional papers.

Some mission boards do not consider it important that people keep up to date professionally; they make little or no provision for professional conferences, journals, or books. Others pay great heed to this, and consider it necessary to their Christian witness to provide their professional members the best possible training.

Some missionaries who feel professionally inferior may compensate by being overly dogmatic. In India we call this "the Bara [big] Sahib complex." Such people make life miserable for colleagues, and they may act unwisely in an effort to protect their prestige. I heard complaints not long ago about a doctor whose junior staff felt he was unwilling to teach them anything. They saw this as a protective device, designed to keep him as the "big man" and his juniors as subordinates. Though this may not have been a valid criticism, the fact that it was made at all shows the dangers of such a situation.

3. Poor job description. The common cry of new missionaries is that the job is not what they had been led to expect. Too often job descriptions are glowing, and make little mention of the problems in the work. But senior missionaries deserve some sympathy—it is very difficult to write a job description that really works.

I once tried to prepare another psychiatrist to take over my work. Before he came we had a voluminous correspondence. When I met him and his wife recently, they told me that the preparation had not been adequate, that it did not explain the situation as it was—even though I tried. The shock of finding work so different from one's expectations can lead to anger, which is a common reaction to insecurity.

4. Conflict between spiritual and secular work. Some missionaries deeply resent their boards or local leaders for "interfering" in their spiritual ministry. They feel they have been so loaded with secular (professional) work that there is neither time nor energy left for spiritual ministries. This is of particular importance in countries that issue visas based on the professional skills of the missionaries. Serious relationship problems can develop for people who function in a spiritual-secular dichotomy. A missionary may feel the whole setup is wrong: his request for more time to devote to language study and directly spiritual ministry are constantly frustrated by the daily professional demands made upon him. He never has time for what he feels is his main ministry, and he may become bitter.

PRACTICAL ADVICE

To overcome some of these problems, we must first try to give new workers an honest appraisal of the situation before they come. This demands honesty and self-examination by senior workers, and it is vital that they define both the good and bad points very carefully. The new worker who arrives prepared for certain inadequacies will usually adjust better than someone who expects everything to be perfect.

We should also give new people plenty of talking time, both informally over meals and formally in regular meetings. Older missionaries must be prepared to listen humbly and generously—and new missionaries ought to be equally humble as they learn the realities of the situation. New workers should carefully write down their suggestions, and their advice should be welcomed and considered in future planning.

Furthermore, the spiritual aspects of the work must be carefully protected. Prayer on and for the job, time for personal devotions, and a realistic share in the ministry of the local church or in evangelistic outreach should be closely guarded from encroachment. Though emergencies will always arise, a basic pattern should be established and functioning.
We must also be careful to ensure that specific terms of visas are followed. I once spoke with a man who had had a visa for a special project, and I asked him about publication of the results. He admitted that he had not done the necessary work but concentrated instead on a spiritual ministry. I do not believe this is honorable when governments issue visas and, as in this instance, a financial grant.

Finally, we need to reexamine carefully the secular-spiritual dichotomy. I have personally rejoiced to see my medical work as a vital part of the kingdom ministry. This may not satisfy some professional workers, however. Those people for whom that is true should reexamine their calling. The spiritual ministry must be guarded at all costs.

-----

Permission granted to copy by copyright.com, 4/21/09.
Discuss as a team:

- Which conflict management style does each team member tend to take?
- Are there different styles used in different situations? What are those?
- What is helpful in the midst of conflict?
- What is not helpful?
- How can you help each other recognize behaviors, and resolve conflict constructively?

<table>
<thead>
<tr>
<th>Concern for ideas</th>
<th>Concern for relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>9     Teddy Bear: Giving in</td>
<td>Owl: Collaborating</td>
</tr>
<tr>
<td>8</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
</tr>
<tr>
<td>3     Turtle: Avoidance</td>
<td>Fox: Compromise</td>
</tr>
<tr>
<td>2</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Turtle:** withdraws from conflict and seeks to avoid it at all costs; avoid issue by leaving or remaining silent. No concern for issue or people, just want to get out. They may internalize and accumulate pent-up anger, frustration, hostility. Won’t have a part in the solution.

**Shark:** overbearing and attempts to force people into his or her solution and perspective. Basically a competitor and see the world in terms of win or lose. They are domineering, aggressive; basically things would work out fine if everyone did what they were told to do. “The issue is all-consuming, and I don’t care how others feel.

**Teddy Bear:** values the importance of the relationship above all else. Motivated by the need to be liked and valued by as many people as possible. Relationship take priority over any issue.

**Fox:** is a specialist at compromise. Everyone wins a little, everyone loses a little. May use persuasion and manipulation to bring an agreement. Problem with this is that people go away only half-satisfied, give half-hearted commitment to solution, and problem will probably arise again. “Both people and problem are moderately important to me”

**Owl:** The issue is crucial, but so is the relationship. I’m not willing to sacrifice either. Collaboration is literally “co-laboring”, a process where all the parties involved labor together until a mutually satisfying solution is arrived at. Conflict is viewed as an opportunity to strengthen relationships, not destroy them. Collaborators there are solutions to problems if people are willing to stay with the task.
The Thomas-Kilman Conflict Mode Instrument

Identifying your conflict style and how it can work for or against you is an important part of your ability to resolve conflict. The TKI tool offers a pragmatic approach to conflict resolution and has been used successfully by businesses, educators, and other professionals for 30 years. The TKI explains conflict behaviors in five easy-to-understand modes.

The instrument is based on the theory that people tend to develop habitual ways of responding to interpersonal conflicts, which they then incorporate into their overall communication styles. The generated report includes a 2-age explanation of the individual’s preferred mode, guidance on appropriate use of each mode and suggestions for learning to work with less-preferred modes.

The instrument identifies the following modes:

- **Competing**: Tends to aggressively exercise power at the expense of others
- **Accommodating**: Tends to neglect own concerns to accommodate the needs of others
- **Avoiding**: Tends to respond to conflict with withdrawal, avoidance, or sidestepping of issues
- **Collaborating**: Tends to work with others to find the best possible solution for both parties
- **Compromising**: Tends to find an expedient solution that partially meets the needs of both parties

A Description of the Different Styles:

**Competing**

I win, you lose

Symbol: Shark

*Fundamental premise:* Associates "winning" a conflict with competition

*Strategic philosophy:* When goals are extremely important, one must sometimes use power to win

*When to use:*

- When you know you are right
- When time is short and a quick decision is needed
- When a strong personality is trying to steamroller you and you don't want to be taken advantage of
- When you need to stand up for your rights

*Drawbacks:*

- Can escalate conflict
- Losers may retaliate
**Accommodating**

I lose, you win  
*Symbol:* Teddy Bear  
*Fundamental premise:* Working toward a common purpose is more important than any of the peripheral concerns; the trauma of confronting differences may damage fragile relationships  
*Strategic philosophy:* Appease others by downplaying conflict, thus protecting the relationship

**When to use:**
- When an issue is not as important to you as it is to the other person
- When you realize you are wrong
- When you are willing to let others learn by mistake
- When you know you cannot win
- When it is not the right time and you would prefer to simply build credit for the future
- When harmony is extremely important
- When what the parties have in common is a good deal more important than their differences

**Drawbacks:**
- One's own ideas don't get attention
- Credibility and influence can be lost

**Avoiding**

No winners, no losers  
*Symbol:* Turtle  
*Fundamental premise:* This isn't the right time or place to address this issue  
*Strategic philosophy:* Avoids conflict by withdrawing, sidestepping, or postponing

**When to use:**
- When the conflict is small and relationships are at stake
- When you're counting to ten to cool off
- When more important issues are pressing and you feel you don't have time to deal with this particular one
- When you have no power and you see no chance of getting your concerns met
- When you are too emotionally involved and others around you can solve the conflict more successfully
- When more information is needed

**Drawbacks:**
- Important decisions may be made by default
- Postponing may make matters worse
**Collaborating**

*I win, you win*

*Symbol: Owl*

*Fundamental premise:* Teamwork and cooperation help everyone achieve their goals while also maintaining relationships

*Strategic philosophy:* The process of working through differences will lead to creative solutions that will satisfy both parties' concerns

**When to use:**
- When there is a high level of trust
- When you don't want to have full responsibility
- When you want others to also have "ownership" of solutions
- When the people involved are willing to change their thinking as more information is found and new options are suggested
- When you need to work through animosity and hard feelings

**Drawbacks:**
- The process takes lots of time and energy
- Some may take advantage of other people's trust and openness

**Compromising**

*You bend, I bend*

*Symbol: Fox*

*Fundamental premise:* Winning something while losing a little is OK

*Strategic philosophy:* Both ends are placed against the middle in an attempt to serve the "common good" while ensuring each person can maintain something of their original position

**When to use:**
- When people of equal status are equally committed to goals
- When time can be saved by reaching intermediate settlements on individual parts of complex issues
- When goals are moderately important

**Drawbacks:**
- Important values and long-term objectives can be derailed in the process
- May not work if initial demands are too great
- Can spawn cynicism, especially if there's no commitment to honor the compromise solutions

The instrument costs $14.00 and may be purchased at [www.SkillsOne.com](http://www.SkillsOne.com). No special certification is needed to purchase.
From Kelly O’Donnell, Doing Member Care Well

Have team members come up with a list of conflict resolution principles that work for them. Another approach is to go over the list below as a team and add to it. Periodically review the list and give each other feedback and constructive suggestions.

- Differences are opportunities for growth.
- Never assume you fully understand someone; vice versa.
- Most people have good reasons for what they do.
- You can seldom change anyone.
- Emphasize understanding and areas of similarity.
- Criticism must include constructive suggestions.
- Be aware of how you use the words always and never.
- Agree to disagree in an agreeable fashion.
- Keep short accounts with others.
- Uniformity is not necessary for unity.

For some excellent resources on conflict resolution, go to www.peacemaker.net. Look at “resources”, then “Foundational Principles” for several articles you could copy for your team, and use for discussion.

-----------------------------------

Jesus’ advice for keeping peace in relationships:
1. Don't ignore conflict; address it
2. Don't exaggerate conflict; solve it with the least possible publicity and public scrutiny
3. Don't abandon conflict; pursue it to resolution
4. Don't fence yourself in by conflict; taking two or three witnesses requires that you are also open to reproof and correction
5. Don't recycle conflict; once resolved, let it go and get back to your life"
-- Bruce Barton in "Matthew" section of Life Application Bible Commentar
“Peacemaking is a divine work. For peace means reconciliation, and God is the author of peace and reconciliation...It is hardly surprising, therefore, that the particular blessing which attaches to peacemakers is that “they shall be called sons of God.” For they are seeking to do what their father has done, loving people with His love. It is the devil who is a troublemaker; it is God who loves reconciliation and who now through his children, as formerly through His only begotten Son, is bent on making peace.” John Stott, *Christian Counter-Culture*

Identify the source of conflict in each of the following passages.

<table>
<thead>
<tr>
<th>Passage</th>
<th>Source of Conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>James 4:1-2</td>
<td></td>
</tr>
<tr>
<td>Acts 15:22-29</td>
<td></td>
</tr>
<tr>
<td>Genesis 37</td>
<td></td>
</tr>
<tr>
<td>Genesis 13:1-12</td>
<td></td>
</tr>
<tr>
<td>Phil. 2:3-4</td>
<td></td>
</tr>
<tr>
<td>I Cor. 12:12-31</td>
<td></td>
</tr>
<tr>
<td>I Cor. 3:1-3</td>
<td></td>
</tr>
<tr>
<td>Joshua 22</td>
<td></td>
</tr>
</tbody>
</table>

What principles on peacemaking do you glean from each of the following passages?

<table>
<thead>
<tr>
<th>Passage</th>
<th>Peacemaking Principle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Romans 12:18</td>
<td></td>
</tr>
<tr>
<td>John 17:20-23</td>
<td></td>
</tr>
<tr>
<td>Eph. 4:1-3</td>
<td></td>
</tr>
<tr>
<td>Matt. 5:9</td>
<td></td>
</tr>
<tr>
<td>Prov. 12:16</td>
<td></td>
</tr>
<tr>
<td>Prov. 19:11</td>
<td></td>
</tr>
<tr>
<td>1 Peter 4:8</td>
<td></td>
</tr>
<tr>
<td>Col. 3:13</td>
<td></td>
</tr>
</tbody>
</table>

Discuss the “4G’s of Peacemaking” (as outlined by Ken Sander, *Peacemakers*):

- Glorify God: I Cor. 10:31 How can I please and honor the Lord in this situation?
- Get the log out of your eye: Matt. 7:5 How have I contributed to this conflict and what do I need to do to resolve it?
- Go and show your brother: Matt. 18:15 How can I help others understand how they have contributed to this conflict?
- Go and be reconciled: Matt 5:24 How can I demonstrate forgiveness and encourage a reasonable solution to this conflict?
This conflict management checklist from Ken Williams is a helpful list to think through when your team members are dealing with conflict. Copy the list for each person, and give them opportunity to work through it. Use it together with “Problem Solving Talk”, or other times you are working for solutions.

CONFLICT MANAGEMENT CHECKLIST

Dr. Ken Williams

Pre-Conflict Check: When You Can Anticipate a Conflict Situation

1. Preparing My Heart
   _____ Have I honestly considered why I'm doing this?
   _____ Have I acknowledged my negative feelings and begun working on resolving them?
   _____ Have I surrendered any wrong attitudes and motivations to God?
   _____ Have I asked Him to prepare the other person's heart and help him to be willing to find a solution we can live with?
   _____ Is there anything else I need to talk over with God first?

2. Preparing What to Say (How to Begin)
   _____ Do I have the essential issue clearly in mind, and am I able to clearly state it?
   _____ Am I prepared to honestly and lovingly share my feelings in this matter?
   _____ Do I have a clear understanding of what I would like to see happen?

3. Preparing for the Context
   _____ Have I decided on the best time to bring up the issue?
   _____ Have I decided on the best location?

Post Conflict Check and Comments

_____ Did I clearly and specifically present the issue, in dialogue?
_____ Were we able to keep the conversation to one present issue?
_____ Did I appropriately control and express my feelings?
_____ Did I avoid attacks, mind reading, prophesying and counter attacks?
_____ Did I effectively present ideas for possible solutions?
_____ Did I listen well without interrupting, giving feedback and adequate opportunity to express feelings, perceptions and solutions?
_____ Did we find a mutually acceptable solution, resulting in a minimum of unresolved feelings and misunderstanding?
_____ If we couldn't agree, did I do everything possible to preserve our relationship?
_____ Have we set up a time for ongoing dialogue, if needed?
Purpose: The Team Gutters Exercise provides a creative way to help participants identify which actions help and which ones hinder effective team functioning.

Time: Approximately one hour

Process:
Explanation: Gutters are designed to collect waters running off a house’s roof and direct them away from it. However, things other than water collect in gutters. Leaves, fir needles and pine cones accumulate in the gutter and block the drainage pipes. If these are not removed from the gutter, the overflowing water can saturate the soil next to the home’s foundation and cause settling which then causes the foundation to crack. The overflowing water also rots the wood in the roof next to the gutters, causing extensive damage.

A team has its own gutters. The gutters are team norms that help you do the job you are supposed to do. But problems within a team can be similar to leaves, fir needles and pine cones. If not resolved regularly, they can damage or destroy your team’s effectiveness.

Exercise: Depending on the size of your team, you can either keep the group all together or divide up into groups for this exercise. Ask the participants to list factors that they perceive as obstacles to team effectiveness. List any type of obstacle, including attitudes, physical or spiritual barriers, resources, actions of team members.

Debrief:
- What can we learn from this?
- What are the things that stand out?
- What kind of damage is being done because of things “clogging our gutters?”
- What are the obstacles that can be dealt with?
Members of strong teams listen well to each other and can empathize by reflecting back what they hear and by validating each other’s feelings. Listening is one of the greatest gifts you can give to one another. Job 21:2 says: “Listen closely to what I am saying. You can console me by listening to me.” Listening is the loving thing to do. Listening is also hard work! It takes time, concentration and effort.

How well does your team listen to each other? Use one or more of the following ideas to sharpen your skills in this area.

1. Divide into pairs, and spend five minutes listening to your partner describe something important to him/her. Briefly summarize what you heard. Then change roles. Conclude by asking each other a few questions about what was shared.

2. Make one copy of the “Personal Listening Assessment” (follows this page) for each member. Have them fill it out, and reflect with a partner and the results.

3. Make one copy of “Principles of Good Listening” (follows this page) for each member. Discuss:
   - What is one area you would like to grow in or change?
   - What frustrates you most when others are listening to you?
   - What really ministers to you when someone is listening to you?
   - What can we do listen in a loving way to others?
   - How can we make time and effort to listen to each other?

4. Memorize James 1:19-20 as a team
## Personal Listening Assessment

<table>
<thead>
<tr>
<th><strong>How are my listening skills?</strong></th>
<th>Yes</th>
<th>No</th>
<th>Sometimes</th>
</tr>
</thead>
<tbody>
<tr>
<td>My body posture and other non-verbal behavior communicates interest in the person</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t interrupt when the other person is speaking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I allow the other person to finish his/her sentences, not attempting to finish the sentence for him/her</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I wait to respond until I have the whole story</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When someone wants to talk, I set aside distractions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I maintain appropriate eye contact, looking at the person enough, but not too much</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If the other person is trying to say something when I am speaking, or when we both start speaking simultaneously, I defer to the other person.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I acknowledge and validate feelings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t rush in to give solutions or opinions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am patient with someone who has difficulty putting his/her feelings into words</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I ask clarifying questions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t feel the need to make the conversation be about me, by talking about a similar experience I have had</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I stay alert, awake and engaged</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I listen quietly</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am concerned and empathetic when someone expresses very deep feelings</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>When others share with me, I encourage them to continue as long as they need to, without changing the subject.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I ask open-ended questions—questions that cannot be answered with a “yes” or “no”</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am not thinking about what I want to say while the other person is talking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My facial expression shows that I am hearing what the other person is saying</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I don’t make judgments about the content of what someone is telling me</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand that by being a better listener, I can help others be better speakers</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Principles of Good Listening

There are three basic listening modes:

1. **Competitive or Combative Listening:** happens when we are more interested in promoting our own point of view than in understanding or exploring someone else’s view. We either listen for openings to take the floor, or for flaws or weak points we can attack. As we pretend to pay attention we are impatiently waiting for an opening or internally forming our rebuttal and planning a devastating comeback that will destroy their argument and make us the victor.

2. **Passive or Attentive Listening:** We are genuinely interested in hearing and understanding the other person’s point of view. We are attentive and passively listen. We assume that we heard and understand correctly, but stay passive and do not verify it.

3. **Active or Reflective Listening:** The most useful and important listening skill. In active listening we are genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and we are active in checking out our understanding before we respond with our own new message. We restate or paraphrase our understanding of their message and reflect it back to the sender for verification. This verification or feedback process is what distinguishes active listening and makes it effective.

Threats to active listening:

1. **Comparing:** You are trying to assess who is smarter, more competent, more emotionally healthy. You can’t let much in because you are too busy seeing if you measure up.

2. **Mind Reading:** Without their saying so, you know what people are feeling and why they are acting the way they do. In particular, you are able to predict how people are feeling about you.

3. **Rehearsing:** You don’t have time to listen when you are rehearsing what to say. You entire attention is on the preparation and crafting of your next comment.

4. **Filtering:** You hear some things and not others. You only pay enough attention to see if somebody’s angry, or unhappy or if you are in emotional danger. Once assured there is no danger, your mind begins to wander.

5. **Judging:** You prejudge someone and “write them off,” thus don’t pay much attention to what they say. Hastily judging a statement as immoral, hypocritical, or crazy means you have ceased to listen and have begun a “knee-jerk” reaction.

6. **Dreaming:** You are half listening, and something the person says suddenly triggers a chain of private associations. You are more prone to dream when you feel bored or anxious. Everybody dreams, and you sometimes need to make tremendous efforts to stay tuned in. Dreaming indicates a lack of commitment.

7. **Over-identifying:** Everything a person tells you, you take and refer back to your experience. Everything you hear reminds you of something you have felt, done or suffered.
8. **Jumping in With Solutions**: You are in danger of over-simplifying the situation and giving the impression that you just want to hurry up and fix it, instead of giving time to listen carefully. Often people don’t want you to fix it, they just want you to listen.

9. **Premature Reassurance**: Offering platitudes, such as “everything will be ok,” is not helpful and gives the impression that you don’t grasp the situation.

Be aware of your verbal and non-verbal “signals”:

**Positive Non-Verbal**
- Set aside what you are reading; turn off the television
- Watch your tone of voice
- Stand an appropriate distance apart
- Don’t answer phone, or read text messages while another person is talking to you
- Stay awake, alert, and engaged
- Maintain appropriate eye contact
- Show by your facial expressions that you are engaged

**Positive Verbal**
- Bite your tongue! – don’t quickly jump in with your own stories or thoughts
- Ask open-ended questions
- Respond empathetically
- Allow the speaker to finish sentences
- Re-state what you’ve heard, or summarize
- Stay on the subject
- Listen using minimal responses
Discuss:

1. Identify the main sources of communication within your group. Who are the information brokers?
2. Who communicates the least?
3. What content areas of communication are needed?
4. Identify a situation in which communication did not flow well. How could you improve the communication links?
5. Try drawing a communication flow chart.
1. If you would like to help your team to develop an environment of grace – where one can trust God and others with who they really are – you could do a study on the “True-Faced” material. Go to www.leadershipcatalyst.com. Under “shop” tab you will see that you can purchase the true-faced message on CD or DVD. You could listen to this as a group, and discuss the content together. There are also books and workbooks available for further study. The book is entitled True Faced: Trust God and others with who you really are, by Bill Thrall, John Lynch and Bruce McNichol.

2. Read together one of the following books – perhaps a chapter a week, and have a brief discussion on it:
   - **The Discipline of Grace, God’s role and our role in the pursuit of holiness**, by Jerry Bridges, NavPress; workbook also available
     Description: *We know we need grace. Without it we’d never come to Christ in the first place. But being a Christian is more than just coming to Christ. It’s about growing and becoming more like Jesus. It’s about pursing holiness. The pursuit of holiness is hard work, and that’s where we turn from grace to discipline. Grace is every bit as important for growing as a Christian as it is for becoming a Christian in the first place. Grace is at the heart of the gospel, and without a clear understanding of the gospel and grace we can easily slip into a performance based lifestyle that bears little resemblance to what the gospel has to offer us. The Discipline Of Grace offers a clear and thorough explanation of the gospel and what it means to the believer, and how the same grace that brings us to faith in Christ also disciplines us in Christ, and how we learn to discipline ourselves in the areas of commitment, convictions, choices, watchfulness, and adversity.*
   - **Emotionally Healthy Spirituality**, by Peter Scazzero, Thomas Nelson publishing. This book also has a workbook available
     Description: *Emotional Healthy Spirituality is a groundbreaking work on the integration of emotional health and contemplative spirituality that current models of discipleship fail to address. Many sincere followers of Christ, followers who are really passionate for God, join a church, participate weekly in a small group, serve with their gifts, and who are considered “mature,” remain stuck at a level of spiritual immaturity—especially when faced with interpersonal conflicts and crises. Emotionally Healthy Spirituality offers a strategy for discipleship that address this void, offering powerful pathways to transformation that will help readers mature into a faith filled with authenticity and a profound love for God.*
   - **The Safest Place on Earth**, by Larry Crabb; workbook also available
     Description: *In today’s frenetic society, people rarely develop intimate friendships. Instead, they spend their lives essentially disconnected from others, rushing through life content with brief visits and casual conversations. But what if one were to develop a community, a spiritual community, of people who walked with and supported each other through life's journey? A community of real friends who listened to each other's personal tragedies without merely trying to fix the problems, who encouraged and nurtured each other's strengths, and who accepted people for who they really are, instead of the image they try to portray. In The Safest Place on Earth, Larry Crabb explores such a place, where God can heal disconnected people and allow them to reconnect with each other and, ultimately, with Him.*
For those times when you bump against a problem---

This exercise will help your team identify what the problem is, and to work through some potential solutions.

1. Agree on a time when everyone can give it some time and focus

2. Agree what the problem is. Write a statement of what the problem is on a flipchart. Focus on only one problem at a time. The goal is to gather and clarify information so that everyone can better understand what has happened and what can be done to resolve this matter. Each person should share their views of the problem. Focus on listening without interruption and gaining understanding of each person’s position.

3. Brainstorm possible solutions. Don’t judge or evaluate. Every idea needs to be heard. Discuss and evaluate the possible solutions you have come up with. Ask: “Are there any solutions that you can agree on?” Look for agreements and be willing to compromise.

4. Agree on one or two solutions.

5. Discuss what action steps will be taken.

6. Schedule a date to meet again and see how the solutions are working.

Some possibly helpful sentence starters:
- What do you need from
- Can you agree to...
- Can you summarize what the other person is feeling
- What is your response to what they have said
- What do you want to say to...
- Finish this sentence: I am feeling....... 
- I can commit to...
- I need you to....
- I need you to stop....
Adapted from an Exercise in *Team Troubleshooter*, Robert W. Barner

**Purpose:** to allow for anonymous input regarding resolving a problem

In this exercise, team members anonymously write their ideas for resolving a problem on index cards. This is especially useful when:

- Team members need time to sort through their thoughts. When people write down concerns or ideas, they tend to be less emotional and are able to carefully assess the issues at hand.
- Team members may feel uneasy about openly expressing their ideas in front of other, more dominant team members.
- Opposing parties may be reluctant to reveal their underlying concerns.

**Procedure:**

1. Provide team members with index cards for their responses.
2. When you’ve collected the cards, give your team a ten-minute break while you summarize their ideas on a flipchart.
3. When they return, take everyone through a systematic review of all posted ideas.
4. No single idea should be evaluated until all have been summarized and are clearly understood by the participants.

This technique gives team members time to cool off while they organize their thoughts on paper. It also helps rein in dominant team members. And when you place all ideas anonymously on the flipchart, you remove the personalities from the ideas – each idea is discussed on equal footing.
Adapted from an Exercise in Team Troubleshooter, Robert W. Barner

**Purpose:** to identify points of agreement and points where alignment is still needed

When people voice criticisms, they frequently make the mistake of “throwing the baby out with the bathwater;” that is, they make sweeping criticisms of everything they’ve heard. This exercise forces team members to reflect on those areas on which they have reached consensus, and to avoid making over-generalizations. Quite often, in the final step, both parties will realize that they’ve overestimated the scope and severity of their disagreement.

**Procedure:**

1. Prepare a flipchart with sections titled as following:

<table>
<thead>
<tr>
<th>From (team member’s name) point of view</th>
<th>From (team member’s name) point of view</th>
</tr>
</thead>
<tbody>
<tr>
<td>Points on which we agree</td>
<td>Points on which we agree</td>
</tr>
<tr>
<td>Points on which we disagree</td>
<td>Points on which we disagree</td>
</tr>
</tbody>
</table>

2. Make the following statement to your team members: “I’m going to ask you to individually explain your views on this situation. However, before telling us about those points on which you disagree, outline those points on which you feel you’re in agreement.”

3. Ask both (or more) parties to complete each section. Ask “on which points do you feel you agree?” After all have completed that section, move to next section: “on which points do you disagree?”

4. After entire chart has been completed, ask “looking at the chart, what do you see as your strongest point of agreement? On which points do we need to seek alignment?”
Adapted from an Exercise in *Team Troubleshooter*, Robert W. Barner

**Purpose:** to encourage communication that does not inhibit team member’s creativity

Team members sometimes communicate in ways that inhibit their coworkers creativity. Many behaviors such as sarcasm or hostile criticism become so ingrained that people don’t even realize what they’re doing. The following exercise provides a humorous and non-threatening method for changing team communication habits that may be discouraging the free flow of ideas.

**Procedure:**

1. Write “Killer Behaviors” at the top of a piece of flipchart paper. Then ask the team to generate a list of examples of “killer behaviors” – behaviors that tend to discourage or censor good ideas – which they’ve observed in their own team meetings, or in which they have participated.

Some examples may be:
- Poking fun at strange ideas
- Attacking ideas before speaker has chance to fully develop them
- Complaining
- Attacking new ideas because they’ve never been tried
- Patronizing attitudes i.e. “you’re new here, or you would know...”

2. Distribute soft foam balls to team members before a brainstorming or problem-solving session. Suggest that whenever someone engages in any of the killer behaviors you’ve listed, the other team members should throw balls at that person.
From Kelly O’Donnell, *Doing Member Care Well*

**Past Relationships**

Team life, at both the conscious and unconscious levels, stirs up many associations with one's family of origin. This is a normal experience. For instance, leaders, in some ways, can be related to as if they were one's parents. Other team members can be viewed as if they were siblings. Teams thus serve as forums for "recreating" one's original family, stirring up past feelings and providing opportunities to work through unresolved family areas. It is helpful to discuss these factors as a team and to try to be aware of how one's family may in fact be influencing the current group context.

Doing family and team trees (described below) can be effective ways to get at this process. It is also helpful to discuss some of the previous team experiences and personal relationships that members have had. Here are two exercises to try.

- **Family Trees**
  Participants create a picture of their family of origin by drawing and positioning their parents and siblings in some type of tree. They are asked to be as creative and as spontaneous as possible. The activities of family members, their relative position to each other, and the type of tree that is drawn all yield important information about one's family experience and background. After all have finished, participants describe their trees to each other.

It is also helpful to discuss some of the previous team experiences and personal relationships that members have had. Here are two exercises to try.

- **Previous Teams**
  Team members describe their experiences on three different teams. What did they like and dislike? How cohesive, resilient, and effective were these teams? What have you learned about teamwork and yourself as a result of your team experiences?

- **Previous Roommates**
  List a few roommates that you have had. How did you get along? How did you manage household tasks? How did you deal with differences? What did you learn about yourself and the way you relate to people?
Distribute one “relationship checklist” (next page) to each team member. Give them 15-30 minutes to work through the sheets individually. At the end, ask for voluntary sharing of insights gained.

**Share: Based on the results I find here:**

1. I will make it my aim to STOP doing the following:

2. I will make it my aim to START doing the following:

3. I will ask the following trusted person to help me in these areas______________________.
<table>
<thead>
<tr>
<th>Relationship Checklist</th>
<th>Yes</th>
<th>Sometimes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>In general, I am able to tell others that I really like and appreciate them</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am willing to discuss my feelings with others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I enjoy being with people</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I generally understand why I do what I do</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I do not take myself too seriously</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am quick to listen, slow to speak</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am able to express concern for others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I seek to maintain a servant’s heart in relationship to others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I make it a habit to overlook and forgive offensive comments and actions</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I do not harbor anger or grudges</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I accept feedback about myself from others without responding defensively</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I find it easy to relate to others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I try to maintain a positive attitude</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I pay attention to others when they are speaking to me</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I regularly express appreciation to others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I avoid making assumptions about others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am quick to admit when I am wrong</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I have a tendency to want credit for accomplishments</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I attempt to always be honest in my speech</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I treat people impartially</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I look for ways to serve others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I look for ways to show hospitality to others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I offer comfort when needed</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I make it my goal to be at peace with others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Am I kind?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Am I boastful or arrogant?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Am I self-centered?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Do I look for ways to encourage others?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Do I bear others’ burdens?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Do I look for ways to encourage others?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>If I don’t understand, do I seek clarification?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Am I quick to judge another’s actions?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am willing to give feedback to a friend when he or she is behaving in a way that bothers me</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I am not a carrier of gossip</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Do I ignore or reject others who might want to get closer to me?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Do I attempt to control others by my emotions?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Am I willing to allow others to be themselves?</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I have trouble making and keeping friends</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>I have frequent arguments with others</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
<tr>
<td>Others seek me out for advice, or to spend time with me</td>
<td>Yes</td>
<td>Sometimes</td>
<td>No</td>
</tr>
</tbody>
</table>
Distribute a “what are your values” worksheet to every member. Have them go through list and mark according to instructions. When everyone has finished, discuss:

- Each member share what came out as their top values, and why?
- Which things are the least important and why?
- Do you see any potential conflict between people’s values?
- How does this help you understand one another?
## WHAT ARE YOUR VALUES?

Rate each value with a number between 1 and 5, 1=low value, 5=high value. Enter other ideas you have on blank lines.

<table>
<thead>
<tr>
<th>VALUE</th>
<th>RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobility</td>
<td>Planning</td>
</tr>
<tr>
<td>Choices</td>
<td>Spontaneity</td>
</tr>
<tr>
<td>Independence</td>
<td>Harmony</td>
</tr>
<tr>
<td>Being part of a team</td>
<td>Responsibility</td>
</tr>
<tr>
<td>Education</td>
<td>Following rules</td>
</tr>
<tr>
<td>Having intimate friendships</td>
<td>Duty</td>
</tr>
<tr>
<td>Family (spouse, siblings, parents, children)</td>
<td>Romance</td>
</tr>
<tr>
<td>Church</td>
<td>Kindness</td>
</tr>
<tr>
<td>Doctrinal correctness</td>
<td>Politeness</td>
</tr>
<tr>
<td>Equality with others</td>
<td>Honesty</td>
</tr>
<tr>
<td>Adequate resources</td>
<td>Follow-through</td>
</tr>
<tr>
<td>Safety</td>
<td>Transparency/authenticity</td>
</tr>
<tr>
<td>Adventure</td>
<td>Making a measurable difference</td>
</tr>
<tr>
<td>Effective use of time</td>
<td>Creativity</td>
</tr>
<tr>
<td>Support groups</td>
<td>Nature</td>
</tr>
<tr>
<td>Being influential</td>
<td>Doing things well</td>
</tr>
<tr>
<td>Recreation</td>
<td>Affirmation</td>
</tr>
<tr>
<td>Physical Touch</td>
<td>Beauty</td>
</tr>
<tr>
<td>Freedom to Express Yourself</td>
<td>Gentleness</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Directness</td>
</tr>
<tr>
<td>Hobbies</td>
<td>Hospitality</td>
</tr>
<tr>
<td>Rootedness</td>
<td>Starting things</td>
</tr>
<tr>
<td>Fun</td>
<td>Worship</td>
</tr>
<tr>
<td>Privacy</td>
<td>Conversation</td>
</tr>
<tr>
<td>Communication: phone calls, e-mails, mail</td>
<td>Developing</td>
</tr>
<tr>
<td>Traditions</td>
<td>Cleanliness</td>
</tr>
<tr>
<td>Use of Spiritual gifts</td>
<td></td>
</tr>
<tr>
<td>Children</td>
<td></td>
</tr>
<tr>
<td>Leisure</td>
<td></td>
</tr>
<tr>
<td>Learning</td>
<td></td>
</tr>
</tbody>
</table>

**Notes:**
- Values define what is important to you
- If you find stress in your life, looking at how your values are not met, can be helpful in knowing how to handle the stress (for example, if “choices” is a high value for you, but you are in a situation where you feel you have no choice in any area, this can cause great stress.
- Looking at your values may help you keep a balance in your life
- Understanding what your values are, and understanding what other’s values are, can help you know how to work with and respond to co-workers/teammates
Team Dynamics and Relationships

Multi-Voting

Adapted from *Team Troubleshooter*, by Robert W. Barner, Davies Black Publishing, p. 74

This tool can be used when, after several good ideas have been developed by your team, each member seems intent on defending his or her own position. Multi-voting helps overcome this impasse by encouraging individuals to consider the worth of others’ ideas.

1. List all ideas or solutions on a flip-chart, and then number each idea for review.
2. Tell team members they can cast five votes each for any of the ideas listed. They may apply all five votes to a particular item or distribute their votes among several items. However, an individual can give no more than three votes to his or her own idea.
3. Give team members markers and ask them to vote by placing hatch marks next to the ideas or solutions they favor.
4. Tally the votes and highlight the items that received the most. If two or more items receive almost the same number of votes, ask the team to continue discussing these items until they know which solution they prefer.
1. Make one copy of “enhancing communication” for each member.
2. Have them identify which statements are true of them in communication styles
3. Ask: What is good communication? (Point out that since everyone has a different idea of what constitutes good communication, it is a challenge to making good communication happen)
4. Ask: How do you like to be communicated with?
5. What are the fundamental differences in preferred communication styles
6. Are there guidelines for e-mail, phone? Who prefers e-mail, and who prefers phone?
7. What are the barriers to good communication?
8. What facilitates good communication?
### Enhancing Communication

Put a check beside each statement that describes the type of communication you prefer (Add your own ideas on blank lines):

<table>
<thead>
<tr>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rambling stories</td>
</tr>
<tr>
<td>Brief, direct, “bottom line” facts</td>
</tr>
<tr>
<td>Vague questions</td>
</tr>
<tr>
<td>Sincere appreciation</td>
</tr>
<tr>
<td>Accurate information</td>
</tr>
<tr>
<td>Demands to respond quickly</td>
</tr>
<tr>
<td>“Why” questions</td>
</tr>
<tr>
<td>“How” questions</td>
</tr>
<tr>
<td>“What” questions</td>
</tr>
<tr>
<td>Affirmation</td>
</tr>
<tr>
<td>Recognition for job performance</td>
</tr>
<tr>
<td>Lots of details</td>
</tr>
<tr>
<td>Details explained</td>
</tr>
<tr>
<td>A light and friendly manner</td>
</tr>
<tr>
<td>Recognition for creativity</td>
</tr>
<tr>
<td>A sense of fun</td>
</tr>
<tr>
<td>“Feeling” questions</td>
</tr>
<tr>
<td>Constructive criticism</td>
</tr>
<tr>
<td>Recognition for dependability</td>
</tr>
<tr>
<td>Praise</td>
</tr>
<tr>
<td>Recognition for leadership</td>
</tr>
<tr>
<td>Add your own ideas on blank lines</td>
</tr>
<tr>
<td>Add your own ideas on blank lines</td>
</tr>
<tr>
<td>Add your own ideas on blank lines</td>
</tr>
<tr>
<td>Add your own ideas on blank lines</td>
</tr>
<tr>
<td>Add your own ideas on blank lines</td>
</tr>
</tbody>
</table>
The Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B) is a highly valid and reliable tool that assesses how an individual’s personal needs affect that person’s behavior towards other individuals.

The FIRO-B measures a person’s needs for:

- **Expressed Behavior** (E) – what a person prefers to do, and how much that person wants to initiate action
- **Wanted Behavior** (W) – how much a person wants others to initiate action, and how much that person wants to be the recipient

The instrument also measures a person’s needs for:

- **Inclusion** (I) – recognition, belonging, and participation
- **Control** (C) – influence, leading, and responsibility
- **Affection** (A) – closeness, warmth, and sensitivity

**Benefits of the FIRO-B**

The FIRO-B is an ideal tool to use for interpersonal behavior measurement and assessment, including:

- leadership development (used with MBTI as part of the Leadership Report)
- identifying leadership preferred operating styles
- team building and explaining team roles
- improving team effectiveness

If you want your team to take this assessment tool, contact enhance@efca.org
Have team members choose descriptive words from the following list (or come up with their own). Form partners and tell each other “Here’s what I like or admire about you. You are .......... (fill in with descriptive words)"

| Accepting | Fast | Peacemaking |
| Active | Flexible | Persistent |
| Adaptable | Focused | Persuasive |
| Adventurous | Friendly | Positive |
| Affirming | Fun | Practical |
| Agreeable | Generous | Principled |
| Alert | Genius | Protective |
| Beautiful | Gentle | Quiet |
| Bold | Gifted | Radiant |
| Careful | Good | Rational |
| Caring | Graceful | Real |
| Charming | Gregarious | Refreshing |
| Colorful | Group-oriented | Relaxing |
| Comforting | Happy | Resilient |
| Committed | Healthy | Respectful |
| Communicative | Heartwarming | Sacrificial |
| Compassionate | Helpful | Self-controlled |
| Confident | Humble | Selfless |
| Conscientious | Immaculate | Sharing |
| Courageous | Impressive | Skillful |
| Courteous | Industrious | Smiley |
| Creative | Intellectual | Spiritual |
| Curious | Interesting | Stable |
| Decisive | Joyful | Steady |
| Deliberate | Kind | Successful |
| Delightful | Leading | Sweet |
| Dependable | Listening | Teachable |
| Detail-oriented | Logical | Terrific |
| Determined | Lovely | Thoughtful |
| Discerning | Mature | Timeless |
| Distinctive | Mighty | Tolerant |
| Efficient | Motivated | Trustworthy |
| Encouraging | Musical | Truthful |
| Energetic | Nurturing | Unique |
| Exceptional | Observant | Valuable |
| Faithful | Optimistic | Visionary |
| Fascinating | Orderly | Vivacious |
| Fashionable | Patient | Wise |
One way to increase our self-awareness is through using the Johari Window (named after Joe Luft and Harry Ingram, 1966), which provides a method for self-awareness. It is divided into four panes, each pane representing an aspect of the self. Although the diagram below represents these areas as having equal size, this is rarely the case. For example, it is possible that our “blind” area is very large.

<table>
<thead>
<tr>
<th>You Know</th>
<th>I Know</th>
<th>I don’t know</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Open</td>
<td>Blind</td>
</tr>
<tr>
<td>You don’t know</td>
<td>Secret</td>
<td>Unconscious</td>
</tr>
</tbody>
</table>
Johari Window Exercise

Make two or three copies of this list. On one copy, check the words you feel best describe you from the list below. Have a friend (or two) do the same for you on other copies. Compare the lists to see where your potential blind spots may be. This should reveal ways they perceive you which may not match up with the way you perceive yourself. Discuss the results, and ask for examples of observed behavior.

<table>
<thead>
<tr>
<th>Able</th>
<th>Accepting</th>
<th>Adaptable</th>
<th>Bold</th>
<th>Brash</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calm</td>
<td>Caring</td>
<td>Cheerful</td>
<td>Controlling</td>
<td>Cold</td>
</tr>
<tr>
<td>Confident</td>
<td>Dependable</td>
<td>Domineering</td>
<td>Energetic</td>
<td>Extroverted</td>
</tr>
<tr>
<td>Friendly</td>
<td>Impatient</td>
<td>Happy</td>
<td>Helpful</td>
<td>Idealistic</td>
</tr>
<tr>
<td>Independent</td>
<td>Ingenious</td>
<td>Inexperienced</td>
<td>Introverted</td>
<td>Kind</td>
</tr>
<tr>
<td>Knowledgeable</td>
<td>Logical</td>
<td>Loud</td>
<td>Mature</td>
<td>Needy</td>
</tr>
<tr>
<td>Nervous</td>
<td>Observant</td>
<td>Organized</td>
<td>Patient</td>
<td>Powerful</td>
</tr>
<tr>
<td>Proud</td>
<td>Oblivious</td>
<td>Reflective</td>
<td>Relaxed</td>
<td>Rude</td>
</tr>
<tr>
<td>Responsive</td>
<td>Insensitive</td>
<td>Self-assertive</td>
<td>Self-conscious</td>
<td>Sensible</td>
</tr>
<tr>
<td>Sentimental</td>
<td>Shy</td>
<td>Silly</td>
<td>Spontaneous</td>
<td>Sympathetic</td>
</tr>
<tr>
<td>Tense</td>
<td>Trustworthy</td>
<td>Talkative</td>
<td>Wise</td>
<td>Witty</td>
</tr>
</tbody>
</table>

Team Dynamics and Relationships

Likes and Dislikes
This is a light, fun activity for a group.

**Likes/Dislikes**

1. Distribute one copy of the Personal Preference Worksheet (next page) to each person.
2. Instruct the participants to list five likes and five dislikes, then write their names on worksheets. Explain that likes and dislikes can include such things as hats, short hair, TV programs, food, etc, anything except people’s names.
3. After everyone has completed a worksheet, collect them.
4. Explain that you will be reading the lists out loud and that members of the team are to try guessing which team member wrote the list.
5. Continue until all lists have been read.

**Personal Preference Worksheet**

<table>
<thead>
<tr>
<th>Likes</th>
<th>Dislikes</th>
</tr>
</thead>
</table>

103
This is an activity which can help teammates get to know each other further. It is an activity in which participants organize themselves based on various pieces of information about themselves. Best for a large group.

Announce a category. Have members organize themselves according to your instructions. Categories range from light and fun to more serious. Some will have some follow-up discussion questions.

**Possible categories:**

1. Divide the group in half. Tell each group to arrange themselves alphabetically by first name as quickly as possible. Goal is to finish before other group.

2. Divide the group in half. Tell each group to arrange themselves chronologically by age as quickly as possible. Goal is to finish before other group.

3. Divide the group in half. Tell each group to arrange themselves geographically east to west by birthplace. Goal is to finish before other group.

4. Call out these categories and have them choose sides (one side agree, other side disagree)
   - Love country music
   - Love nuts in my chocolate
   - Love surprises
   - Love to travel
   - Have more than one brother or sister
   - Accepted Christ before age 18
   - Etc.....

5. Have them arrange themselves in a line by their preference: One end is “I must finish my work before I can play” – the other end is “I can play anytime”
   
   Discuss: to the people at the “finish my work” end: what does this mean to you? What would you want to say to the people at the other end?
   
   To the people at the “play anytime” end: what does this mean to you? What would you want to say to the people at the other end?

6. Choose a side: “prefer to be a leader/prefer to be a follower”
   
   Discuss: Are there different situations when you prefer to be a leader/follower? What are those situations?

7. Choose a side: “prefer to be scheduled/prefer to be spontaneous”
   
   Discuss: What would you want to have the other side understand about you?

8. Choose a side: “usually focus on task over people/usually focus on people over task”
   
   Discuss: How does/should this change in a different culture? What are the reasons for one preference over another?

9. Choose a side: “when solving a problem, I need to *talk it out/*when solving a problem I need to *think it out.*"
Discuss: what is one thing you admire about your opposite? What is one thing that baffles you about your opposite? What question would you like to ask to clarify your understanding of the other group?

Book List


Crabb, Larry, The Safest Place on Earth, W Publishing Group, 1999

Demoss, Nancy Leigh, Brokenness, Moody Publishers, 2002

Jones, Gordon and Rosemary, Teamwork, Scripture Union, 1995

Macchia, Stephen A. Becoming a Healthy Team, Baker Books, 2005

Mackin, Deborah, The Team-Building Tool Kit, American Management Association, 2007


Poole, Garry, The Complete Book of Questions, Zondervan, 2003

Sande, Ken, Peacefakers, Peacebreakers, Peacemakers, Hannibal Books, 2008. This is a workbook/study guide for the book The Peacemaker. There is a leader’s guide, and member’s edition.


Sczazzero, Peter, Emotionally Healthy Spirituality, Thomas Nelson, 2006


Member Care Radio has many audio broadcasts on teams – several also have scripts if you prefer that format. Go to www.membercareradio.com.

Topical Index to Healthy Teams Toolbox

<table>
<thead>
<tr>
<th>Topic</th>
<th>Section and Article</th>
</tr>
</thead>
</table>

107
<table>
<thead>
<tr>
<th>Topic</th>
<th>Sub-topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bible Study: Conflict</td>
<td>Dynamics – Bible Study: conflict</td>
</tr>
<tr>
<td>Bible study: Dependence on God</td>
<td>Heart – Bible study: Learning Dependence</td>
</tr>
<tr>
<td>Bible Study: Mutual Care</td>
<td>Purpose – Bible Study: Mutual Care</td>
</tr>
<tr>
<td>Bible Study: One Anothers</td>
<td>Commitment – Bible Study on One Anothers</td>
</tr>
<tr>
<td>Bible Study: What is Controlling Your Heart</td>
<td>Heart – Bible study: What is Controlling</td>
</tr>
<tr>
<td>Bible Study: Hindrances to Effective Ministry</td>
<td>Heart – Bible Study: Flies in the Ointment</td>
</tr>
<tr>
<td>Brainstorming</td>
<td>Dynamics – Multi-Voting</td>
</tr>
<tr>
<td>Brainstorming</td>
<td>Dynamics – Baby and Bathwater</td>
</tr>
<tr>
<td>Brainstorming</td>
<td>Dynamics – Anonymous Input</td>
</tr>
<tr>
<td>Characteristics of Good Team Member</td>
<td>Structure – Characteristics of Good Team Member</td>
</tr>
<tr>
<td>Characteristics of Good Team</td>
<td>Structure – Characteristics of Good Team</td>
</tr>
<tr>
<td>Communication</td>
<td>Dynamics – Listening Skills</td>
</tr>
<tr>
<td>Communication</td>
<td>Dynamics – Communication Flow</td>
</tr>
<tr>
<td>Communication</td>
<td>Dynamics – Communication Styles</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Why It’s tough to Get Along</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Conflict Styles</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Conflict resolution principles</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Thomas Kilman Instrument</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Bible study: conflict</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Conflict Management Checklist</td>
</tr>
<tr>
<td>Conflict</td>
<td>Dynamics – Team Gutters</td>
</tr>
<tr>
<td>Decision Making</td>
<td>Structure – Decision Making Questions</td>
</tr>
<tr>
<td>Decision Making</td>
<td>Structure – Team Decision Chart</td>
</tr>
<tr>
<td>Decision Making</td>
<td>Structure – Decision Making Styles</td>
</tr>
<tr>
<td>Encouragement</td>
<td>Purpose – What Has God Done Here</td>
</tr>
<tr>
<td>Encouragement</td>
<td>Dynamics - Affirming My Team</td>
</tr>
<tr>
<td>Encouragement</td>
<td>Dynamics – What I like About you</td>
</tr>
<tr>
<td>Evaluation</td>
<td>Purpose – Ministry evaluation Questions</td>
</tr>
<tr>
<td>Expectations</td>
<td>Structure – Memo of Understanding</td>
</tr>
<tr>
<td>Expectations</td>
<td>Commitment – Integrating a New Member</td>
</tr>
<tr>
<td>Expectations</td>
<td>Commitment – Needs and Expectations</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Commitment – Life Maps</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Commitment – Personal Interviews</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Commitment – The Seven “C’s”</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Commitment – Candy Grab</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Dynamics – Myers Briggs</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Dynamics – DISC</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Dynamics – StrengthsFinder</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Dynamics – What are your values</td>
</tr>
<tr>
<td>Getting to know each other</td>
<td>Dynamics - Likes/Dislikes</td>
</tr>
<tr>
<td>Getting to know each other, deeper level</td>
<td>Dynamics – Ready, Set, Organize</td>
</tr>
<tr>
<td>Getting to Know each other, deeper level</td>
<td>Commitment – This is My Life</td>
</tr>
<tr>
<td>Getting to Know each other, deeper level</td>
<td>Commitment – Sentence Completion</td>
</tr>
<tr>
<td>Gifting</td>
<td>Dynamics – Affirming My Team</td>
</tr>
<tr>
<td>Gifting</td>
<td>Dynamics – Myers-Briggs</td>
</tr>
<tr>
<td>Gifting</td>
<td>Dynamics – DISC</td>
</tr>
<tr>
<td>Gifting</td>
<td>Dynamics – StrengthsFinder</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>Purpose – Setting Goals</td>
</tr>
<tr>
<td>Goal Setting</td>
<td>Purpose – Who are we and where are we going</td>
</tr>
<tr>
<td>-------------</td>
<td>------------------------------------------</td>
</tr>
<tr>
<td>Goals</td>
<td>Structure – Action Planning Chart</td>
</tr>
<tr>
<td>Goals</td>
<td>Structure – Working as a Team to Meet Goals</td>
</tr>
<tr>
<td>Grace</td>
<td>Dynamics – Environments of Grace</td>
</tr>
<tr>
<td>KRAs</td>
<td>Purpose – Writing Team KRAs</td>
</tr>
<tr>
<td>Leaders and members</td>
<td>Commitment – Needs and Expectations</td>
</tr>
<tr>
<td>Listening</td>
<td>Dynamics – Listening skills</td>
</tr>
<tr>
<td>Mutual Care</td>
<td>Purpose – Bible study: Mutual Care</td>
</tr>
<tr>
<td>Mutual Care</td>
<td>Commitment – Bible Study on One Anothers</td>
</tr>
<tr>
<td>Mutual Care</td>
<td>Commitment – Barriers to Mutual Care</td>
</tr>
<tr>
<td>Need for team</td>
<td>Purpose – A Lesson From the Geese</td>
</tr>
<tr>
<td>New team members</td>
<td>Commitment – Integrating a New Member</td>
</tr>
<tr>
<td>Prayer</td>
<td>Heart – Form Prayer Partners</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Dynamics – Problem Solving Talk</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Dynamics – Anonymous Input</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Dynamics – Baby and Bathwater</td>
</tr>
<tr>
<td>Problem Solving</td>
<td>Dynamics – Multi-Voting</td>
</tr>
<tr>
<td>Purpose Statement</td>
<td>Purpose – Writing a Personal Purpose statement</td>
</tr>
<tr>
<td>Purpose Statement</td>
<td>Purpose – Writing a Team Purpose Statement</td>
</tr>
<tr>
<td>Purpose, Team</td>
<td>Purpose – Who are we and where are we going</td>
</tr>
<tr>
<td>Relationships</td>
<td>Dynamics – Past Relationships</td>
</tr>
<tr>
<td>Relationships</td>
<td>Dynamics – Environments of Grace</td>
</tr>
<tr>
<td>Relationships</td>
<td>Dynamics – Relationship Checklist</td>
</tr>
<tr>
<td>Relationships</td>
<td>Dynamics – Firo-B</td>
</tr>
<tr>
<td>Relationships</td>
<td>Dynamics – Johari Window</td>
</tr>
<tr>
<td>Spiritual Renewal</td>
<td>Heart – Maintaining a Fresh Walk</td>
</tr>
<tr>
<td>Spiritual Renewal</td>
<td>Heart – Spiritual Health Checkup</td>
</tr>
<tr>
<td>Spiritual Renewal</td>
<td>Heart – Personal Reflection and Planning</td>
</tr>
<tr>
<td>Spiritual Renewal</td>
<td>Heart – Worksheet on Spiritual Vitality</td>
</tr>
<tr>
<td>Spiritual Renewal</td>
<td>Heart – Book Discussion: Brokenness</td>
</tr>
<tr>
<td>Stages of team</td>
<td>Structure – What stage are we in</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Commitment – Team Effectiveness Exercise</td>
</tr>
<tr>
<td>Teamwork</td>
<td>Dynamics – Team Gutters</td>
</tr>
<tr>
<td>Trust</td>
<td>Commitment – Trust Busters &amp; Trust Builders</td>
</tr>
<tr>
<td>Values</td>
<td>Dynamics – What are your values</td>
</tr>
</tbody>
</table>