



Equipped to Serve by Leading

A Journey in Spiritual Leadership Development

By Jonathan Alexander

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Theme #1: Personal Spiritual Formation

- “Abiding in Christ and hearing His voice”
 1. *The Voice of Jesus* Chapters 1-3 – The Theology of the Voice of Jesus
 2. *The Voice of Jesus* Chapters 4-5 (Part 1) – Gratitude & Confession
 3. *The Voice of Jesus* Chapters 6-8 (Part 2) – Meditation & Discernment
 4. *The Voice of Jesus* Chapters 9-12 – Practicing Discernment

Theme #2: Personal Leadership

- “Learning to lead like Jesus”
 1. Character: the basis of our leadership (“Leadership Reflection” article)
 2. Chemistry:
 - a. Finding Your PLACE in Life & Ministry
 - Personality Discovery (DISC & MBTI)
 - Learning Spiritual Gifts
 - Abilities Awareness
 - Connecting Passion with Ministry
 - Experiences of Life
 - b. Strengths Finder (*Living Your Strengths*)
 - c. Relational Intelligence (with On-line Assessment)
 - *Relational Intelligence* Chapters 1-2
 - *Relational Intelligence* Chapters 3-5
 - *Relational Intelligence* Chapters 6-9
 3. Competency
 - a. Leader Action Model
 - b. Developing Authentic Relationships & Feedback
 - c. Discovering & Developing Leaders
 4. Developing Collaborative Vision & Strategy
 5. Calling & Commitment:
 - a. Calling: the specific calling of a leader (“Leaders Legacy” Article)
 - b. Commitment: the commitment to a specific organization's mission, vision, values, strategy, etc.

Theme #3: Positional Leadership

- “Leading Christ-centered, Kingdom Building Teams”
 1. The Heart of team (the why)
 2. The Structure of team (the how) (*Doing Church as Team* article)
 3. The Decision-making of team (the what)
 - a. Organic vs. Mechanistic
 - b. Leader's Role in Defining & Guiding Decision Process
 4. *The Five Dysfunctions of a Team* with Assessment
 - #1: Absence of Trust ⇒ *Be Vulnerable*
 - #2: Fear of Conflict ⇒ *Demand Debate*
 - #3: Lack of Commitment ⇒ *Force Clarity & Closure*
 - #4: Avoidance of Accountability ⇒ *Confront Difficult Issues*
 - #5: Inattention to Results ⇒ *Focus on Collective Outcomes & Results*

Required Reading:

The Voice of Jesus – Gordon Smith

Finding Your PLACE in Life & Ministry (Workbook) – Jay McSwain

Living Your Strengths – Albert Winseman, Donald Clifton, & Curt Liesveld

Relational Intelligence – Steve Saccone

Five Dysfunctions of a Team – Patrick Lencioni

One book of area of your choice for the “book report” (with synopsis paper)

- Personal Leadership “Chemistry”
- Spiritual Leadership
- Advanced Strategic Planning (Vision, Mission, Strategy, etc.)
- Organizational Change Management
- Mentoring & Coaching
- Social Media & Leadership

All assigned articles

Theme #1: Personal Spiritual Formation

“Abiding in Christ and Hearing His Voice”

“O Lord God, Thou hast made me a pastor and teacher in the church. Thou seest how unfit I am to administer rightly this great, responsible office; and had I been without Thy aid and counsel, I would surely have ruined it long ago. Therefore do I invoke Thee. How gladly do I desire to yield and consecrate my heart and mouth to this ministry. I desire to teach the congregation. I, too, desire ever to learn and to keep Thy Word my constant companion and to meditate thereupon earnestly. Use me as Thy instrument in Thy service. Only do not Thou forsake me, for if I am left to myself, I will certainly bring it all to destruction. Amen.” ~ Martin Luther

The Voice of Jesus *Introduction, Chapters 1-3*

Introduction

Every Christian should be able to answer two questions:

- 1) What do you think Jesus is saying to you at this point in your life?
- 2) What indicators give you some measure of confidence that it is indeed Jesus speaking to you rather than someone or something else?

Where are you at right now in your spiritual experience in being able to answer these two questions?

Chapter 1 – Jesus and the Spirit

*“The life of God is found in knowing the voice of the Son – the voice of Jesus.
God has spoken to us through Jesus.”*

What were some of your impressions and thoughts about this chapter? Was anything specifically stirred in your heart by what you read?

What does it mean to “know the voice of Jesus”? How do we hear and know His voice? How are you doing in your ability to hear and know the voice of Jesus in your own spiritual life?

What is the relationship between the Holy Spirit and the Scriptures (see also pp. 30-32)? What is the relationship between the Holy Spirit and the community of Christ?

Explain some of the “Dynamic Tensions in Christian Discernment” (pp. 18ff).

- Divine Initiative and human response
- The context of our lives and the particularity of the voice of Jesus
- The voice of Jesus in prayer and in the world
- The individual and the community

Chapter 2 – Three Voices, One Tradition

What were some of your impressions and thoughts about this chapter? Was anything specifically stirred in your heart by what you read?

Why is it important that we “consult” and learn from others in Christian history that have pursued Christ? What are some key sources of Christian tradition (who has influenced you in your faith and in your spirituality)?

Which theologian/spiritual director of the three that Smith mentions (Ignatius Loyola, John Wesley, and Jonathan Edwards) do you most identify with and why?

What is the “common denominator” of the three (or as Smith puts it *Three Voices, One Tradition*)?

Chapter 3 – With Heart and Mind

What were some of your impressions and thoughts about this chapter? Was anything specifically stirred in your heart by what you read?

Do you take your emotions seriously enough? How has the evangelical world responded to “heart” and “mind”?

Can we truly learn faith (and even Christian faith, doctrine, and theology) without a “definite emotional content to this faith” (p. 57)?

How are you living out this statement: “to live in joy is to choose to live in the light of the resurrection as one’s fundamental disposition.”

The Voice of Jesus

Chapters 4-8

For the next four chapters, we will be reading and discussing how we experience and hear the Voice of Jesus through the role of the Holy Spirit. And in the process, we will discover what our role is in this experience.

Chapter 4 – The Assurance of God’s Love

Read Romans 5:3-8. Why is it so vital in our lives and Christian experience to know that the Father loves us? What difference does this make in your own life, especially in the context of pain, hurts, and disappointments?

What do you think about this statement: “If we do not learn to live in the love of God, we will always be vulnerable to the opinions of others” (p. 79).

What is our role in experiencing the Father’s love (p. 85)?

If the two critical signs of our experience of the Father’s love are **humility** and **a love for others**, how are you doing?

Chapter 5 – The Spirit Convicts Us of Sin

Read John 16:12-15. What is the role of the Spirit in this passage? Why is it so important that the Spirit’s conviction of sin is in the context of God’s love for us?

How does sin “undercut our capacity to hear the voice of Jesus”?

What is the role of guilt in sin and confession (pp. 93-97)? When is guilt healthy? When is guilt unhealthy (false guilt)?

What is confession and what should be the “content” of our confession? Why is it important to confess our sins to one another?

Chapter 6 – The Spirit Illumines our Minds

“Central to the Spirit’s ministry is the reality that the Spirit transforms us into the image of Christ, specifically through the truth.” Explain this statement in your own words. What are some Scripture passages that you would use to support this statement?

What is meditation? What are some of the critical components that the author mentions in this chapter? How is meditation the “antidote” to our hectic lives?

How are you doing in your meditation upon God’s Word? Do you experience Christ when you read the Word or is your experience typically bland and dry (be honest)? How can the things learned in this chapter impact how you read and meditate upon God’s Word? What are some specific things you can (and will) incorporate into your time with the Lord in the Word?

Chapter 7 – The Spirit Guides Us in Times of Choice

What does it mean for us to “choose well”? How do we learn to choose well? Why is it so important for us to choose well? How do we choose well knowing that “the good often be the enemy of the best” (p. 130)?

How do we test and discern the emotions of consolation? How can we discern and test our motives? When is it okay (and even best) to not decide or choose?

How can you apply this to a decision you are facing right now?

Chapter 8 – The Character of our Prayers

Comment upon the four dimensions of the Spirit’s inner witness in your own spiritual journey. How have each of these impacted you and even possibly changed our relationship with Christ?

- The assurance that we are loved
- Convicting ministry regarding sin
- The illumination of our minds with truth
- Guidance in times of choice

How does prayer “form” us? How do we more deeply encounter Christ in and through our prayers?

How well do you do “silence”? What is the noise in your life and how can it be removed so that you can experience times of silence?

The Voice of Jesus *Chapters 9-12*

Chapter 9 – The Call of God: Vocational and Moral Discernment

How well does your current vocation suit your SHAPE (spiritual gifts, heart, abilities, personality, experiences)? Be specific.

In your current vocation, have you “settled” and perhaps not taken enough risk (perhaps because of fear; see pp. 194-199)? Have you taken too much risk and not been realistic about yourself and/or the circumstances around you?

In your own spiritual life, do you tend to seek the counsel of others (community) or silence and solitude with God more? Is there a balance in “the voices”?

What is moral discernment? Why is it so necessary to develop moral discernment in our world?

What are some evils in our world (across the street and across the globe) that demand a response from followers of Christ? How are you personally responding to them?

Chapter 10 – Spiritual Direction, Pastoral Care, and Friendship

How do we balance interplay between us as individuals and our role in a community?

What is the focus of spiritual direction and how is it different from counseling or mentoring? What are some of the “roles” of spiritual directors in helping people to discern the voice of Jesus?

How can we be more present to one another in this process of communal discernment? Describe a specific example in your life right now?

Chapter 11 – Making Decisions Together: The Challenge of Communal Discernment

Read Acts 15:1-29. How did the leaders in the early church make a major decision (note especially vv. 25 & 28)?

What are the three types of decision-making models listed and explained on pp. 225-229? Do you tend to prefer one of these models? If so, why? What are some of the limitations of your preferred model?

How does “communal discernment” differ from the models above? What is the role of leadership and the community (especially those with the gift of discernment) in the communal discernment model? Where do you fit in with the model (leader, member of community, member with gift of discernment)?

Where are you on the “conflict meter” (1 = avoid conflict at ALL costs; 10 = seek conflict ALL the time)? How does your view of conflict help and/or hinder the communal discernment decision-making process?

Chapter 12 – Making Decisions Together: the Process of Communal Discernment

Comment upon any part of the communal discernment process that sparked interest in you:

- Strategic planning & appreciative inquiry
- Leading a small group towards decisions
- The role of the moderator
- Open discussion
- Prayer and silent reflection
- Discussion towards resolution
 - Questions of consequence
 - Questions of continuity
 - Questions of community
- The minority voice
- External confirmation

Theme #2: Personal Leadership

“Learning to Lead Like Jesus”

“True greatness, true leadership, is achieved not by reducing men to one’s service but in giving oneself in selfless service to them”

~ J. Oswald Sanders, *Spiritual Leadership*

“For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many.”

~ Jesus (Mark 10:45)

1. The Leader’s Character

Developing the Heart of a Servant Leader

- The Humble Heart of Jesus – Philippians 2:5-11
- Northshore’s 12 Character Values
- The Seven Principles of a Servant Leader

2. The Leader’s Chemistry

Discovering the Divine Design of a Leader

- ***Finding Your PLACE in Life & Ministry*** (PLACE Workbook)
 - Personality Discovery
 - Learning Spiritual Gifts
 - Abilities Awareness
 - Connecting Passions with Ministry
 - Experiences of Life
- ***Living Your Strengths*** (StrengthsFinder)
- ***Relational Intelligence***
 - Online assessment
 - *Relational Intelligence Study Guide*

3. The Leader’s Competency

Developing the Skills to Lead Well

- The Leadership Action Model
 - Insight, Innovate, Initiate
 - Influence vs. Power & Position
- Developing Authentic Relationship
- Discovering & Developing Leaders
- Developing Collaborative Vision & Strategy

4. The Leader’s Calling & Commitment

Discerning Jesus’ Call and Mission for a Leader

- The Call to Serve
- The Call to Sacrifice
- The Call to Follow

The Leader's Character

Developing the Heart of a Servant Leader

The Humble Heart of Jesus – Philippians 2:5-11

"[Christian leadership] is not a leadership of power and control, but a leadership of powerlessness and humility in which the suffering servant of God, Jesus Christ, is made manifest. . . . I am speaking of a leadership in which power is constantly abandoned in favor of love. It is a true spiritual leadership. Powerlessness and humility in the spiritual life . . . refer to people who are so deeply in love with Jesus that they are ready to follow him wherever he guides them, always trusting that, with him, they will find life and find it abundantly" (Henri Nouwen, *In the Name of Jesus*).

Northshore's Twelve Character Values

1. **Humility** - We embrace the attitude of Christ in practicing lifelong submission to God and each other.
2. **Dependence** - We practice full reliance on God's leadership and provision.
3. **Accountability** - We welcome a team environment where everyone is willing to give and receive help in growing to spiritual and relational maturity.
4. **Purity** - We seek to maintain a lifestyle that is holy and pleasing to God.
5. **Gratitude** - We trust the goodness of God and choose contentment in all circumstances.
6. **Endurance** - We never give up on what God has called and empowered us to accomplish.
7. **Grace** - We practice the same compassion and forgiveness that we have experienced in the love of Jesus.
8. **Generosity** - We joyfully share God's love and abundant resources
9. **Authenticity** - We freely reveal God's transformation process individually and corporately.
10. **Servanthood** - We reflect God's love by putting the interests of others ahead of our own.
11. **Loyalty** - We honor and respect one another in our conduct and speech at all times.
12. **Unity** - We strive to build healthy community and resolve conflict by putting aside personal agendas for God's greater good.

The Seven Principles of a Servant Leader¹

1. Servant Leaders humble themselves and wait for God to exalt them
2. Servant Leaders follow Jesus rather than seek a position
3. Servant Leaders give up personal rights to find greatness in service to others
4. Servant Leaders can risk serving others because they trust God is in control of their lives
5. Servant Leaders take up Jesus' towel of servanthood to meet the needs of others
6. Servant Leaders share their responsibility and authority with others to meet a greater need
7. Servant Leaders multiply their leadership by empowering others to lead

Great Resources

In the Name of Jesus – Henri J.M. Nouwen

Jesus on Leadership: Becoming a Servant Leader – C. Gene Wilkes

A Tale of Three Kings: A Study in Brokenness – Gene Edwards

¹ C Gene Wilkes, *Jesus on Leadership: Becoming a Servant Leader* (Lifeway Press, 1996)

The Leader's Chemistry *Discovering the Divine Design of a Leader*

*"I will give thanks to You, for I am fearfully and wonderfully made;
Wonderful are Your works, and my soul knows it very well."*

~ Psalm 139:14

Finding Your PLACE in Life & Ministry (PLACE Workbook)

- **Personality Discovery**
- **Learning Spiritual Gifts**
- **Abilities Awareness**
- **Connecting Passions with Ministry**
- **Experiences of Life**

Living Your Strengths (Strengths Finder)

What are your Top 5 strengths?

1. _____
2. _____
3. _____
4. _____
5. _____

Are any of these Top 5 strengths a "surprise"? What experiences in life and ministry have confirmed that these are your strengths?

How can you use, deploy, and maximize these strengths in your relationships, ministry, mission, work, etc?

Relational Intelligence

Do on-line assessment (<http://rq.relationallintelligence.info/>)

What are your top relational strengths?

Where do you need to grow in relational intelligence?

See study guide (<http://relationallintelligence.info/>)

Great Resources

Maximizing Your Effectiveness – Aubrey Malphurs

The Power of Uniqueness – Arthur F. Miller

Discover Your Giftedness in Christ – Mels Carbonell

Influence vs. Power & Position

- *“Leadership and influencing skills are directly connected. The most effective leaders know how to influence their organizations and the people in them. True leaders do not use force or intimidation. Those tactics are usually associated with leaders who are concerned only about their own personal needs. Leadership and influencing skills can make the difference between a high performing team and a group of performers.”*

- *Influencing Up, Down, and Sideways*

- *The Leadership “Bank Account”*

Developing Authentic Relationship

- Authentic, personal relationships are developed over time by:
 - A strong, personal regard and love for the other person
 - A sincere desire to foster such a relationship
 - A willingness to learn the *skills* necessary to foster them
 - Providing and inviting self-disclosure (hidden areas)
 - Soliciting and Offering Feedback (blind areas)

Great Resources

The Contrarian’s Guide to Leadership – Steve B. Sample

Leading from the Second Chair – Mike Bonem & Roger Patterson

The Four Obsessions of an Extraordinary Executive – Patrick Lencioni

The Ascent of a Leader: How Ordinary Relationships Develop Extraordinary Character & Influence – Bill Thrall, Bruce McNicol, & Ken McElrath

The Leader's Calling & Commitment

Discerning Jesus' Call and Mission for a Leader

The Call to Serve

Am I loving and leading like Jesus?

- The ever-present reminder that Christian leadership is first and foremost about character

Work for those who “work” for/with you

- “You should be the first assistant to the people who work for you”
– Steven B. Sample, *The Contrarian's Guide to Leadership*
- The inverted leadership model
 - Get great people and then release, encourage, equip, and inspire them to do what God has called them to do

The Call to Sacrifice

Am I willing to suffer? (i.e., do I have passion)?

“Nearly every act of leadership requires suffering—and often for the leader a choice between one's personal success and safety and the greater welfare of others.” ~ Kouzes & Posner, *A Leader's Legacy*

Am I willing to do the hard work of leading?

The Call to Follow

Am I fully committed to following Jesus and building the kingdom of God?

Am I fully committed to following the vision, mission, & direction of Northshore?

Great Resources

A Leader's Legacy – Jim Kouzes & Barry Posner

The Contrarian's Guide to Leadership – Steven B. Sample

Effective Pastoring – Bill Lawrence

Good to Great – Jim Collins (especially Chapter 2 – “Level 5 Leadership”)

<p style="text-align: center;">Theme #3: Positional Leadership <i>“Leading effective Christ-centered, Kingdom-building ministry teams”</i></p>

“You can easily enough see how this kind of thing works by looking no further than your own body. Your body has many parts—limbs, organs, cells—but no matter how many parts you can name, you’re still one body. It’s exactly the same with Christ.”
1 Corinthians 12:12, *The Message*

We must learn to lead “positionally” as servant leaders who are called to lead effective ministry teams that are centered upon Jesus Christ and that build His kingdom through strengthening and equipping the church.

Key Objectives of Team Development & Team Leadership

1. **The Heart of Team Development** (the why)
2. **The Structure of Team Development** (the how)
3. **The Decision-Making Process of Teams** (the what)
4. **The Five Dysfunctions of a Team**
 - #1: Absence of Trust ⇒ *Be Vulnerable*
 - #2: Fear of Conflict ⇒ *Demand Debate*
 - #3: Lack of Commitment ⇒ *Force Clarity & Closure*
 - #4: Avoidance of Accountability ⇒ *Confront Difficult Issues*
 - #5: Inattention to Results ⇒ *Focus on Collective Outcomes & Results*

The Heart of Team Development

Why do we do “team”?

The “Theology of Team”

- The “Body” imagery (Ephesians 1:23; 1 Corinthians 12)

- Divine Design (*Finding Your PLACE in Life & Ministry*)
 - Personality Discovery (DISC & MBTI)
 - Learning Spiritual Gifts
 - Abilities Awareness
 - Connecting Passion with Ministry
 - Experiences of Life

The Practice of Team

- What have been some of your experiences on teams (sports, work, ministry, etc)? Was it a positive or negative experience? Why?

- Why do you think we need to do life, ministry, and mission in team? How do you build teams?

My Team Before

Me

My Team After

Me

Seven Team Decision Making Methods²

1. **Consensus:** Consensus decision-making is where all team members get a chance to air their opinions and must ultimately agree on the outcomes. If any team member does not agree, discussions continue. Compromise must be used so that every team member can agree with and commit to the outcome.
2. **Majority Rule:** Majority decision-making is democracy in action. The team votes, majority win. Simple.
3. **Minority Rule:** Minority decision-making usually takes the form of a subcommittee of a larger team that investigates information and makes recommendations for action.
4. **Averaging:** Averaging is the epitome of compromise; it is how our esteemed Congress decides: team members haggle, bargain, cajole, and negotiate an intentional middle position. Usually no one is happy with the result except the moderates on the team.
5. **Expert:** This is simple. If you don't already have someone in your team find or hire an expert, listen to what they say, and follow their recommendations.
6. **Authority Rule with Discussion:** This method is also known as Participative Decision Making. Under this method, those in the decision-making role make it clear from the onset that the task of decision-making is theirs. Then they join in a lively discussion of the issues; their opinions count just like other team members. When they have heard enough to make an educated decision, they cut off the discussion, make the decision, and then get back to all team members to let them know how their inputs affected their decision. Most team members feel listened to and willing to participate in another team decision using this method.
7. **Authority Rule without Discussion:** This is where there is usually no room for discussion, as with predetermined decisions handed down from higher authority Moses on Mount Sinai. Trust is often killed with this method when a team leader tries to fool team members into thinking that their opinions about the decision really can affect the decision. Team members know when a team leader is jerking them around.

² From *Why Teams Don't Work*, Harvey Robbins and Michael Finley

The Five Dysfunctions of a Team

The Five Dysfunctions Team Assessment (*see attached assessment*)

Dysfunction on Team ⇒ *Role of the Leader*

#1: Absence of Trust ⇒ *Be Vulnerable*

- Life Story
- Myers-Briggs (MBTI), Strengths Finder, DISC, etc.

#2: Fear of Conflict ⇒ *Demand Debate*

- Communication History (family, business, ministry, etc.)
- Personality & Conflict (see also MBTI)
- “Mining for conflict” & Real-time permission
 - Clarifying conflict norms
 - What are ours? What are your teams?
- Conflict and our meetings (read *Death by Meeting*)

#3: Lack of Commitment ⇒ *Force Clarity & Closure*

- Commitment Clarification – what exactly have we decided here today?
- Cascading Communication
 - With our team & with your team(s)
- Thematic Goal – a unifying goal for the entire team that is single, qualitative, time-bound, and shared

#4: Avoidance of Accountability ⇒ *Confront Difficult Issues*

- The willingness of team members to remind *one another* when they are not living up to the performance standards of the group
- Team Effectiveness Exercise – providing helpful feedback

#5: Inattention to Results ⇒ *Focus on Collective Outcomes & Results*

- Scoreboard or Dashboard
 - What should be measured and how is it measured in REAL TIME?
 - Metrics
- What is our dashboard for Ministry Year 2009-2010?
 - How will we know when we are achieving our goals?

The Five Dysfunctions of a Team

#1 – The Absence of Trust

The Absence of Trust

- What is trust?
- How does trust with others relate to our trust in Christ?
- Why is it so important for team?
- What happens when you don't have trust on a team?
- What happens when you do have trust on a team?

Building Trust on a Team

- Sharing Life Stories
Community – “A Shared Story” (Hebrews 10:19-25)
- The Elements of Story
God's Sovereignty and Man's Responsibility (Genesis 45:4-5; 50:19-20)

The Significance of Past Experiences and Relationships in the Christian Life

Formative Elements in Your Life

The Art of Presenting Your Life

Offering Encouragement

Offering Spiritual Direction
“Spiritual Direction takes place when two people agree to give their full attention to what God is doing in one (or both) of their lives and seek to respond in faith” ~ Eugene Peterson
- Understanding Each Other's “PLACE”

The Five Dysfunctions of a Team

#2 – *The Fear of Conflict*

The Fear of Conflict

- How does “the absence of trust (dysfunction #1)” relate to the fear of conflict?
- What is conflict? When is it healthy? When is it unhealthy?
- Why is it so important for team?
- What happens when you don’t have conflict on a team?
- Conflict is uncomfortable but necessary!

Role of the Leader: *Demand Debate*

- Communication History (family, business, ministry, etc.)
- Personality & Conflict (see also MBTI)
- “Mining for conflict” & Real-time permission
 - Clarifying conflict norms (rule of engagement)
 - What are ours? What are your teams?
 - Real-time permission for conflict
- Conflict and our meetings (read *Death by Meeting* by Pat Lencioni)

The Five Dysfunctions of a Team

#3 – Lack of Commitment

What is commitment?

- Is commitment equal to consensus? Why or why not?

- “Commitment is about a group of intelligent, driven individuals buying in to a decision precisely when they don’t naturally agree. In other words, it’s the ability to defy a lack of consensus” (Patrick Lencioni, *Overcoming the Five Dysfunctions of a Team (Field Guide)*)

Role of the Leader: **Force Clarity, Closure, & Buy-in**

- Commitment Clarification – what exactly have we decided here today?
 - “Clarity requires that teams avoid assumptions and ambiguity, and that they end discussions with a clear understanding about what they’ve decided upon.”

- Cascading Communication
 - With our team & with your team(s)

- Thematic Goal – the **top collective priority and unifying goal** for the entire team that is single, qualitative, time-bound, and shared

The Five Dysfunctions of a Team

#4 – Avoidance of Accountability

What is accountability?

- How do we “do” accountability? Personally? “Professionally”?
 - “Most leaders I know have a far easier time holding people accountable for their results than they do for behavioral issues. This is a problem because behavioral problems almost always precede results. That means team members have to be willing to call each other on behavioral issues, as uncomfortable as that might be, and if they see their leader balk at doing this, then they aren’t going to do it themselves” (Patrick Lencioni, *Overcoming the Five Dysfunctions Field Guide*, p. 62)

- What should we hold each other accountable to as church leadership staff?

Role of the Leader: **Confront Difficult Issues**

- The willingness of team members to remind *one another* when they are not living up to the performance standards of the group

- Team Effectiveness Exercise (for each team member to be discussed as a team)
 - *What is the single most important behavior characteristic or quality by this person that contributes to the strength of our team?*

 - *What is the single most important behavior characteristic or quality by this person that can sometimes derail the team?*

The Five Dysfunctions of a Team

#5 – Inattention to Results

“If team members trust one another, engage in healthy conflict around issues, commit to the decisions they make, and hold one another accountable for those decisions, there is a pretty good chance they’re going to make it” (Patrick Lencioni, *Overcoming the Five Dysfunctions Field Guide*, p. 69).

What is it hard to stay focused on results?

- Self-interests & self-preservation (i.e., ego)?
- My team over the “larger” team?
- Not knowing what to measure?

What should we measure, why should we measure it, and how could/should we measure it?

- In each ministry?
- As a church team?

Role of the Leader: *Focus on Collective Outcomes and Results*

- Scoreboard or Dashboard
“Results-oriented teams establish their own measurements for success. They don’t allow themselves the wiggle room of subjectivity. But this is not easy because subjectivity is attractive” (Patrick Lencioni, *Overcoming the Five Dysfunctions Field Guide*, p. 71).
- Signs that we’re focusing on results together:
 - We willingly make sacrifices (such as budget, turf, head count) in our departments, ministries, or areas of expertise for the good of the team
 - Morale is significantly affected by the failure to achieve team goals
 - We are slow to seek credit for our own contributions but quick to point out those of others
- What is an effective dashboard for you?

Some ideas on how to use *Five Dysfunctions*:

1. Clarify your “first team” (leadership team)
2. Take the assessment as a Team
3. Discover where your team is possibly dysfunctional
4. Buy copies of the book for your leadership team
5. Buy a copy of the Field Guide for yourself
6. Schedule a two-day leadership retreat to go through the Five Dysfunctions with exercises
7. Develop action steps on how your team will work through them
8. Constantly keep the *Five Dysfunctions* before you and the team with periodic assessment as a team
9. Develop the best way to train your team to use this tool with their teams



Five Dysfunctions Team Assessment

Team Assessment

Instructions: Use the scale below to indicate how each statement applies to your team. Be sure to evaluate the statements honestly and without over thinking your answers.

3 = Usually

2 = Sometimes

1 = Rarely

- _____ 1. Team members are passionate and unguarded in their discussion of issues.
- _____ 2. Team members call out one another's deficiencies or unproductive behaviors.
- _____ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- _____ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- _____ 5. Team members willingly make sacrifices (such as budget, turf, head count) in their departments or areas of expertise for the good of the team.
- _____ 6. Team members openly admit their weaknesses and mistakes.
- _____ 7. Team meetings are compelling and not boring.
- _____ 8. Team members leave meetings confident that their peers are completely committed to the decisions agreed upon during the meeting, even if there was initial disagreement.
- _____ 9. Morale is significantly affected by the failure to achieve team goals.
- _____ 10. During team meetings, the most important and most difficult issues are put on the table to be resolved.
- _____ 11. Team members are deeply concerned about the prospect of letting down their peers.
- _____ 12. Team members know about one another's personal lives and are comfortable discussing them.
- _____ 13. Team members end discussions with clear and specific resolutions and calls to action.
- _____ 14. Team members challenge one another about their plans and approaches.
- _____ 15. Team members are slow to seek credit for their own contributions but quick to point out those of others.

Scoring

Combine your scores for the 15 statements as indicated below.

Dysfunction 1: Absence of Trust	Dysfunction 2: Fear of Conflict	Dysfunction 3: Lack of Commitment	Dysfunction 4: Avoidance of Accountability	Dysfunction 5: Inattention to Results
Statement 4_____	Statement 1_____	Statement 3_____	Statement 2_____	Statement 5_____
Statement 6_____	Statement 7_____	Statement 8_____	Statement 11_____	Statement 9_____
Statement 12_____	Statement 10_____	Statement 13_____	Statement 14_____	Statement 15_____
Total:	Total:	Total:	Total:	Total:

A score of 8 or 9 is a probable indication that the Dysfunction is not a problem for your team.

A score of 6 or 7 indicates that the Dysfunction could be a problem.

A score of 3-5 is an indication that the Dysfunction needs to be addressed.