

**The Power of Teams**

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International Students Inc.  
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**Acknowledgements**

\*\*Center for Intercultural Training, "Effective Teams & Team Leaders" Class, Steve Miller & John Bernard – October 2005.  
The Wisdom of Teams - Jon Katzenbach & Douglas Smith  
Overcoming the Five Dysfunctions of a Team – Patrick Lencioni  
The Performance Factor – Pat MacMillan

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**Why Teams?**

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### Why Teams?

- If you want to go fast, go alone. If you want to go far, go together. – African Proverb
- “Where there are no oxen, the manager is clean, but abundant crops come by the strength of the ox.” – Proverbs 14:4

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### What causes resistance to teamwork?

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### Teams accomplish more than individuals

“Teams outperform individuals acting alone or in larger organizational groupings, especially when performance requires multiple skills, judgments, and experiences.”

– Wisdom of Teams, Katzenbach & Smith

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### Not every GROUP is a TEAM – why?

- Big happy family?
- Group of rugged individualists?
- Or.. Interdependence?
- Primary focus is the team
- Primary focus on individual ministry
- **Primary focus is cooperation for a common purpose**

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### “Interdependence model”



Interdependence results when a group of people become convinced that they cannot get IT done **without each other...**

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### A team is most effective when they are in **alignment**

- Agreed upon POEM – Philosophy of Effective Ministry
- Crystal Clear Team Roles
- Accepted Leadership
- Effective Processes
- Solid Relationships (Trust)
- Excellent Communication

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## Alignment discussion guide...

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## Sandbox example...Who are you?

<p><b>Mission</b></p> <p><b>Why we exist</b></p> <ul style="list-style-type: none"> <li><b>Vision:</b> To see every international student defended, led to a personal relationship with Jesus Christ, and equipped for His service - to impact every nation with the Gospel of Jesus Christ.</li> <li><b>Mission:</b> International Students Inc. exists to show Christ's love with international students and equip them for effective service in cooperation with the local church and others.</li> </ul>	<p><b>Practice, structure, etc. (a)</b></p> <p><b>What we do every day to accomplish mission</b></p> <p>Making disciples who make disciples among international students</p> <ul style="list-style-type: none"> <li>M&amp;B Cycle is our core Philosophy of Ministry             <ul style="list-style-type: none"> <li>o Pray</li> <li>o Share</li> <li>o Feed</li> <li>o Discover</li> <li>o Follow (disciple to maturity, ICP)</li> <li>o Multiply (see follow up with returnees, train them)</li> </ul> </li> </ul>
<p><b>Who we serve</b></p> <p><b>Who we want to reach</b></p> <p><b>Who we want to disciple</b></p> <p><b>Who we want to equip</b></p> <p><b>Who we want to partner with</b></p>	<p><b>Non-negotiables, what we DO and VALUE (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z)</b></p> <p><b>Core Internal Praxis</b></p> <p><b>We measure results and practice accountability:</b></p> <p><b>We listen for direction and heed the power of the Holy Spirit in our work.</b></p> <p><b>We strive to be incarnational in our ministry approach.</b></p> <p><b>We mobilize and equip workers for the harvest.</b></p>

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## Practically Speaking...

- Monthly staff/team meetings
- Intentional development.
  - Train them. Train them more. Train them even more.
  - But first – your own development is key to leading others. If you don't model it, it won't happen
- Monthly one on ones for personal growth and accountability
- Measurement – ISI stats AND we measure more than that..

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### Common Dysfunctions of a Team

Teams are a kind of discipline in themselves – if you don't hold to a practice of teamwork ruthlessly, it won't work. If you follow it (like a diet) it will produce results. – Katzenbach/Smith

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Patrick Lencioni's  
The Five  
Dysfunctions of a  
Team

Inattention to Results  
Avoidance of Accountability  
Lack of Commitment  
Fear of Conflict  
Absence of Trust

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### The Conflict Continuum

Artificial Harmony   Constructive   Destructive   Mean-Spirited Personal Attacks  
Ideal Conflict Point

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### Productive Conflict

TRUST is the building block before facing fear of conflict.

"When I talk about conflict on a team, I'm talking about productive, ideological conflict: passionate, unfiltered debate around issues of importance to the team. Any team that wants to maximize its effectiveness needs to learn to do this, and doing so can only happen if vulnerability-based trust exists." - Lencioni

"If team members are never pushing one another outside of their emotional comfort zones during discussions, then it is extremely likely that they're not making the best decisions for the organization." - Lencioni

**Conflict must be normalized**, and it's ok that it's uncomfortable!

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### Mining for Conflict

"...people who don't like conflict have an **amazing ability to avoid it**, even when they know it's theoretically necessary."

"It means the leader must **seek out opportunities for unearthing buried conflict** and forcing team members to address those issues. In some cases, this means stirring the pot, but only when there is a good chance that a real issue needs to be uncovered."

- "When a team recovers from an incident of destructive conflict, it **builds confidence that it can survive such an event, which in turn builds trust.**"

**Give PERMISSION for conflict.** Even in "real time." Most people don't realize that it really is OK.

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The true measure of a great team is that it accomplishes the results it sets out to accomplish.

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You want it?

***Do it intentionally.  
Train it.  
Measure it.  
Celebrate it.***

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Q&A...

- For further development on teams
  - **Leading from the Sandbox** – How to Develop, Empower, and Release High Impact Ministry Teams
  - Patrick Lencioni – **The Advantage & The Five Dysfunctions of a Team**
  - **The Performance Factor** - MacMillan
  - **The Wisdom of Teams** – Katzenbach & Smith
  - **The Courageous Follower** - Chaleff

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