



**Weather-making:**  
**Creating the conditions in which ministry teams thrive**

The workshop explores the best practices a team leader needs to embrace in order for his or her ministry team to be healthy, effective, and mission-fulfilling.

If the leader won't make the weather, the team won't thrive.

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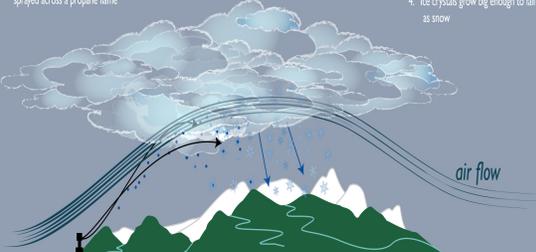
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HOW CLOUD SEEDING WORKS... [www.snowyhydro.com.au](http://www.snowyhydro.com.au)

1. A minute amount of silver iodide is sprayed across a propane flame
2. The silver iodide particles rise into the clouds
3. The silver iodide causes cloud moisture to freeze and create ice crystals
4. Ice crystals grow big enough to fall as snow



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[http://www.youtube.com/watch?v=0b0Y8o\\_dI9E](http://www.youtube.com/watch?v=0b0Y8o_dI9E)

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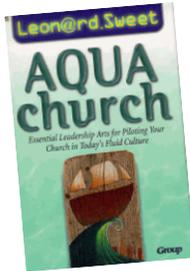
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"The future belongs not so much to movers and shakers but to **leaders who can work in teams**. In fact, the movers and shakers of postmodern culture are teams, which must become the dominant model for ministry and mission. There are no more clergy and laity. There are only ministers."



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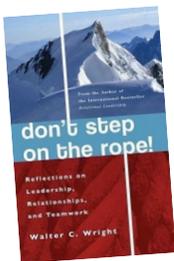
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**Team: where the sum is greater than the parts**



People work better in teams. A team is a particular way of working together. It is more than a work group, more than a collection of people assigned to a project. A team draws power from the relationships between its members to increase its capacity beyond the collective abilities of the members.



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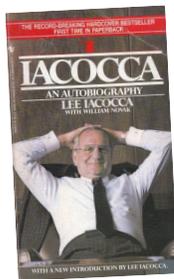
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In the end, all business operations can be reduced to three words: **people, product, and profits.**

**People come first.**

Unless you've got a good team, you can't do much with the other two.



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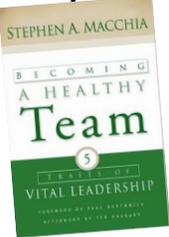
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**A Christian ministry team is a manageable group of diversely gifted people who hold one another accountable to serve joyfully together for the glory of God by:**



1. sharing a common mission
2. embodying the loving message of Christ
3. accomplishing a meaningful ministry
4. anticipating transforming results

**L2L**  
A Ministry of COBIC

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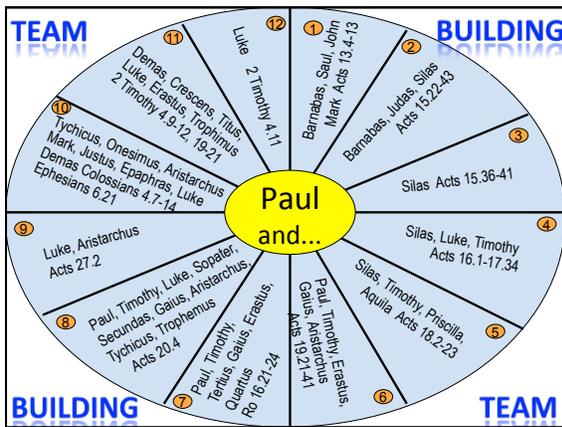
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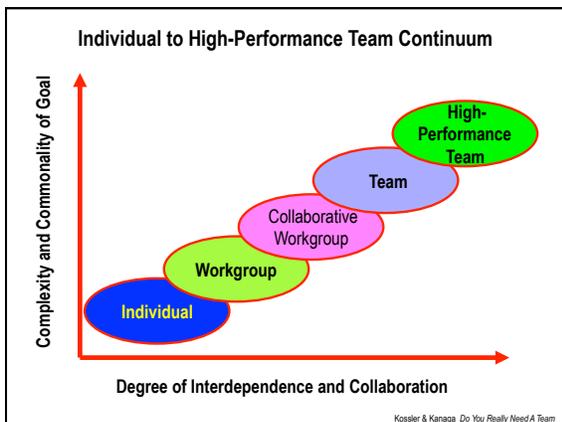
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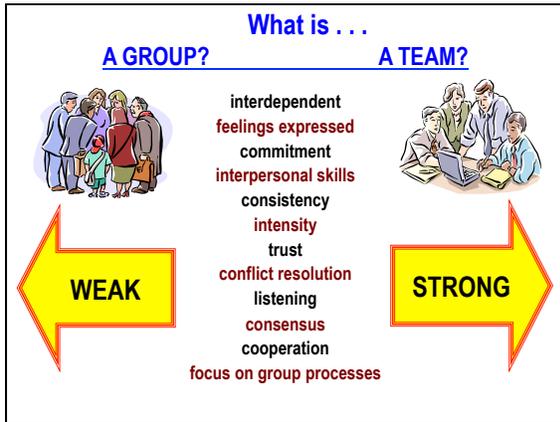
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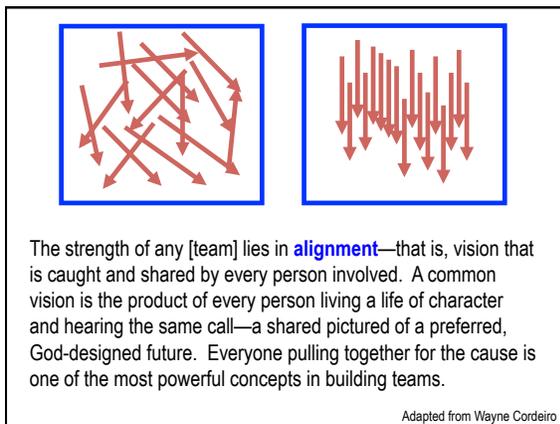
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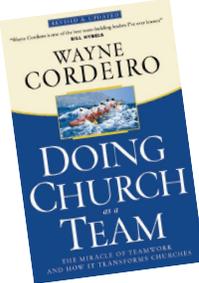
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**Alignment**

Everyone has a paddle, so they have a part. In order for our canoe to arrive successfully at its destination, the people need to row together. We all must stroke together and not just stroke at our own pace. This takes character, to not overwhelm the weaker ones in the canoe or stray from the team effort by insisting on moving at our own pace. Paddling together propels us forward and results in progress.



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**PRAY FOR YOUR TEAM**

**We are prayer permeated**  
*When prayer comes first, we unleash God's power.*



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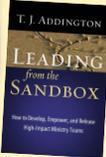
**HAVE CLARITY REGARDING YOUR . . .**

**Mission**  
The reason for our organization's existence.  
Clarifies what we want to accomplish

**Guiding Principles**  
Defines core commitments we want everyone to live by and clarifies those things that are nonnegotiable

**Preferred Culture**  
The culture we must create if we are going to realize the potential of our organization and accomplish our mission

**Central Ministry Focus**  
The most important thing we must do, day in and day out, to fulfill our mission



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**IT STARTS WITH YOU !**

- The first half day of an employee's first day on the job is mine. My goals are clarity on outcomes and culture shaping
  - Before anyone or anything else gets to them, I get to them
  - I will never have someone's attention to the degree that I do on the first day



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**ORIENTATION**

- Read PD daily for a month. Let it orient you. Help you say no/yes
- My job is to **make the weather** in which you thrive on mission, to help you be effective in the role for which I have hired you

- Christ-likeness
- hospitality
- collegiality
- commitment to prayer
- openness
- trust
- creativity (including the willingness to make mistakes and learn from them)
- "all for one and one for all" attitude
- push-pull to explore differences (our personality, style, intellectual differences are often the place where breakthroughs await)
- naming and addressing of issues whatever they may be
- humor




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**ORIENTATION**

- Mostly my door is open. Come stand in my doorway. I will in yours
- When my door is closed, knock and come in. You always get five minutes. Then leave. I've got work I must do
- In order to be able finish each other's sentences, we'll meet regularly for staff meetings—to catch up, read scripture, pray, evaluate, dream, visionize
- Confidentiality is important to our team. I don't tell other people's stories. I expect the same of others
- Once you are working effectively I'll likely need to recalibrate how I do my job. You can advise me. I am a life long learner
- I travel a bunch. Here's how you can get me...numbers




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**ORIENTATION**

- Don't cc: me just to leave the impression that you are working
- Please cc: if you must
- Keep tabs on your own hours. I trust you
- Take days off. Sabbath. Vacation.
- If you need a 'me day' for renewal, you have it. Tell me
- Your marriage is important to me. If you're not a great marriage partner, you likely won't be a great employee
- Write a monthly 1-page Reflections and Projections piece for my eyes only
- While we have different pay and responsibilities, on this team in our humanity we are equals and peers




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**ORIENTATION**

- I am paperless. PDF me.
- It's your job to adhere to the policy manual, not my job to tell you what's in it
- I will evaluate you informally at 6 months, formally at 12, informally at 18, formally at 24
- Nothing I tell you at 12 months will surprise you, cause I will have already told it to you at 6, 8, 9 months etc. Evaluations aren't surprises. They are part of a pattern
- Evaluations are just data. It is what we do with the data that counts. You'll be asked to write a personal development plan following your evaluation



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**ORIENTATION**

- Evaluations usually have one of three outcomes
  - **Two Thumbs Up!!** Keep doing what you are doing. You are making a difference fulfilling our mission, living out the **Position Description**
  - **Mid-course correction is advised.** You are doing many of the things that make a difference in our mission, yet a couple 2% course corrections would make a significant difference
  - **This isn't working.** The fit, the position, the chemistry...for whatever reason, for the sake of the mission, we're going to part company with you. How can I help you find a new job?



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**ORIENTATION**

- Let's talk about how your employment will end
  - Graciously
  - Open and candid conversation, even if it is hard
  - A celebratory meal with a few guests, to celebrate your accomplishments and thank you
  - My two rules
    - "day after coffee" rule
    - "hire you back" rule, given the right set of circumstances



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## ORIENTATION

- I end the orientation with the same words that ended my Offer Letter:

*– “It is my sincere prayer that one day you will look back on this “chapter” of your life as one in which you became more like Christ and grew deeper in love with his church and its mission; that you grew in your capacity to resource leaders and churches for optimal Kingdom effectiveness; and that you made a godly difference in the team with whom you worked.”*




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### “Orming”: Recognizing Team Life Cycle (Tuckman, 1965)

#### 1. Forming

- team is coming together for the first time
- members are confused, anxious, excited, and uncertain

#### 2. Storming

- members sort out their role within the group and vie for strategic position
- roles and responsibilities begin to emerge, but the team can easily get off track

#### 3. Norming

- members become accustomed to working cooperatively with one another

#### 4. Performing

- individualism gives way to commitment to team success
- the team is efficient and goals are accomplished

Vol 9, Iss 9,  
Dartnell Corporation




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### What the team needs from the leader at each “orming” stage:

#### 1. Forming

- reliant on leader
- leader teaches/casts vision; team is quite dependent
- establish structures, goals, and objectives
- elevate listening
- discover preferences and work styles

#### 2. Storming

- keep team focused on goal
- manage conflicting opinions and emotions
- discover dominant personalities and assign suitable roles
- encourage all persons to participate, not just vocal ones




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What the team needs from the leader at each "orming" stage.

**3. Norming**

- recede as team gels
- push the team to expand its capacity
- work out big problems with entire group, small ones with small groups

**4. Performing**

- team is comfortable impersonally and is using a range of personal skills
- push team toward self- and team evaluation
- ask team what its bigger dreams could be
- as a rule, the longer and more effectively the group functions, the leader becomes less a leader and more a team member




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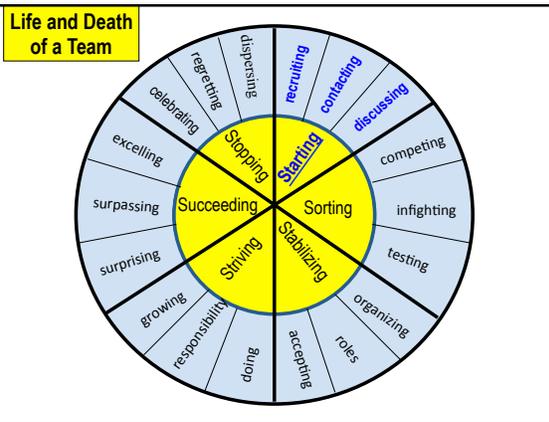
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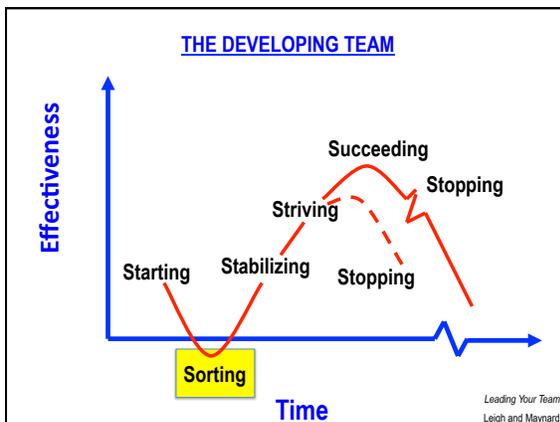
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**The Johari Window X-Ray for Awareness**

<b>Box 1:</b> Information known to all of us	<b>Box 2:</b> Blind to you; Known by others
<b>Box 3:</b> Blind to others; Known by you	<b>Box 4:</b> Blind to us all

**When we start working together . . .**

Donnelly, Dody. Team: Theory and Practice of Team Ministry

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**The goal of working together . . .**

Donnelly, Dody. Team: Theory and Practice of Team Ministry

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**STARTING**

1. Help people get to know each other
2. Declare what you want this team to be
3. Share your vision of success
4. Ask for people's initial thoughts on priorities
5. Say what really matters to you about this team
6. Offer guidance about purpose
7. Avoid being over-directive or too assertive
8. Convey a sense of confidence about what must be done

 **L2L**  
theory of cosmic

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### Agreeing on Purpose

1. What purpose does this team serve?	7. What gives energy and urgency to our team?
2. Who are we trying to serve/reach?	8. What are our team's core values and how do they relate to the organization's values?
3. What do they have to gain from our work?	9. What would we like our legacy to be?
4. How do we want to be perceived by the people we are serving?	
5. What are our unique capabilities?	
6. What do we want to change?	





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### Clear goals mark high performance

<u>High-performing Teams</u>	<u>Low-performing Teams</u>
1. The team has a clear understanding of purpose	1. The team does not know why they have come together
2. Team members are involved in setting goals and objectives	2. Team members have no input on team goals and objectives
3. All members understand team goals	3. Team goals are unclear
4. Members agree on team goals	4. Members cannot agree on team goals
5. Team goals are challenging and realistically attainable	5. Goals are impossible to meet or not challenging enough




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### Things people say while SORTING

We're not getting anywhere

This is a waste of time

I want to leave

It's not clear why we're here

That's not why I joined this team

-Stay calm

You're making all the decisions

We need to be more organized

- Help the team select an agenda of key tasks
- Work to resolve any obvious relationship problems
- Focus on issues (ideology), not personalities
- Schedule time for dealing with any unresolved matters
- Push for agreement on roles and boundaries
- Help people accept and deal with conflict constructively




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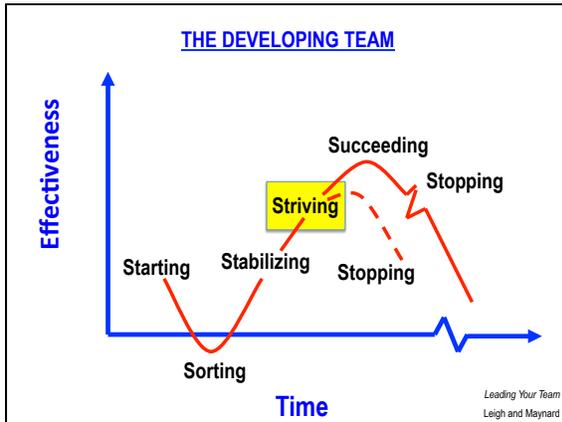
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- Leader-task during Striving Phase**
1. Support the actual work being done
  2. Keep the team focused
  3. Give regular rewards and feedback
  4. Watch for signs that enthusiasm is flagging
  5. Be ready to introduce fresh stimulus
  6. Find time for fun and non-work team activity
  7. Encourage people to take more responsibility
  8. Keep giving regular feedback about progress
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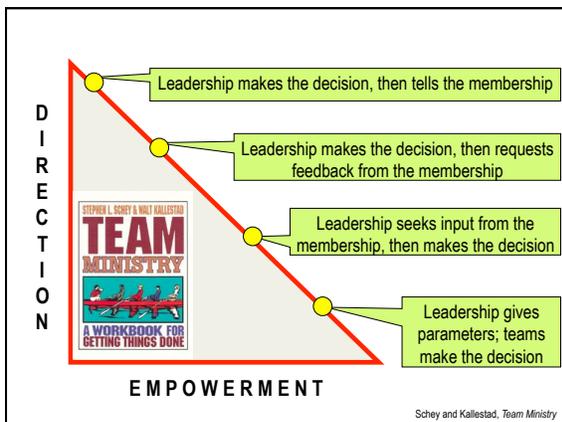
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**Different kinds of meetings**

**1. Information meetings**

- one-way
- pass along facts to orient and train colleagues
- team leader needs to research, organize and communicate relevant information to others

**3. Procedural meetings**

- articulate clear understanding of processes, principles, policies and precedents
- useful for making decisions, interpreting decisions and molding procedures

**2. Problem-solving meetings**

- two-way
- address difficult issues, untangle misunderstandings and create new programs
- broad participation and a pooling of resources

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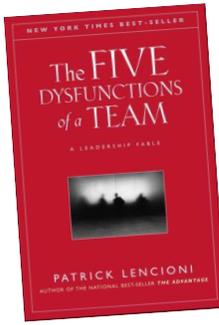
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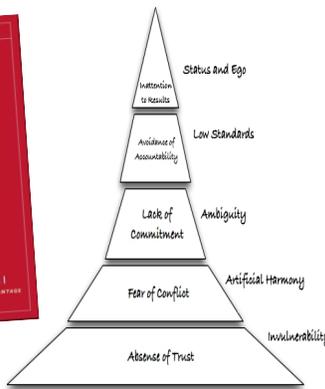
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Status and Ego  
 Inattention to Results  
 Low Standards  
 Avoidance of Accountability  
 Ambiguity  
 Lack of Commitment  
 Artificial Harmony  
 Fear of Conflict  
 Invisibility  
 Absence of Trust

[http://blog.thylmann.net/2005/04/the\\_five\\_dysfun.html](http://blog.thylmann.net/2005/04/the_five_dysfun.html)

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**1. Members of teams with an absence of trust . . .**

- conceal their weaknesses and mistakes from one another
- hesitate to ask for help or provide constructive feedback
- hesitate to offer help outside their own areas of responsibility
- jump to conclusions about the intentions and aptitudes of others without attempting to clarify them
- fail to recognize and tap into one another' s skills and experiences
- waste time and energy managing their behaviors for effect
- hold grudges
- dread meetings and find reasons to avoid spending time together



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**2. Teams that fear conflict . . .**

- have boring meetings
- create environments where back-channel politics and personal attacks thrive
- ignore controversial topics that a critical to team success
- fail to tap into all the opinions and perspectives of team members
- waste time and energy with posturing and interpersonal risk management



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**3. A team that fails to commit . . .**

- creates ambiguity among the team about direction and priorities
- watches windows of opportunity close due to excessive analysis and unnecessary delay
- breeds lack of confidence and fear of failure
- revisits discussions and decisions again and again
- encourages second-guessing among team members



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**4. A team that avoids accountability . . .**

- creates resentment among team members who have different standards of performance
- encourages mediocrity
- misses deadlines and key deliverables
- places an undue burden on the team leader as the sole source of discipline



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**5. A team that is not focused on results . . .**

- stagnates/fails to grow
- rarely defeats competitors
- loses achievement-oriented employees
- encourages team members to focus on their own careers and individual goals
- is easily distracted



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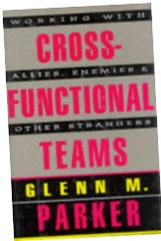
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**Why teams don't set goals:**



1. We don't have time; we have a lot of work to do...
2. This place is always in a state of crisis, so ...
3. We might look bad if we don't achieve the goals ...
4. Nobody looks at those things anyway ...
5. Nobody follows those things anyway ...
6. Our boss should set the goals; our job is to carry them out ...
7. The last person who did isn't here any more ...



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**Conversely, healthy teams . . .**



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**1. Members of trusting teams . . .**

- admit weaknesses and mistakes
- ask for help
- accept questions and input about areas of responsibilities
- give one another benefit of doubt before arriving at negative conclusion
- take risks in offering feedback and assistance
- appreciate and tap into one another's skills and experiences
- focus time and energy on important issues, not politics
- offer and accept apologies without hesitation
- look forward to meetings and opportunities to work as group

*Five Dysfunctions, Lencioni*



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**2. Teams that engage in conflict . . .**

- have lively, interesting meetings
- extract and exploit the ideas of all team members
- solve real problems quickly
- minimize politics
- put critical problems on the table for discussion



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**3. A team that commits . . .**

- creates clarity around direction and priorities
- aligns the entire team around common objectives
- develops an ability to learn from mistakes
- takes advantage of opportunities before competitors do
- moves forward without hesitation
- changes direction without hesitation or guilt



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**4. A team that holds one another accountable . . .**

- ensures that poor performers feel pressure to improve
- identifies potential problems quickly by questioning one another's approaches without hesitation
- establishes respect among team members who are held to the same high standards
- avoids excessive bureaucracy around performance management and corrective action



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**5. A team that focuses on collective results . . .**

- retains achievement-oriented employees
- minimizes individualistic behavior
- enjoys success and suffers failure acutely
- benefits from individuals who subjugate their own goals/interests for the good of the team
- avoids distractions



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**Questions and Comments?**

Visit us at [L2Lnet.org](http://L2Lnet.org)

Ron Toews, DMin  
Director of L2L

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