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BUILD MINISTRY ACTION TEAMS

TWO ARE BETTER THAN ONE, BECAUSE THEY HAVE A GOOD REWARD FOR THEIR LABOR. FOR IF THEY FALL, ONE WILL LIFT UP HIS COMPANION. BUT WOE TO HIM WHO IS ALONE WHEN HE FALLS, FOR HE HAS NO ONE TO HELP HIM UP.
—ECCLESIASTES 4:9–10

▲

Churches should be much more than Sunday morning entertainment centers for lukewarm saints. They should be training centers where people learn to win the lost for Christ. They should be growing by adding souls to the kingdom. But statistics show that only twenty percent of our churches are growing at all, and fewer than five percent are growing by conversions rather than transfer. This appalling lack of tangible results must call us to our knees in prayer and then to our feet in action if the Church is to fulfill the Great Commission that our Lord entrusted to us. Failure to employ effective ministry teams could be a major cause.

Roberta Hestenes said in Fuller Theological Seminary's *The Pastor's Update*, "Many churches are structured for maintenance rather than for empowering ministry among all God's people. We must reexamine our structures so that the new can come into being while preserving the essentials of our faith."

Most pastors know in their hearts that they can't single-handedly win the lost. They know they must have the active participation of the entire church. Successful church leadership isn't about superstardom; it's about effective team-building. Dedicated pastors have suffered burnout because they never learned this principle. Trying to do the job alone, they ended up much like the bricklayer who wrote the following letter to an insurance company to explain his injuries:

Dear sir:

I am writing in response to your request for more information concerning block No. 11 on the insurance form, which asks for "Cause of Injuries," wherein I put "trying to do the job alone." You said you needed more information, so I trust the following will be sufficient.

I am a bricklayer by trade, and on the date of injuries I was working alone laying brick around the top of a four-story building, when suddenly I realized that I had about five hundred pounds of brick left over. Rather than carry the bricks down by hand, I decided to put them into a barrel and lower them by a pulley that was fastened to the top of the building. I secured the end of the rope at ground level and went up to the top of the building, loaded the brick into the barrel, and flung the barrel out with the bricks in it. I then went down and untied the rope, holding it securely to insure the slow descent of the barrel.

As you will note in block No. 6 of the insurance form, I weigh 145 pounds. Due to my shock at being jerked off the ground so swiftly, I lost my presence of mind and forgot to let go of the rope. Between the second and the third floors I met the barrel, coming down. This accounts for the bruises and lacerations on my upper body.

Upon regaining my presence of mind, I held tightly to the rope and proceeded rapidly up the side of the building, not

stopping until my right hand was jammed into the pulley. This accounts for my broken thumb.

Despite the pain, I retained my presence of mind and held tightly to the rope. At approximately the same time, however, the barrel of bricks hit the ground and the bottom fell out of the barrel. Devoid of the weight of the bricks, the barrel now weighed about fifty pounds. I again refer you to block No. 6 and my weight.

As you would guess, I began a rapid descent. In the vicinity of the second floor, I met the empty barrel coming up. This explains the injuries to my legs and lower body. Slowed only slightly, I continued my descent, landing on the pile of bricks. Fortunately, my back was only sprained, and the internal injuries were minimal. I am sorry to report, however, that at this point I again lost my presence of mind and let go of the rope. As you can imagine, the empty barrel crashed down on top of me.

I trust that this answers your concern. Please know that I am finished "trying to do the job alone."

Yours sincerely

The bricklayer discovered the hard way what church leaders are learning: trying to do the job alone can be a hazardous enterprise.

WHY BUILD MINISTRY ACTION TEAMS?

A number of definitions have been offered for the concept of team ministry. Chuck Bowman often says, "A team is two or more people with two things in common: a shared goal and good communication." Jon Katzenbach and Douglas Smith provide more detail when they write, "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable." R. Daniel Reeves puts it

this way: "Team ministry is ownership and self-initiated vision in which members carry out plans they themselves have conceived or have had a part in conceptualizing." Basically, team ministry refers to a group of church leaders working together for the purpose of building God's kingdom. These Ministry Action Teams will be vital to the success of the church in this new century.

> ## THE GREAT STRENGTH OF THE CHURCH IS THAT PEOPLE DON'T WORK FOR A LIVING—THEY WORK FOR A CAUSE.
> —PETER DRUCKER

The key to understanding the value of Ministry Action Teams is found in the word "action." These teams exist so that something might be accomplished. Ministry Action Teams are characterized by three important traits.

1. Shared Vision and Values

A powerful synergy is created when leaders work together for common objectives: "Behold, how good and how pleasant it is for brethren to dwell together in unity. . . . For there the LORD commanded the blessing—Life forevermore" (Psalm 133:1, 3). Every Ministry Action Team needs to fully understand the church's mandate: "Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age" (Matthew 28:19–20). And every church must fully understand that this primary goal given by our Lord cannot be achieved without a unity of purpose and an anointed team effort. In other words, the church must get its act together!

2. Biblical Models

Ministry is best performed in concert with other believers. The church must return to the biblical norm that so characterized the first-century Church: "So continuing daily with one accord in the temple, and breaking bread from house to house, they ate their food with gladness and simplicity of heart, praising God and having favor with all the people. And the Lord added to the church daily those who were being saved" (Acts 2:46–47).

Driven by rapid church growth, the Jerusalem church out of necessity adopted a team approach to meet the rising demands.

> Now in those days, when the number of the disciples was multiplying, there arose a complaint against the Hebrews by the Hellenists, because their widows were neglected in the daily distribution. Then the twelve summoned the multitude of the disciples and said, "It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business; but we will give ourselves continually to prayer and to the ministry of the word."

> And the saying pleased the whole multitude. And they chose Stephen, a man full of faith and the Holy Spirit, and Philip, Prochorus, Nicanor, Timon, Parmenas, and Nicolas, a proselyte from Antioch, whom they set before the apostles; and when they had prayed, they laid hands on them. Then the word of God spread, and the number of the disciples multiplied greatly in Jerusalem, and a great many of the priests were obedient to the faith. And Stephen, full of faith and power, did great wonders and signs among the people *(Acts 6:1–8)*.

Obviously a team approach enabled the Jerusalem church to be much more effective than it otherwise would have been. May

we have this similar outcome in our churches today: "the word of God spread, and the number of the disciples multiplied greatly."

3. Increased Productivity

More can be accomplished together than separately: "Two are better than one, because they have a good reward for their labor" (Ecclesiastes 4:9). Two great Old Testament characters, Moses and Aaron, exemplify this principle. As you know, Moses was gifted in leadership but wasn't a communicator. What Moses lacked in communication, however, Aaron excelled in. As a team, they led God's people on a march to the Promised Land. Two were better than one!

It's the same in the church. Dedicated leadership should delegate tasks based on individual gifts with determination to fulfill a common goal. There are six specific ways that ministry effectiveness is increased by the development of Ministry Action Teams:

> ▸ They expand the power of information and ideas through networks of sharing.
> ▸ They establish community, thus meeting people's psychological and spiritual need to be with others.
> ▸ They enlarge ministry opportunities through specialization by focusing on spiritual gifts.
> ▸ They make it possible for improved learning and decision-making to take place.
> ▸ They create synergy, which builds on the expanded possibilities and potentials of interfacing spiritual gifts and ministries.
> ▸ They help the church overcome the latent or residual effect of individual biases.

Not Just New Programs and Committees

Changing to a team-building ministry should be approached not as if it were an afternoon jog. It is not just another exercise

routine or program added to the existing list of things to do. Before attempting this change, we should first build focus, commitment, and spiritual grounding.

The central issue in the move to a team ministry is to decentralize leadership. Although traditional committees involve people doing ministry together, they have often been formed by simply recruiting from some other committee, and they often lack effectiveness.

A Focus on the Family survey of pastors in thirty-six different denominations revealed that unrealistic expectations from church committees were a major source of frustration. Could it be that most of the burnout and restlessness among pastors comes from spending long hours with committees that show only marginal progress? Again, Roberta Hestenes says, "We must ruthlessly control the number and quality of the meetings in our lives if we are to avoid the 'numb pastor syndrome.' If our meetings can be transformed into the effective work of teams, we will see God renew, build, and use our people in a more helpful and effective way."

A special committee of dignitaries was appointed to meet missionary statesman Albert L. Schweitzer on his visit to America in the 1950s. Upon his arrival, the distinguished committee members lining the platform of the train station noticed that the doctor seemed to be looking past them toward the crowd. Much to the dismay of the welcoming committee, someone else had caught his eye.

With a cursory handshake, Schweitzer excused himself and went to an elderly woman in the crowd who was struggling with a large suitcase. Picking up the woman's luggage, he led her through the crowd, past the welcoming committee, to the steps of the train's passenger car. Dr. Schweitzer helped her up the steps, into the train car, and put her heavy suitcase in the overhead rack. Afterward, he went back to the distinguished committee

and apologized for their wait. The welcoming committee had a *concern,* but Dr. Schweitzer had a *cause.*

Unfortunately, many church committees have a concern rather than a true biblical cause. Very little time is given to advancing the Kingdom by vision-casting, strategic planning, or evangelism and discipleship. In fact, as a church gets larger, it becomes increasingly more difficult to become proactive in these vital areas of ministry. Why? The pastor and other paid staff often get caught up in merely facilitating traditional programs.

Furthermore, churches under the committee system usually grow only to the energy level of the senior pastor. When the pastor runs out of steam, the church loses any momentum that has been built up, and this often results in discouragement and low morale in the church. Ministry Action Teams, however, are much more effective.

In his book *Team Building: An Exercise in Leadership* Robert B. Maddux makes a distinction between groups and teams. While teams are characterized by members who recognize their interdependence and common goals, groups are often merely a number of people working independently, though side by side. While members of a team feel a sense of ownership, members of a group see themselves more as "hired hands," since they are not involved in planning the group's objectives.

Maddux further cites a study of twenty coal mines. The study illustrates the increased productivity that results from going beyond the group paradigm to actual teamwork. The coal mines were in the same geologic structure, drew from the same labor pool, and were subject to the same governmental regulations. Productivity was measured in tons of coal produced per employee per shift. The mine with the highest productivity delivered two hundred forty-two tons per employee, contrasted with the lowest, which mined fifty-eight tons per employee.

The study concluded that the primary difference in the mines was the way in which company management worked with the employees. The most productive mines provided employees with significantly more individual responsibility and involvement in setting goals and solving problems.

While the establishment of ministry teams may be difficult, the final joys far outweigh the growing pains. Here are some of the benefits of forming strong ministry teams:

- ▸ Increased lay involvement
- ▸ A willingness to do things differently
- ▸ Team ownership instead of individual ownership
- ▸ An exciting climate in which to minister
- ▸ Unity and enthusiasm
- ▸ Clear ministry focus
- ▸ Encouragement as the norm

The natural world gives several examples of shared leadership. Engineers have used wind tunnels to calibrate why flocks of geese always fly in the V formation. They have discovered that each goose when flapping its wings creates lift for the bird flying next to it in formation. The entire flock gains more than seventy-percent greater flying range than one goose flying alone. From time to time, the lead goose falls back from the point position, and another assumes the lead without breaking the formation. Every goose takes the lead during a long migratory flight. Each contributes his or her unique talents to the overall effectiveness of the flock. It should also be noted that the geese who are following honk to encourage the one leading.

Ephesians 4 and the Corporate World

A crisis is occurring in most local churches today. Pastoral staff and laypersons put in long hours but see few lasting results. In Ephesians 4:11–13 the apostle Paul describes the primary function of leaders. According to verse 12, they equip the saints for

the work of ministry, for the edifying of the body of Christ, until we all come to the unity of the faith and of the knowledge of the Son of God, to a perfect man, to the measure of the stature of the fullness of Christ.

Pastors of growing churches have already discovered that the job of pastoral ministry is simply too big for one person to handle alone. As Ronald E. Merrill and Henry D. Sedgwick have pointed out, "[Churches] beyond a certain size [about one hundred fifty] cannot be managed by a single person; a management team is required."[1] Although most pastors haven't been taught much about ministry teams in Bible college and seminary, learning how to form successful teams is crucial to the long-term health of a growing church.

> **NO MATTER HOW MUCH WORK YOU CAN DO, NO MATTER HOW ENGAGING YOUR PERSONALITY MAY BE, YOU WILL NOT ADVANCE FAR IN BUSINESS IF YOU CANNOT WORK THROUGH OTHERS.**
> —JOHN CRAIG

The corporate world models some of the best ways for those teams to function. Many corporate leaders have already discovered the usefulness of teamwork, not realizing that it is a principle established in the pages of the Bible thousands of years ago. However, church leaders must be quick to recognize the critical difference between corporate marketplace teams and ministry teams in the local church. According to R. Daniel Reeves,

The core beliefs of church leaders form the foundation for team ministry: Our convictions about humility and brokenness come from God, not popular psychology. Prayer and the study of God's Word, not management theory books, create the passion for team ministry and prompt our desires to yield to God's will. It is God who is the instigator and sustainer of healthy, functional team relationships.[2]

TEAM STYLES

While the Bible must always be our foundation for the team model, the corporate world can teach us some practical lessons on how leadership teams function. Notice three different team styles from the corporate business world.

Employee Teams

In businesses that have employee teams, there still is a key decision-maker that sets the policies and goals. This person has ultimate control, and the team literally works for him or her. Two important questions are raised in trying to use such a model in a church setting: (1) Do you as the senior pastor really want that much control? and (2) Is this the kind of leadership and discipleship philosophy you want to foster? The corporate world and the church share one thing: The key to effective employee teams is giving each team member a sense of significance.

Small Partnerships

In the corporate model of small partnerships, the leader exchanges some of his or her control for shared ownership. The leader is then able to enjoy the assistance of team members who have a real stake in the success of the organization. In comparison with the members of an employee team, colleagues in this type of organization are generally more highly motivated.

Big Ventures

In major corporations, teams with lots of talented individuals have the potential to accomplish great things—if the individuals can function well as a team. High-powered management teams in the corporate world require a self-confident leader and a sense of shared equity among the team members.

Stopping Failure Before It Starts

Most new businesses fail within their first five years. The reason they fail is often a result of the owner's inability to lead and manage. These business people fail to manage the resources available to them. They fail to manage their time and money, and most important, they fail to lead and manage the people they had gathered to help them carry out their dreams and goals.

On the other side of the spectrum, most successful businesses never fulfill the dreams their owner and founders envisioned. Again, the lack of ability to lead and manage puts uncontrolled limitations on these business people. The size of every business is regulated by the leadership capacity of its owner.

As ministry leaders, we may be tempted to ignore principles that come from secular business management. However, many of these principles are biblical and are just as valid in the church as they are in any business. Most would agree that the size of any church is also regulated by the leadership capacity of its pastor. Leadership is not something that starts at the low end of the spectrum and grows steadily until it reaches its maximum. Leadership is developed on plateaus. For businesspeople (or pastors) to expand their capacity in leadership, they must grow within these plateaus.

PLATEAUS OF LEADERSHIP

Plateau 1: The Owner/Operator

The first plateau of leadership in business is the *owner/operator.* This individual goes into business for himself or herself and does everything that needs to be done. He or she owns it and operates it—makes the product, performs all the office functions, sweeps the floors, scrubs the toilets, does whatever needs to be done. The owner/operator is usually an entrepreneur—a person who is willing to go out on a limb and take all the risks.

In the church the first plateau may be called the church planter. The church planter starts a church or simply takes over a smaller church and does basically the same thing as the owner/operator in business. This person takes care of the "business" of the church: prepares and preaches the sermons, serves as the Sunday School superintendent, and teaches Sunday School. Basically, just like the business owner/operator, the church planter does everything that has to be done in the church. And at this stage of the game, this might be okay. The church planter may be the only one qualified to do the job, and the job must be done. However, this singlehanded role should not continue forever.

Plateau 2: The Proprietor

The second plateau, the *proprietor,* has the same effect for the businessperson as for the pastor-leader. They both realize they can no longer do it all themselves. How do they know? It's simple: their spouses are threatening to leave them! Their time is consumed with their business or their church. They no longer have time for family or any other activities. They find that they cannot work twenty-eight hours per day, and they soon come to the conclusion that if their business (or ministry) is going to prosper, they will need a team. They must delegate some of these tasks to others.

However, instead of fully stepping up to Plateau 2 and becoming managers, many business people mistakenly fall into what is called the *founder's trap* and become proprietors. (The term *proprietor* is typically associated with smaller businesses.) Proprietors decide to hire people to help them. The proprietor falls into the founder's trap because he or she has not learned how to build a team. When the proprietor hires helpers, that is all they are—helpers. The boss still drives the truck; the helper goes along to hand the tools. The boss still does the paperwork; the helper "assists" with clerical functions. What the proprietor fails to do is to utilize the strengths of the helper. The helper is given only some distasteful duties such as cleaning the toilet, stocking the shelves, or simply "helping" with the tasks.

If the businessperson does not learn to develop a team and remains instead in the same relationship with the one, two, or three helpers, the business's growth is hindered, because growth still directly revolves around the function of the owner. In essence, the owner has become the limiting factor to the size of the business.

In church ministry, pastors also fall into the founder's trap and become what we call Ephesians 4 servants. Instead of becoming leaders of their people, their role is limited to being servants to their people. Again, everything revolves around the pastors, and they become the limiting factor to the size of their church.

For the businessperson who does not get caught in the founder's trap, the next step or plateau should be to become a manager. Managers hire a team to work for them. They equip and lead their team to carry out the purpose of the organization.

In the church the next plateau for the pastor is to become an Ephesians 4 pastor, who leads, feeds, and equips the people. In Ephesian 4:11–12 certain gifts are mentioned, including pastor-teacher: "And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for

the equipping of the saints for the work of ministry, for the edify-
ing of the body of Christ." The pastor was given for the equipping
of the saints for the work of the ministry. That means the pastor
is coaching the saints—building team members for the work of
the ministry—so that the Body of Christ may be edified. In other
words, the pastor (coach) equips the team so the members can
do the work of the ministry.

Instead of hiring staff like the business person, the Ephesians
4 pastor takes advantage of the workforce already available—the
laypeople—a team of Christians already gifted by God. The pastor
(coach) trains them to utilize their gifts. This provides everything
the workforce needs. When the pastor can no longer lead the team
alone, then—and only then—should additional staff be hired.

Ephesians 4 pastors are stewards of the gifts, talents, and abil-
ities of those entrusted to their care. A true Ephesians 4 pastor
says, "I am not here to do the work of the ministry by myself. I am
here to equip my people, build them up, train them, and educate
them so they will be enabled for ministry." The job of Ephesians
4 pastors is twofold: (1) to develop the spiritual gifts of their team
and (2) to provide areas of service where they can exercise those
gifts.

As the church grows, more help will be needed. To avoid pre-
maturely hiring staff, pastors should first draw help from their con-
gregation. If they hire more staff before that, they're sending their
church in the wrong direction and will train their staff to do the
same thing they are doing—the work of the ministry rather than in-
volving the laypeople. At best, they're building a spectator church.

Even when the pastor learns to train laypersons for ministry,
the time may come when the Ephesians 4 pastor cannot train
and keep all the laypeople involved on his or her own. Such a
pastor must eventually become a multi-staff pastor, working with
the laypeople and training them to minister first. Then when paid
staff are added, they will all be going in the same direction. The

added staff will continue what the pastor started—training and leading the laity to do the work of the ministry.

Plateau 3: The Executive

In business, the next plateau is the *executive* stage. Basically, the executive's job, like the manager's, is to manage people. The executive studies, analyzes, gives direction, and motivates, managing the team by managing the managers. The managers in turn manage the workforce.

On the church side, Plateau 3 involves the multi-staff pastor who delegates responsibility to the staff team. The staff oversees the church team—the laity. When the pastor says, "Staff, here is what we need to do," he or she wants them to see that it gets done. Pastors should delegate through the laity before they delegate to a staff person, and they should train their staff to do the same. In that way, laypersons become an extension of the pastoral staff ministry.

GETTING TO THE NEXT PLATEAU

Pastors must grow through one plateau to get to the next. They cannot successfully go from the church-planter stage straight to the multiple-staff stage. Coaching is the only way to become a true Ephesians 4 pastor. Pastors coach in a team ministry, members learning what their gifts are and understanding where they fit into the ministry of the church. Pastor-coaches also understand that exercising their gifts is part of a team effort with the rest of the Body of Christ, enabling a dynamic release of ministry both within the church and outward to a lost world.

To some, building these teams can seem like an enormous and daunting task that works only for those pastors who are already successful. That need not be the case. Team building can occur—and should occur—with any pastor, regardless of the location or the size of the congregation. However, the first step in

building a team is for the pastor to begin to think of himself or herself as a coach who directs a group of special teams, not a servant who tries to meet all the needs of the congregation. Even before the teams are created, the pastor must have a clear concept of what it means to function as a pastor-coach.

On *Leadership Today,* a denominational television series I hosted for several years, Dale Galloway pointed out that teams made up of the laity could easily perform the majority of functions currently occupying the schedule of most pastors.

Dale said, "Ten ministry activities often fill a parish pastor's day." See the list below, and check only those activities that laity could not share with the pastor.

- ▸ Pray for the congregation
- ▸ Care for the sick
- ▸ Disciple other believers
- ▸ Train ministry leaders
- ▸ Study and teach the Bible
- ▸ Tell others about Jesus
- ▸ Represent the church at community events
- ▸ Visit newcomers to the church
- ▸ Run errands for the church office
- ▸ Encourage people through hard times

If pastors truly shared ministry based on the Spirit-anointed gifts of lay ministry teams, I don't think we would find anything that they could not do in ministry! Church history teaches that whenever clergy become the elite ministry "doers," the congregations they serve stagnate and die.

To review a bit of Church history, by 300 A.D. the Church was growing so fast that conceivably the whole world could have been converted during the next two hundred years. But Roman emperor Constantine made a near-fatal error. He decreed that everyone in the Roman Empire was already a "Christian." People who didn't really know Christ couldn't introduce Christ to others.

An elite clergy and a pagan laity put the growth of Christianity on hold. Conversely, when lay believers in Christ joined with each other—and with the clergy—in meaningful team ministry, the Church thrived.

Perhaps you should hang this helpful acronym on your office wall as a reminder of the fruitfulness that comes with team ministry:

Together

Everyone

Achieves

More **M**inistry

> THE CHURCH OF THE FUTURE WILL ENLARGE THE KINGDOM OF JESUS CHRIST BY A MULTIPLICATION OF CARE THROUGH SHARED MINISTRY WITH LAY PASTORAL CAREGIVERS.
> —CARL GEORGE

DEFINING THE TEAMWORK VISION

Team-building is not something that will happen automatically. The pastor must have a clear vision for it. Consider these four goals for team ministry in the local church:

▸ Organizing the team to discover and fulfill the Great Commission

▸ Empowering the team to reach the community for Christ

▸ Communicating ministry accomplishments to the congregation

▸ Relating to one another in a manner that pleases God

Ready or not, we are on the verge of a major change in the way we do church. This reformation is absolutely necessary if the church is to minister effectively in the present age. Melvin Steinbron, after observing the changes in the lay ministry's role over four decades, concludes, "In the first reformation, the church gave the Bible to the people. In the second reformation, the church gave the ministry to the people." Elton Trueblood, a pioneering writer about the need for lay ministry, wrote in even stronger terms: "If the average church would suddenly take seriously the notion that every lay member—man or woman—is really a minister of Christ, we could have something like a revolution in a very short time."

Generation	Reached for Christ
Builders (Born before 1946)	65%
Boomers (Born between 1946 and 1964)	35%
Busters (Born between 1964 and 1977)	15%
Bridgers (Born between 1977 and 1994)	4%

Eighty-one percent of Christians accepted Christ before they were twenty years old, and the youngest Bridgers are already older than that. This indicates that without some drastic changes, we stand very little chance of reaching much of the two younger generations for Christ.

The subject of change was addressed in The McIntosh Church Growth Network newsletter: "Minor changes are small modifications made without a corresponding shift in the perception of reality. Major changes occur when people develop a new perspective and act in new ways. . . . Transformational change comes only through radical modification in belief and practice."[3]

It's time for *transformational change*. It's time for a new way of thinking about church ministry. It's time to train a host of *coaches* (Ephesians 4 pastors) who will call their *players* (laypersons) from

the comfort zone of the bench to the courage zone of the playing field and influence our world for Christ—while there is still time.

▷ Team-Building Tips

- ▸ Share team mission, vision, and values at an annual retreat gathering.
- ▸ Ask ministry teammates what you can do to help them do a better job.
- ▸ Give positive reinforcement for skills enhanced and developed.
- ▸ Update team members frequently on ministry progress.
- ▸ Instead of "great idea, but not for us," try "great idea—let's try it!"
- ▸ Remember the names and interests of your ministry team members.
- ▸ Give team members the resources they need to do the job.
- ▸ Provide a learning environment.
- ▸ Try reaching a consensus. A majority vote does not guarantee validity.
- ▸ Establish deadlines; then measure the team's ability to meet those deadlines.
- ▸ Let the team determine the deadlines.
- ▸ Cultivate a sense of ownership for the vision with the entire team.

▷ Resource Tip
Your Church's Personality

What is the *personality* of your congregation? Every church has a personality—a distinct way of thinking and doing things. That personality may be reflected in the church's official mission statement or may simply be part of the unofficial church culture. For guidance on creating a personality statement that fits your congregation, see Section 1 of *Church Operations Manual: A Step-by-Step Guide for Effective Church Management,* by Stan Toler.