



BUILDING TEAMS

Growing Leaders Starter Toolkit

DEFINITION – Builds cohesive, mutually-supportive diverse teams that apply their skills and perspectives to achieve team goals.

*Overfunctioning – two thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one’s talent, skill, or knowledge causes problems for you or others.

[=] SKILLED	[-] UNSKILLED	[+] OVERFUNCTIONING*
<ul style="list-style-type: none"> • Attends to trust and relationship building. • Creates a safe and inclusive space for all members. • Leverages strengths, motivations, and talents of the team appropriately. • Attends to results, outcomes, and goals. • Proactively engages conflict and interpersonal dynamics. • Celebrates successes, risks, and failures to foster a learning culture. • Empowers team members to finish and be responsible for their work. 	<ul style="list-style-type: none"> • Disregards diversity. • Turns a blind eye to interpersonal dynamics or seems unaware of tensions, conflict, and allegiances on a team. • Is unable to navigate the balance between relationships and task. • Is unaware of stage of team development. • Micro-manages individuals • Gathers individuals to contribute but does not create a collaborative team. • Doesn’t hold team members to agreed-upon commitments. 	<ul style="list-style-type: none"> • Is unable to accomplish goals due to inappropriate time spent on collaboration. • Ignores team members’ developmental needs or emerging talents. • Does not allow for healthy conflict. • Is unable to make difficult decision out of a desire to please everyone.

Related Competencies: Catalyzes Diversity

EXAMPLES IN INTERVARSITY

- Leading staff/student teams on a Global Program or Urban/Justice Program
- Building a volunteer team
- Small group leadership
- Project-based team leadership
- Task force participation
- Conference planning team
- Staff retreats
- Trust building exercises
- Hiring and firing
- Team check-ins

SUGGESTED RESOURCES

Primary

- Carol E. Becker, "Nine Criteria for Mixed-Gender Groups." Chap. 2 in *Becoming Colleagues* San Francisco, CA: Jossey-Bass, 2000.
- Jane Hyun and Audrey Lee, "Managing the Power Gap." Chap. 2 in *Flex: The New Playbook for Managing Across Differences*. New York: Harper Business, 2014.
- Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco, CA: Josey-Bass, 2002.

Secondary

- Barton, Ruth Haley. *Pursuing God's Will Together: A Discernment Practice for Leadership Groups* Downers Grove, IL: InterVarsity Press, 2012.
- George, Bill. *Discover Your True North*. Hoboken, NJ: John Willey & Sons, 2015.
- Katzenbach, Jon R. and Douglas K. Smith. *The Wisdom of Teams: Creating the High-Performance Organization*. Boston, MA: Harvard Business School Publishing, 1993.
- Loritts, Bryan. *Right Color, Wrong Culture: The Type of Leader Your Organization Needs to Become Multiethnic*. Chicago, IL: Moody Publishers, 2014.
- MacMillan, Pat. *The Performance Factor: Unlocking the Secrets of Teamwork*. Nashville, TN: Broadman & Holman, 2001.
- Maxwell, John C. *The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team*. Nashville, TN: Harper Collins Leadership, 2001.
- Pei, Adrian. *The Minority Experience: Navigating Emotional and Organizational Realities*. Downers Grove: InterVarsity Press, 2018.
- Simon Sinek, *Leaders Eat Last: Why Some Teams Pull Together and others Don't*, (Penguin Group, 2014)
- Tannen, Deborah. "Different Words, Different Worlds." Chap. 1 in *You Just Don't Understand: Women and Men in Conversation*. New York: William Morrow, 1990.
- Trebesh, Shelly. *Made to Flourish: Beyond Quick Fixes to a Thriving Organization*. Downers Grove, IL: InterVarsity Press, 2015. (Chapters on structure especially helpful.)
- Bruce Tuckman's Stages of Group Development (articles and videos)

SUGGESTIONS FOR DEVELOPMENT

- Lead a working group or planning team.
- Lead a Global Program or Urban/Justice Program.
- Lead the cultural values continuum training during a team meeting and use as a tool to heighten awareness, honor diversity, and debrief points of tension.
- Attend a diversity and inclusion training.
- Attend Crucial Conversations Training.
- Participate in team building exercises/simulations and develop robust debriefing skills.
- Identify and leverage team strengths through the StrengthsFinder assessment.
- Get feedback from individuals that have been part of your team or under your leadership.
- Practice leading and engaging virtual meetings.
- Reflect on positive and negative team experiences and create a personal best-practice list.
- Study 1 Corinthians 12.
- Invite a mentor to observe one's leadership and give feedback.

This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

- Facilitate a book study among team leaders for one of the suggested reading.

BENEFITS FOR 2030 CALLING

- Non-traditional teams comprised of volunteers and other ministry partners will require more agile structures and robust team leadership.
- Increased collaboration through healthy teams will spark creativity and perseverance for the task ahead.
- Building teams with healthy interpersonal dynamics help staff thrive, feel cared for and included - the direct result will be less turnover and retention of staff.
- Building diverse teams helps reach more corners of campus.
- Building diverse teams model for the church what the Kingdom of God could look like.