



How to Develop Your Team

First Presbyterian Church

Evanston, IL

Leadership Council Webinar





Agenda

 Survey on Your Team Purpose

 Moving Up the Ladder of Purpose

 Guidelines for Three Areas of Collaboration

 Redirecting and Dismissing

 Annual Reviews

 Appreciation and Gratitude



SURVEY: “What kind of team do you have?”

(Pick the answer that best matches your ministry team dynamics and behavior.)

- 1. How are new ideas treated in your ministry team?**
 - A. My team is looking for me to bring the ideas and leaves the implementation to me.
 - B. My team likes to review my ideas and then also tell me their ideas so I can work on them.
 - C. My team likes to work on ideas together and be given tasks to do.
 - D. My team likes to develop ideas through discussions and work through the details with others from start to finish.
- 2. Whose fault is it if a ministry idea goes wrong?**
 - A. No one... because they are just glad someone else is doing it.
 - B. My fault or the fault of the chair... because we were supposed to make it work.
 - C. Everybody on the team’s fault... because we all worked on it.
 - D. Ministries go wrong sometimes... they just want to know what we can learn from this.
- 3. How easy would it be for you to replace everyone on your ministry team?**
 - A. Fairly easy... they are just good-hearted people
 - B. Somewhat easy... they just need some basic awareness of what we do
 - C. Not so easy... they do so much work on the team
 - D. Not at all... they are so involved in the ministry
- 4. How aware is your team of the calendar for your team’s activities for the upcoming year?**
 - A. Not at all... they have no idea what is coming up
 - B. Somewhat aware... they know about the events that are important to them
 - C. Fairly aware... they have to balance their schedules with their work on these activities
 - D. Very aware... they are involved in the full planning and implementation of much of it

SURVEY: “What kind of team do you have?”

(Tally your answers. Your team may be a blend!)

A	B	C	D

A = Rubber Stamping

- This is a team that is there to approve of what you are doing. They may reject some ideas but they generally aren't terribly invested in the ministry itself. Sometimes they are just on the team to support the leaders. Sometimes they are on the team out of habit or loyalty.

B = Advisory

- This is a team that likes to give opinions. They are gatekeepers and critics, but not workers on the ministry projects usually. This is a ministry team from which staff or leaders have to get approval before they can move forward. This moving forward may often be with little or no sweat equity from the team.

C = Workers

- This is a team that likes to work. They may even jump in with volunteering to do tasks to help the leaders. Their ownership in the ministry comes from doing the ministry. They are less concerned with the direction that the ministry is going and more on how it is going to get done successfully.

D = Collaborators

- This is a team that is invested in the ministry from idea creation to planning to execution. Meetings are often a give and take of energy between attendees. Working with them is more like choreography than task assignment. They have an awareness of how their work fits into the bigger purposes.

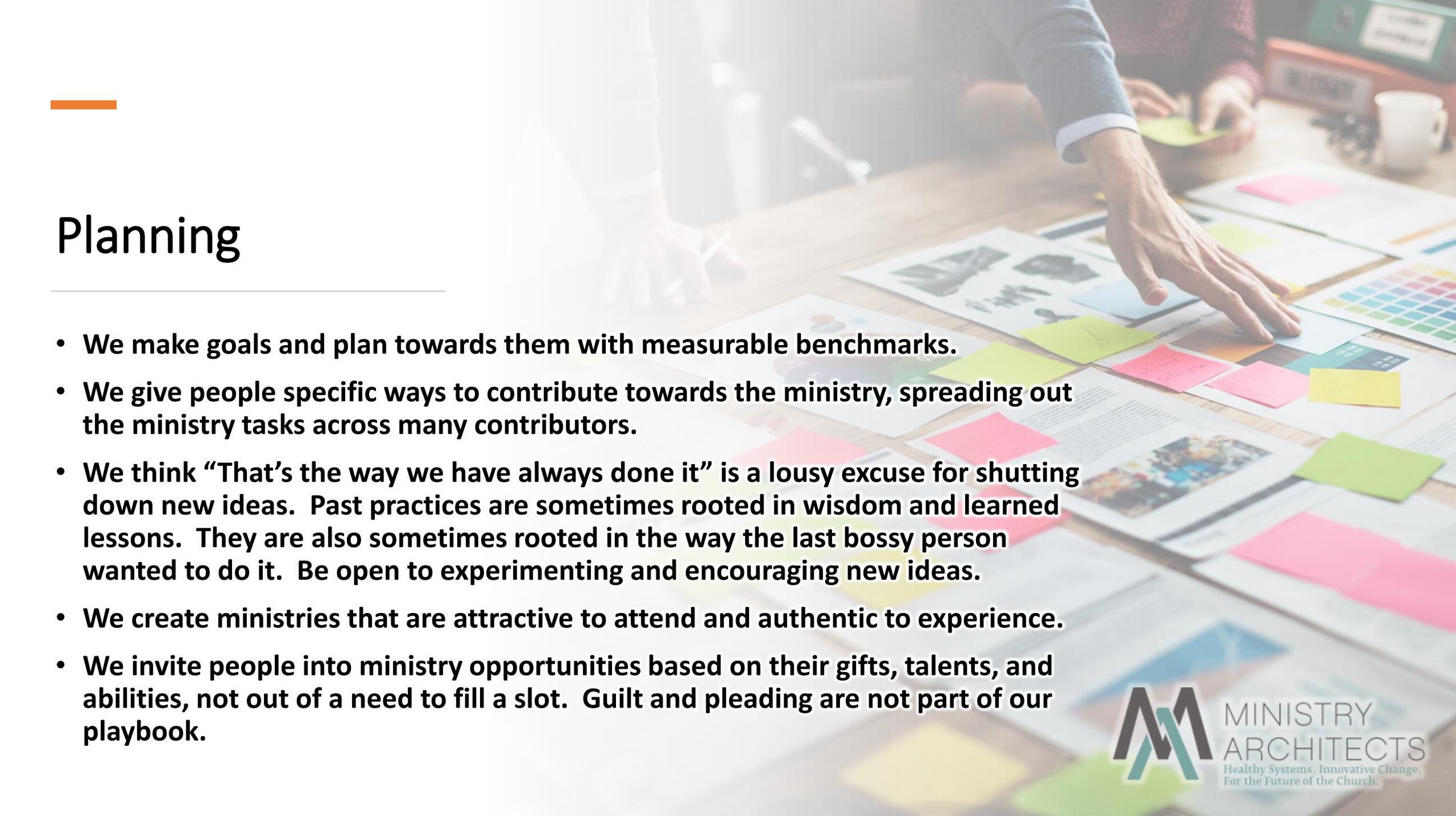
Moving up the Ladder of Purpose

- Rubber Stamping to Advisory through Communication
- Advisory to Workers through Communication and Planning
- Workers to Collaborators through Communication, Planning, and Teamwork
- **The next few slides of guidelines will help you incorporate elements of communication, planning and teamwork into your ministry approach to encourage the sense of purpose in your teams.**
- **Actually, working on all three of these areas can help any team gain a sense of purpose no matter what kind of team they are.**



Communication

- **We understand the ministry goal associated with our actions and communicate that regularly to our team.**
- **We communicate ahead of when we need input or decisions so as to honor the discernment of others. Events are scheduled many months in advance to facilitate this.**
- **We find various ways to communicate the events calendar and ministry needs with the congregation, because bulletin announcements and word of mouth alone are not sufficient.**
- **We use email for affirmation and information, but we use phone or in-person for disagreements or conflicts.**
- **We communicate honestly and kindly through conflicts or disagreements. Passive aggressive behavior is not Christ-like.**



Planning

- **We make goals and plan towards them with measurable benchmarks.**
- **We give people specific ways to contribute towards the ministry, spreading out the ministry tasks across many contributors.**
- **We think “That’s the way we have always done it” is a lousy excuse for shutting down new ideas. Past practices are sometimes rooted in wisdom and learned lessons. They are also sometimes rooted in the way the last bossy person wanted to do it. Be open to experimenting and encouraging new ideas.**
- **We create ministries that are attractive to attend and authentic to experience.**
- **We invite people into ministry opportunities based on their gifts, talents, and abilities, not out of a need to fill a slot. Guilt and pleading are not part of our playbook.**



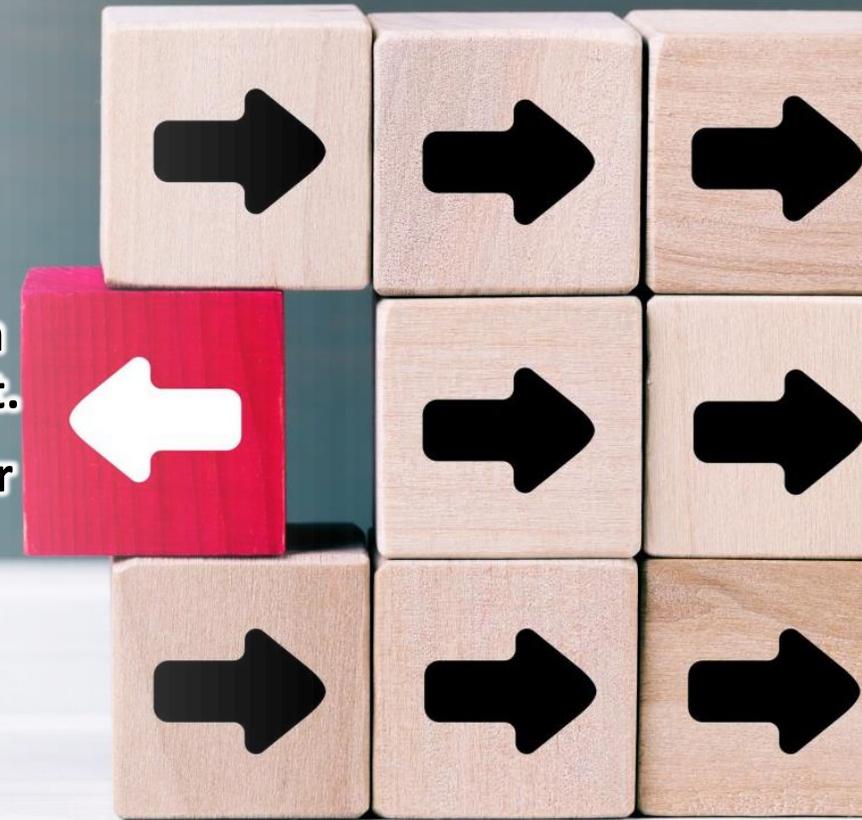
Teamwork

- We give every team member a specific role on our team avoiding terms like “at large” member.
- We train our successors even if it means not getting to all of our work.
- We value the 70% solution from a team member more than the 100% solution dictated by the leader.
- We meet mistakes or bad behavior with grace and an honest effort to find a solution.
- We see failures as opportunities to learn and find a better next step.



Redirecting and Dismissing

- Sometimes the problem isn't the person; it's the fit. Our first inclination should be to try to find a better fit for a volunteer that isn't working out.
- Any issues with a volunteer's performance that make you question their place on a team should be documented so that any later actions can be clearly justified.
- Dismissal of a volunteer should be done in a compassionate way.
 - Make the discussion about the position not working out.
 - Avoid character statements about the volunteer.
 - Letting someone go should not include an analysis of their character.
 - Clearly state what the position requires and then show how the volunteer no longer fits those requirements.



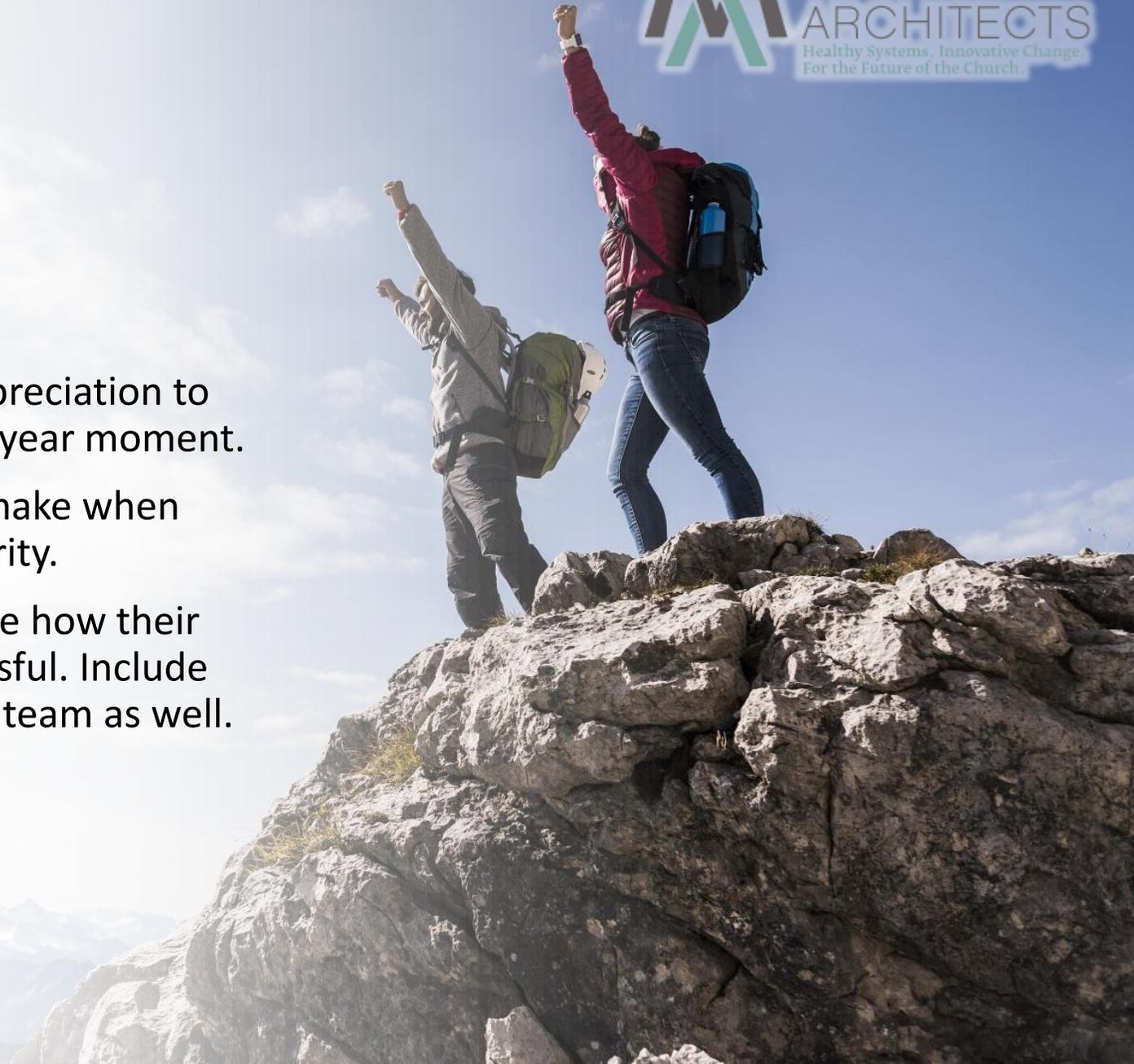


Annual Reviews

- **Annual reviews should be presented as a way the church values the work. They are not a tool that is only used when problems arise.**
- **Annual reviews can be form-based or conversation-based.**
- **Leave space in annual reviews for**
 - **Their experiences**
 - **The connection their work has with their faith**
 - **The experiences of others they work with or serve**
 - **Their requests or suggestions for improvement**
 - **The future of the ministry**

Appreciation and Gratitude

- **Periodic** – On a regular basis, show signs of appreciation to your volunteers. Don't save it up for an end-of-year moment.
- **Specific** – Refer to specific contributions they make when giving praise to maximize the impact and sincerity.
- **Team-oriented** – Use appreciation to emphasize how their actions make the team or mission more successful. Include some expressions of appreciation to the entire team as well.





Questions or Immediate Team Challenges?



Some Extra Slides on Preparing for Volunteers

- Procedural Preparations
- Relational Preparations

Procedural Preparations

- **Policies** – Every volunteer needs to have a copy of and know what policies apply to their ministry role. These policies should be reviewed annually.
- **Documents** – Every volunteer needs to have a copy of and know the game plans, resources, and other documents that are meant to guide what you are asking them to do.
- **Training** – Every volunteer position needs to have some form of training that is appropriate to the complexity of the role. This can be a couple of minutes on the first day or a full training course, but it should be intentional.

Relational Preparations

- **Each meeting should have some sort of check-in component which can be realized in a variety of ways**
 - Prayer requests
 - Icebreaker question
 - Highs and Lows
- **We should have some one-on-one communication with our volunteers outside of meetings. This can be an occasional email, text, call, etc.**
- **Look for moments to invite reflection on how this volunteering promotes spiritual growth. This can be done in one-on-one communications or it may be a spur of the moment reflection on something you see or hear in a meeting. All of our ministry has the potential for spiritual formation.**