Building Strong Teams

Nurturing the Commitment of our Teammates

Your best teaming experience

• What made it special?
• Share with a neighbour

Different kinds of teams in SEND

**X-team:** SEND missionary and local leader(s) working closely together in ministry

**Track team:** has a common goal and support one another, but each person works independently

**Basketball team:** works closely together and interacts constantly with each other about the goal

What’s most important for team leaders of:

**X-teams:**

**Track teams:**

**Basketball teams:**

What are the characteristics of a strong team?

• No more than 8 words

The characteristics Paul sought to develop in his team

• Read 1 Tim. 4:6-16, and list all the commands that Paul gives
• In a few words, describe the person that Paul wants to Timothy become. What is Paul’s objective in giving these commands?
How do you define commitment?

- Single-minded, __________. Not easily distracted or discouraged from the task at hand.
- A willingness to ________ to accomplish the goals of the team.

Any examples from your experience?

Why is leading missionaries so challenging?

- Clear sense of ________ from God can override other authority
- __________ – “my supporters”
- Everyone’s _____ in SEND
- You can’t go out and hire your __________

Why is leading missionaries so challenging?

- Often work at a distance from

- Results are often difficult to ________
- No ________ incentives available to supervisor
- Work and __________ are not easily separated
- Dual __________ to national church and to SEND

How Extrinsic Motivation Works

- Do what we tell you and you will be rewarded.
- Don’t do what we tell you and you will be punished.
- Do what we didn’t tell you to do and you may be punished. Ask first.

Imagine ...

You had the money and the authority to raise and reduce salaries for your team based on performance.
Would missionary productivity improve?
Dan Pink on the surprising science of motivation

Resources
- Ken Blanchard Companies’ study – Employee Passion
- Ken Harder – Managing Those Called

Intrinsic motivation
- The rewards come from doing the work itself
- Employee passion or engagement

<table>
<thead>
<tr>
<th>Emotions that accompany intrinsic motivation</th>
<th>Behaviours that accompany intrinsic motivation</th>
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<tbody>
<tr>
<td>Passion for the job</td>
<td>Peak performance (mastery)</td>
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<tr>
<td>Passion for the organization</td>
<td>Recommendation of organization to others</td>
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<tr>
<td>Willingness to sacrifice</td>
<td>Effort beyond the call of duty</td>
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<td>Commitment to stay</td>
<td>Low turnover</td>
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<td>Willingness to take risks</td>
<td>Innovation</td>
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<tr>
<td>Ownership of results</td>
<td>Continuously evaluate and make adjustments to work behaviour</td>
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Intrinsic motivation
- Self-management – engaged workers actively self-manage
- Dependent on understanding:
  1. The purpose of the work
  2. One’s personal sense of purpose (passion in life)
  3. The connection between the two

Steve Moore on passion

Paul’s passion
- He is the one we proclaim, admonishing and teaching everyone with all wisdom, so that we may present everyone fully mature in Christ. To this end I strenuously contend with all the energy Christ so powerfully works in me.
How does a believer discover their purpose (passion) in life?

- In a surrendered, intimate relationship with Christ
- We can’t manufacture it for ourselves
- We definitely can’t give it to others.
- But leaders can help connect a person’s personal passion to the mission of the team

Intrinsically Motivated People have:

- A sense of meaningfulness: the opportunity to do something that connects with their personal passion
- A sense of choice: the opportunity to choose what to do and how to do it to accomplish the goal
- A sense of competence: the accomplishment one feels when skillfully performing the task activities chosen.

Intrinsically Motivated People have:

- A sense of progress: the accomplishment one feels when chosen activities are moving toward worthwhile results.
- A sense of connectedness: the trust and good interpersonal relationships one enjoys with fellow workers and one’s leader

Intrinsic Motivation: Four Key Motivators

<table>
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<th>From task activities</th>
<th>From stated purpose (vision)</th>
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<tbody>
<tr>
<td>Sense of CHOICE</td>
<td>Sense of MEANINGFULNESS</td>
</tr>
<tr>
<td>Sense of COMPETENCE</td>
<td>Sense of PROGRESS</td>
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The Energy Cycle

Self-management

Choosing what to do to achieve objective

Committing to a meaningful objective

Intrinsic rewards

Monitoring/developing one’s competence

Monitoring team’s progress

Sense of choice

Sense of meaningfulness

Sense of competence

Sense of progress

Evaluations

Energy

Does God intend that we:

- believe that what we are doing in ministry matches our calling?
- have freedom in choosing how we do ministry?
- develop a sense of competence in ministry?
- realize that we are making progress in ministry?
In Romans 15:14-21, where does Paul speak of his:
- Sense of meaningfulness
- Sense of choice
- Sense of competence
- Sense of progress

How passionate are we about our role as team leaders?

LET’S FIRST LOOK AT OURSELVES

As a TL, how high is your sense of meaningfulness?
- High sense of meaningfulness – I am excited about my part in the work, and think about it a great deal. I am convinced that what I am doing is very important in the big picture of what God is doing.
- Low sense of meaningfulness – I am putting in time and am easily distracted. I force myself to do my leadership tasks.

I generally feel I am:
1. Wasting my time on trivial matters
2. Doing work that has some worth
3. Devoting my time to something of real value

As a TL, how high is your sense of choice?
- High sense of choice – I know that my views and insights matter, I am absorbed in understanding the work of a leader, I demonstrate initiative and creativity, and feel personally responsible for the outcomes of my leadership.
- Low sense of choice – Others are driving the train, I just need to comply with their directions

I generally feel I am:
1. Pushed and constrained
2. Finding some room to maneuver
3. Driving my own train

As a TL, how high is your sense of competence?
- High sense of competence – I feel that I am performing well and meeting or exceeding my own standards for a team leader. I feel confident and even a sense of mastery in these tasks.
- Low sense of competence – I have little pride in what I am doing as a leader, I am apathetic or overwhelmed with expectations of me.

I generally feel I am:
1. Not meeting my own standards
2. Doing things well enough to get by
3. A real craftsman at this work

As a TL, how high is your sense of progress?
- High sense of progress – I am encouraged with how we are achieving our objectives. My investment in leading this team is really paying off. I am amazed at what God is doing through us.
- Low sense of progress – I feel discouraged and frustrated. It looks hopeless and wonder if it is worth it all.

I generally feel I am:
1. Stuck
2. Plodding
3. Cooking
As a TL, how high is your sense of connectedness?

- High sense of connectedness – I trust my team and my AD. We enjoy a close and harmonious relationship and I feel that the team and my AD care about me personally.
- Low sense of connectedness – I feel isolated from and misunderstood by my team and/or AD. We do not know each other on a personal level.

I generally feel I am:

1. Alone & isolated
2. Slowly getting to know my colleagues
3. Working with great friends

Interpreting your results

- Less than half in several areas – you are headed for burn-out as a TL
- 5 to 7 – enough to keep going, but it would pay to improve in this area
- 8 to 10 – engaged and energized in this area. Might still be able to top up the tank.

So now that you know ... what are you going to do about it?

How can I become more passionate about serving as team leader?

Is there anything I can do to enhance my own intrinsic motivation?

What can I do to build my sense of meaningfulness as a TL?

What can I do to build my sense of choice as a TL?

Brainstorming

- Five groups – Meaningfulness, Choice, Competence, Progress, Connectedness
- Each group will brainstorm and come up with ways that a team leader can develop this sense, leading to greater intrinsic motivation
What can I do to build my sense of competence as a TL?

What can I do to build my sense of progress as a TL?

What can I do to build my sense of connectedness with my team?

What can we do to enhance their intrinsic motivation?

NOW LET’S LOOK AT YOUR TEAM

The Four Stages of Enhancing Intrinsic Motivation

1. Commit to Meaningful Purpose
2. Choose Activities to Accomplish Purpose
3. Perform Activities
4. Monitor Progress toward Purpose
5. Monitor Activities for Competence
6. Support & coaching from leadership

Responsibilities of Leaders

Leading for CONNECTEDNESS
- Building trust and rapport

Leading for CHOICE
- Delegated Authority & Choice in Activity
- Identifying Passion / Connecting to Vision

Leading for MEANINGFULNESS
- Developmental Help / Coaching / Reviews
- Scorekeeping / Monitoring and Cheering

Leading for COMPETENCE
- Leading for PROGRESS
Asking the right questions

• “Part of leadership is focusing attention – and the conversation – on what matters most. To lead for engagement you will need to make sure that people are asking questions that are central to self-management.”

Kenneth Thomas

Developing your team member’s sense of meaningfulness

• Develop climate on team where people can ________________
• Clearly identify their ________________
• Lead team in developing a _______ that connects with their passions
• Align ________________ with shared vision

Questions to develop their sense of meaningfulness

• How does this task contribute to our SEND mission statement?
• In what ways does your assignment connect with your personal passions and calling?
• How could we adjust your ministry responsibilities so that they more closely align with what you believe is most meaningful?

Developing their sense of Meaningfulness

• Challenge: Rayla, a language student seems to be spending a lot of time reading novels late into the night. She has made minimal progress in the language, and doesn’t seem to make any effort to practice speaking with people in the community. You wonder whether any team will want Rayla to join them because she seems so unmotivated. How do you help Rayla become more committed in learning the language?

Developing your team member’s sense of choice

• Delegate ________________
• Avoid ________________ and demonstrate trust
• Provide ______________ (no punishment for honest mistakes)
• Ensure team purpose & values are _______ and remembered
• Make ______________ available

Questions to develop their sense of choice

• What options do you have?
• Which option will best help you accomplish your overall purpose?
• Can we find a creative way of doing this?
• What information do you need to gather in order to make a good decision about this?
Developing their sense of Choice

**Challenge:** You would like to give Tony, your team member, more freedom to choose his ministry approach, and have heard that he would like to build relationships with guys by coaching a soccer team on Sunday nights. But the national pastor who works with Tony insists that all missionaries must be at every church service, all new ministry ideas must first be approved by him, and all new contacts must be taken to the pastor’s home and introduced to him. Tony thinks his idea has no chance. How do you deal with your team member’s frustration with these restrictions?

Developing your team member’s sense of competence

- Cultivate ________/provide training
- Provide _________ (not just focusing on weaknesses)
- Give __________ for competence/skill
- Give __________ assignments that require them to stretch
- Foster high, __________ standards

Questions to develop their sense of competence

- How can we do this in a high quality manner?
- What do you need from me to help you reach a high level of confidence and mastery of this task?
- What can you put into your individual development plan to help you really excel in this responsibility?
- Who could you talk to that might be able to help you develop even further in this area?

Develop their sense of Competence

- Challenge: Dan, your team member is repeatedly being asked to preach by the local church pastor, but he doesn’t want to because he dislikes preaching with a translator, and mispronounces and gets flustered when he preaches in the local language. How do you help your team member develop a sense of competence?

Questions to develop their sense of progress

- How can we tell if we are making progress?
- What does success look like?
- How are you going to celebrate that step forward?
- Who could we talk to that would help us understand more fully the impact our ministry is having on these people?

Developing your team member’s sense of progress

- Build a __________ climate (win-win solutions)
- Track and celebrate __________
- Gather & report feedback from those the team __________
- Measure ________________
Developing their sense of progress

- Challenge: Sam is a gifted Bible teacher, but in recent months has seemed to have lost interest in teaching, and has asked the dean of the seminary to reduce his course load. You have heard him say he wonders whether all the time he puts into translating his classes into the local language is worth the effort because he can't see that his teaching is having much of an impact. He is disappointed that so few of his students have gone into full-time pastoral ministry. How could you help Sam help regain his motivation in ministry?

Developing your team member’s sense of connectedness

- Share __________ about yourself and encourage them to do the same
- Spend time together ________ as a team
- Make the team a ______ place
- Work on effective ______________
- Manage ________ well
- come back later to hear Scott talk about team conflict

Questions to develop their sense of connectedness

- Tell me about the community in which you grew up.
- How is your home church different from the church in which we work here?
- What is happening in your family these days back in your home country?
- What could we do for a team social?

Developing their sense of connectedness

- Clint & Esther arrived on the field one year ago, and are in full-time language study. Since they are the only missionaries currently in L&O, they rarely see other area members. They told you recently that they did not expect to be so isolated from the rest of the team and don’t really feel like missionaries. How could you help them become more connected to the missionary community?

Which ones do you do well?

- Leading for CONNECTEDNESS
- Leading for CHOICE
- Delegated Authority & Choice in Activity
- Leading for MEANINGFULNESS
- Identifying Passion / Connecting to Vision
- Leading for COMPETENCE
- Developmental Help/Coaching/Reviews
- Leading for PROGRESS
- Scorekeeping/Monitoring and Cheering

Building trust and rapport

Which ones do you need to improve?

- Leading for CONNECTEDNESS
- Leading for CHOICE
- Delegated Authority & Choice in Activity
- Leading for MEANINGFULNESS
- Identifying Passion / Connecting to Vision
- Leading for COMPETENCE
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Building trust and rapport

Nurturing the Commitment of our Teammates
What are your next steps?

- Where do you want to grow as a leader?
  - Your personal intrinsic motivation as a leader
  - Your leadership for the motivation of your team

- Review the strategy of Bill from Matolia strategy.
  - What is your strategy for heightening your team members’ intrinsic motivation?

- Spend the next 15 minutes writing down some ideas for your plan.