



Sanga Sanga Pastor's Conference

The Five Dysfunctions of a Team
Adapted from the book of the same name by Patrick Lencioni



[CLICK]: Is this your team? Or a picture of your department meeting? I hope not. But is it possible that sometimes your meetings might be heading in this direction?

Why if we are brothers and sisters in Christ do we need to look at the dysfunctions of a team?

[CLICK]: We might ask, "why if we are brothers in Christ" do we need to look at Dysfunctions of a team? And the answer is?

What do you think? [Give time for answers.]

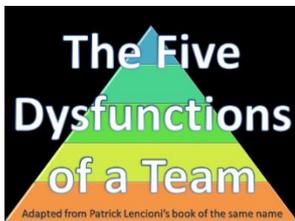
Did Paul have difficulties with his teams? And with colleagues? Yes.

Paul had John Mark leave his team and then such a sharp disagreement arose between him and Barnabas that Barnabas left as well.

Perhaps as we look at these difficulties and Dysfunctions we may be able to avoid them.

"The fact remains that teams, because they are made up of imperfect human beings, are inherently dysfunctional."
-Patrick Lencioni

[CLICK]: Patrick Lencioni has said, "The fact remains that teams, because they are made up of imperfect human beings, are inherently dysfunctional."



[CLICK]: What we are going to look at today is taken from the business world. But, the *Five Dysfunctions of a Team* is a subject that has broader implications than just business.

And the author Patrick Lencioni even states that in his book.

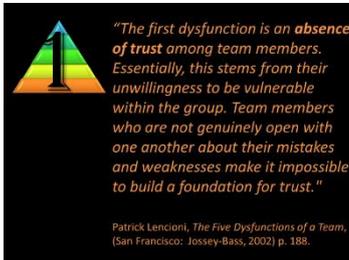
It would be beneficial for us to look at how this affects us in many different areas of our life. We could look at it from the aspect of our marriage, our schools, our church, or denomination, etc. And I hope you will be able to transfer the concepts over into these areas after this seminar.

But for today, we will look at this subject from the perspective of team ministry in the Africa Inland Church here in Tanzania.



1. [CLICK:] Dysfunction One: Absence of Trust.

[CLICK:] "The first dysfunction is an **absence of trust** among team members."

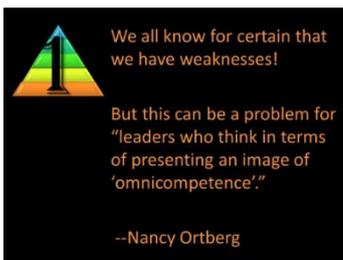


[CLICK:] Essentially, this stems from their unwillingness to be vulnerable within the group. Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation for trust."ⁱⁱ

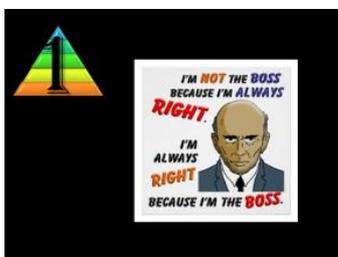


[CLICK:] Why is there absence of trust? This is because team members put on or project an image of **Invulnerability**.

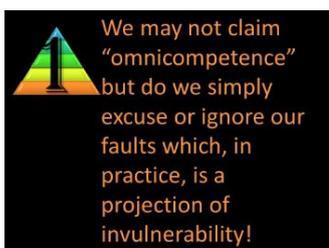
This is fascinating to me because it seems particularly strong in the African culture, although it is not limited to African culture, where men do not admit weaknesses.



[CLICK:] And yet, we know for certain that we all have weaknesses. But this can be a problem for "leaders who think in terms of presenting an image of "omnicompetence."ⁱⁱⁱ



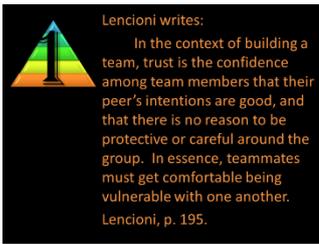
[CLICK:] I hope we are not like this boss:



[CLICK:] We may not claim "omnicompetence" but do we simply excuse or ignore our faults which, in practice, is a projection of invulnerability!

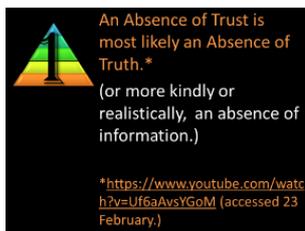
[CLICK:] I think this cartoon illustrates this thought very well.

Trust comes when we admit our areas of weakness and trust others enough not to use that admission against us. Instead, it allows for us to really be the body of Christ for each other. Where I am weak, you may be strong. Where you are weak, I may be strong.



[CLICK:] Lencioni writes:

In the context of building a team, trust is the confidence among team members that their peer's intentions are good, and that there is no reason to be protective or careful around the group. In essence, teammates must get comfortable being vulnerable with one another.ⁱⁱⁱ



[CLICK:] An Absence of Trust is most likely an Absence of Truth.* (or more kindly or realistically, an absence of information.)

*<https://www.youtube.com/watch?v=Uf6aAvsYGoM> (accessed 23 February.)



And so the answer to this lack of trust is for teams to create an environment where it is safe to be vulnerable. [CLICK:]

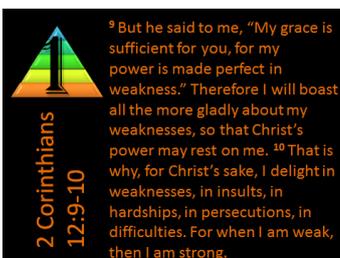
That raises the questions, “Do we feel that our leaders and the co-workers that we work with are safe and that our team meetings are a safe place?” “Do we feel we can trust each other?”

When we trust one another we *minimize our weaknesses* as a team and we *maximize our strengths*. And the result we will that we will be able to do more together than we could ever imagine.

Is vulnerability seen in leaders in the Bible? I believe so. But perhaps you can think of an example first. Is there any time that a leader in the Bible admitted weaknesses or struggles?

[Give time for examples:

--Jesus in the garden of Gethsemane.

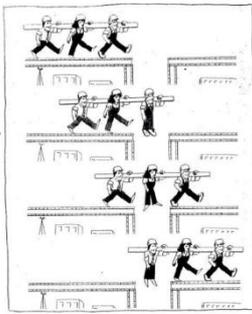


[CLICK:] But let's look at 2 Corinthians 12:9-10. (HAVE SOMEONE READ)

Paul was willing to admit to weaknesses and even delighted in them. Why? Because it led him to be dependent upon God. And it could be seen that whatever he did would be accomplished, not in his own strength, but in God's strength.

So the question is, are we willing to trust one another enough to be vulnerable with our weaknesses so that we can encourage and help each other in these areas so we can accomplish great things for God?

Vulnerability and Trust!



[CLICK:] An Illustration of vulnerability and trust!



[CLICK]: Ok, from time to time as we go through this material we will ask you to get with your neighbor and discuss some questions that we will be projecting.



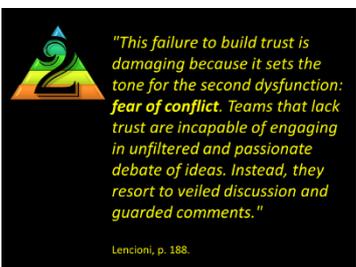
1. How is absence of trust seen in my ministry or team?
2. Are people I work with able to be open or vulnerable with each other?
3. What changes could we make to foster greater trust in our ministry or team?



2. [CLICK:] Dysfunction Two: Fear of Conflict.



[CLICK:] "We need more dissenting opinions." Cartoon of "yes men."

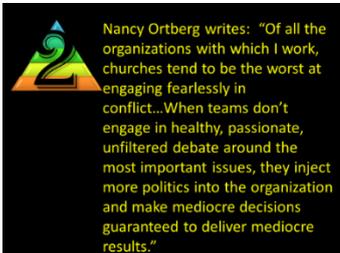


[CLICK:] "This failure to build trust is damaging because it sets the tone for the second Dysfunction: **fear of conflict**. Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead, they resort to veiled discussion and guarded comments."^{iv}

For those of us who have been brought up in the belief that brothers and sisters should live in peace, harmony and unity, this can come as sort of a shock.

We put a high value on relationships that we seek to shrink from conflict and avoid it.

And yet conflict, in the terms of debating and working through issues carefully, is necessary if we are really going to make the best decisions in the life of the church.



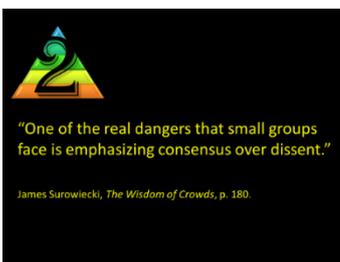
[CLICK:] Nancy Ortberg writes: “Of all the organizations with which I work, churches tend to be the worst at engaging fearlessly in conflict...When teams don’t engage in healthy, passionate, unfiltered debate around the most important issues, they inject more politics into the organization and make mediocre decisions guaranteed to deliver mediocre results.”^v



[CLICK:] You see what is the result of the fear of conflict in a team or an organization?

[CLICK:] It is artificial harmony.

Everyone “agrees” for the sake of peace, but they are not agreeing for the sake of principle. They don’t really believe in what they are agreeing to. They are just going along to keep unity.



[CLICK:] James Surowiecki in his book *The Wisdom of Crowds* writes:

“One of the real dangers that small groups face is emphasizing consensus over dissent.”^{vi}

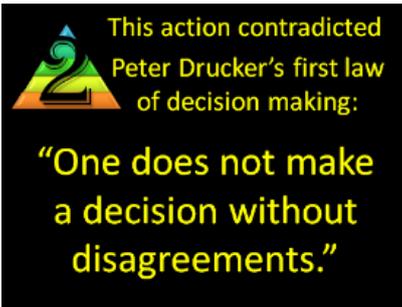


[CLICK:] In this section of his book he is analyzing what went wrong in the decision making process of the Mission Management Team during the flight of the space shuttle Columbia which eventually burned up upon re-entry into the earth’s atmosphere.

He notes that there was a real desire for a decision and a conclusion to the issue of whether the foam which had struck the ship’s left wing had done damage or not.

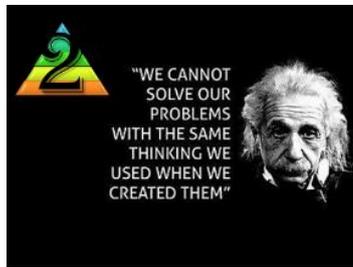
He writes: [CLICK:] “What’s most striking about that...meeting is the utter absence of debate and minority opinions.”^{vii}

[CLICK:] This was because, “in part... Ham (the Mission Management Team leader) was so obviously anxious for the problem to be resolved and so convinced that there was nothing to talk about.”^{viii}



[CLICK:] This action contradicted Peter Drucker's first law of decision making:

“One does not make a decision without disagreements.”



[CLICK:] Albert Einstein said, “One cannot solve our problems with the same thinking we used when we created them.”

This means that we need to encourage different opinions and to think differently and creatively.

Often, the push for consensus is nothing more than a push for artificial harmony. This will have a detrimental effect on the team as time goes on and

we will look at it later.

Artificial harmony is not good for a team. Instead we need godly conflict. Not all conflict is good or godly. I don't know if Paul and Barnabas's was or not. It was sharp—and they separated.

Proverbs says, “Iron sharpens iron” and as it does, the sparks fly. And yet that is not bad if we “speak the truth in love.”

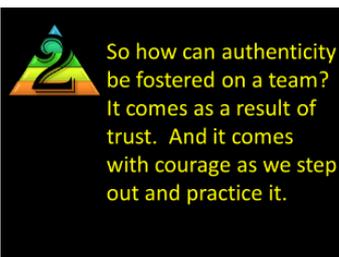


What is the cure for fear of conflict and the result of artificial harmony?

[CLICK:] It is authenticity.

It is being real. It is really saying what I believe and feel about the issue, the course of action, or the direction the team is taking. It is saying it, even if other's don't agree and especially if it is different from what the leader believes.

Dr. George Renner who is a colleague of mine at ISAR was telling me of a pastor who will never rise up in the hierarchy of his denomination. The reason is, is that he is authentic. He tells it like it is. He lets people know clearly what he believes even if it goes against the beliefs of the other leaders.

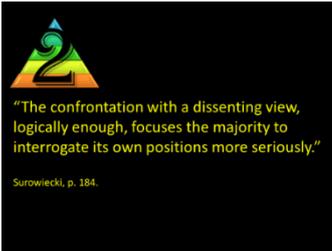


[CLICK]: So how can authenticity be fostered on a team? It comes as a result of trust. And it comes with courage as we step out and practice it.

You see if we trust each other, and we love each other, and we have the other person's and the team's best interest at heart then we can disagree with each other strongly and yet do it in a godly way.



[CLICK:] Les and Leslie Parrott, Christian psychologists who work primarily in the area of marriage, have written, “Conflict is the only way to intimacy.” That's a pretty startling statement with enormous implications in the context of teams. Our avoidance of conflict almost guarantees that we'll fail to build relationally authentic teams. We'll be unable to make the best decisions for the organization.^{ix}

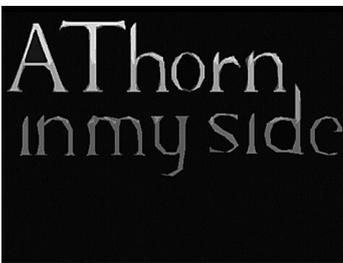


So, what is the value of having dissent and honest discussion?

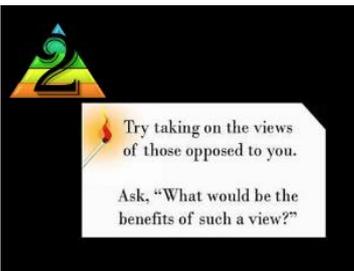
[CLICK:] Again quoting James Surowiecki:

"The confrontation with a dissenting view, logically enough, focuses the majority to interrogate its own positions more seriously."^x

And when this happens, better decisions will be made.

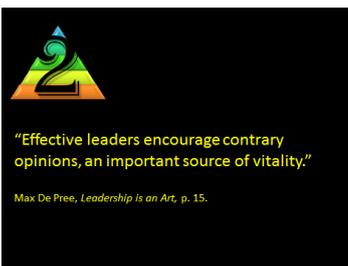


[CLICK:] Illustration: I had an elder who always had an opposing view. He was a younger man who had ideas who were different than those of us who were from the same generation. Once I said to him, "Dave, you are like a thorn in my side, but I am thankful because you help us make better decisions."



[CLICK:] Try taking on the views of those opposed to you.

Ask, "What would be the benefits of such a view?"

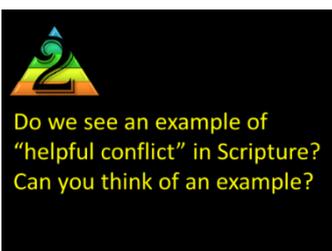


[CLICK:] "Effective leaders encourage contrary opinions, an important source of vitality."

Max De Pree, *Leadership is an Art*, p. 15.

Do we see an example of "helpful conflict" in Scripture? Can you think of an example?

--Perhaps Acts 6 in the dispute over the feeding of the Greek widows.



[CLICK:] --But I want us to turn to Acts 15. Let's look at verses 1-7. [HAVE SOMEONE READ]

We see when the Judaisers came down to Antioch, a conflict arose and verse 2 tells us that it brought Paul and Barnabas into sharp dispute and debate with them.

They did not seem to resolve the issue so they went to Jerusalem and entered into the conflict again.



[CLICK]: Verse 7 says “after much discussion.” I believe this was much healthy conflict as each party spelled out their positions.

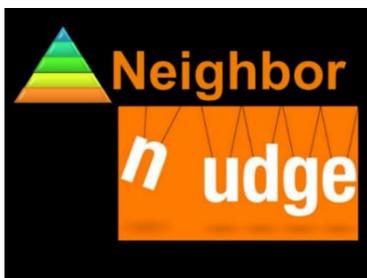
What was the result? They came to an agreement. And in the agreement, I believe were certain Jewish concerns that the Gentiles should follow that would help produce a true harmony within the churches.

Notice verse 30-33. (READ)

The decision was brought back, the people accepted it with joy and the brothers were sent away with a blessing of peace. There was no artificial harmony here. It was the real thing.



[CLICK:] Ortberg comments: If we’re passionate about our churches, we will fearlessly engage in conflict so that the church can resolve issues and move toward a shared vision. Conflict also enables us to “disagree and commit,” a phrase coined at Intel, [Intel is a computer chip manufacturer] but applicable to all teams.^{xi}



[CLICK]: Ok, let’s do another “Neighbor Nudge” and answer these questions together.

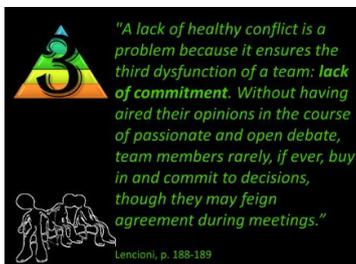


- [CLICK]: 1. How is fear of conflict seen in my ministry or team?
2. We are people afraid to disagree with other team members and their leaders?
 3. What changes could we make to foster positive conflict in our ministry or team?

Now Nancy Ortberg said that Conflict enables us to “disagree and commit” and that leads us to the next area.



3. [CLICK:] Dysfunction Three: Lack of Commitment.



[CLICK:] "A lack of healthy conflict is a problem because it ensures the third Dysfunction of a team: **lack of commitment**. Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy in and commit to decisions, though they may feign argument during meetings."^{xii}

I think this one is fairly straight forward. People like to be heard. They want to be able to express their opinions.

If team members are going to commit themselves, their time and energy to something they want to have a say in the decision. That is the reason teams are formed in the first place.

If you are planning to make a major change you need to give everyone in the church or organization, from the top to the bottom, the opportunity to give their opinions, ask questions, raise objections and even give other options.

Because if you don't they will not really commit, or "buy in" to the decision. You won't really have their support for what you want to do.

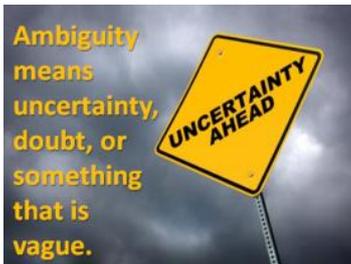
If team members feel that their opinion doesn't matter because decisions are imposed on them from the top down or they are forced to agree—or forced into **artificial harmony**—they will not really commit to the decision.

Once they leave the meeting they will just go on their merry way and do whatever they want to do—or put their time into things they are more interested in.



And when that happens the result is [CLICK:] Ambiguity.

What is ambiguity? Well the word comes from a Latin root which means to wander around.



[CLICK:] Ambiguity means uncertainty, doubt, or something that is vague.

When ambiguity is present in a team there is a lack of focused effort and direction. And then the team wanders around aimlessly and it loses its way and its effectiveness.

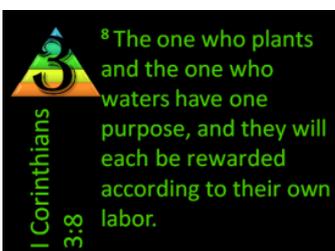
What will counteract this lack of commitment and ambiguity?



[CLICK:] This will be countered when there is **clarity and stability** that comes from the leadership and is fostered in the culture of the team.

And that comes, if we drop down one level, to the need for constructive conflict where each has an opportunity to express their views. This will result in a decision which is hammered out in deliberate debate and which will then promote genuine buy-in to the agreed upon direction.

So we need stability and clarity to overcome simply wandering around aimlessly as a team.



[CLICK:] Is there an example of this in scripture? I think it is hinted at in 1 Corinthians 3:8. [READ]

When you look at this verse and the wider context is there a "team" here? [Yes]

What is it? [one who plants and one who waters]

Is there clarity here? [Yes, they have one purpose.]

Is there stability here? [Yes, I believe there is. They are all working and doing their part. There is an understanding of what needs to be done and they are all know they will be rewarded and that keeps them on track and on task.]



Lencioni says, "In the context of a team, commitment is a function of two things: clarity and buy-in." (207)
How do you get clarity and buy-in?

[CLICK:] Lencioni says, "In the context of a team, commitment is a function of two things: clarity and buy-in." (207)

[CLICK:] How do you get clarity and buy-in?

1. Clear communication of tasks\goals.

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2. Avoid the curse of knowledge.

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"THE RETRO-ENGABULATOR USES UNILATERAL PHASE DETRACTORS. BUT YOU KNEW THAT ALREADY, DIDN'T YOU?"

2. Avoid the curse of knowledge.

[CLICK:] The Curse of Knowledge: when we are given knowledge, it is impossible to imagine what it's like to LACK that knowledge.

The Curse of Knowledge: when we are given knowledge, it is impossible to imagine what it's like to LACK that knowledge.

Sometimes we become so familiar with our organization or church and how we do things that we forget that new people may have no idea of what we are talking about. Thus it will hinder clear communication of our tasks and goals.

Chio Heath



Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision. They leave meetings confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.
Lencioni, p. 207.

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Great teams make clear and timely decisions and move forward with complete buy-in from every member of the team, even those who voted against the decision. The leave meetings confident that no one on the team is quietly harboring doubts about whether to support the actions agreed on.^{xiii}



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,
- Moves forward without hesitation,
- Changes direction without hesitation or guilt.

Lencioni, p. 209

[CLICK:] Lencioni shows how this is done practically. A team that commits...

- [CLICK:] Creates clarity around direction and priorities,
- [CLICK:] Aligns the entire team around common objectives,
- [CLICK:] Develops an ability to learn from mistakes,
- [CLICK:] Takes advantage of opportunities,
- [CLICK:] Moves forward without hesitation,
- [CLICK:] Changes direction without hesitation or guilt.^{xiv}



[CLICK:] Ortberg comments: Focusing on clarity and closure can drive a team toward the kind of commitment that begins to produce ministry results that, in turn, move a church toward vision.^{xv}

So as I was thinking about this, in relation to our seminar, I asked myself what is the vision of the AICT?



[CLICK]: So I went to the AICT website and I this is what I found:

Our Vision

Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

What is this? It is actually a nonsense sentence in Latin that is used in websites to mark a place when they don't actually have text to put in that spot.

[CLICK]: So let me tell you a story.

A traveler came to a fork in the road. He asked an mzee "Which road do I take?" "Where do you want to go?" responded the mzee. "I don't know." The traveler answered. "Then," said the mzee, "It doesn't matter."



A traveler came to a fork in the road. He asked an mzee "Which road do I take?" "Where do you want to go?" responded the mzee. "I don't know." The traveler answered. "Then," said the mzee, "It doesn't matter."

You see this is a parable of many churches—and could even be true of our denomination. We know we are on a journey but we don't know where we are going!

How can we expect commitment to the decisions that our leaders make if we don't see how they contribute to accomplishing our goals and vision?



[CLICK]: So we are going to do a mini-neighbor nudge right now.



[CLICK]: Get with your neighbor and in two minutes write out the AICT vision statement.

You have two minutes. You should probably be able to do it in a minute or less. Go!

Okay, someone please stand and read the official AICT Vision Statement for us.

Is that it? Does everyone agree?

What does this say about us, as Pastors and Churches and a denomination as a whole?

So this reinforces that clarity of vision is absolutely necessary if there is going to be commitment to the decisions we seek to implement in our church and denomination.



[CLICK]: So now it is time for a full neighbor nudge.

Get together with your neighbor and discuss these questions about commitment in your ministry or team context.

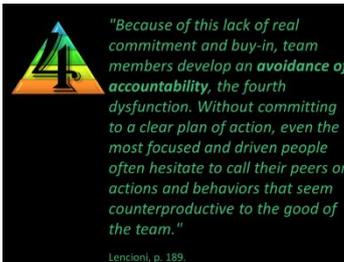


1. [CLICK]: How is lack of commitment seen in my ministry or team?
2. How does our team promote “buy-in” for a decision?
3. What changes could we make to have more commitment in our ministry or team?

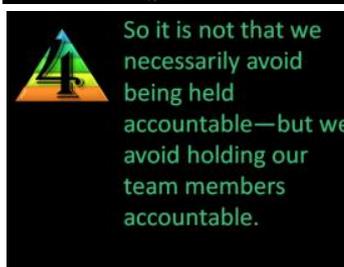


4. [CLICK:] Dysfunction Four: Avoidance of Accountability

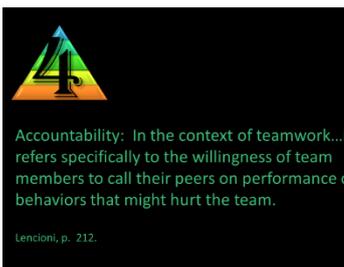
Lencioni defines what he means by accountability. He says:



[CLICK:] *"Because of this lack of real commitment and buy-in, team members develop an **avoidance of accountability**, the fourth Dysfunction. Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team."*^{xvi}



So it is not that we necessarily avoid being held accountable—but we avoid holding our team members accountable.



[CLICK:] In the context of teamwork...it refers specifically to the willingness of team members to call their peers on performance or behaviors that might hurt the team.^{xvii}

Accountability: In the context of teamwork...it refers specifically to the willingness of team members to call their peers on performance or behaviors that might hurt the team.

Why do we not hold each other accountable? Why do you think we do this?

- It is risky business.
- We do not want to damage relationships.
- Culturally it may be difficult.

[CLICK:] Why do we not hold each other accountable? Why do you think we do this?

[CLICK:] [It is risky business.

[CLICK:] We do not want to damage relationships.

[CLICK:] Culturally it may be difficult.]

We can do this in a team when we have agreed upon a certain course of action and yet because there is a lack of clarity or buy-in team members don't follow through.

If they don't follow through it begins to undermine the decision and the possibility of it being successful.



If we don't hold each other to our standards and goals then the result is [CLICK:] low standards of performance.

If no one is holding a team member accountable for his follow through to accomplish the team goals, he or she can very easily only do their responsibilities half-heartedly or simply not do them at all.

"Teams where there is no collective ownership of commitments might do poorly on accountability."

Tathagat Varma

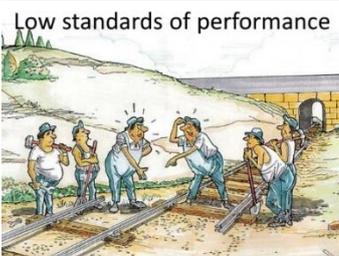
[CLICK:] Tathagat Varma comments:

"Teams where there is no collective ownership of commitments might do poorly on accountability."

When there is absence of trust, team members often will work towards their individual goals as opposed to team objectives. And often, there will be tendency to just be accountable for one's own piece of work.

Tathagat Varma

[CLICK:] When there is absence of trust, team members often will work towards their individual goals as opposed to team objectives. And often, there will be tendency to just be accountable for one's own piece of work.



[CLICK:] Here is an illustration of being accountable for only one's piece of work and not to the overall goal of the team.



[CLICK:]

So what is the answer to this dysfunction of the avoidance of accountability?



[CLICK:] It is courageous confrontation. We have already learned to engage in **conflict**. Now we need to learn to engage in **confrontation**.

There is no other way around it. And if we refuse to do it we will weaken our team and ultimately AICT’s performance and effectiveness.

As church or team leaders you need to hold your team members accountable for the ministries they have agreed to serve in.

Team members need to hold their leaders and each other accountable for the kind of service they are giving.

And if a both leaders or team members are not living up to their obligations or to the standards they have agreed to they need to be asked about it and encouraged to do it.

Otherwise the ministry of the church will suffer.

This is not courageous confrontation!

[CLICK:] Illustration: This is not courageous confrontation!



However, courageous confrontation can only happen, when there is clarity and stability within the team.

If we don’t have clearly defined goals and standards and our direction is ambiguous and vague we have nothing objective to which we can hold our teammates accountable.

[CLICK]: So we must clarify publicly:

- Exactly what the team needs to achieve,
- Who needs to deliver what,
- How everyone must behave in order to succeed.^{xviii}

Accountability

There were four people with a job to do:

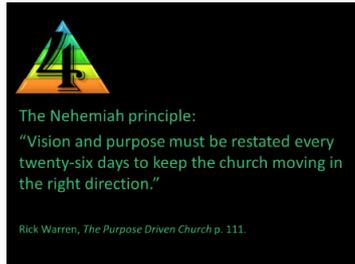
- Nobody knew that Everybody was not going to do it.
- Everybody was sure Somebody would do it.
- Anybody could have done it.
- In the end, Nobody did it!

[CLICK:] Accountability There were four people and an important job to do...

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[CLICK:] This clarification process must be repeated continually because we as humans can easily forget and be distracted from what our vision and mission is.

Rick Warren, in *The Purpose Driven Church* talks about what he calls the Nehemiah principle. It took the people 52 days to rebuild the wall, but halfway through the people were discouraged. In 26 days they needed to renew their vision.

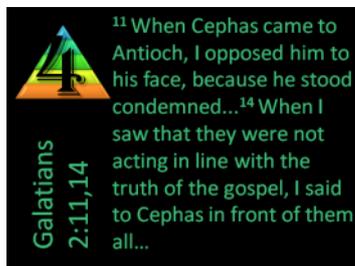


[CLICK:] “Vision and purpose must be restated every twenty-six days to keep the church moving in the right direction.”^{xix}”

So when we have clearly understood direction and action then we have a standard to which we can hold our teammates accountable. And as a result we must be willing to confront them if they are not living up to those standards.



[CLICK;] Is there a biblical example of this courageous confrontation in Scripture?



[CLICK]: I believe there is, in Galatians 2:11-14. [READ]Peter and Paul were on the same Apostolic team.

Their clearly defined goal of spreading the Gospel of Salvation by Grace through faith alone was clearly being jeopardized by Peter’s actions of not eating with his Gentile brothers but separating himself to eat with the men who had come down from Jerusalem.

And so Paul opposed him to his face, because he was clearly in the wrong. That, my friends, is courageous confrontation.

Paul did it for the sake of the Gospel. And we must do it for the sake of the ministry to which Christ has called us, as well.

When we as team members make commitments then we must follow through on them ourselves and we must be willing to hold others accountable to carry out the commitments they have made as well.



[CLICK]: Ortberg says: “Leadership is about promises, and when we make and keep them—and expect each other to do the same—we live out our leadership with integrity.”^{xx}



[CLICK]: Ok, it is time for another neighbor nudge.

Please get together with your neighbor and answer these questions:



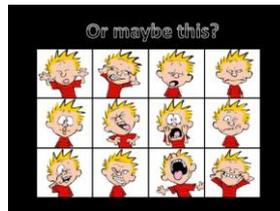
Neighbor Judge

1. How is lack of keeping others accountable seen in my ministry or team?
2. How does our team “publish” roles, goals, and duties of team members?
3. As a leader, or team member, how can you help the group to be mutually accountable?

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1. How does our team “publish” roles, goals, and duties of team members?
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By now do you feel like this? [CLICK] [CLICK]: [CLICK]:



5. [CLICK:] Dysfunction Five: Inattention to Results.



"Failure to hold one another accountable creates an environment where the fifth dysfunction can thrive. **Inattention to results** occurs when team members put their individual needs (such as ego, career development, or recognition) or even the needs of their divisions above the collective goals of the team." Lencioni, p. 189.

[CLICK:] "Failure to hold one another accountable creates an environment where the fifth Dysfunction can thrive. **Inattention to results** occurs when team members put their individual needs (such as ego, career development, or recognition) or even the needs of their divisions above the collective goals of the team."^{xxi}

[CLICK:] This can lead to the “silo mentality”




If the team leader and the team members do not hold each other accountable for fulfilling the vision and carrying out the mission of our church they can become so focused on what they want to accomplish, on gaining power or position, that they will not pay attention to results or performing the ministry that God has given to them to do.

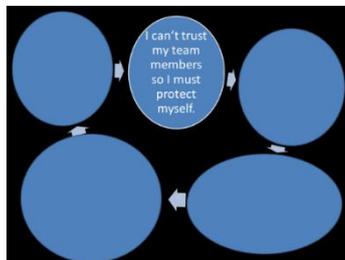
[CLICK:] If the team leader and the team members do not hold each other accountable for fulfilling the vision and carrying out the mission of our church and AICT they can become so focused on what they want to accomplish, on gaining power or position that they will not pay attention to results or performing the ministry that God has given to them to do.

This is because the whole concept of team ministry has broken down. We don't have team ministry. We only have a group of individuals who at this point are more interested in their own good than in the good of the church or the AICT.



[CLICK:] They are interested in status and ego. What is in this whole thing for me? What personal benefit can I get out of this team and what we are doing?

This is the culmination of the process. Let's see how it plays out.



[CLICK:] If I can't trust my other team members that means I must protect myself.

[CLICK:] Since I must protect myself, I will not risk conflict but will settle for artificial harmony.

[CLICK:] Because I have settled for harmony I will go along but without true whole hearted commitment.

[CLICK:] Without commitment, I will focus more on my own agenda and not challenge others to be accountable to the team's goals.

[CLICK:] The result will be that I am more concerned for myself, my image, my advancement and position because I really don't trust the others and I must protect myself.

And when that happens, I am paying more attention to my own needs and not paying attention to the accomplishment of the goals of the team or organization.

When I evaluate this it seems to me to be a downward spiral.

What is the answer to this disfunction? How do we avoid being caught up in status and ego?



[CLICK:] The answer is **servanthood**. We see this in a number of places. But let's go back to 1 Corinthians 3:5-9. I come back to this passage because of the team aspect that is clearly seen here.

⁵ What, after all, is Apollos? And what is Paul? Only servants, through whom you came to believe—as the Lord has assigned to each his task. ⁶ I planted the seed, Apollos watered it, but God has been making it grow. ⁷ So neither the one who plants nor the one who waters is anything, but only God, who makes things grow. ⁸ The one who plants and the one who waters have one purpose, and they will each be rewarded according to their own labor. ⁹ For we are co-workers in God's service; you are God's field, God's building.

[CLICK]: [HAVE SOMEONE READ].

Paul and Apollos were not on ego trips. What is Apollos? What is Paul? ONLY SERVANTS!

We are servants on the same team! God has appointed each of us our own specific task.

Paul was the planter. Apollos watered. And God gave made the Gospel message to grow!

There is no ego trip here. Verse 9 says that we are God's fellow workers!

And as we are working together as a team, with one purpose, we will pay attention to the results that God desires us to have.



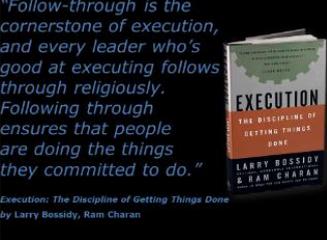
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Execution: The Discipline of Getting Things Done
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2. Find a way to encourage positive peer pressure on the team.

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People will work hard to avoid disappointing their boss, but they will work harder to avoid disappointing their team. The result is a dramatically increased level of performance and follow through.

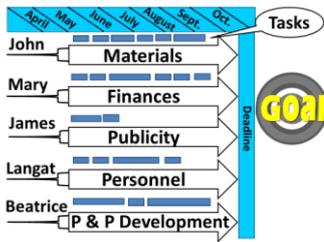
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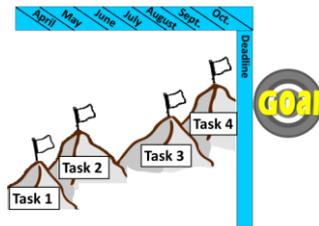
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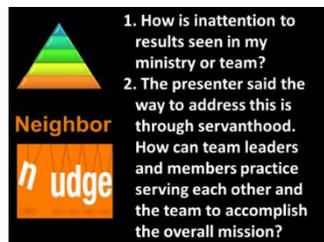
[CLICK:] 4. Find a way to provide incentive or reward for reaching goals or milestones.



[CLICK:] 5. Celebrate victories as a team.



[CLICK:] Ok, let's get with our neighbor and discuss the following questions:



1. How is inattention to results seen in my ministry or team?
2. The presenter said the way to address this is through servanthood. How can team leaders and members practice serving each other and the team to accomplish the overall mission?

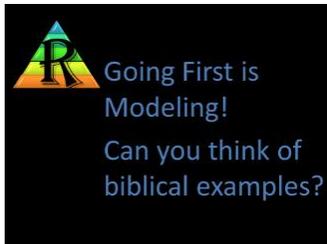


[CLICK:] Finally, before we close I want to just briefly look at the **role of the team leader** in helping to overcome the team disfunctions.

We may be on more than one team and have different roles. Some time we maybe a team member, but on others we may be the team leader so now that we have the big picture about the five disfunctions, let's look at:



[CLICK:] 1. Absence of trust: Go first! Be vulnerable first.



[CLICK:] Going First is Modeling!

[CLICK:] Can you think of biblical examples?



[CLICK:] Jesus and Paul.

[CLICK:] Paul says, "Follow my example, as I follow the example of Christ." 1 Corinthians 11:1



[CLICK:] Going first in vulnerability will set the tone.

I have a friend named Johnny Long who was a pastor and then a missionary here in Kenya who taught on how to live by grace. He would often say to me and those he taught, "The Pastor—or the Leader—needs to be the chief repenter." That's vulnerability!



[CLICK:] 2. Fear of conflict: Mine for Conflict. One writer put here: "Demand Conflict."



[CLICK:] How do we mine or dig for conflict?

- [CLICK:] Ask "is there another way to look at this?"
- [CLICK:] Play the "devil's advocate."



[CLICK:] 3. Lack of Commitment: Force Clarity and Closure. Who is responsible for what by when?



How do we force clarity and closure?

- Ask each team member to state their task.
- Write it down.
- Follow it through with personal reminders.
- Don't assume anything!

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- [CLICK:] Don't assume anything!



[CLICK:] Cartoon on assumptions!



[CLICK:] 4. Lack of Accountability: Confront Difficult Issues. This takes courage and persistence.



How do we confront difficult issues?

- Through Prayer
- Humbly
- Patiently
- Courageously
- Culturally sensitive
- Right timing\place

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[CLICK:] 5. Inattention to Results: Focus on Collective Outcomes. This means help the team to see the big picture. Help them to see how what they are doing will help the church to reach its vision and fulfill its mission.



[CLICK:] Sometimes being a team leader is like herding cats!

How do we focus on collective outcomes?

- Be the vision bearer.
- Be focused yourself.
- Be the voice of discipline

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- [CLICK:] Be the vision bearer.
- [CLICK:] Be focused yourself.
- [CLICK:] Be the voice of discipline.



[CLICK:] Let’s look at these Five Disfunctions in a positive light in the context of “**Growing Teams.**”

[CLICK:] Be vulnerable, be open.

[CLICK:] Create true Harmony.

[CLICK:] Set clear goals.

[CLICK:] Set high standards for you and others.

[CLICK:] Achieve together.

A Final Word:

These are the five disfunctions of a team. These are things that we need to be aware of and to look out for as we work together with teams at whether in our local churches or on the denominational level.

And perhaps as we minister when we see some of these things begin to sprout up we will recognize what is happening and perhaps God will use us to be able to point them out and to administer the right antidote and give us



[CLICK:] a well-functioning team.

Perhaps this has been a bit abstract and theoretical but I see a lot of practical lessons in it.

I see that there are real roots of conflict that are pointed out here. I wonder why so many of the organizations that we belong to are so political. Why are we hearing of turmoil and trouble in the church and in other Christian organizations?

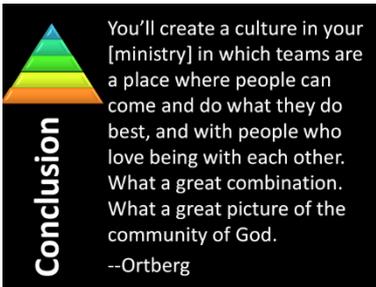
I believe strongly that is because of the presence of these Five disfunctions. And if they are not addressed we will sow the seeds of divisiveness and destruction within our very own ministries.

[CLICK:] Nancy Ortberg wraps this up with this concluding statement:

Conclusion

“Every [ministry] ought to be led by teams that are healthy: spiritually, relationally, and intellectually. Teams are community. They are environments for great leadership. As a leader...work relentlessly to overcome these areas of dysfunction on your team, and also in yourself. It will take courage and perseverance to change...”

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[CLICK:] You'll create a culture in your [ministry]^{xxii} in which teams are a place where people can come and do what they do best, and with people who love being with each other. What a great combination. What a great picture of the community of God.^{xxiii}

ⁱ Patrick Lencioni, *The Five Disfunctions of a Team*, (San Francisco: Jossey-Bass, 2002) p. 188.

ⁱⁱ Nancy Ortberg, *Overcoming the 5 Disfunctions of Ministry Teams*, <http://www.rev.org/article.asp?ID=2730>. Nancy Ortberg is a founding partner of TeamWorx2 (www.teamworx2.com) and a former staff member of Willow Creek Community Church, Barrington, Illinois. She consults with churches and speaks on topics of community, leadership development, and organizational dynamics.

ⁱⁱⁱ Lencioni, p. 195.

^{iv} Lencioni, p. 188.

^v Ortberg.

^{vi} James Surowiecki, *The Wisdom of Crowds* (London: Little Brown Book Group, 2006), p. 180.

^{vii} Surowiecki, p. 181.

^{viii} Surowiecki, p. 181.

^{ix} Ortberg.

^x Surowiecki, p. 184.

^{xi} Ortberg.

^{xii} Lencioni, p. 188-189

^{xiii} Lencioni, p. 207.

^{xiv} Lencioni, p. 209.

^{xv} Ortberg.

^{xvi} Lencioni, p. 189.

^{xvii} Lencioni, p. 212.

^{xviii} Lencioni, p. 214.

^{xix} Rick Warren, *The Purpose Driven Church* (Grand Rapids, Michigan: Zondervan Publishing House, 1995) p. 111.

^{xx} Ortberg.

^{xxi} Lencioni, p. 189.

^{xxii} Ortberg's original word is "church".

^{xxiii} Ortberg.