



LEADING WELL

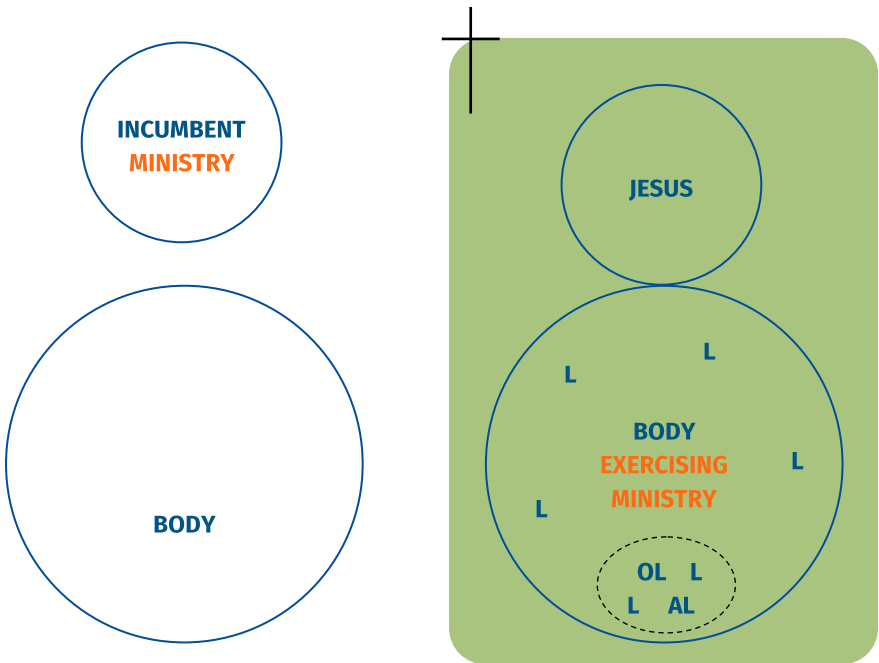
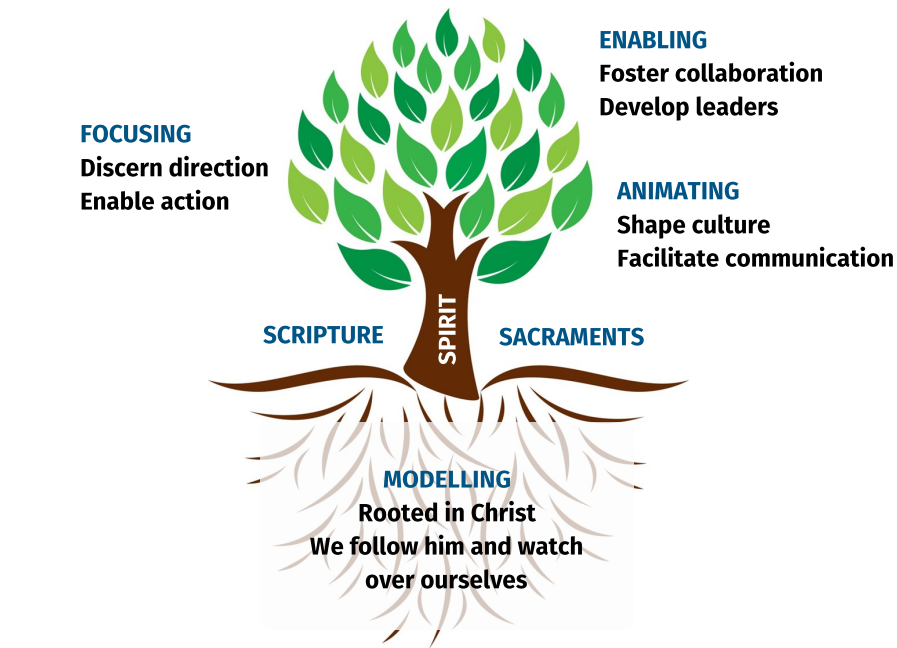
Fostering Collaboration

SESSION 2, TUESDAY 26 NOVEMBER (AM)



FOSTERING COLLABORATION

A Review



CRITERION F: LEADERSHIP AND COLLABORATION

Candidates should demonstrate an ability to offer leadership in the Church community and in the wider community as appropriate. This ability includes the capacity to offer an example of faith and discipleship which is inspiring to others and witnesses to the servanthood of Christ. They should show a commitment to identifying and nurturing the gifts of others and be able to collaborate effectively. Candidates should be able to identify their own leadership style, and reflect on the strengths and weaknesses of this and of the different ways in which leadership may be exercised within the Church. They should be able to be flexible and adaptable in leadership and demonstrate ability to guide and shape the life of the Church community in its mission to the world.



Exercise

Where have you experienced healthy collaboration in leadership/been part of a good team?

What are the benefits of leading with others?

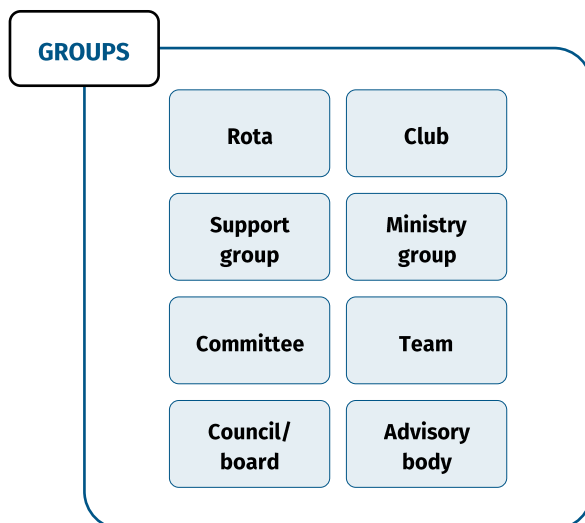
‘It is hard to avoid the conclusion that both the itinerant mission and the local congregational work were team operations. Yet somehow this vision has been lost in many churches, even within those whose history and tradition emphasises a plurality of elders. Over time, the model of a single ordained minister working alone to pastor a church has become the norm, even though it is strikingly different from the normal pattern in the New Testament.’

Colin Marshall

ASSUMPTIONS

- People have different preferred ways of working together.
- The types of groups which we lead and participate in are necessarily diverse.
- Large elements of the western Church have historically been biased to individualism – to the detriment of its mission.
- More than delegation...active and intentional.
- In leading well with others we are both leaders and followers.
- Theory vs reality! – we have to work with who God has given us.
- Team-like behaviours – rather than actual teams – will be appropriate expectation.

Who and What are You Leading With?



MAKING SENSE OF STRUCTURES: KNOWING

- Purpose.
- Structure.
- Expectations.
- When to change.



Exercise

What is the Current Leadership Structure?

Draw an organogram/spider diagram of the leadership structure in your church(es) and how the various groups/roles relate to each other.

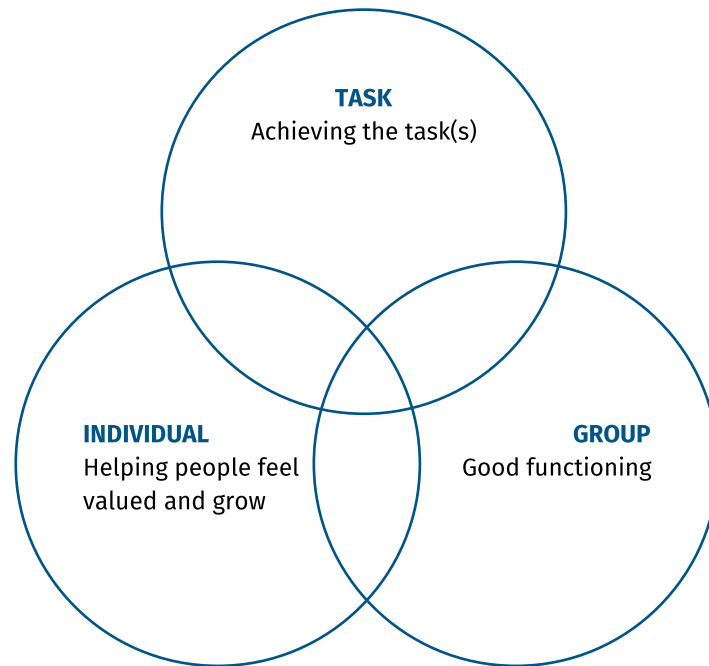




Exercise

Who are you Sharing Leadership With?

Who are the people you see yourself sharing leadership with? Write your name in the rectangle, then the names of others around you in a spider diagram.



Adapted from John Adair.



Exercise

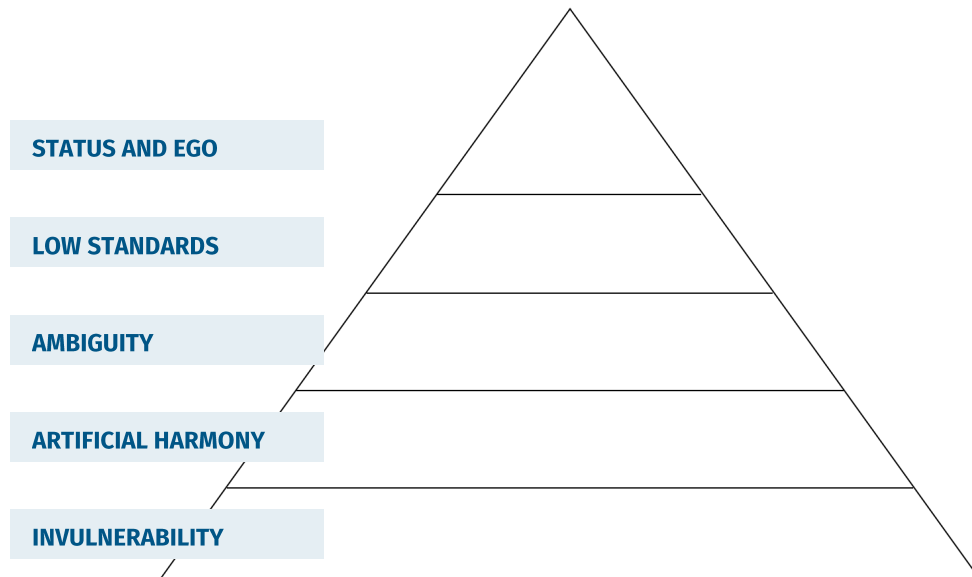
In the light of your personality and leadership style, which of these three group functions are you most likely to focus on?

Think about a group you lead. Plot where you think its members are on the three circles. How is the group doing on meeting these three areas? Where is the group strong? Where is it weak? How does that manifest itself?

LEADING WELL WITH OTHERS

Working Together

Five Dysfunctions of Team



TRUST one another

Engage in healthy CONFLICT

COMMIT to decisions, plans and vision

Hold one another ACCOUNTABLE

Look for collective RESULTS

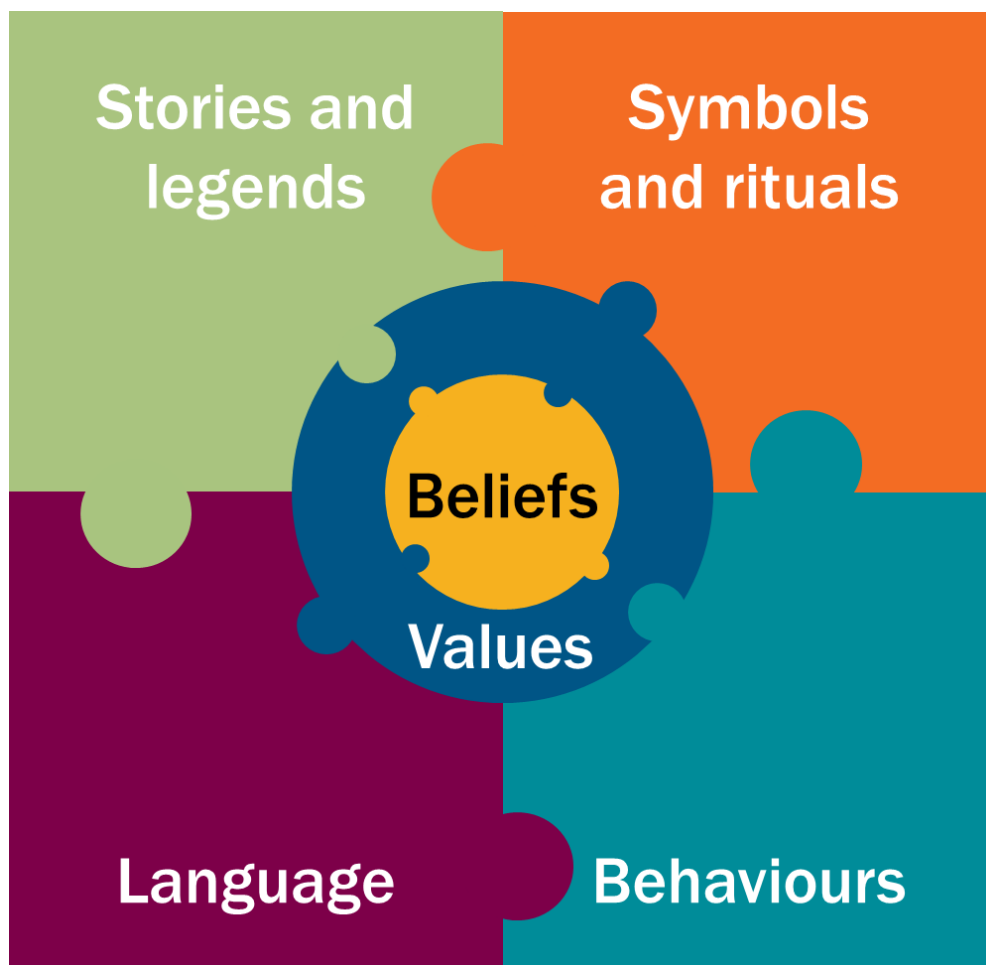
‘The best team leaders are like jazz players, improvising constantly as they go along.’

Building a Collaborative Culture

'The priest always leads in collaboration with others.... Ministry is always corporate... Christ also determined, right from the start, that he would work with a "leadership team".'

The Life and Work of a Priest, John Pritchard

- Think/pray/act 'collaboration.
- Model it! (know yourself!) and teach it.
- Cultivate trust and embrace 'messy'/'conflict'.
- Build structures which facilitate, not hinder.
- Develop leaders and empower.
- Balance task, team and individual.
- Beware setting high bars!



CASE STUDY

The Rev Philip Lightbody (ordained 2010) has been priest in charge of St Mary's, Little Snoring-on-Edge, for two years. Philip's experience includes a curacy in a gathered church within a suburban context. Philip is beginning to build good links with other clergy in the nearby town.

The village has a population of 3000 people and although is often termed 'rural' by villagers, it is just two miles outside a large town which has many churches, a few of which are thriving.

The village enjoys excellent Infant and Junior Schools and these, coupled with the village's proximity to the nearby town and a major city some 20 miles away, attract young families. There are also many retired residents, most of whom have lived in the village many years.

The church enjoys a breadth of both traditional and contemporary services in a monthly cycle led alternately by a robed choir and a small music group. There is an average regular attendance of 50 adults, the majority retired, but with around 20 in their 40's or 50's, and nine children spread over three Sunday services.

Many of the congregation have good links with village residents and the church is generally considered to be an important part of the overall community. Philip has help from three Readers, all of whom are retired. Traditionally the church has looked exclusively to the vicar to organise and run the services and to initiate and spearhead any new initiatives or ministries within the church. The overall level of commitment to helping lead or indeed participate in church-based activities and ministries is generally very low, with a very small handful – and generally the same people – getting involved. They are generally committed and competent, although Eileen, who runs the pastoral team finds it very difficult to work with others and this has caused some issues in gaining the ideas of others.

Both churchwardens are due to stand down within the next three months, one citing ill-health and one who has been in post for three years. The latter is someone of huge energy and has almost single-handedly undertaken many of the week-to-week support functions in the running of the church, but it is proving impossible to find replacements.

Twelve months ago the PCC embarked on a vision development exercise and one key decision made by the PCC as a consequence of this was a recognition (endorsed by a majority, but not all) of the need for a much stronger culture of empowerment within the church through the formation of teams covering each of the key areas of the church's life together with the development of lay leaders. In response Philip very quickly established an outreach

team, a pastoral team, a worship and ministry team, a discipleship team and a Young People's team based on a model drawn from his previous church. Encouragingly, three of the already 'committed' church members volunteered to lead a team as did two others who despite initially expressing strong reservations, were 'persuaded'. Philip also established a separate 'team leaders' team, comprising the leaders of the individual ministry teams. His intent was that this team would be responsible for providing more practical guidance and direction in the life of the church, working under the overall vision developed by the PCC.

A year later he is concerned! There seems to be friction developing between the new 'team leaders' team and the PCC. Philip seems to have spent a lot of his time sorting out arguments between teams as to who is responsible for what.

A family service organised by the new 'worship' team was generally creative and appreciated, but it also significantly overran and one element, a testimony, was inappropriate for a family service and not well handled. Philip has decided that he will organise and plan the next family service.

On the whole, the performance of the new teams is very patchy. It has been very difficult to find people who will commit and give time, and two teams have only two members. Philip has been asked by four of the teams to attend their meetings and he now finds his diary busier than ever. Furthermore, the implementation of the new 'teams' approach had led to some sharp discussions within the PCC and tempers have flared. Outright division has been avoided as Philip has kept the peace and avoided, or skilfully side-stepped, discussions about team-related issues on PCC meeting agendas. However, the APCM is coming up and Philip is concerned.....!

Philip is also concerned that the culture within the church, still very much looks to the vicar for all decisions. as well as leading and preaching within services. Is it because of a lack of confidence within many church members to become more actively involved; or is it that people are just too busy in their day-to-day lives? Or is it a question of priorities and perhaps low-levels of discipleship? Philip is not sure.

He turns to you, a close colleague from a neighbouring parish for help. What would you advise Philip to do next? What pointers may you offer him? What does he need to address? What may the journey ahead look like? What practically could he do? What are the key risks he faces? What about timescales?

What would you advise Philip?

To Team or Not to Team?

The literature on teams reminds us that a team is not a panacea, guaranteeing successful results, efficiency or great relationships. Indeed working in a team comes at a cost! (Note, we are talking about team as a specific structure for accomplishing a specific task.)

In comparison to working as individuals or in other types of groups, working as a team can require the following from members:

- More time.
- More skill.
- More flexibility.
- More motivation.
- More emotional and relational investment.

This said, teams can enable us to reap the benefits of superior performance through that unique combination of elements – in short, ‘synergy’! So it makes sense to ask: ‘When do we really need a team?’. (Note alternatively, we could choose a work group, a collaborative group or a rota!). So how do we decide?

The literature on teams prompts us to begin by weighing up the nature of the task to be accomplished and to ask ‘Do we need a team to accomplish this **particular task**?’

Teams are useful for tasks where...

1. Ownership of a goal (a common purpose) should to be shared
What are the key decisions that need to be made and owned by a team of decision-makers rather than by an individual leader?
2. There is complexity
Vision and strategy, resource planning, developing new initiatives and services, managing change.
3. Creative problem-solving is key
Where synergy between members is needed to create something new and/or unique.
4. Diversity is vital
Do you need a range of opinions, knowledge bases, experiences, styles of doing things (personality) to arrive at the right solution?
5. Close, interdependent relationships are at the heart of the matter
Are the problem and the solution actually about relationships and interdependency? How crucial are relationships to the success of the task?
6. Implementation is achieved through interdependent action
Are individuals reliant on each other to be able to play their part?

QUESTIONS TO ASK OURSELVES

- How big is the task?
- How simple or complex is the task?
- What makes it challenging?
- Will the task be recurrent, or occur only once?
- How long will it take to complete the task?
- What is a reasonable time investment to expect people to commit to?
- What skills, knowledge, experiences are required to accomplish this?
- Who has this expertise?
- Alternatively, can the task be delivered by individuals?
- Can many individuals perform independently of each other? Or does the task require several people to make it happen?

‘It is the presence of leadership teams, not the gifting of the senior pastor, which seems to be the common factor present in healthy growing churches.’

Ian Jagelman

A Definition of Team

A number of interdependent people with complementary abilities who choose to commit to a common purpose in order to achieve exceptional results for the glory of God.

Team-working – Assess Yourself as a Team Leader

PLEASE COMPLETE THE QUESTIONNAIRE BELOW USING THE FOLLOWING CLASSIFICATION:

(S) Area of Strength – I do this well/this is how I readily contribute

(D) Area to Develop – I would like to improve this

(N) Neither – I do this adequately. I could improve, but this is not a priority.

(U) Undecided – I am not sure/I don't know

- a. Enable the team to set goals together ____
- b. Organise and structure group meetings ____
- c. Facilitate group discussion and decision making ____
- d. Make a call on key decisions – assert my views ____
- e. Foster good relationships between members ____
- f. Give relational/emotional support ____
- g. Mine for and manage conflict ____
- h. Recognise people's strengths (e.g. how Jane's skills are different to John's) ____
- i. Make suggestions and encourage people to partake in new activity ____
- j. Delegate key tasks and responsibilities to others ____
- k. Keep people informed and in the loop ____
- l. Hold people accountable, ask what they have completed ____
- m. Enable the team to monitor and evaluate results ____
- n. Enable the team to celebrate success ____

QUESTIONS TO REFLECT ON

What is your best strength as a team leader?

What is the one area that you would really like to develop as a team leader?

Share your answers with a fellow participant/colleague/your team, and seek their perspective and feedback.

Decide. What actions will you take to improve as a team leader?

'Teams are very difficult to create. They are tougher to motivate. They are impossible to predict. They can be challenging to lead. They can inspire greatness and they can embody pettiness. They can gel quickly and they can splinter apart overnight. They are filled with people who are unique in their backgrounds, hurts, needs, joys, desires, gifts, aspirations, and call. To get a diverse group of people working on the same page is the ongoing priority and challenge for leaders.'

Macchia

'Good relationships on a team are not natural, but rather the product of determination and hard work.'

Patrick MacMillan

RESOURCES

THE ONE TO READ

Leading Well with Others, James Lawrence (Grove Leadership 40).

TOP READS

- Skills for Collaborative Ministry, Sally Nash (SPCK).
- Refusing to be Indispensable, Andy Griffiths (Grove Leadership Series 31).
- Five Dysfunctions of a Team, Patrick Lencioni (John Wiley and Sons).
- Collaborative Ministry, David Robertson (BRF).
- The Performance Factor, Patrick MacMillan (Broadman).

OTHER RESOURCES

- Leading One Church at a Time, Bob Jackson (Grove Leadership 34).
- Five Dysfunctions alternatives: you will find [here](#) an introductory video on the five dysfunctions (2.5mins), an assessment to take and a summary PDF. For a longer explanation watch this [video](#) (36 mins).
- The Ideal Team Player, Patrick Lencioni (John Wiley and Sons).



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Leading Evangelism Learning Hub

Want to see the ministry of evangelism central to church life rather than on the periphery? Then sign up for our 14 month Hubs for incumbents to attend with others involved in leadership.

www.cpas.org.uk/hub.



How to Nurture a Faith Sharing Culture

An exciting and accessible new church resource to help leaders nurture a faith-sharing culture in their church, congregation, fresh expression or church plant.

www.cpas.org.uk/faith-sharing.



Venture and Falcon Holidays

CPAS runs around 70 fun-filled holidays for 8-18 year olds each year. The holidays are run by volunteers, and if you are interested in helping on one or know a young person who would benefit from a great holiday with a focus on Jesus visit www.ventures.org.uk.



Making Mission Possible

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