

STAFF YOUR CHURCH FOR GROWTH

Gary L. McIntosh

Chapter 1 NO LONGER THE LONE RANGER

Why Multiple Staff:

- No one has all the gifts
- The loss of volunteers
- The change of roles from generalist to specialist
Gone are the days when a pastor could focus on a simple homogeneous family church.
- The increasing number of larger churches
The size of the job is much larger.
- The expectations and needs of people
Lyle Schaller writes, "In today's world people place greater demands on person-centered institutions than was true only thirty years ago. This often requires a broader range of specialized ministries.
- The Americanization of churches
As churches become more westernized or Americanized, they are less homogeneous and, therefore, have more complexity in the desires, expectations and needs of members of the congregation.
- The loss of Church loyalty
People tend to be no more loyal to their own congregation than they are to their denomination. As a result, people participate less in their church.
- The Biblical examples of team ministry
Team ministry is a common aspect of biblical Christianity

Chapter 2 STAFFING FOR GROWTH

New Church development

The fastest growing churches are new churches. Since the new pastor has no people to care for, no program to administer, and no worship service to lead, all his energy, prayer and effort are directed toward finding new people. Once he begins to reach people, he must now try to keep as many of the new people as possible.

Evolution of Church

Finding people
Keeping people
Celebrating with people
Educating people
Overseeing people
Caring for people

Why does a new church grow in its early years but begin to plateau and decline in its later years? A major reason is the shift in priorities over the years.

- | | |
|----------------------|-------------------------------------------------------------|
| Early years priority | Finding people
Keeping people
Celebrating with people |
| Later years priority | Educating people
Overseeing people
Caring for people |

Insights for Staffing

1. As a church grows, the responsibilities on the solo pastor's desk become complex and numerous.
2. The growing number of people already in the church demands programs and care.
3. The tendency of most churches is to hire staff members to serve functions on the right side of the continuum.
4. A church that wants to grow must staff positions on the left side of the continuum.
5. A senior pastor must understand his own strengths.
6. All of the six priorities are necessary to provide a supportive environment for church growth.
7. A growing church will place a higher emphasis on the priorities on the left than on those on the right.

Nomothetic or Idiographic

In North America, churches have tended to add staff based on the popular trends of the day.

- 1940s Christian education
- 1950s Music
- 1960s Pastoral care
- 1970s Children, singles, administrators, youth, college and career
- 1980s Executive pastor, activities and recreation lay ministry
- 1990s Media, communication, new senior adult, brokers

The grid line representing the task-oriented dimension of the local church is called the "nomothetic" line. The line denoting the relational-oriented dimension is called the "idiographic" line.

<u>Homothetic Dimension</u>	<u>Idiographic Dimension</u>
Task orientation	Relational orientation
Focus on achievement	Focus on maintenance
Formal structures	Informal structures
Organizational needs	Individual needs
Effectiveness desired	Efficiency desired
Initiate new ministries	Improve old ministries
Concern for the organization	Concern for the person

By using the concept of nomothetic and idiographic dimensions, a grid for staffing a church for growth can now be developed.

Five Core Guidelines

1. The second staff person to be hired should be a person who balances the gifts and talents of the senior pastor.
2. The second person to be hired should fill one of the roles on the nomothetic portion of the staffing grid.
3. The third staff person to be hired should fill one of the idiographic roles.
4. The remaining staff positions should be alternated between the nomothetic roles and the idiographic roles to preserve balance in the overall ministry.

Chapter 3 ADDING TEAM MEMBERS

Answers to the following questions will help a church determine if it's time to add staff.

1. Is our church experiencing numerical growth?
2. Is our church on a plateau?
3. Are many things not getting done?
4. Do we have an assimilation problem?
5. Are there needs we should be meeting, but are not?
6. Is our church becoming more complex?
7. Are there new ministry opportunities we would like to focus on, but cannot?
8. Is there more to do than one pastor can handle?
9. Are we losing worshipers because our sanctuary is too small?
10. Do we desire to move the church in new directions while maintaining current ministry activities?

Professional Staff Positions

Average Attendance At Worship	Full-Time Program Staff Positions
200	1
300	2
400	3
500	4
600	5
700	6
800	7
900	7-8

Peter Wagner supports Schaller's ration when he suggests, "you should have a program staff person (plus backup personnel such as secretaries) for each 100 active members."

The 1:150 ratio means a church desiring to grow to the next level should add a new staff person **before** reaching the projected growth level.

The number of support staff needed in a church depends on a number of factors. As a rule, more support staff are needed if:

1. The church is built around programs.
2. A large number of full-time professional staff are employed.
3. The pastoral staff are specialists.

Fewer support staff are required if:

1. The church is built around small-group ministry.
2. There is a large number of part-time staff.
3. The pastoral staff are generalists.

How much should a church budget for staff?

Smaller churches tend to spend from 50 to 60% of their overall budget for staff, whereas larger churches spend about 40 to 50%.

Should staff be added from inside or outside the church?

There are benefits to hiring homegrown staff:

1. They are committed to your philosophy of ministry.
2. You have observed their temperament, loyalty, ministry and work ethic.
3. They are committed for the long term.
4. They possess an existing network of friends, neighbors and contacts.

On the other hand, there may be problems with home-grown staff:

1. They may lack professional training.
2. They may be "without honor in their own country."

3. They may be difficult to confront and fire.
4. They may have tunnel vision.

Is one full-time person better than two part-time persons?

First, when the church has needs in several areas of ministry, using several part-time persons is workable. Second, if the church is hesitant about adding full-time staff, using part-time staff is a good way to gradually introduce the concept of multiple staff. Third, if financial resources are limited, using part-time personnel is a way to staff a position for much less than the cost of a full-time individual. Fourth, if the position calls for a specialist, it is possible to find a part-time person who will focus on a single aspect of ministry. Fifth, if the senior pastor is comfortable delegating work to staff and does not desire to spend time with the staff, part-time staff will be fine.

Full-time staff are the best choice when the following situations exist. First, it is obvious that the ministry needs someone who can work full-time, giving forty or more hours per week to the work. Second, the position calls for a generalist. Part-time staff normally focus their energies on a single aspect of ministry. Third the staffing need is in one or at most two areas of ministry. It is standard practice to add a full-time staff person and assign him two positions. Fourth, if the senior pastor desires to spend time in one-on-one relationships and provide close supervision of the staff, full-time staff is the best choice as they will work a regular time schedule. Lyle Schaller thinks, “The best part-time staff I’ve worked with has been more goal-oriented than relational. Remember: Full-time personnel take longer to find, but are easier to supervise. Fifth, as a general rule, full-time staff function best when the overall size of the staff is larger than seven persons. Sixth, if the position is important to the long-term success of the church’s ministry, the full-time person is best.

Chapter 4 RECRUITING STAFF

Hire staff to equip the laity, not to do ministry. – William M. Easum

Six major issues that executive pastors discussed at a recent Church Champions meeting, sponsored by Leadership Network. Four of the six issues relate directly to staffing concerns:

1. Personnel issues
2. Lay mobilization
3. Staff organization and team building
4. Resources
5. Evaluation
6. Leadership

One of the toughest roles in the church today is recruiting a compatible staff who are people of character and competent in their skills.

Hire Wisely

Research in the field of business suggests that the cost of a bad hire-inlost time, money, and customers-can be three to five times the employee's salary.

First, understand that talented people gravitate toward satisfying staff experiences.

Second, understand that the work environment has become as valuable to potential staff members as benefits and salaries.

Third, understand that the emphasis today should not be on filling positions but on assembling the skills necessary to achieve a strategic mission.

Fourth, look for new staff all the time. Do not wait until you have an opening.

Fifth, remember the Rule of Three. One, it takes three years before even the best hire performs at her peak. Two, it often takes three tries to get the right person, especially for a key position. Three, churches usually invest three times more energy and time into making a financial decision than they do a hiring decision.

Sixth, remember that your goal as leader of the staff is not to recruit ministers but to recruit equippers who can train develop others to minister.

Seventh, remember there are no shortcuts. It takes time to find the right people, time to train them, and time to get them acclimated to your church culture.

Choose Quality

Dr. Wagner offers advice concerning staff quality.

First, recruit new staff on the basis of spiritual gifts.

Second, recruit new staff on the basis of devotion to the senior pastor.

Third, be sure the new staff members heartily buy into the philosophy of ministry of the church.

Follow A Process

Among the effective executives I have had occasion to observe – without exception, they make personnel decisions slowly and they make them several times before they really commit themselves.

- Create a Shopping List
 - a. Decide what the new ministry position looks like.
 - b. Write a profile of the ideal person to fill this position.
 - c. Establish a salary range and benefits package.
 - d. Determine to hold to your expectations no matter how desperate you feel.
- Network for Leads

Look for pools of potential candidates by spreading the word among professional and social contacts – you never know who may know the perfect individual for your church. Be sure to include church members, seminary and college placement offices, denominational leaders and even professional search firms in your network.
- Look Past the Resume

This phenomenon happens when a candidate possesses one or two wonderful qualities that impress the search committee members.

When you meet potential candidates, pay close attention to body language, not just the words. Look for insights on attitude, character, dreams and other aspects that may present themselves in several different ways.

- **Use Team Interviews**

Choose one or two other respected leaders, who share your vision and concur with the new job profile, to provide balance to the screening process. For each interview, bring in one or two current staff members to assist you. This not only increases morale and trust but also keeps you from being blindsided by surprises later on.

It is recommended that you schedule three interview sessions. In the first interview, determine if the candidate has the qualifications you need. This interview can be done by telephone or in person.

During the second interview, tell the candidate more about your church and what you expect; then ask questions that will give her a chance to tell you how well she will actually perform. Be sure to ask at least five key questions and to push for facts.

Here are some sample questions:

1. Give me an example of a major achievement or difficult challenge that had an effect on your former church or organization.
2. Draw the organizational chart of your former church or organization and explain your role in it.
3. We need someone to (fill in the blank). Give me an example of when you have done something comparable to that.
4. Here is the job we need you to do (explain). How would you implement it?
5. What is the worst thing (or most difficult person) you had to handle, and what did you do?

Schedule a third interview session over lunch or dinner to provide an idea of how the candidate will act in a more relaxed social setting.

Twenty Questions to Ask Concerning the Candidate

1. Does the candidate have a vision for the church's ministry similar to that of the senior pastor and lay leaders?
2. Is the candidate's theological orientation similar to that of the senior pastor and lay leaders?

3. Does the candidate have a pattern of loyalty to the senior pastor and/or other Individuals to who he reports?
4. Does the candidate have ministry strengths that complement rather than duplicate those of the senior pastor and other key staff?
5. Does the candidate possess giftedness in the ministries that are major responsibilities in the job description?
6. Is the candidate a self-motivated self-starter?
7. Is the candidate dependable in delivering on promises and commitments?
8. Does the candidate usually follow through in completing administrative details?
9. Does the candidate have good interpersonal relationship skills?
10. Is the candidate a team player with other staff?
11. Is the candidate a person of honesty and integrity?
12. Is the candidate an effective time manager?
13. Is the candidate an effective conflict manager?
14. Does the candidate have a high energy level?
15. Does the candidate usually have a positive appearance?
16. Is the candidate sensitive to people's feelings and needs?
17. Is the candidate a good listener?
18. Is the candidate a clear communicator
19. Is the candidate joyful and positive in conversation and manner?
20. Does the candidate possess spiritual enthusiasm and optimism?

Ask specific questions: e.g. What are your strengths and weaknesses?

Listen carefully

Take notes

Look for self-starters

Determine passion

Evaluate Followership

Seek to determine how the person will react despite disagreement with a decision. A very penetrating question to ask is: What are some of the things that you didn't like about your previous boss and why?

Unfortunately, too many churches fail to check references.

Give an assignment

Hire her as an outside consultant for a few weeks. Ask the candidate to attend your church anonymously before the interview. Then ask for the candidate's observations.

Establish Longevity

If the position you are seeking to fill is vital to the ministry, longevity will be one of the keys to implementing this position successfully. Thus try to determine the future needs and aspirations of the candidate.

Bond the staff member to the team

Prepare the first day by having a place set up for them to work, making them comfortable and welcoming them into the church.

Churches should adopt orientation practices that help bond new staff to the team.

1. The senior pastor should meet with the new staff member the first day she is on the job. 2. The senior pastor should take the time to tell the new staff member about the church's history and his personal experiences at the church. 3. Teach new staff members about the church's mission and values. 4. Team the new staff person with a mentor. 5. Introduce the new staff member to all the key leaders in the church.

Six Cautions from the Streetwise:

1. Choose people who will stay with you for the long haul.
-2. Do not hire staff who are "projects".
3. Hire only people who have served in at least two previous staff positions.
4. Never hire a hotshot.
5. Do not hire the least expensive person because you feel you cannot afford better talent.
6. Do not overhire. Don't hire the person you are going to need in ten years, because that person is going to become discontented and leave.

Chapter 5 APPRECIATING TEAM ROLES

- Tribal Chief Speak first in meetings.
 Know people by first names.
 Show concern for families, spouses, children and parents.
 Know the burdens carried by individual members.
 Understand the decision-making climate in the church.
 Cast the vision for the church.
 Influence decision making by defining problems and asking questions.
 Express the values and goals to be adopted by the church.
 Define the rules for planning and decision making.
 Give or withhold permission for changes.
 Make sure customs are followed.
 Reinforce members' loyalty to the group.
- Medicine Man Preaching
 Visiting those in hospitals or convalescent homes
 Officiating at funerals
 Attending meetings of the main board
 Officiating at ceremonies such as anniversaries, weddings, baptisms
 Serving outside the church in denominational or city-wide roles
 Calling on prospective new members
 Modeling acceptable behavior to the members.
- Chief Executive Officer
 Administer the organizational life of the church
 See that things get done
 Develop a system of care for the members
 Expand the church's ministry and program
 Organize a system to assimilate new people
 Monitor church systems and ministries to see that they reinforce the
 values, goals, and beliefs of the church
 Model behavior for the church staff
 Establish an operational model for the staff
 Conduct staff meetings
 Clarify the roles and responsibilities of staff members
 Respond to complaints from church members and staff members
 Develop a "team" atmosphere among the staff
 Affirm the work and relationships of staff members
 Delegate responsibilities to staff members
 Display a consistent and predictable leadership style

Church Size	Management Role of Senior Pastor
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2000+	Chairman
800-1,999	President
350-799	Top management

250-349	Middle management
200-249	Supervisor
75-199	Foreman
55-74	Lead man
30-54	Skilled worker
1-29	Worker

Characteristics of a Shepherd

Characteristics of a Rancher

1. Primary caregiver
2. Available to everyone
3. Driven by expectations
4. Little delegation to others
5. Focuses on the present
6. Rigid role expectations
7. Comfort orientations
8. Little advanced planning
9. Concerned with present needs
10. Limited leadership skills

1. Gives care through others
2. Available in emergencies
3. Driven by vision
4. Delegates much to others
5. Focuses on the big picture
6. Flexible role expectations
7. Results orientation
8. Long range planning
9. Concerned with future needs
10. Strong leadership skills

Steven Covey explains:

Leadership deals with direction – with making sure that the ladder is leaning against the right wall. Management deals with speed. Leadership deals with vision and with effectiveness and results. Management deals with establishing structure and systems to get those results. A team with a strong leader and a strong manager will grow because it has a complementary vision and the systems to support the vision.

Team Roles

The larger a staff grows, the more important it becomes that each staff member be a specialist.

Contributor – All staff members must fill the role of contributor i.e. being a team member who shares information

Collaborator – It is crucial that all staff members be flexible and open to new ideas, willing to pitch in and work outside defined roles, and able to share the spotlight with other members.

Communicator – Team members who communicate well with the rest of the team are viewed as positive people.

Challenger – Being willing to graciously disagree in an open manner is a valued role for any team member.

Team Player – One essential role that all staff members must be able to fulfill is that of working together in harmony.

The Collaborative Model

.....The newest approach to be used as a model of pastoral team ministry is the collaborative model. The essence of this new model is the freedom of all staff to bypass traditional lines of authority and collaborate with others on the pastoral team as needed to fulfill a given task.

Keys to an Effective Team

.....Clear Communication

.....Shared Goals

.....Collaborative Atmosphere

.....Responsibility and Involvement -Strong teams encourage individuals to take responsibility for their own growth. Whatever the team does, including results, is viewed as the responsibility of all.

.....Flexible Process -For instance, unhealthy groups often set up standard rituals and accepted ways of doing things to the point that they are not open to experimentation.

.....Collegial Support -Dysfunctional teams try to keep differences out of sights and only the Leader is expected to help team members in need. Healthy groups expect that everyone on the team will serve as a resource person to the entire team.

Chapter 7 NURTURING A HEALTHY STAFF

Characteristics of a Healthy Staff

.....A Great Leader - One of the paradoxes of teams is that a healthy team has a great leader. Leadership, of course, is not necessarily dictatorial. What all leaders have in common is that others recognize the value of their contribution and choose to follow them.

.....Relationally Small -It is generally accepted that the best teams are composed of twelve or fewer people. When a team grows larger than seven individuals, it becomes much more difficult to maintain the collegial spirit.

.....Nurturing -Doran McCarty writes in *Working with People* that “a leader does not announce that a collection of people is a team.” Building a healthy staff team happens over time as the staff members focus on bonding, communicating and supporting each other.”

Steps to Nurturing a Healthy Staff

.....Spend Time with Staff

..... Meeting Time – Group time with staff alone is needed for sharing, planning & study.

..... Social Time – Group time with staff for worship, fun, and bonding is also needed.

..... Individual Time – Each staff member who reports directly to the senior pastor needs a minimum of one time per month with the senior pastor alone for work and sharing.

Individual Informal Time – Nurturing a healthy staff requires informal time for the senior pastor to get to know each staff member individually.

.....Communicate with Staff

..... The best teams communicate with each other.

.....Support the Staff

..... Insist on a minimum of one day off per week for each team member and set the example by taking yours.

Meeting Each Other's Needs

.....**Senior Pastor**

..... Loyalty – The senior pastor needs loyalty.

Being informed – An important part of being a team member is keeping each other informed.

Recognition and acceptance

Staff Members

1. Need to be taken seriously.
2. Need authority with their responsibility.
3. Need open communication to people who make decisions in their areas of ministry.
4. Need honest affirmation.
5. Need to be supported openly.
6. Need to be confronted in private.
7. Need appropriate visibility.

Chapter 8 – MOTIVATING A SUPERIOR STAFF

Like skilled workers in other fields, staff responds best when the team leader or senior pastor:

- Focuses on the ministry of each staff member by making their work challenging and exciting.
- Motivates staff members by offering them opportunities, challenges, and growth as both individual and professionals.
- Treats all staff members as professional partners.
- Allows staff members to influence decisions.
- Respects the professional status and dignity of staff members.
- Minimizes burdens and obstacles to the accomplishment of the staff member's role.

Motivating without a Gun

Five questions that every staff member consciously or unconsciously asks:

1. *Why are we here? – mission*
2. *Where am I going? – goals*

3. *How am I doing? – feedback*
4. *What's in it for me? – rewards*
5. *What happens when I need help? – support*

Chapter 9 DISCIPLING UP

How to Disciple Your Senior Pastor

- *Learn What Makes the Senior Pastor Tick*

Does he make his best decisions in the morning or in the afternoon? On Monday or on Friday? What does he love to do? What does he hate? When is the worst time to meet with him? When is the best time to request additional funding? If you don't know the answers to these questions, then you are not as smart as you think you are.

Try to learn as much about the person you report to as possible.

- *Listen to Your Senior Pastor*
- *Keep Your Senior Pastor Informed*
- *Speak and Write Concisely*
- *Solve Your Own Problems*
- *Give Your Senior Pastor Options*
- *Do What You Say You Will Do*
- *Make Your Senior Pastor Successful*
 - *Represent Your Senior Pastor Fairly*
 - *Try to Understand Him*
 - *Try to Do It His Way*
 - *Keep Him Informed*
 - *Give Him Alternatives*
 - *Don't Embarrass Him*
 - *Make Your Pastor Feel Good*
- *Be Loyal to the Senior Pastor*

How to Choose a Senior Pastor Who's Right For You

1. Look for a senior pastor who is decisive.
2. Look for a senior pastor whose mission, values, vision, goals and objectives essentially match your own.
3. Look for a senior pastor who desires church growth.
4. Look for a senior pastor who has little turnover among his associate staff.

*Staff Your Church For Growth by Gary L. McIntosh
Natural Church Development-Empowering Leadership
Review Notes by Ron Bonar October 2003*

5. Look for a senior pastor who possesses personal qualities that balance yours.

General Suggestions

1. When choosing a senior pastor with whom you will serve, try to avoid a person who has an extreme desire to please. Such senior pastors are generally insecure and worry too much about being liked.
2. On the positive side, the older senior pastor has a wealth of experience. On the negative side, he may be resistant to change.
3. The best sources for determining what a senior pastor is like are the associate pastors who have previously served with him.

Chapter 10 MANAGING STAFF CONFLICTS

Basic Multiple Staff Problems

1. Motivational Problems

Free Riding – when team members are not carrying their share of the ministry workload. Two ways to approach free riding. 1. The team leader must assist team members in setting specific goals & then must hold each team member accountable for accomplishing them.

2. The team together must hold each other accountable for contributing to the team.

Groupthink – when everyone on the team appears to think alike; no one raises objections or concerns about anything. 1. Appoint a “devil’s advocate” every time the team meets. 2. When the team meets, the senior pastor or team leader needs to share his opinions last after everyone else has had opportunity to comment on an issue.

Social Loafing – when everyone knows about a problem but no one wants to be the first to mention it. When someone does mention a difficult issue, he must not shoot the messenger.

Communicational Problems

1. Team members communicate very little with each other.
2. Team members communicate in harmful ways.

Make the message clear that you want team members to cooperate.

Give attention equally to all those involved so no one will feel that you are taking sides.

Tell the team directly what you want.

Manage difficult team members as a team rather than alone.

Identify a common cause or purpose for everyone to work on together.

Realign the roles of staff members so that individuals must cooperate in order to accomplish their objectives.

3. Harmful Communication

- Talking about someone behind their back
- Interrupting others when they are speaking or working
- Flaunting status or authority; acting in a condescending manner
- Belittling someone's opinion of others
- Failing to return phone calls or respond to memos
- Giving others the silent treatment
- Insults, yelling and shouting
- Verbal forms of sexual harassment
- Staring, dirty looks or other negative eye contact
- Intentionally damning with faint praise

Organizational Problems

- Overly controlling (Ask yourself)
 - What am I afraid of?*
 - What have I got to lose?*
 - What have I got to gain?*

- Misunderstanding Team Roles
Ministry descriptions guard team members from diversified role expectations in the congregation; clarify relationships between ministry jobs; help avoid overlaps and gaps between positions; provide a foundation for job appraisal; spell out duties, responsibilities and limits of authority; provide the basis for team evaluation; and build status, respect and motivation for each team member.

Relational Problems

- Lack of Trust
- Territorial Attitudes
- Unhappy Spouses or Families

Resolving Staff Conflict

1. Allow for healthy conflict.
2. Deal with conflict as early as possible.
3. Practise healthy communication.
4. Select the proper approach.

Dealing with Improper Behavior

1. Document the case as meticulously as possible.
2. If the issue is not resolved to your satisfaction, place as much distance between yourself and the wrong action as possible for your own protection.
3. If you have the documentation, it is time to open up the situation as much as possible by getting others involved.
4. Focus on the activity rather than the person involved.

5. If the offending person in the senior pastor, it is usually best not to go for a win/lose option.

Forbearance

1. Would it be beneficial for me to hold back?
2. Can I learn more by becoming involved than I might otherwise learn
3. Can those involved straighten it out without me?
4. Will I be in the middle of the conflict?

Chapter 11 LEADING AN ELITE TEAM

Shifting to Collaborative Teams

<u>Centralization</u>	<u>Decentralization</u>
Provides control	Enables trust
Establishes power	Encourages understanding
Stresses organizational needs	Focuses on customer needs
Offers consistency of process	Allows for faster decisions
Operates on systems	Provides greater flexibility
Consolidates authority at the top	Enables local authority
Motivates through coercion	Motivates through influences
Creates fortress mentality	Creates missional mentality

Church consultant, Dan Reeves says a decentralized team ministry has the following characteristics:

- The vision is grassroots initiated and owned.
- The staff members function as coaches developing lay teams.
- Team members are connected by a compelling owned vision.
- The teams are fluid and focused on a task.
- Team members have a deep-seated belief in the power and synergy of teams.
- Team members experience a climate of trust.
- Team members practice open and honest communication.
- Conflict is viewed as a normal means of creatively exploring new ideas.

Stages of Team Development

Forming - When a team first comes together, everyone is trying to figure out how they fit with each other.

Storming – As team members begin to work together, problems will crop up. Team members may challenge and question the team leader.

Leaders must be comfortable with some conflict and challenges and their listening and coaching skills are particularly crucial at this time.

Norming – Team members will eventually arrive at a set of written or unwritten rules as to how they will interact with each other.

Performing – The team begins to fulfill their tasks by producing the work for which

they have been added to the staff team.

The Team Playbook

1. Build a movement
2. Share the leadership
3. Empower decision making
4. Multiply leaders
5. Assess team performance
6. Coach with care
7. Have fun

Chapter 12 DEFINING THE FUTURE

1. A Clear Direction
2. A Learning Environment
3. A Challenging Atmosphere
4. A Connected Relationship

For church staffs to operate successfully, they must be resourced with up-to-date technology to remain connected to people who are removed from others in space, thought, and emotion.

5. **A Sense of Appreciation**