



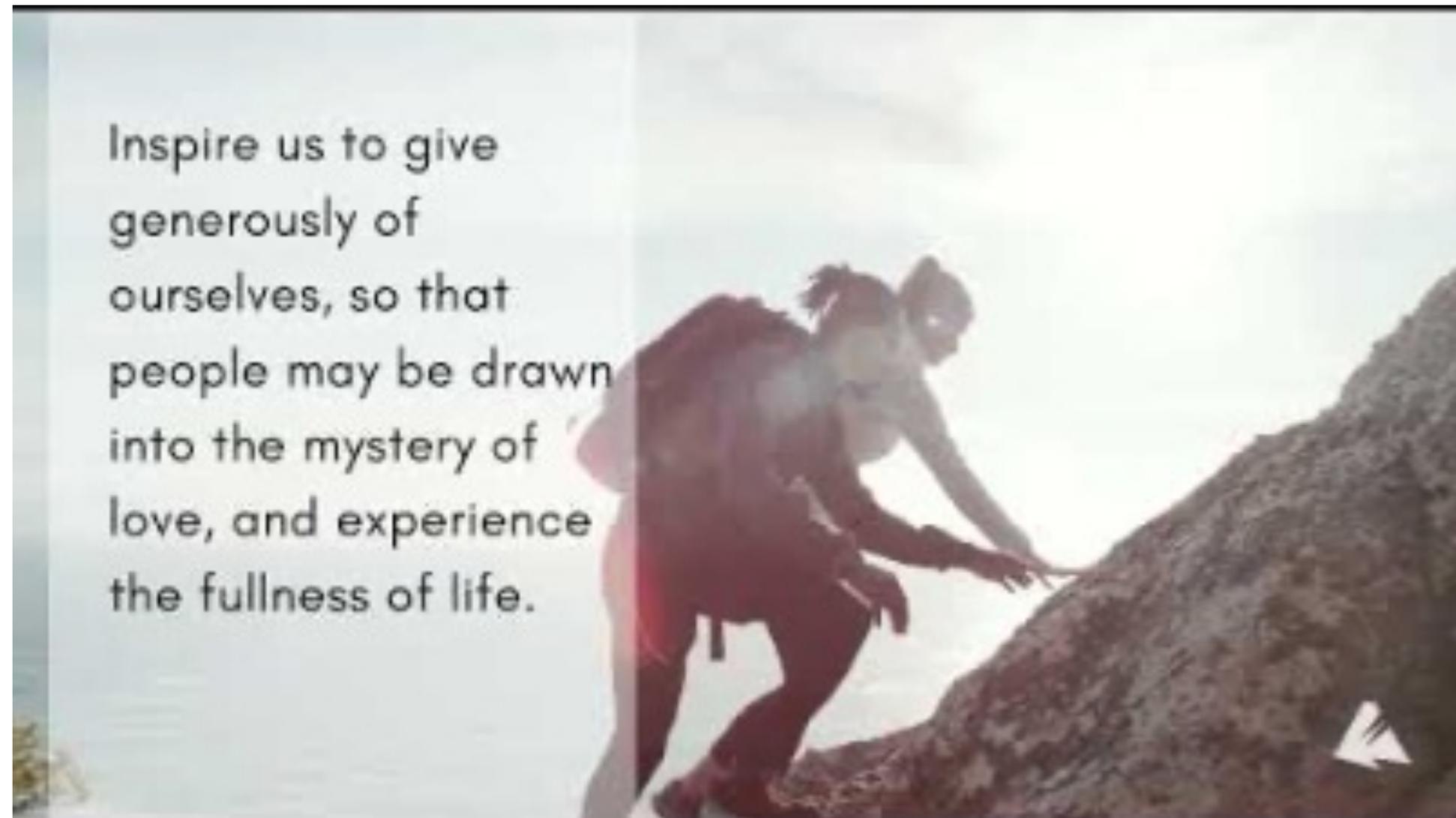
CENTRE FOR MISSIONARY LEADERSHIP

A work of the Missionaries of God's Love

Teams

Ministerial Leadership Theory and Praxis Lecture 5

Inspire us to give
generously of
ourselves, so that
people may be drawn
into the mystery of
love, and experience
the fullness of life.



Teams

- Get the right people on the bus (Jim Collins)
- In an ideal world, we start here. But we don't live in an ideal world
- We want teams in every part of a parish/ ministry.
- Will focus on the key team in a parish/community > but applicable to other kinds of teams too.
- 3 basic kinds of teams:
 - Teams who recommend things e.g., PPC
 - Teams who run/ manage things e.g., SLT
 - Teams that make or do things e.g., liturgy team, Alpha team



Leadership Teams (SLT)

- Pat Lencioni's definition: "A Leadership team is a small group of people who are collectively responsible for achieving a common objective for their organisation."
- SLT is different from a typical parish council
- Parish Councils typically suffer from meeting stew (Lencioni): trying to make decisions about big picture mission, vision and strategy (the pyramid), as well as decisions about **executing** the mission, vision, strategy (top two rungs of the pyramid).
- Separate out vision, big picture strategy (PPC) from lower level strategy and tactical decisions (SLT)



Why do we need teams?

- If you need combination of multiple skills, experiences, judgments then a team works better than a collection of individuals with only specific roles and responsibilities
- Team is different to a group because a team has clear performance objectives and the members commit to deliver tangible results
- Bring together complementary skills and experiences – sum greater than parts here
- Can create real-time problem solving mechanism within a team
- Teams have more fun



How to create High Performance Teams

1. Create Psychological Safety
2. Develop Vulnerability
3. Do Conflict Well
4. Focus upon a worthy challenge or purpose (get the mission right and stay on focus with mission)
5. Be accountable to each other
6. Be focused upon results



1. Create Psychological Safety

- Psychological safety is the “shared belief, held by members of a team, that the group is a safe place for taking risks.” It is “a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up.”

- “It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves.”

Amy Edmonson (in Duhigg, Smarter Faster Better, p50)

- As far as our brain is concerned, if our social system rejects us, we could die. Given that our sense of danger is so natural and automatic, organizations have to do some pretty special things to overcome that natural trigger.”

Amy Edmonson (in Coyle, The Culture Code, p8)

Cf Crucial Conversations – ‘Make it safe’



1. Psychological safety (continued)

- People who were excellent at creating this – have a higher than average social sensitivity (emotional intelligence) – able to intuit how people feel based upon tone, the way they hold themselves, facial expressions
- Not about being friends with your team members. But able to ensure a space is created where people feel heard
- The Team leader needs to demonstrate this:
 - Ensure someone is listened to
 - Invites people to speak up
 - If someone is concerned or upset, show it is ok to intervene



1. Psychological Safety (continued)

- The leader needs to model the right behaviours
 - Don't interrupt
 - Show you are listening by summarizing what people are saying after they have said it
 - Admit it when they don't know
 - Everyone should speak at least once at every team meeting
 - Encourage people who are upset/concerned/frustrated etc to express themselves and encourage others to respond in non-judgmental ways
 - Name intra-group conflicts and resolve them through open discussion



1. Psychological Safety (continued)

- “[Teams] will succeed because teammates feel they can trust each other, and that honest discussion can occur without fear of retribution. Their members will have roughly equal voices. Teammates will show they are sensitive to one another’s emotions and needs ... “
- “Are you encouraging equality in speaking, or rewarding the loudest people? Are you modelling listening? Are you demonstrating a sensitivity to what people think and feel, or are you letting decisive leadership be an excuse for not paying as close attention as you should?”

Charles Duhigg, *Smarter, Faster, Better*, p69



1) Psychological Safety:

Things that get in the Way of Psychological Safety :: Things that People Need

In the way

- Judgment
- Unsolicited advice
- Sharing outside the team meeting

What people need

- Listening
- Staying curious
- Being honest
- Keeping confidence



1) Psychological Safety: Creating Safety

- Construct an environment that says we are solidly connected
- Highly successful groups – use the term ‘family’ rather than ‘friends’, ‘team’, or ‘tribe’ (Daniel Coyle, *The Culture Code*)



1) Psychological Safety: Creating Belonging Cues

- Proximity, eye contact, turn taking, attention, body language, vocal pitch, being consistent in emphasis, ensuring everyone contributes in the team
- Belonging cues have 3 qualities
 - Energy – investment in the change that is occurring
 - Individualisation – treat the person as unique and valued
 - Future orientation – signal the relationship will continue
- Consistently answers the question – am I safe here?



1) Psychological Safety Tool: Balancing Inquiry and Advocacy

- Advocacy – Stating your case or making your point
- Inquiry – When people ask questions to seek clarity about someone else's statement of advocacy
- Balance required



1) Psychological Safety: Ideas for Action

- Constantly think about whether people feel safe or not.
- Overcommunicate that you are listening
- Avoid Interruptions (Unless it is the editing kind born of mutual excitement)
- Open up, show your mistakes, invite input - what am I missing, I could be wrong here.
- Actively invite input.
- Ask a question or look for help.



1) Psychological Safety: More Ideas for Action

- Embrace the messenger when someone brings tough feedback; hug the messenger, let them know you need the feedback
- Preview future connection – show relationship continues between now and the vision in the future
- Overdo thank yous
- Don't give feedback sandwiches – instead – would you like some feedback, then have a [crucial conversation]
- Praise worthy behaviour
- Embrace fun – laughter is “the most fundamental sign of safety and connection”



2) Vulnerability

- Vulnerability is not self-disclosure
- It is being prepared to admit weakness – I don't know, I made a mistake, I forgot ...
- Or being exposed as you put yourself out there – I think ... , I wonder, what if ...
- The 'muscle' of the group is trusting cooperation
- Can be great moments, but also will be hard moments, hard questions, deal with feedback and struggle
- Candid feedback is never fun



2) Vulnerability

- Is never a touchy- feely thing
- It's about weakness, and asking for help
- Trust rather than cover up weakness
- Receiving weakness well
- Actually works as a loop:
 - A signals vulnerability
 - B detects the signal
 - B signals own vulnerability
 - A detects the vulnerability
 - Norm established – vulnerability and trust increased



2) Vulnerability continued

- The point of vulnerability is cooperation
 - Cooperation “is a group muscle that is built according to a specific pattern of repeated interaction, and that pattern is always the same: a circle of people engaged in the risky, occasionally painful, ultimately rewarding process of being vulnerable together”.



2) Vulnerability tools

- Spend some time with these:
- Ask questions –
 - e.g. what's one thing you have always wanted to do? Why haven't you done it yet?
 - What was one thing from your childhood that was challenging
- Prayer points with each other – vulnerable moment because you are admitting a need.



3) Doing Conflict Well

- Not about people or personalities – this is stuff of crucial conversations
- Instead it is “productive ideological conflict” – the “willingness to disagree, even passionately when necessary, around important issues and decisions that must be made” (Lencioni)
- This requires the foundation of psychological safety
- This is conflict in service of the goal – achieving our objective
- Must be able to handle the discomfort that comes from disagreement

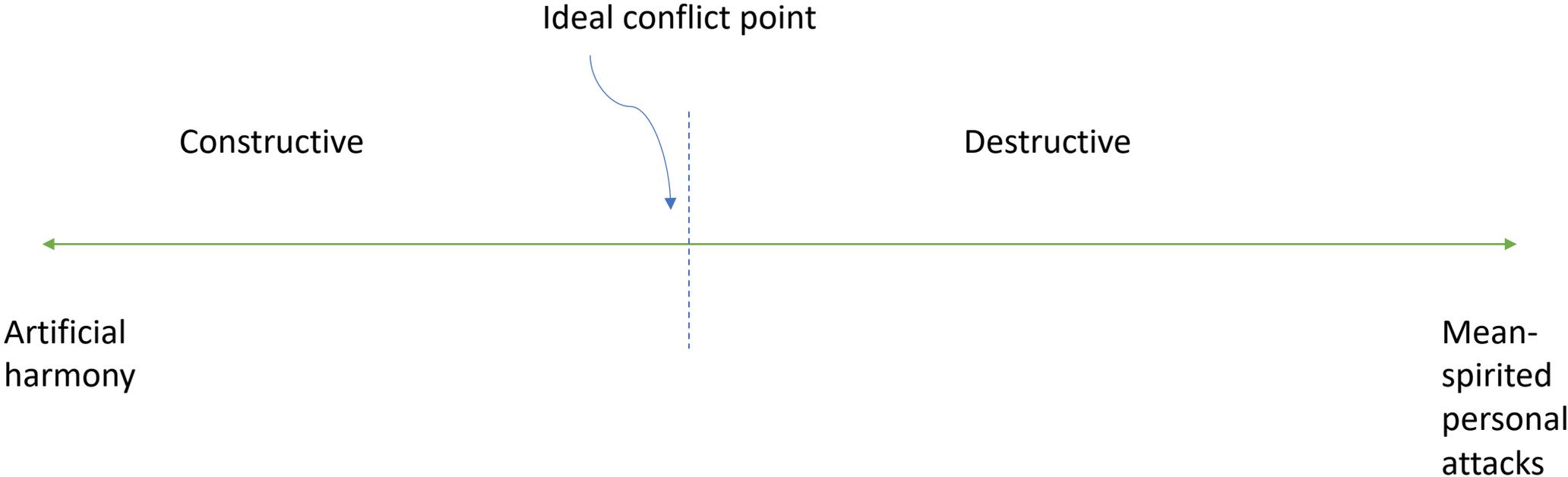


3) Doing Conflict Well

- Important to understand that people do conflict differently
- “What’s not ok is for team members to avoid disagreement, hold back their opinions on important matters, and choose their battles carefully based on the likely cost of disagreement. This is a recipe for both bad decision making and interpersonal resentment”. Lencioni, *The Advantage*, p41



The Conflict Continuum (Lencioni)



3) Doing Conflict Well

- Conflict in Churches (Lencioni)”

“Nowhere does this tendency toward artificial harmony show itself more than in mission-driven nonprofit organizations, most notably churches.

People who work in those organizations tend to have a misguided idea that they cannot be frustrated or disagreeable with one another. What they’re doing is confusing being nice with being kind.

Two people who trust and care about one another and are engaged in something important (that sure sounds like a mission-driven nonprofit to me) should feel compelled to disagree with one another, sometimes passionately, when they see things differently. After all, the consequences of making bad decisions are great”

The Advantage p44



3) Doing Conflict Well

- Tools for fostering conflict:
 - Mine for conflict – surface the issues
 - Give real-time permission for disagreement
 - Create clear expectations and guidelines about what healthy conflict should look like



4) Need a Demanding Performance Challenge

- The most significant energizer of any team is a significant performance challenge
- Performance is the goal – the team is a means to an end (although that does not mean that people are a means)
- A team for team's sake is rarely a team – they need a performance challenge
- Need to be accountable for it
- Performance challenge consists of a strong mission, vision – sets the reason for and the outcome you desire



4) Need a Demanding Performance Challenge

- High performance teams “devote a surprising amount of time telling their own story, reminding each other precisely what they stand for—then repeating it ad infinitum”. Why?
- “Purpose isn’t about tapping into some mystical internal drive but rather about creating simple beacons that focus attention and engagement on the shared goal. Successful cultures do this by relentlessly seeking ways to tell and retell their story. To do this, they build what we’ll call high-purpose environments. High-purpose environments are filled with small, vivid signals designed to create a link between the present moment and a future ideal. They provide the two simple locators that every navigation process requires: Here is where we are and Here is where we want to go”.

Coyle, Daniel, *The Culture Code* (p. 179-80).



4) High Performance Challenge

- Stories

- “What matters is establishing this link [between the present moment and a future ideal, or reality and the vision] and consistently creating engagement around it. What matters is telling the story.
- The deeper neurological truth is that stories do not cloak reality but create it, triggering cascades of perception and motivation.
- Stories are not just stories; they are the best invention ever created for delivering mental models that drive behaviour”

Daniel Coyle, *The Culture Code*



5) Keep People Accountable

- Stay tuned



6) Focus upon Measurable Results

- Stay Tuned

