



Notes for the Caleb Leadership Development Course

MODULAR SET 1 (M1 - 4) 'EMPOWERED TO EQUIP'

Module 4: "How to Build Effective Teams That Function Within Their Corporate Prophetic Foundation"

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Name: _____

**Open College Network Level 3 Course on Christian Leadership Development
Developed and presented by Caleb Ministries**

**Assessment Evidence for
Unit 4: “Team Leadership in a Church Context”
OCN Unit Code: DD2/3/NQ/013**

NB:

(1) PLEASE ALWAYS TYPE YOUR ANSWERS AND EITHER SEND THEM FOR MARKING ELECTRONICALLY OR HAND THEM IN AS A PRINTED HARD COPY.

(2) ALWAYS PRINT OFF A MARKED COPY AND ADD IT TO YOUR FILE.

(3) DO NOT ASSUME THAT THE SMALL SPACES INDICATE THAT ONLY A SMALL AMOUNT OF WORDS ARE REQUIRED.

(4) AS A GENERAL GUIDELINE, EACH SET OF ASSESSMENT CRITERIA EVIDENCE SHOULD BE AROUND A TOTAL OF 750 - 1000 WORDS PER MODULE.

This unit has 5 learning outcomes.

LEARNING OUTCOMES	ASSESSMENT CRITERIA
The learner will:	The learner can:
1. Understand the importance of team leadership to churches.	1.1. Explain why team leadership is important to churches.
2. Know how team leadership is exemplified in the Bible.	2.1. Analyse examples of team leadership, taken from the Bible.
3. Understand the roles played within a team.	3.1. Explain the roles within a team.
4. Understand own skills in relation to working in a team.	4.1. Evaluate own skills and potential in terms of team role and function.
5. Understand the importance of a team finding its ‘prophetic foundation’ within the church.	5.1. Evaluate the importance of a team finding its ‘prophetic foundation’ within the church.

Assessment Criteria: U4/1:1

Explain why team ministry leadership usually works best in a church environment.

Assessment Criteria: U4/2:1

Support your answer in AC4/1:1 by analysing two Biblical examples of team leadership

Assessment Criteria: U4/3:1 and 4:1

Using your own discovered key team roles as an example, describe why it is important for the health of a team to have different roles represented.

Assessment Criteria: U4/5:1

Project: Carry out a survey possibly involving interviews with other leaders and church members that endeavours to discover: a) what your church's prophetic foundation is; b) whether your church is functioning within it and c) how valuable this is to the health of the church. Write a journal of your discoveries. (See Page 13 of the Learners' Information Guide for help).

Caleb Leadership Development Course

Module 4: How to Build Effective Teams That Function Within Their Corporate Prophetic Foundation

SESSION 1 (1st hour): The Vital Need for Team Leadership

1) Introduction

- a. The Holy Spirit is raising up many Christians who are equipped to minister to one another as Ephesians 4:11-12 informs us. See **Slide 2**
 - Accordingly, unless churches develop effective teams, at best those churches will be limited to the skills and anointing of one senior person and at worse, that person will prevent these Christians from becoming equipped and functioning. In turn, they wear themselves out and become ineffective.
 - However, when a team of united leaders are formed and work together, synergy occurs and our corporate effectiveness rises exponentially.
- b. However, understandably, bad experiences in the past have caused many to compromisingly return to the tried and tested ways of yesterday's paradigms of the 'one-man-band' style of church leadership.
- c. Take a moment to reflect on the ineffectiveness of the old system that at times, promoted in leaders a sense of independence and control based on fear and not freedom.
 - So often the result was either an insecure hierarchy of pride, prowess and imagined superiority OR a leaderless 'every Joe have a go' model.
 - This disabled the efficient practice of the priesthood of all believers to the point whereby it made the body of Christ dysfunctional.
- d. Creating (1) a Kingdom atmosphere and ethos that breeds spiritually free sons and daughters; then (2) carefully selecting and (3) relationally mentoring them with accountability, ensures a much better chance of success.
- e. When a team is created in this organic way, the underlying motive is purer - and for the good of the Kingdom and its individual Christians, rather than spurious, for the advancement of ambition.

2) Developing a Kingdom atmosphere and ethos that develops effective team players

- a. Jesus developed what Danny Silk calls a 'culture of honour' that created the best 'dream team' that has existed – the 12. See this quality in the **Textbox below this page**
 - In your own time, take each of these practices and referring to the Bible verses given, consider how they were effective in developing His team of disciples.

The Culture of Honour that Jesus Created

- He looked at the character of His potential team through the eyes of faith and encouragement. EG: John 1:47; Mark 10:21; John 1:42
- He exhorted them to see the invisible so that they could do the impossible. EG: Matthew 16:18; Matthew 4:19; John 1:49-51
- He forgave their shortcomings but used them - and 'tough love' talk, to accelerate their growth. EG: Luke 22:31-32.
- He gave them permission to explore their desires and potential by allocating specific tasks to do. EG: Mark 6:7; Matthew 10:8.
- He constantly immersed their hearts into the central call and purpose of building the Kingdom. EG: Matthew 10:7
- He empowered them to go and make their own teams (disciples). EG: Matthew 28:19-20.

b. It is a heart passion that desires to fulfil the prayers of Jesus for the oneness of His Kingdom to come. See **Slide 3**

c. What does the will of God in heaven that He desires to be brought to earth look like? See **Textbox**

d. What are the qualities that will be in place when a kingdom environment is created? See **Slide 4**

e. Read and reflect upon John Maxwell's quote in **Slide 5**

f. After the birth of the Early Church, the Holy Spirit governed each local assembly through a team of elders who functioned as '5-fold' ministry teams. See **Slide 6**

g. Danny Silk believes that this Kingdom ethos flows down from heaven through God's chosen funnel team – the functioning of the 5-fold ministries. See **Slide 7**.

The will of God in Heaven brought to Earth

- Oneness of heart and purpose.
- Perfect love that sees beyond the outward.
- Radiant light that graciously dispels darkness (Eph. 5:8)
- Heart sharing and mutual, horizontally based submission that promotes openness.
- Common values of righteousness, holiness and pure desire and passion.
- Trust that is not based upon performance but character and who they are in Christ (2 Cor. 5:16)
- Humility's esteeming of one another better than themselves. (Phil 2:3)
- Jesus family atmosphere and synergy that releases the miraculous.

Interactive time

1. Discuss the pros and cons of one man ministry V team ministry leadership models. Does your church leadership function as a team? How could this be improved?
2. Do you consider that your church has developed a culture of honour that breeds effective team players? If so, what evidence is emerging? If not, what can be done about it?
3. To what extent do you have 5-fold ministry helping your church bring heaven to earth?

1) Introduction

- a. When this culture of honour is in place in a church, team emerges organically.
- b. When this is in place, the following factors will be in evidence. See **Slide 8**
- c. It is imperative to have the 4th 'C' ~ Coalition in place because unless the team comprises of different and complementing roles, the team will become imbalanced.
 - Without the 5th 'C' ~ Cause, good people may get bored and leave.
- d. If we just chose people on the basis of Character and Chemistry – often because we naturally flow with such people or have a 'history' with them (*EG. family ties*), in time, significant weaknesses will arise that will impede the synergistic potency of the team and cause destructive elements to emerge. (*EG. Jealousy; partiality; elitism; natural strength strongholds; imbalance, etc*).

2) The need for unity in diversity

- a. For a team to function well, it also needs a group of people with different temperaments, propensities and motivational strengths.
- b. As we have alluded to, such team members will often be very different to others and sometimes, present potential conflict because of the differences they have.
- c. However, it is these differences that enable the team to function to its best ability, simply because a great team needs different team role players.
- d. Unless enlightened about these facts, there is a strong propensity for senior leaders to try and recruit team players who they naturally like and get on with – often comprising of people who are like themselves. This could amount to the worst thing they could do.
- e. Get it wrong and the business, church, organisation will make a lot of noise but go round in circles (like a number of aeroplane engines whirring on the runway); get it right and it will take off!

3) Identifying our team roles

- a. What is a team role? **Slide 9**
- b. Eminent psychologist, Meredith Belbin has discovered that an ideal team comprises of 8 distinct and very different roles. See **Slide 10**
- c. We must therefore select wisely and ensure that most if not all of the roles that make up an effective well balanced team are represented.
- d. It is difficult to work effectively with people without some reasonable expectations of how they are going to perform.
- e. A person's overall strongest propensities and functions are the ones they enjoy being and doing and are the ones most appreciated by other people.
 - These are the ones that leave the greatest mark of appreciation by the team and are the ones that we should concentrate on developing.
- f. While we all share a Kingdom vision, because of our different temperament and motivational gift mix, we will be inclined to contribute to it differently.

- g. This may cause conflict within or without unless we learn how to appreciate each other's unique contribution and role and come to see how vital it is for the good of the team's vision, to have people who are different to us within the team.
- h. The evaluation tool in **Chart 1** that you have completed was devised by Belbin and adapted by us to help identify the role or part that you best fit into in terms of your function in a team. It can apply to any situation in life where teams are necessary to accomplish a given task and where synergy is required.
- i. The evaluation tool will enable you to know how you and any other individual feel and behave in a group.
- j. Once completed, the evaluation tool should enable you to see what gaps there may exist in your team. It can potentially enable all members of your team to select wisely.
- k. Always remember that all roles are vitally needed. It would be an imbalanced team if everyone is the same.

4) Completing the evaluation tool – See **Textbox** for instructions you could use for future reference when using it with other members of your team.

5) Evaluating your results

- a. What does each Team Role/Function mean? **[See Chart 3]**
- b. How accurate have the suggested correlation matches between your team role and temperament/ motivational gift blends been for you?
- c. Let's record our whole group results in **Slide 11**

How to complete the Evaluation Tool

- a. Don't pre-determine what you think you are or would like to be.
- b. Be totally honest about yourself when answering the questions.
- c. Read through each statement and decide whether it describes you in a team context.
 - o Score yourself 0 if the description is definitely not you.
 - o Score yourself 1 if the description sometimes describes you
 - o Score yourself 2 if the description frequently describes you
 - o Score yourself 3 if the description usually or always describes you
- d. When you have finished, tally the scores onto the table in Chart 1 and calculate your top three team roles.
- e. Then use the table/graph, in **Chart 2**, to produce and graph your results.

1) What is meant by your 'Prophetic Foundation'?

- a. The purpose and call of God for a person, small group or church.
- b. The reason for your (or a church's) existence.
- c. Our life direction and core values spring off of this foundation.
- d. God gives everyone a prophetic call. See **Slide 12**.
- e. **Biblical examples:** Moses in the burning bush; Noah and the ark; Nehemiah and the wall; Mary and the Christ Child; Paul on the Damascus road, etc.
- f. If we as individuals or as a church fail to identify and build, or stray from our prophetic foundation, our life purpose is significantly weakened and can collapse as in the natural when a foundation is undermined. **See Slide 13**
- g. Reflect upon the parable of the house built upon the sand (Matthew 7:26)
- h. Sadly some churches don't recognise and utilise the foundational ministry of apostles and prophets. They could be functioning off a sandy foundation.

2) How can we build upon this foundation as individuals with differing team roles?

- a. Firstly, meet together as a leadership team and try to prayerfully evaluate what your church's prophetic foundation is by asking for example questions such as:
 1. What was God's purpose for our church's existence from day 1?
 2. What activities mark out our church's heart and passion that gives us a sense of being in our 'sweet spot'?
 3. If our church was formed from a split from another church that was done with animosity, do we need to repent on behalf of those who founded it?
 - i. If so, does God want us to continue and if so, what purpose does He have for us?
- b. Now become familiar with the team roles that are represented by the leaders in your team.
 - i. Ask yourselves how each role could apply to the church's vision and prophetic foundation.
 - ii. Now discuss with each individual how they see themselves functioning best to build upon this foundation.

3) The need for ongoing team training, mentoring and relational activity

- a. Create a conducive environment that develops great team leadership.
- b. Meet up as a team frequently and do life together – eat, play, pray, weep, laugh. Mentoring and discipling needs to be as much relational as it is organised.
- c. Arrange to have scheduled but interactive times. Aim to sharpen one another but with honour, as equal sisters/ brothers together.
- d. Share hearts – learn to communicate openly with honesty and transparency.
- e. Ask accountability questions but with tenderness, genuine care and grace. Avoid one-upmanship stabs and innuendo quips. Be honest but never brutal.
 - o Realise that only God has the right to control and He never does!

- f. Ensure you create an ethos of Jesus-centred 'brotherhood' (See 1 Peter 2:17) which is a '2-way street'.
- g. Go away for specific training days/weekends. Make them special encounters with the Lord and with each other not to be missed. Invite others in with anointing to help.
- h. End thought quotes ~ See **Slide 14**

Interactive time

- 1) Share with your group members what you consider to be your church's prophetic foundation.
- 2) Share in what ways and contexts the team roles you identified as being your top three have expressed themselves in your life experience so far.
- 3) What has specifically impacted you today that you are going to go away and do something about?

The Belbin Team Role Personal Evaluation Questionnaire ~ CHART 1

How to complete the evaluation: *Read through each statement and decide whether it describes you in a team context.*

- *Score yourself 0 if the description is definitely not you.*
- *Score yourself 1 if the description sometimes describes you*
- *Score yourself 2 if the description frequently describes you*
- *Score yourself 3 if the description usually or always describes you*

When you have finished tally the scores onto the table in Chart 1 and calculate your top three team roles.

No.	Statement	Score 0,1,2 or 3
1	I often find that I produce quite original suggestions.	
2	I pick up details - slips and omissions - that others fail to notice.	
3	I seem to have a natural aptitude for organising people.	
4	I like exploring many ideas that may have a wider application than to the immediate task.	
5	I like to take time to think through a matter but I'm usually right in the end.	
6	I like to have my say and exert a strong influence on group decisions.	
7	I can be relied upon to see a job through.	
8	I can work with all sorts of people who vary widely in their personal qualities and outlook.	
9	I often find my imagination restricted and frustrated by working in a group.	
10	I can work with all sorts of people provided I feel that they have something worthwhile to contribute.	
11	Having a broad network and range of personal contacts is important to my style of working.	
12	My feelings seldom interfere with my judgement.	
13	I find that I am sometimes outspoken always trying to make my mark in group meetings.	
14	I always strive in the face of difficulties to do the job properly and meet targets.	
15	I have an eye for detail.	
16	I find myself being empathetic and concerned to help team members with their problems.	
17	I easily analyse other people's ideas unemotionally, objectively and critically for both merits and failings.	
18	I seem to have the knack of thinking up a new approach to a long continuing problem.	
19	I can coordinate and use productively for the good of the team's objectives, other people's abilities and talents.	
20	I am concerned to finish and perfect all I start.	
21	I particularly enjoy exploring ideas and techniques that are new to me.	
22	I find it hard to give my best in a job when the goals are not clearly defined.	
23	I have a quiet interest in drawing alongside people so that I can get to know them better.	
24	I feel that it is sometimes worth incurring some temporary unpopularity if one is to succeed in getting one's views across in a group.	

25	I often come up with an innovative and a creative approach to solving a problem.	
26	I am more interested in addressing solid practicalities than in debating new ideas.	
27	I find that my personality skills are particularly appropriate in resolving differences and achieving agreement in a group.	
28	I can usually find the argument to refute unsound propositions.	
29	I usually know the person whose specialist knowledge is particularly apt.	
30	I am more of a responder than an initiator.	
31	I feel in my element when work requires a high degree of concentration and attention.	
32	I am not reluctant to emphasise my own point of view in meetings.	
33	I get on well with others and work hard for the team.	
34	I take an independent, fresh and innovative look at most situations.	
35	I maintain a steady, systematic approach to given tasks whatever the pressure.	
36	I have a fairly assertive character but I am responsive to the needs of others.	
37	I am happy to jump in and take the lead when actions are required.	
38	I enjoy and am keen to find out about the latest ideas, gadgets and developments.	
39	I like to weigh up and evaluate a range of suggestions thoroughly before choosing.	
40	Being busy checking the details gives me real satisfaction.	
41	I can see how a variety of ideas and techniques can be used in new relationships and changing situations.	
42	I react strongly when meetings look like losing track of the main objectives.	
43	I enjoy reconciling different points of view.	
44	I am always ready and happy to support good suggestions or projects.	
45	I seem to develop a natural sense of urgency to complete any work I undertake.	
46	I make a point of following up interesting ideas and/or people.	
47	I prefer to approach problems in a careful, analytical way.	
48	I think I have a talent for sorting out the concrete, practical steps that need to be taken to achieve the goal.	
49	I seem to be able to convincingly sell an idea that interests me.	
50	I tend to see patterns where others would tend to see items as unconnected.	
51	I am ready to make my personal views known in a forceful way if necessary.	
52	I see both sides of a problem and take a decision acceptable to all.	
53	I keep a watchful eye open for areas of team difficulties or conflict where help may be required.	
54	I like to make a critical discrimination between alternative views and opinions.	
55	I work best when tasks and goals are clearly explained and defined.	
56	I keep a watching eye on areas where standards may be slipping, flagging this up before difficulties may arise.	

Team Role/Function Scoring Charts ~ CHART 2

<i>Score Results</i>	<i>Totals</i>	<i>Team Role/Function</i>
Add your scores together for questions: 1, 9, 18, 25, 34, 41, 50		PLANT
Add your scores together for questions: 3, 10, 19, 27, 36, 43, 52		CO-ORDINATOR
Add your scores together for questions: 5, 12, 17, 28, 39, 47, 54		MONITOR EVALUATOR
Add your scores together for questions: 7, 14, 22, 26, 35, 48, 55		IMPLEMENTER
Add your scores together for questions: 8, 16, 23, 30, 33, 44, 53		TEAM WORKER
Add your scores together for questions: 6, 13, 24, 32, 37, 42, 51		SHAPER
Add your scores together for questions: 4, 11, 21, 29, 38, 46, 49		RESOURCE INVESTIGATOR
Add your scores together for questions: 2, 15, 20, 31, 40, 45, 56		COMPLETER FINISHER

Graph of Team Roles/Functions Results in Order of Strength for:						
<i>Team Role/Function</i>	<i>0</i>	<i>5</i>	<i>10</i>	<i>15</i>	<i>20</i>	<i>25</i>

Team Role/Function Description Chart 3

Team Role/Function	Contribution/Description of Role/Function	Allowable Weakness	Possible link with Mot. Gifts	Possible link with Temp. blend
PLANT	Creative, imaginative, unorthodox. Source of original ideas. Visionary, divergent thinker. Searches for new approaches to problems. Focuses on macro issues. Solves difficult problems.	Ignores incidentals. Can be too pre-occupied to communicate effectively. Can 'prickle' when corrected.	Perception/ Exhorter	Choleric/Melancholic
RESOURCE INVESTIGATOR	Extrovert, relaxed, sociable, gregarious. Positive, enthusiastic, communicative. Can draw people in, win hearts by engaging conversation. Explores opportunities in and outside of the group; develops many contacts.	Can be over-optimistic; tends to lose interest once the initial enthusiasm has passed.	Exhorter/ Compassion Person	Sanguine/Choleric
CO-ORDINATOR	Mature, confident, good chairperson. Good communicator and listener. Clarifies and simplifies goals and objectives. Has a bridge-building capability, co-ordinating the efforts of the team to meet their goals by focusing people on what they do best. Tends to be a dominant but diplomatic extrovert but not domineering. Delegates well.	Can be seen as manipulative. Tendency to off-load personal work onto others.	Exhorter/ Administrator	Choleric/ Phlegmatic
SHAPER	Challenging, dynamic, hard-working motivator who thrives on pressure and the next challenge. Possesses the drive and courage to overcome obstacles and make things happen. Tries to give shape to discussions and steer them along desired lines.	Has a proneness towards provocation by being impulsive and impatient. Can offend people's feelings.	Administrator/ Perceiver	Choleric/ Sanguine
MONITOR EVALUATOR	Sober, strategic and discerning analyst. Sees and assesses all options and usually judges accurately. Tends to challenge unworkable ideas and objectives. Serious minded and objective, ruled by the head not the heart.	Tends to lack drive and the ability to inspire others. Can appear as a 'cold fish', tactless and unenthusiastic.	Teacher/ Perceiver	Melancholic/ Choleric
TEAM WORKER	Co-operative, mild, gentle and likeable. Perceptive and diplomatic, sees the good in all. Good listener, builds up members of the team and averts friction, promotes unity and harmony. Sensitive 'thermometer' to emotional vibes and undercurrents in the team, 'pours oil'. Particularly helpful when the team is under pressure.	Indecisive in crunch situations. Avoids confrontation, can detrimentally blur their own personal boundaries.	Compassion Person/ Exhorter	Phlegmatic/ Sanguine
IMPLEMENTER	Disciplined, reliable, conservative and efficient. Turns ideas and decisions into practical actions. Not easily discouraged, gives what it takes to surmount the problem by determination to find the solution. Methodical and logical approach makes them information centres on what has been agreed.	Somewhat inflexible, gets impatient if an idea cannot be practically worked out. Slow to respond to new possibilities.	Giver/ Server	Phlegmatic/ Choleric
COMPLETER FINISHER	Painstaking, conscientious, anxious to get it perfect. Searches out errors and omissions. Delivers on time. Insists on clear instructions and will follow them to the letter, making the team look effective and efficient.	Inclined to worry unduly, can appear stressful and cause stress in others. Reluctant to delegate.	Teacher/ Server	Strong Melancholic

