



worldoutreach
SCHOOL OF LEADERSHIP

SERIES THREE

MODULE TWO: DEVELOPING LEADERS, BUILDING TEAMS



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SESSION ONE: BIBLICAL FOUNDATIONS FOR TEAM MINISTRY

One of the primary ways a ministry leader can build a church, Christian ministry or Christian organisation is through building teams. The key to multiply a person's ministry effectiveness is to develop ministry teams of suitably gifted, trained and mobilised people.

This session will explore six BIBLICAL PRINCIPLES OF TEAM MINISTRY

1. Trinity as the 'model' of 'team'

Theologically, the pre-eminent basis of team ministry is found in God's essence as Trinity. Although the word 'Trinity' is not used in Scripture, there is ample evidence of God's oneness *and* plurality. The term 'Trinity' sums up the Christian doctrine of God: three persons of one substance or essence. God is a tri-unity of divine Persons, known respectively as Father, Son and Holy Spirit, each member being uncreated, co-equal, co-eternal, co-existent, distinguishable but indivisible, omnipotent, omnipresent, omniscient and immutable.

As Trinity, God's essence is as a 'community' of divine Persons indivisibly bound together as One. God's plurality, as Trinity, is revealed through his great 'works' of Creation and Redemption. Through God's works of Creation and Redemption (salvation) a revelation of the three Persons working together in divine purpose is seen. From this revelation we find grounding for the patterns and principles of 'team' such as: love, interdependence, unity and submission.

God's self-revelation through his activity (Creation and Redemption) shows three Persons working together in love to carry out a divine purpose. This is the perfect 'model' of 'team'.

2. Divine-human partnerships for the Gospel

When addressing the factional Corinthian church, Paul argued that he, along with Apollos, were only 'servants' – men who carried out their 'assigned tasks'. In 1 Corinthians 3:9 Paul wrote that he and Apollos were 'God's fellow-workers' and the Corinthian church 'God's field, God's building'.

This is metaphorical language in which God is portrayed as the 'Master-builder' and Paul (and Apollos) as in partnership ('fellow-workers') with him. The Greek word translated 'fellow-worker' is *synergos* – from which the English word 'synergy' is derived. Also see 1 Thessalonians 3:2 & Acts 15:12. These references show that God partnered with human instrumentality to carry out his divine purposes of advancing the Gospel and building' his church. Williams reminds all leaders that '...this notion of partnership reminds us that nothing we do for the gospel can succeed without God: "Without us, he will not; without him, we cannot". 'Partnership' carries the strong concept of 'team'.



3. Jethro's advice to Moses

When the burden of leading the Israelites became overwhelming for Moses, his father-in-law, Jethro, took him aside and gave him timeless wisdom. Essentially Jethro advised him to multiply 'teams' (tiers) of leaders to adjudicate and facilitate the collective life of the people. Jethro encouraged Moses that the raising up of 'teams' will make his 'load lighter'

because the other leaders will 'share it' and he'll be able to 'stand the strain' (Exodus 18:22-23).

4. Jesus and the Twelve

Jesus laid down the pattern for building teams through his own example. From the start of his ministry, he called disciples to follow him. After a night in prayer, he singled out twelve who travelled with him, saw what he did, heard what he said and engaged personally with him. At a given point, he sent them out two by two to do what he was doing – preaching the Gospel, casting out demons and healing the sick. The disciples (Jesus' leadership team) shared his mission and Jesus shared his life with them.

5. Paul and his teams

Acknowledgement: The details in this point adapted from Kevin Giles' writings.

A study of Paul's ministry in Acts and his writing in the Epistles reveals that at least 36 people (out of the 100 or so mentioned being associated with him) were, at some point and to some degree, part of his ministry team(s).

- Barnabas and John Mark accompanied him on his first missionary journey
- Silas joined him on his second journey
- Timothy joined on route
- Priscilla, Aquila, Aristarchus, Luke and Erastus were also members of the team on this third journey
- Demas, Epaphras, Tychicus and Trophimus are all mentioned working with him while he was in Rome
- Erastus, Titus, Tychicus, Timothy and John Mark are all mentioned in the pastoral epistles as ministering with him in the last part of his work.

Paul uses at least nine designations of the people who served with him. The four most common ones, in descending order of frequency, being:

- 'fellow workers / co-workers' – Priscilla and Aquila, Urbanus, Timothy, Apollos, Epaphroditus, Euodia, Syntyche and Clement and Philemon
- 'brethren / brothers' – Sosthenes, Titus, Tychicus and unnamed 'brothers'
- 'servants / ministers' – Phoebe, Tychicus, Epaphras and Timothy
- 'apostles' – Paul generally regards apostles as those whom the risen Christ had sent out as pioneer missionaries. As apostles, he named: Peter, Barnabas, James, Timothy, Apollos, Sosthenes, Andronicus and Junia (a woman)

In short, Paul never worked alone. From the very outset of his apostolic ministry – both in missions and church planting – he was involved in teams.



6. Teams in the book of Acts (apostolic teams)

After Pentecost, there were numerous teams of people, principally apostles, who ministered in teams:

- Peter and John ministered together at the healing of the crippled man at the temple gate called Beautiful
- Philip (the evangelist), along with Peter and John (apostles), worked together to establish the gospel in Samaria
- Peter and six other 'brothers' journeyed to the gentile home of Cornelius
- Judas and Silas (prophets) joined Paul and Barnabas (apostles) at the Jerusalem Council to debate the issue of whether circumcision was necessary for gentile converts
- Paul was accompanied by various teams throughout his ministry and missions (see previous point)

Teams confirm the Scripture found in Ecclesiastes 4:9-12 that *'Two are better than one'*.



SESSION TWO: BUILDING TEAMS (PART ONE)

Having laid a biblical foundation for team ministry last time, in the next three videos we'll focus on the practicalities for 'how to' build a ministry team.

1. Developing leaders

The first step in building teams is to develop leaders. Developing leaders stems from discipling people. (*This was addressed in an earlier model, but summarised here.*) Based on the model of Jesus with the twelve, we note the following nine steps in how to disciple leaders.

- A. By selecting prayerfully
- B. By inviting them
- C. By doing life with them
- D. By showing and sending them to do ministry
- E. By teaching and training them
- F. By being an example
- G. By correcting them
- H. By loving them
- I. By praying for them

Church consultant, Sam Chand, wrote: 'Healthy teams...recognise that [a church] is only as healthy as the pool of rising leaders, so they actively seek to *discover* those who show leadership potential, *develop* resources to equip and inspire leaders, and carefully *deploy* them in roles that inflame their hearts, challenge them to excel, and propel the [church] to new heights.'

2. Define the *purpose* of the team

Define the purpose of the team with great specificity. What *exactly* are they going to do? Having this clear in your own mind will help select the right team leader and team members. In this way, also, the 'gifts' of the leaders you choose should be consistent with the stated 'tasks' (purpose) of the team.

3. Exercise clarity in the selection criteria of team members

Now that the purpose of the team has been defined, the next step is to select the members of the team. It would be important to have selection criteria to ensure that the people you choose are appropriate and, in some cases, qualified to serve on the team.

A. Character (which asks the question 'Can I trust you?')

A potential leader's 'inner life' is a fundamental criterion to serve on a team as a leader. 'Character' covers areas such as a leader's: spirituality (walk with the Lord), discipline, integrity, reliability, honesty, teach-ability, work ethic, humility and habits and patterns.



B. Competency (which asks the question ‘Can you do the job?’)

Potential team members must have strong, developed gifts in the area we’re looking for. Aim high. ‘Character is more important than competency.’

Underpinning this statement is the belief that competencies can be learned, but character must be transformed. It is better to get people with right character who learn the relevant competencies than have competent people falling short in character.

C. Chemistry (with the other members of the team) (This asks the question, ‘Can you fit in our culture?’)

Another selection criterion to consider is whether the person ‘fits’ with other people on the team.

D. Capacity (which asks the question, ‘Can you grow with us?’)

A fourth selection criterion is that the person has a capacity to develop personally and to grow with the ministry.

Have they demonstrated growth in their own life and ministry to date?

E. Call (which asks the questions, ‘Are they called by God to lead? Are they called by God to serve in this ministry?’)

Jesus prayed all night to seek the Father’s choice of the final Twelve. These twelve young men were chosen and called by God to serve on Jesus’ ‘team’. The principle here is for ministry leaders to also seek the Lord to determine who they are prayerfully drawn to.

F. Commitment (which asks the question, ‘Have they displayed commitment to the group, local church or organisation?’)

A sixth criterion for selection to a team would be the person’s past and present commitment to the local church. Have they been *faithfully attending the church*? Have they been committed to the Pastor and vision?



SESSION THREE: BUILDING TEAMS (PART TWO)

Last time, we covered an initial three steps in how to build a team:

1. Develop leaders
2. Define the purpose of the team
3. Exercise clarity in the selection criteria of team members

4. Clarify tasks and responsibilities

Now that the team has been (or is being) formed, the next step is to help each member know what they're responsible for and who they're responsible to.

One of the major causes of problems on a team happens when team members don't understand the overall vision, how they fit into that vision, what's required of them or who they're accountable to.

There are many lessons we can learn from Jesus (as a team leader), in the way he communicated with his disciples (his team) about their roles.

Team Leaders. Jesus knew what he had been sent to do and what he wanted his team to do. Likewise, team leaders must know and communicate the team's mission (reason for existence) and vision (where it's heading).

Team leaders, likewise, need to cast the vision clearly, regularly and creatively. In addition, Jesus (as team leader) made his expectations of the disciples crystal clear. They knew what he wanted them to do and be.

Team leaders should articulate both verbally *and in writing* what is expected of the team and each person's individual role and responsibility. Make it short, simple and self-explanatory. Also explain who they are accountable to about what.

Team members. It is the team leader's responsibility to *communicate* the vision, delegated tasks and responsibilities, but it is the responsibility of each team member to '*understand*' the vision, their tasks and responsibilities.

5. Develop the capacity of each team member

A key to maximising each team member's potential in leadership is to personally develop them.

There are many ways we can do so:

- Mentoring – either doing so personally or facilitating a suitable and experienced person for them
- Sending them to attend specific (targeted) conferences
- Provide reading material or clips to watch that are relevant for the development of their life and/or leadership
- Provide training for the whole team on key topics
- Encourage them to do formal Bible study or ministry training



- Provide them with opportunities to exercise their ministry and provide feedback
- Provide fresh and stretching challenges

6. Foster your personal relationship with each team member

According to Mark 3:14, Jesus '*...appointed twelve - designating them apostles - that they might be with him and that he might send them out to preach...*' Being with him was the deliberate pattern Jesus established for personally shaping their lives and future ministry. Everywhere he went, his life and those of the disciples were intimately intertwined.

Here are some ideas on how to intensify the leader/team member relationship:

- A. Take time
- B. Communicate
- C. Demonstrate and affirm confidence in them
- D. Live an exemplary, transparent and copy-able life
- E. Consider the team leader's needs



SESSION FOUR: BUILDING TEAMS (PART THREE)

This is now number 4 and the final in our 4-part series looking at Building Teams. In the last two videos, we covered the first six steps in how to build a team:

1. Develop leaders
2. Define the purpose of the team
3. Exercise clarity in the selection criteria of team members
4. Clarify tasks and responsibilities for each team member
5. Develop the capacity of each team member
6. Foster your personal relationship with each team member

7. Cultivate healthy relationships on the team

One of the most underrated, but indispensable, qualities of a productive team is relationship, where the team is not just linked by a common purpose, but meshed together by authentic relationships.

In a Christian leadership context, one of the primary purposes of team is not just task, but relationship. Task is secondary; relationships are primary. If relationship is the root, task is the fruit.

Relationships don't just happen automatically or accidentally. They are formed and forged proactively and purposefully.

As the team leader, you'll have to work hard to create and foster a relational environment so that the team doesn't default to task or silos.

How? Here are some ideas for how to set a relational climate and culture in the team:

- Model it yourself. Be relational and authentic
- Teach on the value of relationships in team meetings
- Promote unity and the importance of unity, and warn of the dangers of disunity
- Mediate if there is a broken or strained relationship among team members. Be proactive. Bring people together and show them how to resolve any and every conflict
- Spend time together socially. Have fun together. Laugh together. Enjoy being together
- Take time in every team meeting to do something relational like: inviting testimonies, asking people to share funny things that have happened to them, celebrating birthdays or milestones, or letting others know when one team member is facing difficult circumstances
- Undergirding it all should be praying together

8. Communicate clearly with the team

Another key in building a great team is to communicate clearly through the most appropriate means. There are many different ways for a team to communicate, such as: one-on-one (personally), phone, letter, email, text, social media, team meeting or public announcement.



It is vital to plan communication, so delegate someone to take responsibility for it and have some mechanism to ensure the communication lines and channels are effective.

Communication is two-way. There may be someone responsible to communicate to the team, but there is also a responsibility on each team member to reciprocate, respond and understand what is being communicated.

9. Meet regularly as a team

A ninth and vital step in building a team is to meet on a regular basis. Set a regular time that's most convenient for the majority. Require the team to attend, unless there is a really good reason not to. They need to place a value on meeting together.

Develop a recurring agenda or format for the team meetings, but always factor in one or some of these ideas:

- Sharing a meal or supper together
- Praying and/or worshipping together
- Sharing stories from their lives
- Someone sharing a devotional thought

In the meeting, include one or some of the following group activities:

- Communication on what is happening, decisions made and important dates
- Planning for the upcoming program or future events
- Team development and training
- Brain-storming
- Strategic-planning
- Problem-solving
- Debriefing
- Praying together

10. Develop the team (as a whole) to maximise its full potential

Here are some practical ideas from some great leaders on how to do so.

- Keep the team members 'focused' on the mission and vision of the church (or ministry)
- Maximise each team member's contribution, but evenly distribute the load
- Raise the spirit of the team and reinforce the importance of team relationships
- Enforce the values the team operates by and constantly teach on them
- Expose them to experienced leadership speakers for development and training – whether live, on You Tube or a clip
- Lead problem-solving exercises and involve them in strategic planning
- Use your influence to obtain needed resources
- Recognise and reward the extraordinary efforts of team members
- Discipline members who are slacking off
- Celebrate when goals and objectives are achieved
- Resolve conflicts or friction quickly and biblically (Matthew 18:15-18)
- Establish clear team goals
- Enjoy social time



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