

Team Reflections

Exploring dynamics in your
church leadership team

An Evaluation Tool
for Church Leadership Teams

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The Team Evaluation Tool

This instrument is designed for use in groups. Complete the questions individually then discuss your responses as a leadership team. The examples, if discussed with care, can provide useful insight into your team dynamics. Examples can be documented on a separate page if needed.

How to use this instrument:

Both statements should be read before deciding on a response. Circle the letter you think most accurately reflects your own perception of the current functioning of your team with reference to the two descriptive statements provided (A and B). Answers should represent how you think things actually are and not how you wish they were.

In the space for examples below each item you can outline a real situation which illustrates your response to the item. These written examples are not to be collected. You may **choose** to share your examples during discussion as a way of helping clarify your response. The more open and honest you are in your responses, the more accurate and useful the assessment and the discussion which arises from it.

After completing the questions, record results on the summary sheet. Individual summary sheets can be collated and results transferred to a team summary sheet.

A

B

Our sense of purpose as a team (Vision)

It seems to me that we spend a lot of time and energy doing things that do not directly contribute to our central and shared purpose. We can play down or overlook important parts of our overall responsibilities as group. I sometimes wonder if we are clear about our vision and direction as a team. I wonder too whether we are actually all working toward the same vision.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

Our team has a clear sense of vision for ministry. We are also clear about our own vision as a group and how we work together to serve the church. Most of our collective and personal energy seems clearly committed to the accomplishment of these key areas of ministry. Whenever a question arises over whether we need to deal with something ourselves or whether we need to delegate it to others we are pretty clear about our vision and role. We all have a common mind on where we are going and why.

Explain your selection and provide an example:

Our personal roles as part of the team (Personal role clarity)

Situations often arise where I'm not quite certain as a leader about what I am supposed to do. Frequently, I'm not sure if a situation or task is my responsibility or someone else's. We rarely discuss each person's role on the leadership team and how they contribute, consequently I am not sure of how to participate effectively.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

In almost every situation, I am clear about my responsibilities and my role as an leader. Each team member 's roles and responsibilities are discussed and understood by the whole team. The team takes time to clarify roles when someone has a question or concern about what they or someone else should be doing.

Explain your selection and provide an example:

A

B

What others demand or expect of me and I of them (Team role clarity)

I sense others often ask me to do quite different things at the same time. Often these tasks get in the way of each other or there just isn't enough time to meet everyone's expectations. In my work I feel like a " juggler with too many balls" or a "worker with too many bosses". On top of this, I get constantly let down by others on the team who do not do their part.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

I have little trouble in doing the things that my personal ministry and others on this team require of me. I sense that others understand me, where I fit in, and what I'm supposed to do. If I feel that the demands team members make of me are getting too heavy or don't make sense, we resolve the problem with a discussion. I feel confident in my fellow team members' work and feel I know their capacities and competencies.

Explain your selection and provide an example:

How decisions get made on our team

When we make decisions, some team members' participation in discussion does not seem to be valued as much as others. Others do not contribute at all or their suggestions seem to die. Greater authority seems to be given to some team members than others. Some people seem to do most of the talking while others don't participate very much. I am not sure some are as much a part of the team as others.

- a) Just like A
- b) More like A than B
- c) In between A and B
- d) More like B than A
- e) Just like B

Everyone is valued on our team. Each one gets a chance to express themselves in our meetings. Each one has some influence in discussions about our work and the decisions we make. We listen to every person's contribution and try to discuss the strong points in each. Everyone is drawn into the discussion and contributes towards decision making. There is a strong sense that everyone is a part of the team.

Explain your selection and provide an example:

A		B	
How we communicate and follow through			
<p>When we sit down to discuss something I sometimes walk away wondering what we just did and what is supposed to happen next. If, as a result of a discussion, I am assigned to do something, I often do not agree with the tasks assigned me. It seems like the same problems keep coming up for discussion even though we thought we had worked them through. There are lots of hidden agendas on our team. Many things don't get said or dealt with. There are important questions that never get addressed.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>When we have an issue to discuss, I usually understand the concern. By the end of the discussion, I am usually clear about what we have decided to do about it, why, and what my responsibilities are. Decisions made by this team are carried out effectively by the team members. We all take responsibility for seeing the tasks assigned are followed up. We tend to be open and clear in our communication. If concerns need to be raised, we feel we can safely talk about these in a team environment.</p>	
<p>Explain your selection and provide an example:</p>			
How we handle conflict			
<p>When a disagreement arises on our team, we know it tends to get personal, so we let it pass, hoping it will cool down and eventually be forgotten. If it does start to ruffle feelings, we try to calm feelings down and make little of the disagreement (for example "...well, there is really no point in fighting about it, so let's forget it" or "we are all mature, we shouldn't argue.") Often we end the disagreement when someone on the team takes charge and makes a decision, or decides that we will not discuss it any further. We keep conflict and disagreement to ourselves and would not tend to call for outside assistance.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>When a disagreement arises it is not necessarily a problem. We get together and talk to each other about our points of view and our feelings. We try to see some logic in each other's ideas. Then we seek to come to a solution that is good for everyone. If we can't find a win-win solution, we try to come to an agreement somewhere between the various positions. In other words, we compromise. That way, everyone gets a little and everyone gives a little and the disagreement is dealt with as well as we can resolve it. We would be happy to call for outside assistance to facilitate difficult or complicated issues if needed.</p>	
<p>Explain your selection and provide an example:</p>			

A		B	
Contributing to the team			
<p>I often get the feeling that some on the team don't think that others really have much of a contribution to make. There is an inner group and an outer group on our team. I know some feel taken for granted and don't always get included in everything the team does, talks about or works on.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>Everyone recognises that the job could not be done without the cooperation and contribution of everyone else. Each person, myself included, is treated as a valued and important part of the team. When I bring up an idea or a problem, others are interested and take notice. It helps me feel that my ministry is important.</p>	
<p>Explain your selection and provide an example:</p>			
Working together			
<p>Leadership can really get me down. Sometimes I feel quite alone even though I serve along with others. People do not seem concerned with helping each other to get the work done. Everyone is pulling in their own direction. If I make a mistake, it is held against me. I hear of it for quite a while.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>I really enjoy leadership and I like working with this team. The team encourages me to develop my role and responsibilities. I feel appreciated by the other members of the team when I do a job well. When things aren't going well, people really make an effort to help each other. We try to pull together on this team.</p>	
<p>Explain your selection and provide an example:</p>			

A	B
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Listening to God

<p>I often sense that we make decisions more out of our own wisdom than God's. We seldom pray together to seek the mind of God. I sometimes wonder if we consider deeply enough what the Lord might desire for us or our ministry. We often come to conclusions without consulting God. We don't really know how to do it.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>Everyone recognises that we are involved in a ministry that is the Lord's work. We seek the mind and heart of God together and make decisions out of a sensitivity to the Lord. I enjoy being part of a team that is consciously serving God and attempting to do what he calls us to do. Prayer and collective discernment is a key part of this for us. We often reflect on how to do this more effectively.</p>
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Explain your selection and provide an example:

Shared values

<p>I sense we go about our ministry in quite different ways as individuals on our team. We rarely talk about <u>how</u> to do our work and the values that are important to us. Getting the job done is more important than how we do it. Some of us find the way others do things concerning. We don't always do our best and we've learnt to live with it.</p>	<p>a) Just like A b) More like A than B c) In between A and B d) More like B than A e) Just like B</p>	<p>As a team we are deeply aware of <u>how</u> we do our work as well as actually getting our work done. We talk about values and have a sense of knowing what is important to us as a group. If things aren't done as well as we would like them to, we evaluate what went wrong and talk through how to improve for next time. Working well together and sharing the same values is important to us.</p>
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Explain your selection and provide an example:

Team Evaluation Tool

Summary Sheet

<i>Item</i>	<i>Team Dynamic</i>	<i>Assessment</i>				
1	Clarity of Vision	a)	b)	c)	d)	e)
2	Personal Role Clarity	a)	b)	c)	d)	e)
3	Team Role Clarity	a)	b)	c)	d)	e)
4	Inclusion and Influence	a)	b)	c)	d)	e)
5	Communication	a)	b)	c)	d)	e)
6	Conflict Resolution	a)	b)	c)	d)	e)
7	Recognition	a)	b)	c)	d)	e)
8	Intimacy, support and cohesion	a)	b)	c)	d)	e)
9	Spiritual formation	a)	b)	c)	d)	e)
10	Core values	a)	b)	c)	d)	e)

Notes:

Date:	Team:	Name:
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