

# MOSAIC CULTURAL MINISTRY

reaching  
unreached Peoples  
from where you live

John Chung

Bless the Lord  
Oh my soul  
Oh my soul  
Worship His Holy name



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## [ session 6: Team Work & Leadership ]



Following section on Leadership lesson for Canadian Geese is composed of excerpts taken from *Flying in Formation: Leading Teams to New Heights*, by Rev. Dr. Dan Moore

### Leadership Lessons for Canadian Geese

It's no secret to anyone who knows me that I am inspired by eagles. From a very young age, their majestic strength and vision has taught me so much about character and courage. I love the independence of their flight, and never tire of watching them soar. However, when it comes to geese, that's another story ever since my 3 year-old sister was attacked by a goose when I was just a kid. This once revered symbol of Canada has become a nuisance to many of us, especially in Southern Ontario. Due to changes in their population, many geese no longer fly south for the winter.

Instead, the overpopulated birds park themselves in our parking lots, green spaces and sidewalks. But there's one thing to be said for geese: they're great at teamwork. As a solitary eagle, I realize that I still, despite my many years in ministry, have much to learn from geese when it comes to working as a team in ministry:

### 1. Geese Form Efficient Teams

Flying in formation allows geese to fly fast, longer and more efficiently than they would on their own. Scientists believe that flying in a V formation allows a team to fly about 70% farther, but with the same amount of energy, than they could alone. This is because the geese at the front provide lift and reduce wind resistance, conserving the energy of the whole group.

**From a Ministry Team Perspective:** Is your team reducing “wind resistance” for each other? Are they sharing the load, supporting and encouraging each other in ministry and in the faith? As leaders, we have to provide this example of compassionate care, so we can accomplish more together.

## 2. Geese Know Their Team Position

By rotating positions, each goose takes a turn at receiving the brunt of the air resistance. Every member of a flock of geese knows that it is integral to keeping the whole crew going. If a goose doesn't fulfill his role, all the others suffer.

**From a Ministry Team Perspective:** Sometimes stretching ourselves in a challenging new area can bring growth. But there is also something to be said for allowing our team members to thrive in those areas in which they are gifted, by giving them opportunities to lead when appropriate. We can encourage and provide those opportunities for our ministry teams to serve in their best capacity.

## 3. Geese Support Their Leader

When it's a goose's turn to lead, he leads absolutely. There is no overthrow of hierarchy—he is in charge of the course until he can no longer resist the force of the wind. The geese behind him can also keep close tabs on him, ensuring that he is protected from threats that could come from behind. At the same time, the leader isn't looking back and micro-managing his team, telling them how to fly. He's focused on his goal, with full confidence that those behind are backing him up. Because, when it's their turn to lead, he will do the same.

**From a Ministry Team Perspective:** Is your team flying towards your goal? As important as it is for a leader to be in tune with their team, it's equally important for the team to be in tune with the leader. Being united in purpose and committed to the shared vision of leadership ensures you will make it to your destination.

## 4. Geese Are Great Communicators

The frequent honking that geese emit (which can quite annoy those of us of the human species) is actually a highly effective form of communication. During long flights, geese honk at each other to communicate their presence and place in line. Keeping each other informed about how things are going is crucial to a safe journey. Their V formation also allows them to keep tabs on each other.

**From a Ministry Team Perspective:** Communicating is the most important thing you can do for your team. If you're not communicating when you're falling behind, your team will not know how to help you. At the same time, a crucial part of being a leader is listening to what your team is telling you. The biggest mistake you can make is to plow forward, leaving them bewildered and struggling to catch up.

## 5. Geese Look Out For Each Other

Scientists have discovered that when one goose becomes ill, or is injured, two other geese will fall behind to look after the lagging goose. These team members stay with their friend to protect him/her from predators until they are well enough to fly again. It's a version of the age-old mantra, "No goose gets left behind".

**From a Ministry Team Perspective:** As Christians, we need to strive to be relational and people-centric in our mission. When someone is struggling, there can be a utilitarian tendency to move forward, regardless of the cost to the individual. But Christ's example teaches us how precious each person is. If one of your team is falling behind, it may be time to double back.

Flying solo might be freeing, but as the African proverb says, "If you want to go fast, go alone. If you want to go far, go together." As much as I like to live life at a fast pace, these lessons from geese have taught me that it's much more efficient to slow down and work with your team. It allows all of us to go farther, together, with much less personal stress at shouldering the whole load myself.

The early church had a similar idea. Luke writes that the believers “were of one heart and soul, and...had everything in common.” Together, they changed the world with their counter-cultural love. They did that by supporting each other. Those who had money and lands, donated it to the cause. Those who could travel and spread the Good News of Christ did so. Each one used their gifts for the good of the team.

Paul would often say that these communities of faith were what gave him the strength—physically, and spiritually—to continue his work. If it weren’t for their hospitality and prayers, the beginnings of the Church may have been even more challenging.

Similarly, all of us need a strong team around us in order to move forward in ministry. For me, that means, at times, setting aside my fascination with the eagle and allowing myself to be captivated by what I can learn from the goose. It’s a lesson that I’m still learning, so I’m grateful I have a pretty great flock to help me along the way.

**Rev. Dr. Don Moore**

Like geese, sometimes we can lead our team as a leader and sometimes we support and follow our leader as a member of the team.

Following excerpts are from Lecture on Teamwork & Partnership, Gyoojun Lee, National Diaspora Director, Wycliffe Canada

## Exercise

**Flip It Over  
while none of the  
team members  
stepping on the floor.**





### Small group discussion:

Observations or comments re 'teamwork' and 'partnership' based on this activity

### What is a team?

- "A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they are mutually accountable."

(Katzenbach and Smith, 1993)

- "People working together in a committed way to achieve a common goal or mission. The work is interdependent and team members share responsibility and hold themselves accountable for attaining the results."

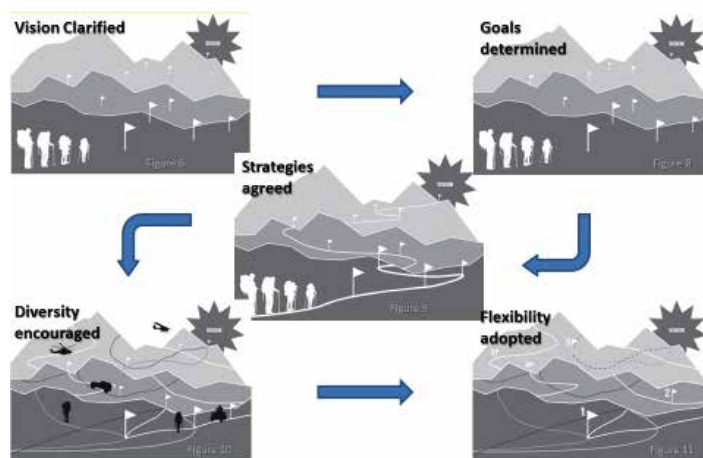
(MIT Information Services and Technology)

### A productive team has the following characteristics

- Clear roles for each team member
- Each and every member devotes oneself to one's own role, accepts other's roles and supports them
- Measurable goals for each member which will be a part of the whole team's goals
- Structure, performance, policy, system are understood and accepted by the team members
- The team members keep their personal relationship which enhances their work relationship

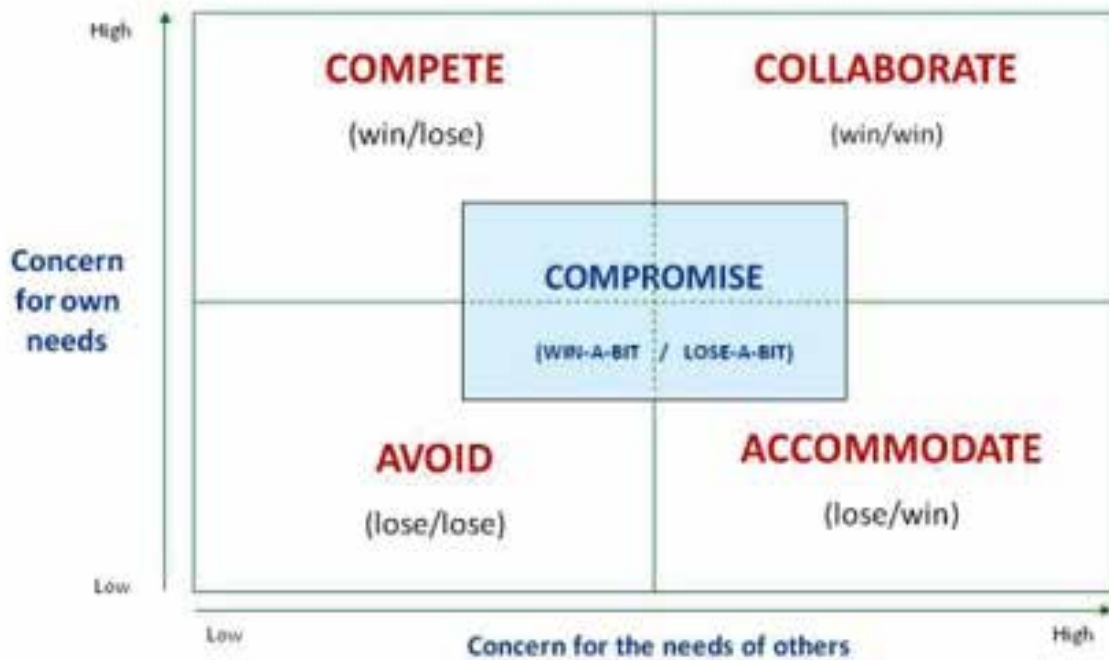
### Things to consider for a good team

- Shared vision and clearly manifested / goals / values / agreed strategy
- Encouraging individual's effective work based on each one's talents/strengths and personality, thus assigning proper roles to team members.
- Conflict resolutions



**Vision to Actions... Illustrated**

# Conflict Preferences



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Following excerpts are from flying in Formation: Leading Teams to New Heights, 2017 Church Leadership Forum, by Dr. Steve Brown

## 1. Vision Caster : Establishing the vision and direction of the team

### Five Key Ingredients:

1. Clear: Where we are going
2. Compelling: Why we are going there? Why is this priority and important?
3. Communicate: Communicate! Communicate!
4. Creative
5. Repeated

**Team:** Benefits, Unity, Momentum/Energy, Grow

### Three Dimensions of Vision:

**Exodus 3:4~6:** Vision of God (God's Character, Purpose and Priorities)

**Exodus 3:7~9:** Corporate Vision (Where and Why)

**Exodus 3:10~12:** Personal Vision (Who and What)



## 2. Recruiter: Inviting the right people onto the team

### A Spectrum of Teams

**1 Samuel 22:2:** All those who were in distress or in debt or discontented gathered around him, and he became their commander. About four hundred men were with him.

**1 Chronicles 12:1~2, 8, 22:** These were the men who came to David at Ziklag, while he was banished from the presence of Saul son of Kish (they were among the warriors who helped him in battle; they were armed with bows and were able to shoot arrows or to sling stones right-handed or left-handed; they were relatives of Saul from the tribe of Benjamin) Some Gadites defected to David at his stronghold in the wilderness. They were brave warriors, ready for battle and able to handle the shield and spear. Their faces were the faces of lions, and they were as swift as gazelles in the mountains. Day after day men came to help David, until he had a great army, like the army of God.

### Tips and Notes for Recruiter

- Do not look for someone like me but find someone that will complement existing members
- Be careful of those who are not qualified
- Do not let the hard work happen on the first day or first step; make it gradually adaptable
- Do not decide too hastily
- Identify personal vision and passion of those who may join
- Share the vision with them and encourage them to work together as a team
- Seek a more humble and sincere person than a famous and busy person
- It is effective for the recruiter to meet personally and invite as a team member
- Seek someone who listens more than a person who speaks a lot

## 3. Delegator: Assigning the right tasks to the right people

### Different Leadership Style (Exodus 18:13~23):

- Selling style (Persuasive style)
- Telling style
- Participating style - Together
- Delegation style - Empowering
  - Protect Leader & People
  - Opportunity to other Leader & People

## What holds you back from delegating?

- Trying to show the others how well 'I' work.
- Not trusting others - fearing someone else's going to screw things up

## Key Delegation Question

1. What are you doing that you shouldn't be doing?

"When you are doing something that someone else on your team could 80% as well, you are probably wasting your time"

- Bobb Biehl -

What Leader should do: the highest priority, the most important, the most difficult, or risky work.

2. Are you delegating a Task, Project, or Function ? - ongoing Responsibility

3. What does success look like? What are the key deliverables/outcomes? - Journey to Target

## Four Stages of Delegation

- \* Assignment - What am I supposed to do?
- \* Authority - Will you let me do it?
- \* Accountability - Will you help me when I need it?
- \* Affirmation - Will you let me know how I am doing?

## Small group discussion: Personal Reflection

Read Exodus 18:13-23. Take time to personally reflect on the following questions:

1. If Jethro (Moses' father-in-law) were to observe your leadership, what might he say to you about delegation - "You're on a good track" or "What you are doing is not good"?
2. Take two minutes to make a list of activities and tasks that you do.
3. Look over your list. Can you think of someone who could do some of these activities/tasks eighty percent as well as you? Which ones? (Consider putting the persons' initials next to the activity/task).
4. Can you think of someone who could really develop and grow if you delegated to them? (Consider putting the persons' initials next to the activity/task).
5. What would the "win" be for you if you delegated more effectively?

Share with your small group: what is one action step for you as a delegator?

## Great Questions for Effective Delegation

### Rationale for Effective Delegating

- How would more delegation benefit you and others?
- What are the costs of not delegating more?
- What holds you back from delegating more?

### Identifying What To Delegate

- What could others do as well as or better than you?
- What are your repetitive tasks?
- What tasks can you document so others can follow the same path?
- What things don't you like doing AND don't do well?
- What delegation assignments could be important growth opportunities for others?
- Are you delegating a task, a project or a function?

### Finding An Assignee

- What background, character, competency and capacity are required?
- Who is ready for a new challenge?

### Keys to Effective Delegation

- Are there any non-negotiables about the pathway to achieve the outcomes?
- What authority is being delegated?
- What decisions can the assignee make? What input or dialogue is required before taking action?
- What training and/or support is available to the assignee?
- What outcomes and deliverables are needed for success?
- How and when will you provide feedback, correction and/or encouragement?

From: Great Questions for Leading Well, Dr. Steve Brown.  
Arrow Leadership. [store.arrowleadership.org](http://store.arrowleadership.org)

## 4. Encourager: Motivating and building team morale

**“Therefore encourage on another and build each other up…” - 1 Thessalonians 5:11 -**

In the last seven days, have I received recognition or praise for doing good work?

“In the perception of employees generally, praise is painfully absent from most companies and the workgroups within them. Less than one in three employees can give a strongly positive answer to the statement ‘In the last seven days, have I received recognition or praise for doing good work?’” At any given company, it is not uncommon to find “between one-fifth and one-third of the people disagreeing with the item, as if to say, “not only have I not received any praise recently; my best efforts are routinely ignored.”

“… employees who do not feel adequately recognized are twice as likely to say they will leave their company in the next year.” Praise and recognition can account for a “…10~20% difference in productivity and revenue, and thousands of loyal customers to most large organizations”

### 5 Keys to Being an Encourager

1. Embrace Your Role
2. Encourage Corporately
3. Encourage Individually
4. Encourage Specially
5. Encourage Regularly

### Small group discussion: Encouraging Your Team

1. What’s the best way for someone to encourage you? (I.e.: when, how, what kind of encouragement, etc.)
2. What are the top three common stumbling blocks to intentionally encouraging team members?
3. What are your best ideas, practices and solutions to overcome these common stumbling blocks?

## 12 Keys to Greater Employee Engagement

After Gallup's 10 million employee and manager interviews, spanning 114 countries and conducted in 41 languages, they identified twelve keys that significantly and statistically contribute to greater levels of employee engagement. The twelve are listed below in the form of questions.

1. How would more delegation benefit you and others?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

From: 12: The Elements of Great Managing, Rodd Wagner and James K. Harder. Gallup Press, 2006.

**“Every Christ-follower should embrace the fact that God has a significant purpose for him or her in His mission.”**

**- Steve Brown, Leading Me -**

## 33 Ways To Show Appreciation to Volunteers

Volunteers are the lifeblood of your church. In fact, your church literally wouldn't exist without them! Small actions often show your true feelings about your volunteer teams. Why not pick a few things from the list below and try them this weekend at your church?

1. At the beginning of every shift, make sure team leaders cast the vision for why volunteers are critical to your ministry.
2. Visit every service area that you're responsible for this Sunday and say, "Thank you!"
3. Send birthday cards.
4. Every time a volunteer serves, send a "what to expect" email three or four days in advance.
5. Assign key people to spend time with new volunteers on the first weekend they serve with you.
6. Take time during the message to brag about how amazing your volunteers are.
7. Get to know what's happening in your volunteers' personal lives.
8. Make sure there's enough work for volunteers to do when they arrive. Don't waste their time!
9. Always have food available before or after they serve.
10. Make it easy for your leaders to send regular thank-you notes to their team members.
11. At the end of every shift, find out what your volunteers think could be improved for the future.
12. Open up leadership development opportunities for volunteers to advance in the church.
13. Don't impose new policies and procedures without talking them through with your team.
14. Throw parties regularly!
15. Write letters of reference for students who volunteer with you.
16. Show your team the "impact emails" you get about how great your church is.
17. Create easy off ramps ... don't lock your team into perpetual service!
18. Send a press release to your community paper celebrating your team when they do something "above and beyond."
19. Make sure your volunteers are the "first to know" about exciting things happening in the future of your church.
20. Give them a team t-shirt.
21. Make sure everyone gets and wears a name tag.
22. Use quotations from your team members in your annual report or other donor-targeted communications.
23. Calculate how many hours your volunteers have served in that past year and celebrate it!
24. Reinforce regularly with paid staff that our #1 role is to support your volunteers.
25. Take photos of your volunteers serving and post them on social media channels.



26. Make sure your volunteers have the best equipment you can afford for them to carry out their work
27. Create easy channels for your volunteers to communicate with the church leadership.
28. Insist that the church reimburses them for out-of-pocket expenses.
29. Send volunteers a hand-signed Christmas card.
30. Have good coffee available when they arrive.
31. Allow core volunteers to gain influence and take on more responsibilities.
32. Take at least one volunteer out every week to thank them and get to know them better.
33. Buy 10 books that have impacted you and give them to 10 outstanding volunteers.

From: 33 Ways to Show Appreciation to Volunteers at Your Church, Rich Birch. UnSeminary Magazine, 2013. [www.unseminary.com](http://www.unseminary.com)

## 5. Developer: Growing individual and team capacity

**“Trying to build leaders by regularly exposing them to your brilliance guarantees a lack of development. You will not have allowed anyone around you to show up with solutions outside the reach of your own personal headlights. If your employees believe their job is to do what you tell them, you are sunk.”**

**- Susan Scott, Fierce Conversations -**

Imagine you had three years left in your role/ministry. What would your top priorities be?

**So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.**

**- Ephesians 4:11~13 -**

**Key Practices of a Developer - 1 Thessalonians -**

**Love (2:8, 2:17), Prayer (1:2, 3:10~13) Example (1:5~6, 2:9~10)**

**Perspective (1:4~10), Encourager (2:11, 3:1~3), Teacher (2:14, 4:3ff)**

## Small group discussion: Developing Others

1. Think of a person or experience that has been key to your development as a person or leader.
2. What are some next steps for you to be more intentional as a developer?

## Great Questions for Team Leaders

### Team Leader

- How are you being an example to your team? Where are you not?
- Are you leading people like a shepherd or driving them like a cattle rancher?
- When are you praying for your team?
- When was the last time the team and/or each team member received clear feedback on their performance?
- Who could you/should you encourage?
- What milestone or accomplishment needs to be celebrated?
- If you had two more hours a week to invest in others, how would you use this time?
- How could you get feedback on your team leadership?

### Team Health Check

- On a scale of 1-10 (10 highest), what is the level of trust on your team?
- Is your team engaging conflict well?
- Is the mission clear to everyone on the team?
- Is there an “elephant in the room”? Issues that haven’t been addressed?
- When was the last time the team had fun together?
- Does every team member know what is expected of them?
- Does every team member have the resources needed to do their best?

### Evaluation

- What are the key performance indicators for your team?
- Who is in the right place with the right heart, character and skillset? Who isn’t?
- Who has untapped potential?

- Who has a flaw undermining their performance, fit or success? Are they aware of this flaw? How could you help them identify and address it?

### Outside the Box

- If you could hire one more team member, what would they contribute?
- What's missing from the team? What skills/gifts/experience is needed?

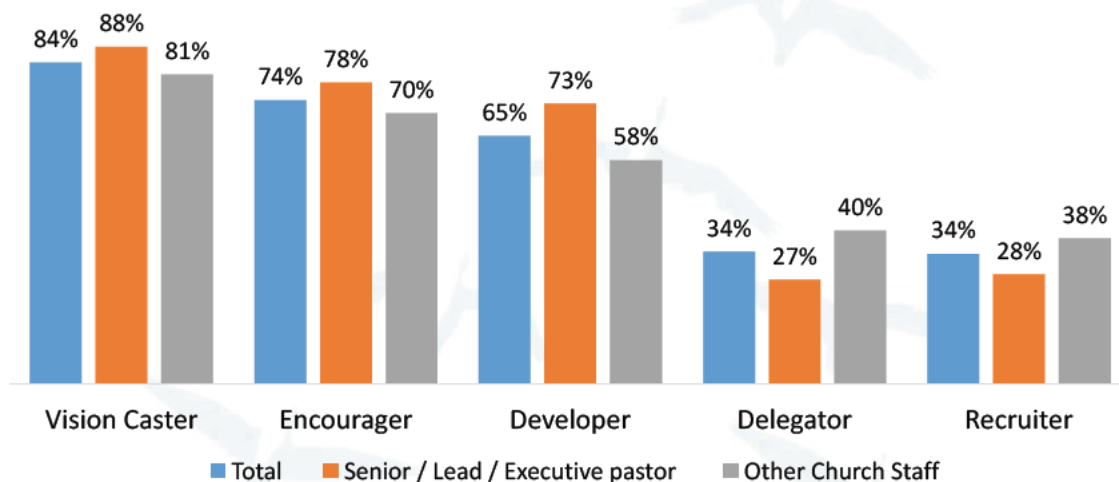
From: Great Questions for Leading Well, Dr. Steve Brown. Arrow Leadership [store.arrowleadership.org](http://store.arrowleadership.org)

### Ideas for Living It Out:

- Share CMCA vision with others and Invite them as a worker for Mosaic Cultural Ministry.
- Encourage your team members today.
- Check yourself what kind of leadership you practice in your team now or in the future.

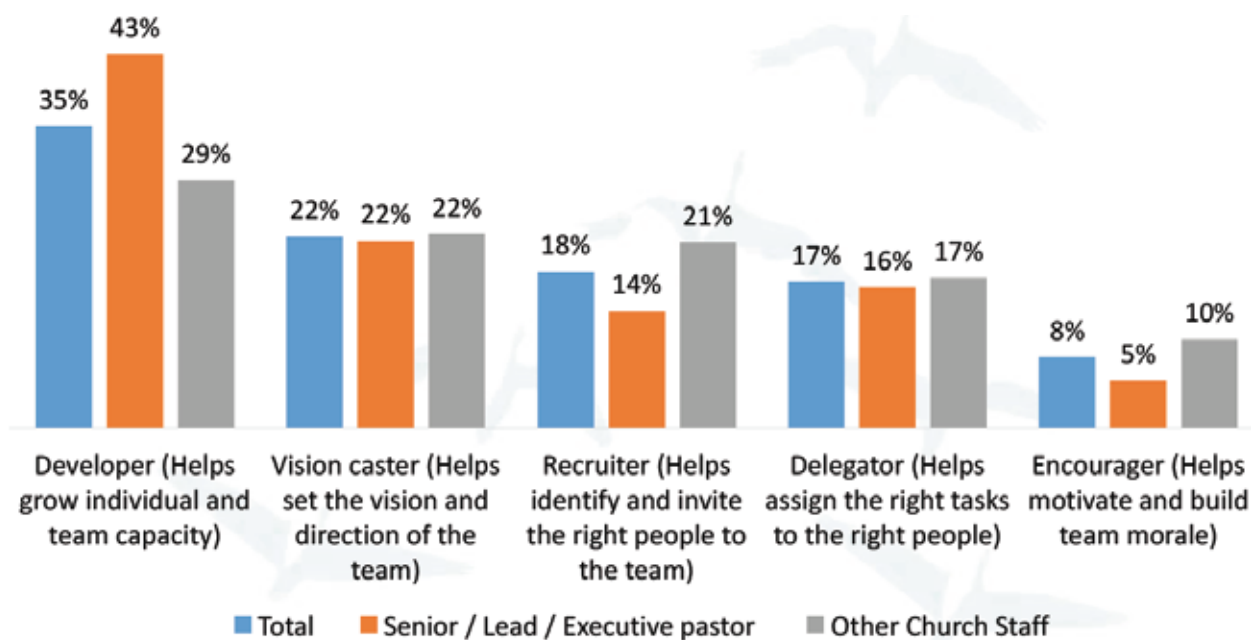
**Prayer: Dear Lord, let me learn the wisdom of teamwork through the geese and make me a good leader and a good team member as well. I pray in the name of Jesus Christ, Amen**

## Appendix



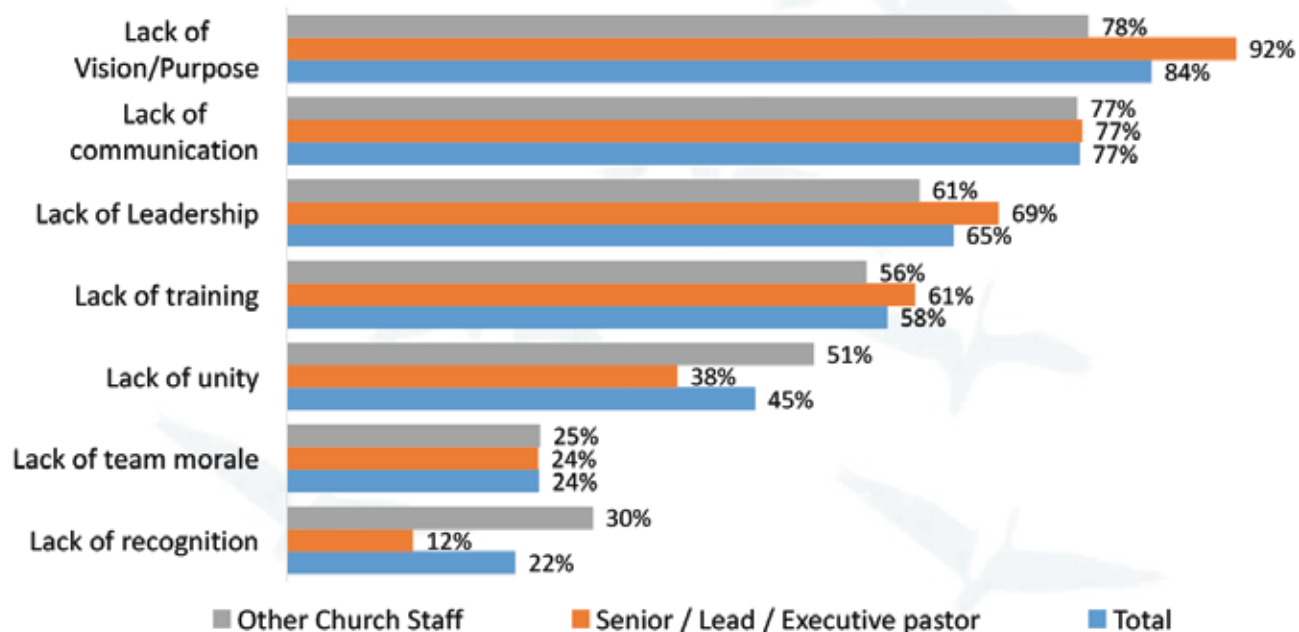
### Most Important Roles to them as a team leader

From: Page 7 in the Flying in Formation



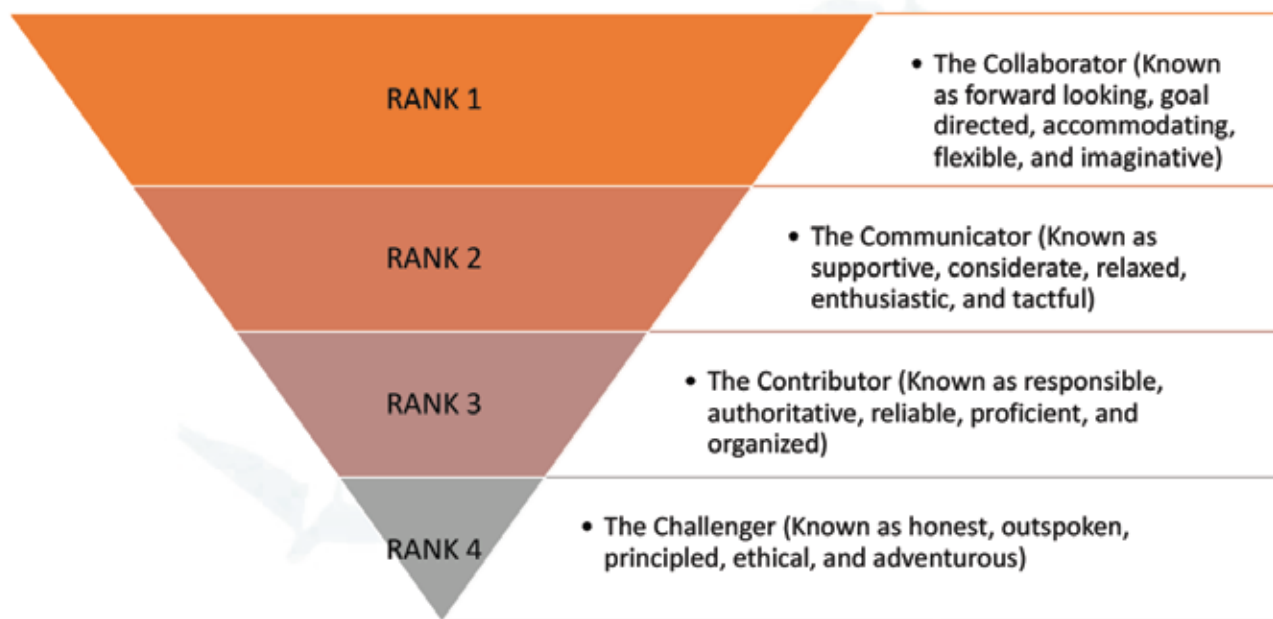
### Roles needing improvement in their development as a team leader

From: Page 7 in the Flying in Formation



### Obstacles they believe hinder the effectiveness of a team

From: Page 8 in the Flying in Formation



### Preferred role as a team leader

From: Page 8 in the Flying in Formation



## 150 Encouraging Words to Build Others

From page 28 & 29 in the Flying in Formation