

Cultivating an Effective, Collaborative & Empowering Decision Culture

*A catalyst to healthy growing churches who sustain a
sense of joy, commitment and fruitfulness in serving*

May the God who gives endurance and encouragement give you the same attitude of mind toward each other that Christ Jesus had, so that with one mind and one voice you may glorify the God and Father of our Lord Jesus Christ'.

Romans 15:6

Notes



'We proclaim him, admonishing and teaching everyone with all wisdom,
so that we may present everyone mature in Christ.
To this end I labor, struggling with all his energy, which so powerfully works in me'.
Colossians 1:28-29

DECISION CULTURE AUDIT

Actual vs Aspirational

- o What do you celebrate & give thanks to God for as you analyse your church culture?
- o Where do you identify gaps, recognising an opportunity to be more intentional in cultivating an effective, collaborative & empowering decision culture relevant to the size and dynamics of your church context?

HEALTHY & EMPOWERING Celebrate with Great Thanksgiving to God	BLIND SPOTS, GAPS, OR CONCERNS Challenges to Address

How will you sustain and continue to cultivate these strengths?

What are the priorities to address to enhance your capacity in developing vision / direction and a strategic MAP

CULTIVATING A STRATEGIC ATTITUDE & FRAMEWORK

THE TRUST CATALYST IN COLLABORATION



Empowered Team ...*creating opportunities for increased ministry & mission fruitfulness & joy in serving together*

Insight & Incentive*to be flexible & invest in relational strategies (even where sifting out of your comfort zone)*

Mutual Respect

Appreciation*for diverse gifts, strengths & approaches of style*

Understanding ...*people & challenges in your ministry context*

THE ART & HEART OF COLLABORATION

W o r t h E x p l o r i n g :

- What are the priority questions I consider vital to achieve clarity and confidence to move forward when deliberating major decisions? What information helps me to reach the 'tipping point'?
- How well do I know the perspective in this respect of all key decision makers in my context?
- What are the potential tension points in our team given our different perspectives and priorities?
- What are the relational strength temptations members of our team can succumb to that can erode a culture of trust and respect?
- How can we increase our effectiveness in communicating information and discussing issues so that our collective confidence, efficiency and effectiveness in collaborative decision-making is improved?
- What steps could we implement to enhance our collective "tipping point"?

The Significance of Cultivating Trust

The Five Dysfunctions of a Team¹ ~ Identified by Patrick Lencioni

Empowering a team to consistently function effectively requires extraordinary levels of courage and discipline! It is a significant challenge in leadership!

Dysfunction #1:

Absence of Trust

Without a certain comfort level among team members, a foundation of trust is impossible.

Observe:

- Team members reluctant to be vulnerable and engage openly with one another
- Lack of understanding & respect for diverse strength styles, approaches, habits...
- Unwilling to admit mistakes, acknowledge struggles or weaknesses, or to ask for help

Dysfunction #2:

Fear of Conflict

Trust is critical. Without trust teams are unlikely to engage in unfiltered, robust, passionate and productive debate to resolve key issues.

Observe:

Desire to preserve artificial harmony. This stifles 'healthy' conflict and creates two problems.

- i. Increases the likelihood of destructive, back channel sniping, and the emergence of a critical culture
- ii. Sub-optimal decision-making because the team is not benefiting from the true ideas and perspectives of its members, nor the synergy and shaping that emerges from 'iron sharpening iron'

Dysfunction #3:

Lack of Commitment

Without 'healthy' conflict, it is extremely difficult for team members to truly commit to decisions because they don't feel that they are part of the decision.

Observe:

- Lack of clarity – resulting in ambiguity and confusion
- Low buy-in - teams members rarely stick to decisions
- Frustration and disengagement among team members

Dysfunction #4:

Avoidance of Accountability

When teams don't commit to a clear plan of action, peer-to-peer accountability suffers greatly. Even the most focused and driven individuals will hesitate to call their peers on counterproductive actions and behaviours if they believe those actions and behaviours were never agreed upon in the first place.

Observe:

- Desire to avoid interpersonal discomfort
- No peer to peer accountability or willingness to engage in 'fierce conversations' regarding behaviour & performance.
- Embeds an expectation of low standards in a team culture

Dysfunction #5:

Inattention to Results

When team members are not holding one another accountable, team outcomes are poor and anticipated results are rarely achieved. When this occurs, the ministry suffers and the team starts to unravel.

Observe:

- Pursuit of individual goals; underlying personal agendas influence outcomes.
- Individual position, status, recognition and results become more important than the collective team results



DECISION CULTURE: ENVISIONING TEAMS & COMMUNITIES

C u l t i v a t i n g c o l l a b o r a t i o n

CONFIDENCE TO DECIDE: *The Tipping Point*

Directive & Achiever	Influencer, Encourager, & Motivator
<p>BOTTOM LINE Quick and Efficient Facts Results Focused Pragmatic</p> <p>Grid Questions: What?Where? Will it?</p> <ul style="list-style-type: none"> • What is the bottom line? • What are the benefits? • What is the big picture? • Is it achievable? • Will it work? • What is the outcome (success) expected? 	<p>APPEAL TO PEOPLE & FUN Spontaneous and Impulsive Intuitive 'Feels right'</p> <p>Grid Question: Who?</p> <ul style="list-style-type: none"> • Who will be involved? • Who will I get to have fun with while we work on this? • Who will benefit? • Who came up with this concept? • Who has been influenced by this idea/decision/model etc (that I respect or admire)? • Who will this proposal appeal to?
Conscientious & Quality Control	Supportive & Consultative
<p>TRACK RECORD Factual Information Evidence Time For Analysis Considered</p> <p>Grid Questions: Why? ...What? How?</p> <ul style="list-style-type: none"> • Why would we invest in this idea? • What is the reason or principle driving this ministry initiative? • What is the track record? • Why is this option the best alternative? 	<p>SUPPORT GIVEN & RECEIVED Consultative Considerate and Concern for others Trusting</p> <p>Grid Questions: How?When?</p> <ul style="list-style-type: none"> • How will what you are proposing affect me in my work, my family, my life? • How will I do this? (<i>What process will be involved? What steps will I need to take?</i>) • How can I offer support? • How can I be equipped/coached/supported? • When does this need to be done by? • When do I need to make my decision?

CONFIDENCE TO IMPLEMENT: *Transforming Ideas & Vision into Reality*

Directive & Achiever	Influencer, Encourager, & Motivator
<p>Purpose identified Direction set and clear Achievable, cost effective goals Effectively resourced Pragmatic – considered highly likely it will work</p>	<p>Endorsed by respected leaders, guardians, gate-keepers Enthusiasm expressed by people in their community Significant, encouraging and positive influence upon people Flexibility to be creative & make adjustments High energy and ownership by others</p>
Conscientious & Quality Control	Supportive & Consultative
<p>Well researched with the rationale, driving factors and underlying principles clearly articulated in writing Evidence of trials, research or focus groups conducted with results accessible and clearly drawn upon in the final product Time to prepare adequately so that the process, steps and outcomes are all marked by high quality and careful monitoring</p>	<p>Strong support seen amongst those who will be impacted by the decision/vision... Seen to not generate relational tension, fear, concerns Advocates support and deepening of engagement in community Marked by collaboration and co-operation Clarity communicated – expectations, timeline</p>

CONFIDENCE TO TRUST: *Envisioning People Beyond Key Decision-makers*

People look for different 'cues' to discern to what extent they can trust the leader or team conveying a vision. 'Trust grid' influenced by a broad range of factors (e.g. family of origin, previous experiences in churches, cultural influences, preferred relating style...)

	Directive	Influencing	
To the Point Competent Capacity to deliver	Straightforward communication – clear & succinct Purpose stated Benefits & outcomes identified Track record of action, competence, providing required resourcing and achievement (<i>not just another good idea that will never be achieved</i>)	Open and transparent in conveying ideas & hopes Positive 'can do' attitude expressed - strong belief this is possible High energy & passion displayed Opinions valued: <i>invitation to contribute to ongoing shaping & development of vision</i> Inspiring stories & glimpses into the impact upon people's lives	Inspiring, enthusiastic language stirring dreams, imagination, yearning High energy Passion
	Conscientious	Supportive	
Documented Evidence High Standards	Written proposal citing evidence, research & rationale Timeline for each stage Carefully budgeted History of high standards & achieving quality of results Track record of follow-through Plans to monitor and review progress established Accountability structure defined and adhered to	Embracing of people from all backgrounds & perspectives – <i>avoids alienating or offending constituents</i> Sense of genuine relational connection & sincerity (<i>in communication and in the focus of what is proposed</i>) Clearly emerging from a genuinely consultative process Clarity on involvement, expectations & timeline Empathy & understanding of different people's needs & contexts	Compatibility Relational connection & sincerity Depth of Consultation

CONFIDENCE TO TRUST / REACH TIPPING POINT ERODED: *Relational Temptations*

Directive	Influencing
Too consumed by achieving a decision or result to allow people time to consider implications, express their concerns or contribute creative alternatives ... desire to be efficient & not waste time ↳ <i>SO people may feel pressured, alienated or squashed</i>	Shade or reframe truth Using language to over-idealise a situation ... desire not to lose face, respect, approval ↳ <i>SO people may assume you're exaggerating and not being realistic therefore "buy-in" less to your ideas</i>
Conscientious	Supportive
Judge too quickly & too harshly where failure to meet high standards or adhere to principles ... without taking time to understand why ↳ <i>SO people may become reluctant to contribute for fear of being criticised or not being good enough</i>	Hide feelings, concerns, objections Procrastinate on decisions until complete consensus ... for the sake of peace and harmony ↳ <i>SO people may feel frustrated that they never know your opinion or how you really feel</i>

CONFIDENCE IN PROGRESS: *Barometer*

Directive & Achiever	Influencer, Encourager, & Motivator
Is it efficient? Is the impact strategic? Is it producing effective results?	Is it generating energy and enthusiasm amongst those involved? Is there a strong level of engagement? Is it exerting a positive influence? Is it producing encouraging feedback?
Conscientious & Quality Control	Supportive & Consultative
Is it producing quality results? Is it being carefully monitored and is the data indicating the project/ministry is on track and maintaining high standards? Is the timeline for a formal evaluation/s confirmed, with the criteria and process to be used clearly defined?	Are people feeling supported? Is this meeting a real need? Do people feel they were adequately consulted before this commenced? Is it providing an opportunity for a deepening of relationships and community life? Does the leader/team display sincerity and genuine interest/concern?

Notes



Resources:

Decision Toolkit

DECISION SCENARIOS

'St Something By the River'

The beautiful old pews in 'St Something By the River' were badly damaged after a sudden devastating flood.

They have to be replaced.

This will be a major change and generate significant angst for many parishioners. The Vicar, Wardens and Vestry want to make the right decision.

'St Something In the Inner City'

'St Something In the Inner City' is a small struggling parish.

Demographics in the surrounding local community have changed dramatically in the past 10 yrs. Anglo-Saxon to multicultural. Old derelict breweries and warehouses converted into apartments with secure entrances and office blocks. A re-opened school and newly built hospital draws professionals and young families into the area. A vibrant art and café culture is emerging. The clothing production trade is flourishing as more and more designers move into back lane shared studios. Amongst all this a culture of homelessness and poverty remains - but submerged and hidden.

The church community are encouraged by their recent experience of welcoming new people who express not only a desire to stay and be a part of church life, but also a heart for mission and ministries of compassion and justice. This re-energies the faithful, weary long term parishioners.

At the vestry planning day they brainstorm ideas on how to intentionally connect with people living and working nearby.

They decide to explore a Saturday brunch 'fresh expression'.

'St Something in the Suburbs'

'St Something in the Suburbs' is a traditional church with 7am Holy Communion and a 9am Sung Eucharist with robed choir.

Families who visit don't tend to settle in the parish.

After careful thought and prayer the Vicar and Vestry have raised the possibility of starting a new pioneer style ministry that creatively engages with families in the wider community under the responsibility of the new assistant curate. It will include a contemporary service that intentionally caters for toddlers & primary children.

EFFECTIVE COLLABORATION IN DECISIONS

Harnessing Wisdom, Discernment, Confidence & Efficiency



The Car Park

People often raise questions or issues that are important, yet not relevant to the current decision being considered. It's easy for these to become a distraction, particularly if the person who raised it feels very strongly about the matter.

To keep the team focused on the task at hand, yet convey that this issue has been noted and will be given due consideration later, the chairperson writes it on the 'cark park'.

Affinity Process



If brainstorming multiple ideas, ask people to write one idea per post-it-note.

To analyse the results, note the common ideas and links. Bundle these together. It is often very insightful to see what emerges, both the content suggested and the weight or priority given to this by the group as a whole (represented by the frequency an idea recurs).

Ideas for use:

- New ideas to develop a ministry
- Concerns to address if a proposal is to proceed
- Identifying Core values

Decision/Risk Grid

Team members are encouraged to develop a set of questions that increases their effectiveness in risk thinking and in pausing to consider the implications of a decision before acting. This grid becomes a disciplined habit of asking 5 questions:

- Who* is impacted?
- How* are they impacted?
- What is the *significance* of this impact?
- What are the *implications* that will need to be considered in respect to this decision?
- Therefore, should the *timeline* be deferred or the decision itself be altered or reversed?

In shorthand: who, how, significance, implications, and timeline

Advantages:

Conveys pastoral concern, prevents costly complications, ensures the best option in respect to timing, strengthens team confidence and buy-in (envisioning), and improves outcomes.

Multi-Voting



This may be used in a number of scenarios

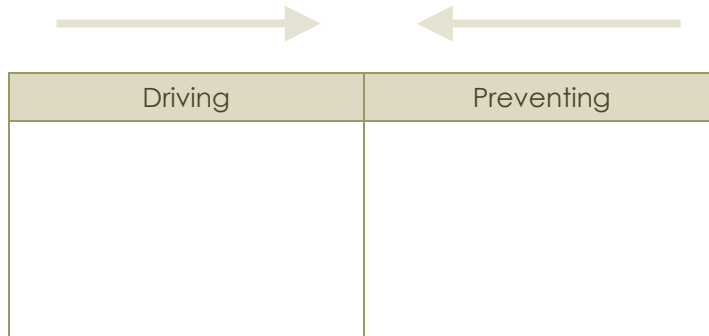
- Setting priorities after brainstorming long lists
- Where people are selecting between several alternative options. Write one option per poster and place these around the room.

Provide people with 3 dots (or 6 if a large number of options to vote for) of one colour and 1 dot of another colour – this latter dot is the 'HOT' dot. It is equal to 5 votes whereas the other colour is worth only 1 vote per dot. Participants place their dots as per their preference. Add up the total value of votes. This indicates the most preferred option overall.

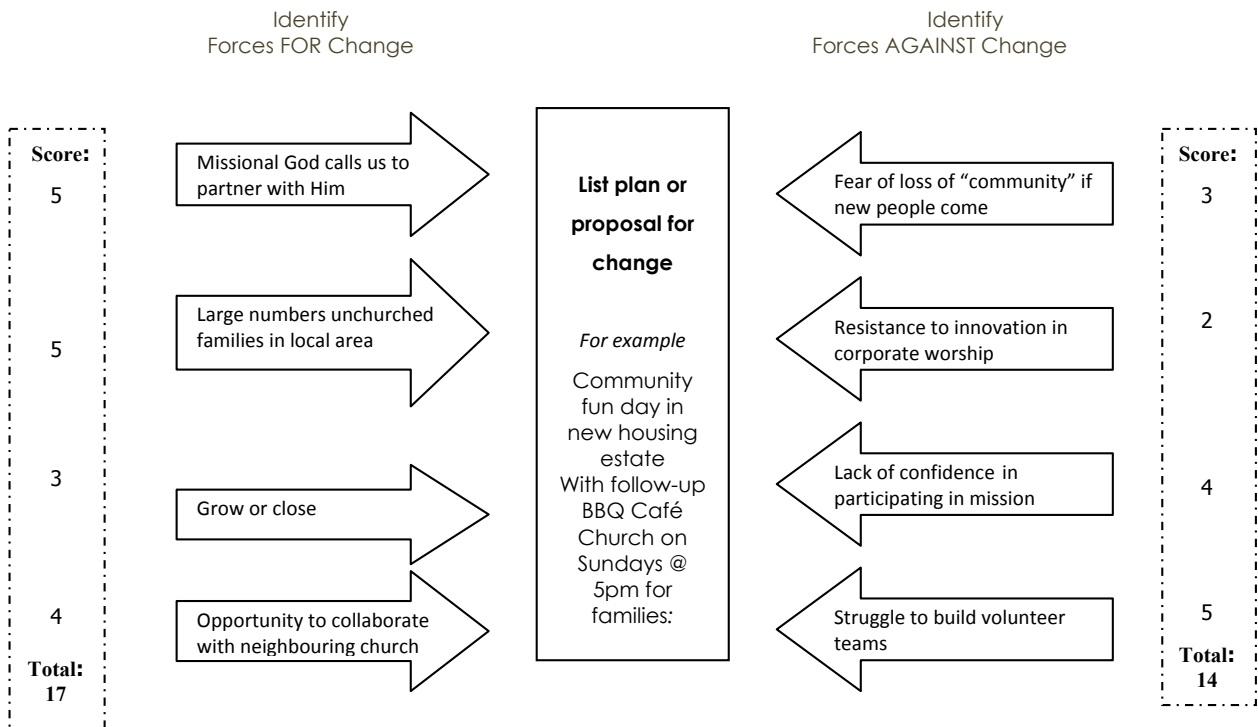
Force Field Analysis

Simple format:

Identify factors driving (*enabling, facilitating...*) and factors preventing (*subtly leading to resistance or actively blocking...*)



In-depth Format:



Therefore 17:14 weighted in favour.

- Assign a score to each, with 1 = weak and 5 = strong
- Analyse your reflections and consider:
 - i. What steps can you take to reduce the forces opposing this possibility?
 - ii. What steps can you take to strengthen the forces driving this possibility?
 - ...In this example, how could the 17:14 be altered to say 18:6 so that there is a greater sense of ownership, participation, feeling equipped and confidence amongst this local church community in implementing this idea?
- Insights that emerge from this process help to determine the viability of the idea, the timing of implementation, and if you proceed help to shape the detailed planning so that the 'mission action plan' is effective

GAP Analysis

CURRENT STATUS

Assessing: Where are we now?

Tools

Parish Survey

Grid Analysis, *for example*

- 6 Marks Mission in Worldwide Anglican communion
- 7 Marks of Healthy Church

Postcode analysis

NCLS Report

NCD Report

ABS Analysis (local and regional)

Community Survey

Church Survey

SWOT Analysis

PREFERRED FUTURE

Dreaming: What do we long for God to do in our midst?

What would we like to experience as a community in 5, 20, 20 years?

THE GAP

Identify

The Gap

Identify and Address

Goals and Practical Steps to Bridge the Gap

Resources and Enabling Factors

Barriers and Resistance Factors

SWOT Analysis

STRENGTHS	Strategies To Harness and Develop
WEAKNESSES	Strategies To Overcome
OPPORTUNITIES	Strategies To Capitalise
THREATS	Strategies To Counteract

Matrix:
Cost Benefit Analysis



BENEFITS GAINED	NEUTRAL	COST INCURRED
Measurable Quantative & Qualitative		
Intangible		

M a t r i x :

Meeting Identified Needs

Decision by Highest Overall Rating [Point Scale]

Options	Criteria / Priorities Identified					Total Score
	1.	2.	3.	4.	5.	

Rating scale:

1 = poor through to 5 = strong alignment

Worth noting:

- Identify which option has the highest overall score
- Agree upon any criteria that are non-negotiable, i.e. the option must demonstrate a high score in meeting this need/priority. If low, the option is therefore not best solution even if it rates the highest overall score.
- Where a decision is a close competition between good choices, it's helpful to define each level of the 1 – 5 rating. This approach will heighten the capacity to make an effective and objective decision

M a t r i x :

Meeting Identified Needs

Decision by Weighted Rating [Ratio Scale]

Options	Criteria / Priorities Identified								Total Weighted Score				
	1.	W:	2.	W:	3.	W:	4.	W:		5.	W:		

Rating scale:

1 = poor through to 5 = strong alignment

Weight:

1. Weight allocated to criteria that are helpful, useful, an added bonus but not essential
2. Weight allocated to criteria considered highly desirable
3. Weight allocated to criteria considered essential, non-negotiable

M a t r i x :

Meeting Identified Needs

Adapted for Interviewing Staff

APPOINTMENT CRITERIA		Rating	Name: Interview Notes
High Priority Attributes			
1			
2			
3			
4			
5			
6			
7			
8			
Valued Attributes [Ideal but not essential; lower priority]			
9			
10			
11			
12			
Overall Rating			







Interview Grid	Rating
Never observed and/or no transferrable skills of this attribute observed in another context (as stated by interviewee; or unable to discern from interview, documentation or referee)	0
Very poor skills and capacity (possibility a blind spot)	1
Able to perform but to a low standard	2
Able to perform with reasonable abilities but not an alignment of strengths, experience, expertise, special interest, passion (nor an area that energises)	3
Competent skills and capacity to achieve outcomes but requires direction or close supervision	4
Competent skills and capacity to achieve outcomes. Doesn't require direction or close supervision; organised, forward plans. Clearly a strength and an alignment of experience, expertise, special interest, passion	5
As per rating 5, plus the capacity to think and act strategically, network effectively, and develop this sphere of responsibility to the next level	6

M a t r i x :

De Bono 6 Hat Thinking

Designed to encourage a group to invest time considering different perspectives that in the long run will help to achieve a successful and 'owned' outcome.

Team members wear the same 'thinking hat' at the same time as they process an idea from decision to implementation

Thinking Hat	Focus	Insights
 Blue Hat	<ul style="list-style-type: none"> • Process control • Set ground rules for discussion <p>The Chairperson needs to exercise this type of thinking throughout discussion</p>	
 White Hat	<ul style="list-style-type: none"> • The objective neutral viewpoint • Available data – present and historical • Past trends • Gaps in the data • Learn from this information? <p>This is where you analyse past trends, and try to extrapolate from historical data.</p>	
 Red Hat	<ul style="list-style-type: none"> • Intuition • Gut reaction & opinion • Engage with emotions - how do you feel? How do you think other people will feel? 	
 Black Hat	<ul style="list-style-type: none"> • The pessimistic viewpoint • Look at it cautiously & defensively • Why might it NOT work? <p>This thinking is important because it highlights the weak points in a plan. It allows you to eliminate, alter or prepare contingency plans to counter them. Black Hat thinking helps to make your plans 'tougher' and more resilient. It can also help you to spot fatal flaws & risks before you embark on a course of action.</p>	
 Yellow Hat	<ul style="list-style-type: none"> • The optimistic viewpoint • Positive attitude • Constructive thinking to make it happen (<i>effectiveness rather than novelty</i>) • Identifying the benefits • What is the value in this idea? <p>Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.</p>	
 Green Hat	<ul style="list-style-type: none"> • Creativity • Other ways of doing things • Identifying the alternatives <p>This is where you can develop creative solutions to a problem. It is a freewheeling way of thinking, in which there is little criticism of ideas.</p>	

Grid Analysis:
Scenario Analysis

	Experience / Outcomes What would you see?	Implications For all Stakeholders	Action
WORST CASE SCENARIO			<i>To Successfully Prevent...</i>
BEST CASE SCENARIO			<i>To Successfully Achieve...</i>
NOT PURSUING THIS IDEA			<i>To Successfully Manage...</i>

Resources:

**Cultivating
Strengths in
Relational
Leadership**

EXPLORING STYLE PREFERENCES

An opportunity to identify & put in place **strategies to prevent or address 'tension points'** in teams that without action can undermine effective and collaborative engagement

Instructions:

- Simply place a symbol that indicates your preference for each of the 8 "P's" when you're feeling energised
- Place a different symbol that indicates your preference for each of the 8 "P's" when you're feeling stressed/pressured
- Discuss your preferences with team members and the insights and ideas that emerge as you explore how to best relate to one another to encourage each to contribute with energy and confidence

Pace:



Priority:



Perspective:



Processing Ideas:



Generally views are carefully formed & thought through before expressed

Often views evolve in conversation. An opinion or suggestion is not always a final recommendation

Permission



Act first & ask forgiveness later

Seek permission & approval before acting

Practice / Procedure



Potential Risk



Proposals



Interactive Exercise

TOP 10 TO THRIVE!

Directive & Results [Active, Task, Questioning]

- Pragmatic Approach
- Challenges
- Taking Risks
- Change
- Choices
- Direct Answers
- Objective Conversation – Not Emotional
- Efficient Decisions
- Wide Scope of Responsibilities to Operate in
- Efficiency
- Resources and Decision Capacity to Achieve Outcomes
- Opportunity for Individual Accomplishment and Acknowledgment of Success
- Influence and Shape the Culture of the Team *(efficient, productive, high outcome – how people work)*
- Freedom from Control and Close Supervision
- A Sense of Purpose & Direction
- Sustaining Momentum
- Quick Results

Influencer & Motivator [Active, People, Accepting]

- Fun Approach
- Relational Connection
- Enthusiastic, High Energy Engagement
- Brainstorming Creative New Ideas & Options
- Stimulating Debate
- Juggling Balls
- Flexibility *(avoiding boredom)*
- New Opportunities
- Public Recognition & Feedback – By People They Respect
- Freedom from Control & Details
- Connection with Key Leaders & Influencers
- Influence and Shape the Culture of the Team *(the way ideas are processed and people relate)*
- Opportunity to Express and Explore Feelings
- Democratic Relationships (Equality)
- Their opinion listened to
- Contribution valued



Conscientious & Quality [Thoughtful, Task, Questioning]

- Punctuality
- Consistency & Reliability
- Time to do Quality Work
- Time and private space to prepare
- Facts
- Objective Conversation – Not Emotional
- Time to Analyse
- Limited Exposure: Public Role & Relationships
- Personal Autonomy
- Opportunity to Research all the Implications & Potential Alternatives
- Colleagues who Value High Standards and Produce Work of a Consistent High Quality
- Advised of Issues Prior to a Meeting where a Decision is Required
- Privacy Respected

Supportive & Consultative [Thoughtful, People, Accepting]

- Sincerity in all Interaction
- Consultation, *ensuring all views given an opportunity to be heard*
- Culture of Being Listened to
- Genuine Expression of Care amongst Team Members
- Status Quo
- Relational Stability
- Time to Adjust to Changes and Consider all the Implications before needing to Take Action
- Expectations Clarified, *preferably in person and in writing*
- Sincere Appreciation
- Opportunity to Specialise
- Limited Focus & Scope of Responsibilities to Develop Expertise
- Traditional (Familiar) Practices & Procedures
- Identification with the Leadership Team

A Biblical Survey of Community Building Practices

"...in Christ we who are many are one body & each member belongs to all the others" Romans 12:5

AFFIRM

1. Affirm one another's equal importance in Christ.

- Romans 15:7: "Accept one another, then, just as Christ accepted you"
- 1 Corinthians 12:25: "Have equal concern for each other"
- 1 Peter 5:5: "Clothe yourselves with humility toward one another"
- James 2:1: "Don't show favouritism"

2. Affirm one another's strengths, abilities, and gifts.

- Romans 12:10: "Honour one another"
- James 5:9: "Don't grumble against each other"
- Romans 12:3-8: Confirm the gifts of one another

3. Affirm one another through visible affection.

- Romans 16:16: "Greet one another with a holy kiss"
- James 1:19: "Be quick to listen, slow to speak"
- Ephesians 4:32a: "Be kind and compassionate to one another"
- 1 Thessalonians 3:12: "[May] your love increase and overflow for each other"

4. Share one another's space, goods, and time.

- Romans 12:10: "Be devoted to one another in brotherly love"
- 1 Peter 4:9: "Offer hospitality to one another"
- Galatians 6:10: "As we have opportunity, let us do good"

5. Share one another's needs and problems.

- Galatians 6:2: "Carry each other's burdens"
- 1 Thessalonians 5:11: "Encourage one another"
- Hebrews 3:13: "Encourage one another daily"

6. Share one another's beliefs, thinking, and spirituality.

- Colossians 3:16: "Teach and admonish one another"
- Ephesians 5:19: "Speak to one another with psalms, hymns, and spiritual songs"
- Romans 12:16: "Live in harmony with one another"
- 1 Corinthians 1:10: "Agree with one another"

7. Serve one another through accountability.

- James 5:16: "Confess your sins to each other and pray for each other"
- Romans 15:14: "Instruct one another"
- Ephesians 4:25: "Speak truthfully"
- Ephesians 5:21: "Submit to one another out of reverence for Christ"

8. Serve one another through peace making, forgiveness and reconciliation.

- Ephesians 4:2: "Be completely humble and gentle; be patient, bearing with one another in love"
- Romans 14:19: "Let us therefore make every effort to do what leads to peace & to mutual edification"
- Colossians 3:13: "Forgive whatever grievances you may have against one another"
- Ephesians 4:32: "Be kind and compassionate to one another, forgiving each other just as in Christ God forgave you".
- Galatians 5:25: Don't provoke or envy one another
- James 4:11: "Do not slander one another"
- Matthew 5:23-24; 18:15-20: Re-establish broken relationships with one another

9. Serve one another's interests rather than our own.

- Hebrews 10:24: "spur one another on toward love and good deeds"
- Romans 13:9: "let no debt remain outstanding, except the debt to love one another"
- Romans 15:1-2: "Don't please yourself but please others"
- Colossians 3:9: "Do not lie to each other, since you have taken off your old self with its practices, and have put on the new self which is being renewed in the image of its Creator."
- Galatians 5:13: "Serve one another"

SHARE

SERVE

A Biblical Survey of Community Building Practices

I d e a f o r C r e a t i v e E n g a g e m e n t

Conversation Framework

- Explore the biblical truth and wisdom conveyed in the 'One Another' reference in the context of the wider passage
- Explore the heart of how God calls us to live in these 'One Another's'. Identify concrete examples of what this would look like in our community.



- ~ What is happening that we can celebrate and give thanks to God for?
- ~ If we took a risk and dared to dream, what it could look like?

- What attitudes, priorities, blind spots, ways of relating... would need to shift in us for this to be experienced? Or, where we observe encouraging signs of this in our community, what would need to shift in us for it to be sustained and to flourish?

Conversation Process

- Depending on numbers interacting, break people into 3 groups (to explore the 'affirm, share, serve' categories), or into 9 groups to explore the sub- categories of each theme.
- Allow time for buzz groups to interact
- Feedback to the wider group
- Open forum to explore insights and implications as opportunities to implement steps that will help to build healthy growing communities are identified

Ideas for Use

- Vestry / Church Council meetings (*providing reflections together over a year during meetings as the challenges of leadership and living as a missional community are explored*)
- Team Engagement
- Wider Church Meetings
- Leadership Training Days
- Small Groups

Effectiveness in Delegation

Level of Delegation	Responsibility & Freedom	Examples
5	Team member is fully empowered to initiate, plan and complete the project, reporting is a routine matter. Authority and responsibility are clearly delegated.	
4	As above, the team member is empowered to initiate, plan, decide and act, but needs to report to the team leader immediately the task or project is actioned.	
3	A team member is empowered to make a decision and act only after consulting or receiving and considering advice from their team leader.	
2	Team members research and prepare a formal recommendation in relation to a decision or action, the team leader accepts or modifies the recommendation and makes the primary decisions around the task himself or herself. The team member then carries these out.	
1	Team members may be invited to contribute to general discussion, however the team leader makes all decisions around a particular task or project to be delegated. The team member simply carries out detailed instructions.	

Resources:

AUDIT TOOLS

Auditing Vestry: CULTURE OF ENGAGEMENT

No	Audit Question	Significant Strength	Encouraging signs, emerging strength	Ad hoc, poorly done or Blind spot
	Identify strengths to give thanks to God for Identify high priority areas to develop to the next level	To harness to sustain in culture	To cultivate to imbed in culture	To tackle to transform culture
1	Members arrive for meetings well prepared, having pre-read all relevant papers			
2	Members promptly follow up delegated areas of responsibility and action (to implement decisions, or to research and prepare for subsequent decisions)			
3	Issues are addressed promptly			
4	Displays a collective strategic mindset			
5	Committed to a common purpose and direction			
6	Agenda structure and process allocates appropriate time to consider items			
7	Adequate time is given to important issues. The agenda is not dictated by the demands of the urgent (critical and unimportant)			
8	Does not display a pattern of consistently evading or procrastinating on minor decisions			
9	Does not display a pattern of consistently evading or procrastinating on major decisions			
10	Risk taking is embraced with a healthy balance of wisdom, evaluation and courage			
11	Displays a good understanding of the link between risk and the need for consultation when deliberating decisions			
12	Discussions and decisions are marked by an expression of respect and trust			
13	Displays cohesion, balanced participation and effective collaboration			
14	Mistakes are acknowledged without blaming others or making excuses			
15	Members are open to constructive critique and recommendations			
16	Members display a generosity of spirit towards those who express polarity in perspective. Refrain from interrupting before others have expressed their opinion			
17	Members display a confidence to engage in 'fierce conversations' to identify the best way forward			
18	Members take the initiative to ask questions of clarification rather than make assumptions			
19	Members display a willingness to be pushed outside of their comfort zone			
20	Members are prepared to challenge and hold one another to account, and do so with a spirit of grace			
21	Tensions are resolved before they escalate into major conflict			
22	Members display a Kingdom mindset rather than driven by personal or hidden agendas in decision making			

TRIGGERS OF 'PARALYSIS' IN STRATEGIC LEADERSHIP TEAM CULTURE

Catalysts in eroding:
effective, timely decisions that result in fruitful outcomes

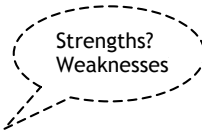
No	Audit Assessment: Strategic Leadership Team Core Groups ~ Vestry, Wardens, Staff, Ministry Team Leaders....	No evidence	Ad hoc glimpses	Consistent pattern
1	'Groupthink' prevails. The lone dissenting voice is rarely given adequate time to explain a different view			
2	Attitudes and assumptions are never questioned / reviewed			
3	Excessively consultative leading to a sense of stagnation and decay rather than momentum in moving forward			
4	Fear of conflict resulting in discussions being shut down quickly where they develop an uncomfortable edge or degree of robust engagement			
5	Fear of Failure			
6	Fear of loss of reputation			
7	Fear of mediocrity. Overly perfectionist			
8	Judgement is rarely suspended in brainstorming			
9	Lack of creative investment in celebrating milestones and achievements			
10	Lack of research or consultation to inform decisions. Generally made on gut instinct and current knowledge base only			
11	Lack of robust debriefs reviewing previous decisions to extract insights and lessons learned			
12	Lack of strategic thinking and intent when making decisions			
13	Lack of willingness or comfortableness to be flexible and make decisions to "shift course" quickly where an action taken or programme initiated is not effectively achieving it's purpose			
14	Low levels of respect and valuing of different styles, views, backgrounds. Withholding of views in meetings. Discovery of dissent post decisions			
15	Low levels of trust			
16	No agenda schedule (i.e. annual plan of issues to be addressed on proactive, cyclic basis in addition to business arising]			
17	Overtly concerned for consequences of risk-taking (therefore risk averse)			
18	Perceived blocks posed by influential gatekeepers no longer in roles of positional authority but still influential			
19	Problems always taken @ face value and not analysed and reframed to discover and address the root cause or trigger point			
20	The tyranny of the urgent/not urgent but not important frequently outweighs time invested in the important			
21	Ungodly, unhealthy patterns of relating			
22	Veneer of "niceness"			

MINISTRY CULTURE AUDIT

Actual vs Aspirational

- Where do you celebrate & give thanks to God for what He has developed in your team/church culture?
 - Where do you identify gaps, recognising an opportunity to be more intentional in cultivating an encouraging, healthy, effective & empowering team culture?
1. Created a deeply ingrained **God honouring culture** that invites people to love and worship God with all their hearts, minds and souls across the breadth of life as a faith community ~ in liturgical gatherings, in conversations, in decision making, in challenges, in celebrations, in sticking points, in serving one another, in reaching out to minister to the wider community... and cultivates a community shaped by the character and purposes of the Triune God
 2. Created a **relational culture** that seeks to 'encourage and build one another up in love', expresses genuine interest, care and concern, enables people to discover and sustain a joy in ministry, and cultivates a deep level of trust, love and respect
 3. Created a **strategic culture** that endeavours to be focused and intentional to maximise fruitfulness, seeks to discern the mind, heart, purpose and priorities of God for that community, develops a realistic, resourced and effective strategic plan, and cultivates a strongly envisioned, sacrificial and participatory membership
 4. Created a **'wired for ministry' culture** that appoints people to roles that align with their strengths, gifts, passion and heart for ministry; values the unique and diverse contributions offered by different personalities, leadership styles and levels of experience, and cultivates an intentionality in recruiting people to serve and in multiplying leaders
 5. Created a **collaborative culture** that encourages people to put aside personal agendas, dissolve silo's, learn to 'think together' in decision making, and cultivates a strong sense of partnership in working towards a shared vision
 6. Created an **empowering culture** that gives people permission to clarify expectations, re-shape role descriptions, contribute ideas, try new creative ventures, identify resource gaps and 'think outside the square' to develop their resource capacity, and cultivates affirmation, support and encouragement
 7. Created a **motivating culture** that inspires team members to 'raise the bar' as they seek to live, love and lead like Jesus, inspires people to 'go the extra mile' in serving one another and the wider community, conveys that team members are valued, and cultivates an energy, passion and enthusiasm for ministry
 8. Created a **thankful culture** that celebrates people's contribution, acknowledges efforts and achievements (small and major), inspires people to be attentive to the stirring of God's Spirit in transforming lives, and cultivates a strong sense of generosity and hope
 9. Created a **spiritual formation and learning culture** that disciples and encourages people to grow to maturity in their faith in Christ, trains, equips, releases them for ministry, and cultivates a life-long 'teachable spirit'
 10. Created an **accountable culture** that encourages reflection on ministry, genuine and regular feedback, good stewardship of time, gifts, strengths and resources, and cultivates an intentional investment in nurturing growth and development
 11. Creates a **prayerful culture** that recognises a reliance on God as He works to fulfil His Kingdom purposes in and through their 'sphere of influence', acknowledges that fruitfulness in ministry a gift of God's grace, and cultivates a disciplined mindset that delights in seeking God's face

'We proclaim him, admonishing and teaching everyone with all wisdom,
 so that we may present everyone mature in Christ.
 To this end I labor, struggling with all his energy, which so powerfully works in me'.
 Colossians 1:28-29



What ministry culture have you sought to intentionally create?

HEALTHY & EMPOWERING Celebrate with Great Thanksgiving to God	BLIND SPOTS, GAPS, OR CONCERNS Challenges to Address

How will you sustain and continue to cultivate these strengths?

What are the priorities to address?

Ideas to Explore



Key Insights to Note

Challenges to Address

Priorities to Action

May our Lord Jesus Christ himself and God our Father,
who loved us and by his grace gave us eternal encouragement and good hope, encourage
your hearts and strengthen you in every good deed and word.
2 Thessalonians 2:16-17