

SECTION 3

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INSPIRATIONAL QUOTE

*A man spoke with the Lord about Heaven and Hell,
The Lord said to the man, "Come, I will show you hell."
They entered a room where a group of people sat around a
huge pot of stew. Everyone was famished, desperate, and
starving. Each held a spoon that reached the pot, but each
spoon had a handle so much longer than their own arm
that it could not be used to get stew into their own mouths.
The suffering was terrible.*

*"Come, now, I will show you heaven," the Lord said
after a while. They entered another room, identical to the
first - the pot of stew, the group of people, the same long
handled spoons. But there, everyone was happy and well
nourished.*

*"I don't understand," said the man, "Why are they
happy here when they were miserable in the other room
and everyone was the same?"*

*The Lord smiled. "Ahh, it is simple," he said.
"Here they have learned to feed each other."*

TEAM BUILDING STRATEGY

Once a year each committee should spend some time checking in with their Mission Statement, to review their performance of the past year and then to build effective teams to work on the current and future years' work as a unified team. The team's first task is to identify its concerns, problems or issues. Building a team takes time, commitment and readiness. Please, work through the following questions.

- Yes No
1. Do you feel comfortable sharing decision making and leadership with your committee members?
 2. Do you prefer working in a collaborative atmosphere rather than running a tight ship yourself?
 3. In order to achieve your goals for the committee or your unit, is it important for you to have a high level of interdependence?
 4. Do you feel that members are capable of making decisions that are in the best interests of the committee?
 5. Are you willing to receive feedback on your performance from your group?
 6. Do you need input from other sources to meet the challenges of a changing environment?
 7. Are you willing to invest time in forming a team to accomplish your objectives?
 8. Can you act as a facilitator in the group, allowing leadership to pass around as appropriate?
 9. Can you deal with conflict directly rather than sweeping it under the rug?

Share your findings at a committee meeting to allow openness. so that every person on the committee can know where everyone else is coming from.

TEAM BUILDING STRATEGY

Working with others on a collaborative venture ensures that individual contributions are an integral part of the decision making process. A step that raises the group concept to an even higher level - being part of a team. There are two things that distinguish a team from a group:

1. A team has common goals that everyone clearly accepts and there is a real need to work together to accomplish them.
2. A team has invested substantial time in learning how to work together.

Teams are intentional. They are put together with the idea that they will stay together over an extended period of time. They have a specific, long term objective.

Groups that gather to exchange information are certainly helpful, but to produce results, the members need to focus on and improve their interaction with each other.

Well developed teams exhibit characteristics of unity and differences of opinion. They deal with the differences in a way that everyone feels acknowledged. Some characteristics of a team:

- Each members is open and true to myself or herself.
- Each person listens and members are candid and transparent in saying what they want to say all of the time rather than being guarded.
- Each member can state the position of another or see the issue from the other person's point of view?
- When decisions are reached, everyone joins in the implementation and follow through
- Members really listen, trying to understand the points of view, objectives, and preferred solutions of others.
- Members try to find an innovative, mutually acceptable solution rather than fighting for their own individual preference.
- Conflicts are settled by creative problem solving using consensus or win - lose confrontation, negotiation and compromise.
- Once a solution is reached everyone really buys in, with no residual hostility that wilt inhibit its implementation.
- With no power struggles. Everyone is focusing on organizational results?

TEAM BUILDING STRATEGY

Team building has as a core issue the development of trust. In low trust groups, interpersonal problems get in the way of finding solutions. Members use much of their creative energy to protect themselves. In high trust groups, members feel comfortable about being open and above board and all of the energy of the team is available to solve the problem.

Building a team begins with a state of mind. The Chairperson who attempts to build a team must:

1. Understand the importance of collaboration and be willing to let go of power;
2. Be aware of the differing behaviors within the group;
3. Come to the very first meeting willing to spend the necessary time to work issues through and be committed to never sweeping anything under the rug.

Members must understand the benefits of team work not only give better committee results, but opportunities for personal growth and enjoyment. Being part of a smoothly functioning team is one of the most rewarding of human experiences. Far from reducing everyone to a common level, as happens in many groups, a team fosters and nourishes individualism and helps to clarify individual identity.

All the current studies show that outstanding organizations owe much of their success to teamwork. That makes the issue quite clear, so why not get started on building your team?

TEAM BUILDING STRATEGY

These are the characteristics of collaborative management:

- Informal, comfortable and relaxed atmosphere.
- Participatory discussion.
- Comprehensible tasks and objectives.
- Members who listen to each other.
- Disagreements are not suppressed.
- Consensus is the desired way to reach a decision.
- Critiquing will be done in a constructive manner.
- People are free in expressing with sensitivity their feelings as well as their ideas, both on the problem and on the group's operation.
- When action is taken, clear assignments are made and accepted.
- The Chairperson does not necessarily facilitate all discussion
- The group is intentional about its own operation, examining how well it is doing or what may be interfering with its operation.

It is suggested that this be used as a checklist for your team building efforts and to monitor your progress. If you develop your team along these lines, you will have few problems

TEAM BUILDING STRATEGY

Process vs. Task

For any team, the task is the content of the meeting. Most people get fairly good at handling the task or they move on. If you examine meetings that don't work, you will quickly discover it's not because the members can't handle the task, but because the members can't work together toward a mutually agreeable solution. How they go about the task, how they join each other, relate to their differences, communicate -all these are the process.

All successful teams work on their internal processes as hard as they work on the task. They don't blindly charge into the problem. They try to discover how things are going in the group, encourage full participation, really listen to each other, try to reach consensus rather than majority rule. Members of cohesive teams develop a third ear, a sensitivity to each other. In the beginning, it's a good idea to monitor your team's process in two ways:

- When you see one person taking over the team, people not listening, people dropping out, or any activity that slows or interferes with the team's process, call a momentary halt and ask the team members how they feel about the way things are going. They may be reluctant to deal with issues at first, but as the group develops, they will identify the blocks and decide how to handle them.
- At the end of every meeting allow 15 minutes for a process discussion. Never miss this part of the session. Simply ask, "How did we do today?" Eventually, team members will realize that they are going to be discussing the process and this will increase their awareness of that process during the regular task part of the meeting.

Groups that have not gone through or do not reinforce team building usually perform their assigned tasks poorly. When there are divisive forces, loyalty is low, and when group members have poor interactive skills, they can be expected to produce poor results.

See Appendix: Stages in Group Development

LEADERSHIP STYLES

While distinct leadership styles can be identified, there is probably no single best or all purpose style. Successful leaders are those who can adapt their behaviour to match the unique demands of each situation.

However, it is considered beneficial to have some knowledge of basic leadership styles in order to determine your own personal technique. Out of this, the leader can then utilize particular traits to enable the work of the committee. Following is a brief description of three styles.

Traditional Authoritarian Leadership

In the traditional view, the leader is chosen by/from a selected few who have the initiative and power to direct, drive instruct, and control those who follow. The leader's task is to get the job done as efficiently and quickly as possible. All authority is centered in the leadership role. There is a belief that he/she knows better what others in the group should believe and do and after having the decision, the chairperson directs the behaviour of others towards that pre-determined end. This type of leader does not have any confidence in the decision-making ability of the other members and therefore retains all authority and power.

Democratic Leadership

This leader feels that it is his/her job to help or enable the group to arrive at decisions and to determine purposes. There is encouragement for interaction among the group members and it builds self-confidence within members. While the leader exercises guidance, it is generally done in an open and flexible way. This style of leadership relies on the willingness and ability of the members to develop their skills of listening, clarifying, questioning and participating.

Group-Centered Leadership

This approach assumes certain behaviour for all group members, including the leader. While fully recognizing the importance of the group's task, this approach also takes into account the complexities of group behaviour. Member interaction and the needs, purposes, and emotional reactions of individuals have a profound effect on the task solution and, therefore, need to be understood and dealt with appropriately. This style of leadership gives complete freedom to the group to resolve its own problems and to seek viable solutions. The leader attempts to establish commitment by all members to participate in the decision-making process and then to work with the group through the role of common member.

LEADERSHIP STYLES

Group-centered leadership is the most difficult to attain. It demands that the leader be willing and able to transform into a group-centered person. It requires the leader to believe in the ability and motivation of the members to select appropriate responses and to make wise decisions.

Factors Involved in Leadership

The styles outlined vary from the extreme of 'total leader autocracy' to the other extreme of 'total group autonomy'. At one extreme the leader makes the decision and announces it, while at the other extreme the leader states the ultimate target to be achieved but gives the group complete freedom in how to achieve it. **IT IS IMPORTANT TO REMEMBER THAT MOST OFTEN THE STYLE THAT WOULD BE CHOSEN WOULD LIE SOMEWHERE IN BETWEEN.**

The actual style chosen depends largely on three factors:

1. Forces within the leader;
2. Forces in the situation, and,
3. Forces within the group members.

Effective leadership can be measured in terms of:

- a) Establishing group goals and policies,
- b) Determining group strengths and weaknesses,
- c) Involving all members to the limits of their energies and their level of commitment, and,
- d) Arriving at appropriate solutions or responses.

Summary

Many of us spend a considerable amount of time in meetings for a variety of reasons and purposes. Meetings form an important part of our lives as we attempt to achieve common goals and solutions to problems. It is important that we recognize why we meet and what needs we have as we become part of the group. Due to our concern with how much we accomplish in meetings and how satisfied we feel after the meeting, it is important that we understand what makes some meetings satisfying and others frustrating.

GROUP LEADER

- I have a lot to do with setting the mood at the start
- I help bring out the wants and needs of each person so we can have an idea of our goals
- The way I behave is going to be followed by others. To encourage others accepting, self disclosing, actively listening, giving and receiving feedback, trusting and trying out new ways of behaving, I must do which things first.
- I make sure all the things we need are taken care of and that the housekeeping is done.
- I help the group decide something or solve a problem by guiding the group in a process that will include everyone.

To help group discussion. I can ...

- Set a relaxed feeling in the group
- Seat everyone in a circle so we can see each other
- See each person's ideas as worth hearing
- Hear each person as best I can, trying to understand
- Feedback to each person what I think their message is
- Ask questions of others
- Disagree with the idea and not the person
- Speak to point, briefly
- Give others a chance to react to what I say
- Make sure the task or problem is clear to everyone
- Allow time at the end to find out how it went, how the group feels about the meeting

See Appendix: Agenda Bell
 Sample Agenda

THE SECRETARY

Although the functions of the secretary have been frequently referred to, it may be useful, because of their importance, to compile them in somewhat more detail. The secretary, whether an elected or appointed member or a full time, paid official, is not only the recorder at meetings of an organization but as a rule also carries on many routine operations between meetings, is the keeper of documents, and acts in a general liaison capacity both within the organization and between it and other bodies.

With respect to the conduct of meetings, the following duties are normally performed by the secretary:

1. To prepare and to cause the issue of the notices of meetings, usually on the instruction of or in collaboration with the Chair of the committee.
2. To prepare the agenda if requested by the Chair. To have the responsibility of tracking the agenda items from the previous meetings to ensure that nothing is overlooked.
3. To assist the Chair in having available at the meeting any correspondence, documents, files or other material related to agenda items or likely to be required for reference and the minute book. If a report is to be submitted, it may be directed to the secretary in advance so that copies may be prepared for distribution at the meeting.
4. To be present at all meetings of the committee unless specific alternative arrangements are made.
5. To prepare minutes of each meeting and keep notes of proceedings while the meetings are in progress, making sure that he or she clearly understands all decisions and is in possession of all essential data.
6. To be acquainted with or have available the terms of reference and "Constitution and Canons", in order to be able to assist the chairperson in dealing with points of order that may arise in the course of the meeting.
7. To count and record the votes, when a vote is being taken: a) if they are recorded by a showing of hands, or b) by secret ballot. In the latter case arrange for the distribution, collection and counting of ballots if they are required.
8. To keep a record of attendance at all meetings and a roster of the total membership of the committee, and observe the maintenance of a quorum.

THE SECRETARY

The Secretary should be prepared to assist the Chair in the conduct of meetings when called upon to do so or may consider appropriate to the office. These services will, in particular, include such matters as the arrangement of seating, provision of papers, reminding the chairperson of any regulations or decisions made respecting the observance of times, limits etc. In the absence of the regular chairperson, the secretary should act if necessary to ensure the appointment of a chairperson pro tem.

In addition to the functions performed by the secretary in the conduct of meetings, in most committees he or she will also be expected to provide continuous services of the following nature:

1. To be the custodian of the minutes and general records, documents and files and be responsible for their safekeeping (including the Diocesan Office) and for making them available as required.
2. To keep a record of the membership of the committee, with addresses and whatever other information may be required, ensuring that it is fully up to date at all times.
3. To conduct the general correspondence of the committee at the request of the chair, involving routine correspondence as a matter of course and such other as may be specifically directed.
4. Having access to correspondence and records, to act as a clearing house of information for members but in this respect should exercise discretion, as he or she may often have information that is not intended for general distribution.
5. A secretary will generally assist the Chair of the committee in the general conduct of its affairs by reminding him or her of things to be done by seeing that he or she is kept informed of significant developments and occurrences, by preparing or compiling material and in such other ways as may contribute to efficient and effective operation.

See Appendix: Minutes

MEMBERS

To keep the meeting as productive as possible, within the time frame allotted, the following guides will assist the process:

- Be on time so the meeting can begin on time
- Pay attention, and no chatting to your neighbour
- Address all your remarks to the Chair, and don't talk across the room
- Don't repeat points that have already been made
- Make Motions" I move that.."
- Take part in the discussion, state your opinions clearly and concisely
- Second motions if you are in agreement with them ..'
- Speak first to the motion which you have made
- Speak loudly enough so everyone can hear you
- Discuss only the immediate pending question, and don't introduce new topics
- Vote on the motions and take an interest in what is happening
- Know what you are voting on, ask questions to clarify
- If you have a report to make, be ready in advance so copies can be sent out before the meeting and while making the report sit near the front
- If your report contains recommendations, move to adopt the recommendations
- Accept amendments to your motion if you agree with them
- Move to stop the debate if the discussion becomes repetitive
- If the question is getting nowhere, you may want to: a) get it off the floor by moving to refer it to a committee, or b) postpone it. If you want another key person there or if you feel more time is needed for research, c) lay it on the table.

See Appendix: Agenda Bell
 How to be a good Committee Member
 Team Development Scale