

# Team Resiliency—Five Lessons

*Dr. Kelly O'Donnell, Member Care Associates: This free course is online at: [www.Nixty.com](http://www.Nixty.com)*



These five lessons explore core aspects of team life with an emphasis on resiliency for faith-based teams. What characterizes strong teams? What goes wrong with teams? What are the responsibilities of team leaders and members for maintaining the team? How can we use team building tools? We want to look realistically at the challenges of “doing teams well” and further equip teams to be healthy and effective.

## **Goals:**

- Identify the characteristics of cohesive and effective teams as well as team dysfunction
- Discuss the roles and responsibilities of team leaders and members
- Develop practical skills in team building and managing conflict
- Make practical applications to our lives and work

## **Lesson 1: Introduction and Team Characteristics**

**Listen:** Audio lecture 1—Introduction. Follow the lecture via the **lecture notes**. Pause to write comments. Do the Reflection/Discussion items.

**Review:** Two handouts—Team Feedback Form; Relationship Verses

**Read:** CACTUS Kit article. Respond to the Reflection/Discussion items at the end of the article.

**Application:** “Good Team Bad Team” exercise—Briefly describe a team that you were part of that was healthy/effective and one that was not, in terms of four dimensions: relationship, task, spiritual, ethos.

## **Lesson 2. Team Health and Dysfunction**

**Listen:** Audio lecture 2—Team Health/Dysfunction. Follow the lecture via the **lecture notes**. Pause to write comments. Do the Reflection/Discussion items.

**Review:** Two handouts—First Break all the Rules; Sentence Completion Tool

**Read:** Building a Healthy Team article. Write three Reflection/Discussion items for this article.

**Application:** Take the brief assessment at the website below. It is based on Lencioni’s model of team life: <http://www.aashe.org/files/documents/board/5%20Dysfunctions%20of%20a%20Team.pdf>

## **Lesson 3. Team Leaders and Member Care**

**Listen:** Audio lecture 3—Leadership Listening. Follow the lecture via the **lecture notes**. Pause to write comments. Do the Reflection/Discussion items.

**Review:** Two handouts—Leadership Listening (2010); Checklist for Team Leaders (2005)

**Read:** Field Leaders and Team Nurture article. Respond to the questions at the end of the article.

**Application:** Draw a quick sketch of a cliff and a stick figure climbing up the cliff with a rope. The rope is at the top of the cliff but no one is holding it. You are the person climbing the cliff. Who would you want to be holding the rope for you? Who do you wish would hold the rope for you but is not? Who would you definitely not want to be holding the rope? Change roles. For whom are you holding the rope?

## **Lesson 4. Team Building and Managing Conflict**

**Listen:** Audio lecture 4—Conflict and Character. Follow the lecture via the **lecture notes**. Pause to write comments, Do the Reflection/Discussion items.

**Review:** Two handouts— Guidelines for Team Building; Conflict Management Checklist

**Read:** Tools for Team Viability article. Respond to the items at the end of the article.

**Application:** Go to the Authentic Happiness website. Register for free and take the free “Brief Strengths Test” at: <http://www.authentic happiness.org> How do your strengths help you to deal with difficulties?

## **Lesson 5: Pulling It All Together**

**Watch:** Team Resiliency power point that covers many of the concepts in these lessons.

**Review:** Team Africa case in the handouts. Respond to the items at the end of this case study.

**Application:** Review the materials and your notes for these five lessons. Identify 10 core principles for team resiliency. Write a sentence or two for each principle. With whom and how could you share these 10 principles? We welcome your feedback about this training module.

## Suggested Readings

### Articles included in the Lessons

#### Lesson One

Building Resilient Teams: The CACTUS Kit—chapter 38, *Doing MC Well* (2002); six languages  
Kelly O'Donnell; <http://sites.google.com/site/membercaravan/test/mc-counting-the-cost-book->

#### Lesson Two

Building a Healthy Team—short review of Lencioni's book, *Five Dysfunctions of a Team*  
Kelly O'Donnell; <https://sites.google.com/site/membercaravan/culture-and-diversity> (see item 9)

#### Lesson Three

Field Leaders and Team Nurture—chapter 13, *M. Care* book (1992)  
Kenneth Harder; <http://sites.google.com/site/membercaravan/test/mc-counting-the-cost-book->

#### Lesson Four

Tools for Team Viability—chapter 14, *M. Care* book (1992)  
Kelly O'Donnell; <http://sites.google.com/site/membercaravan/test/mc-counting-the-cost-book->

#### Lesson Five: No Reading

#### Additional suggested articles:

\*\*Wise Doves and Innocent Serpents? Doing Conflict Resolution Better—*EMQ* 1.07; 12  
languages. Kelly O'Donnell; <http://mcaresources.googlepages.com/>

\*\*Note this article above is a foundation for the **four chapters** in Part Two of the book, *Global Member Care: The Pearls and Perils of Good Practice* 2011. The focus is on organizational/staff health, friendship, dysfunction/deviance, and good governance/management practices, in addition to conflict resolution.)

### Books (15 selections)

[\*Building Credible Multicultural Teams\*](#) (2000)

Lianne Roembke

[\*Cross-Cultural Conflict: Building Relationships for Effective Ministry\*](#) (1993)

Duane Elmer

[\*First, Break All the Rules: What the World's Greatest Managers Do Differently\*](#) (1999)

Marcus Buckingham and Curt Coffman

[\*Fit In! The Unofficial Guide to Corporate Culture\*](#) (2007)

Mark Williams

[\*Five Dysfunctions of a Team: A Leadership Fable\*](#) (2002)

Patrick Lencioni

*Foreign to Familiar* (2000)

Sarah Lanier

*Project Management Memory Jogger: Pocket Guide for Project Teams* (2010, rev.)

Paula Martin and Karen Tate

*Sharpening Your Interpersonal Skills* (course and workbook, updated regularly)

Ken Williams [www.ITPartners.org](http://www.ITPartners.org)

*Teamwork: How to Build Relationships* (2003)

Gordon and Rosemary Jones

*The One Minute Manager Builds High Performing Teams* (2009, revised edition)

Ken Blanchard

*The 17 Indisputable Laws of Teamwork* (2001)

John Maxwell

*The Speed of Trust: The One Thing that Changes Everything* (2006)

Stephen M.R. Covey

*Wisdom of Teams* (1993) and

*The Discipline of Teams: A Workbook...*(2001)

Katzenbach and Smith

*Working Virtually: Managing People for Successful Virtual Teams/Organizations* (2003)

Trina Hoefling