# *Member Care Update*

**Ethnê-MC Facilitation Team**
**To contact us: mc@ethne.net**

***Ethnê-MC Update*** **Issue 2: December 2007**

Welcome to the *Update*! This monthly report informs you about important member care resources, news, and topics. We especially want to further equip people with member care responsibilities who are focussing on mission/aid personnel in least-reached people groups (LPGs). In addition to the mission/aid emphasis, each report usually contains material from the international humanitarian, health, business, and human resource sectors. Each report is also archived on our web site: **www.ethne.net/membercare**. Please share the *Update* with others and your networks.

*****

*Team development is something to regularly plan into your schedules.*
*It is an ongoing process, involving much more than the initial orientation period*
*or annual performance appraisals. A team development event every one to three months*
*should be standard for most teams. Team development helps prevent major problems from erupting.*
*The only teams with whom we really need to do team building….are the ones we want to keep.*
*(Adapted from "Tools for Team Viability" K. O'Donnell, 1992)*

## In this Issue: Healthy Teams

**SPECIAL RESOURCES: Tools to further equip you for member care**

- *Five excellent books on teams and working with others, for your library.*

1. Teamwork: How to Build Relationships (2003), by Gordon and Rosemary Jones
2. Building Credible Multicultural Teams (2000), by Lianne Roembke
3. The Five Dysfunctions of a Team: A Leadership Fable (2002), by Patrick Lencioni
4. Working Virtually: Managing People…Virtual Teams and Organizations (2003), by Trina Hoefling
5. Body Matters: A Guide to Partnership in Christian Mission (2005), by Ernie Addicott

**SPECIAL EVENTS: Gatherings to help you connect/contribute to the member care field**

- *Sharpening Your Interpersonal Skills—Courses;* **www. ITPartners.org**

  Now is a good time to plan to take this course, which is taught all around the world.

- *Peacemakers Ministries—Resources, Training, and Conferences;* **www.Peacemaker.net**

  This US-based organisation offers materials/courses in conflict coaching and mediation.

**SPECIAL TOPICS: Current issues and approaches related to member care**

- *Doing Teams Well—A Member Care Checklist for Team Leaders*

  Here is a grid to help assess the types of care needed for team members, at all stages of team life.

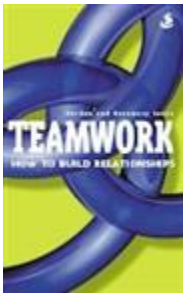
*****

The *Update* is compiled on behalf of the *Ethnê-Member Care Network*. We are a growing *network of colleagues* from different nations and organisations. Our passion is to see the least-reached people groups (LPGs) experience the transforming love of Jesus Christ. We are committed to help provide and develop member care resources in order to support the diversity of people/senders who are working among LPGs. Our *Network* is part of the Ethnê to Ethnê Movement (**www.ethne.net**).

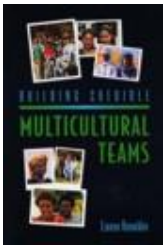
Email: mc@ethne.net
Ethnê-MC Website: **www.ethne.net/membercare**
Subscribe: Ethne-MC-subscribe@yahoogroups.com
Unsubscribe: Ethne-MC-unsubscribe@yahoogroups.com

**SPECIAL RESOURCES: Tools to further equip you for member care**

- *Five excellent books on teams and working with others, for your library.*

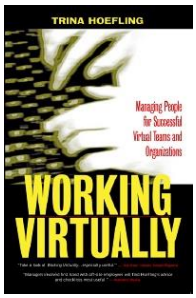



1. *Teamwork: How to Build Relationships* (2003), by Gordon and Rosemary Jones
This book provides the core concepts, tools, and exercises to help teams develop cohesion and improve effectiveness. The book has four sections: characteristics of teams; characteristics of team members; team management/growth; and team building exercises. The book is a mirror to assess team life and how to improve it.

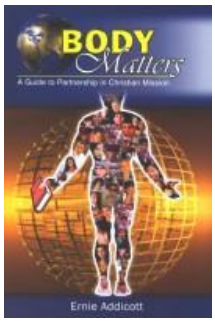



2. *Building Credible Multicultural Teams* (2000), by Lianne Roembke
The purpose of this book is to identify and clarify strengths as well as problem areas of multicultural mission teams. The author offers concrete points of action for mission executives, team leaders and mission workers in multi-cultural teams. These are aimed both at training mission workers initially and correcting harmful patterns which teams and individuals may have already formed. These points are integral to the biblical and cross-cultural aspects of missionary training. (adapted from introduction)

3. *The Five Dysfunctions of a Team: A Leadership Fable* (2002), by Patrick Lencioni
The first two-thirds of this book is a fascinating narrative about a dysfunctional team that worked hard, and was coached well, back into health. The interventions to promote health were based on of five core principles, discussed in the last one-third of the book: develop trust, open discussions/conflict, commitment, accountability, group performance/results.




4. *Working Virtually: Managing People…Virtual Teams and Organizations* (2003) by Trina Hoefling
"Teams" that work virtually may actually be more like scattered sets of frustrated, ineffective people. "The key to successful dispersed working is not technological expertise, but a clear understanding of what it takes to get the enterprise ready for virtual work, and the skills for bonding individuals into cohesive, high-performance teams across distances and differences." Working well virtually is not automatic—it takes skills and discipline!




5. *Body Matters: A Guide to Partnership in Christian Mission* (2005)
by Ernie Addicott
This book is a testimony, analysis, and field-guide for those in Christian ministry who are looking for help in working together. The author provides models, case examples, and practical suggestions to help promote effective partnering between different groups/organisations. The goals are for: collaborating, not competing; discussing, not dividing; supplementing, not supplanting; relating, not retaliating; and reconciling, not retreating!

**SPECIAL EVENTS: Gatherings to help you connect/contribute to the member care field**

- *Sharpening Your Interpersonal Skills—Courses*

SYIS workshops provide training in biblical knowledge, godly attitudes, and the practical skills for developing healthy relationships. Training is interactive, using adult learning methods, and normally four and one-half days in length. Topics include listening and conflict resolution skills, community living, trust grief, stress management, sexual purity, maintaining margin, and more. Next courses are located in India, Cyprus, Peru, Canada, USA, UK, etc. Plan now to take this excellent course.
**Contact: www.ITPartners.org**

- *Peacemaker Ministries—Resources, Training, and Conferences*

This US-based organisation emphasises conflict coaching and mediation, primarily church-based. See the web site for books, upcoming workshops, and the next conference (Sept. 2008 in Florida USA).
**Contact: www.Peacemaker.net**

**SPECIAL TOPIC**

# Doing Teams Well

## A Member Care Checklist for Team Leaders

### (note: the author is a member care consultant, working in LPG settings)

Among their various duties, team leaders are charged with making sure there is adequate supportive care for team members. What should that look like, and how much is enough? The following checklist is offered as a guide. It is given from the point of view of an individual team member, following him/her through all stages of participation in team life.

**Stage 1: Prefield Communication**

*Goal: Adequate preparation to smooth the stress of transition.*

- Is there a standard description sent out to all potential team members in which the field situation has been adequately and accurately described? Does the new member know what to expect in his/ her first months on the ground?
- Is there a team Memo of Understanding which includes requirements of new members?
- Is there a basic support team in one's passport country, functioning together well with a designated coordinator, and in contact to with the field/team leader and ministry situation?

**Stage 2: Welcoming the New Member: Reception and Orientation**

*Goal: Quickly integrate new team members, reduce isolation, and promote bonding within the team.*

- How will the new team member get to know the individuals on his/her team? We recommend that within the first two weeks, every team household invites the new member over to dinner, or for some similar social function.
- If in your location, there is more than one team working, how will the new team member be introduced to the wider group?
- Who has primary responsibility for helping that person with logistics? (Ex: housing, banking, transportation, language learning plan, etc.) Some teams have instituted a mentor/ link person program, with specified tasks assigned to the mentor to insure that the new member has the information s/he needs to function in the new environment. This person should be appointed by the team leader and be someone who has successfully bonded with the culture. The ideal would be that the new team member could also be assisted by a national, to promote bonding with the new culture.
- Does your team have a "welcome" ritual? A party? A gift basket? A trip to a special place? Rituals that celebrate milestones in team life go a long way to improving team solidarity.
- Is the team member aware of culture shock issues, and particular language/ cultural pitfalls which commonly occur in your setting?
- If your team has a crisis/ contingency plan, has the team member been informed of it?

**Stage 3: Maintenance and Growth**

*Goal: Facilitate an environment where team members can function at full capacity—spiritually, emotionally, and physically. Promote stability and ongoing growth.*

- Does the team member have a clear understanding of his/her job, and related expectations?
- Is the team leader aware of the member's financial situation, and relationships with the sending organization?
- Is there a regular schedule for team retreats, where members can get away and be refreshed? Recommended: annually.
- In team meetings, is there a regular time for personal ministry?
- Are there regular times of worship which are refreshing for the team members?
- Is the atmosphere on the team an open environment, where both individual and group needs can be expressed? **(** ministry as well as personal)
- Does the team leader meet individually with each member at least twice a year? At these times, does the team leader review with the individual his/her personal and ministry goals?

- Is there someone available should the team member have problems that go beyond the team and team leader's ability to help? Does the member know who this person is and how to get help?
- Is cultural diversity among team members openly addressed?
- Are there conflict resolution guidelines which are understood and followed?
- Are in-service trainings available, and connections to the broader Y family encouraged?
- Is the team member taking regular breaks and holidays?
- Does the team have "fun" times together?
- Are debriefings provided at appropriate junctures?
- before and after furlough
- after critical incidents

**Stage 4: Saying Goodbye**

*Goal: Promoting healthy closure for both the departing and remaining team members.*

- Does the team have a ritual (both team-wide, city-wide, etc.) for members who are leaving? For example, in one location, at the going-away party, departing team members are given a book with pictures of all the team members and their families, with "good-bye" notes written beside the pictures. Gifts and momentos such as a video of the good-bye party can also be helpful.
- Is the departing team member prayed for and blessed (if possible) in a formal time together?
- Have all team members received adequate notification of the team member's departure?
- Are the remaining team members given opportunity to talk about how the leaving affects them?
- Are departing team members debriefed, and encouraged to debrief again after returning home?

*****

**The above guidelines are based upon the following three-tiered approach to member care. It is very important to be part of a Support Team in one's passport country. This team provides the ongoing, multifaceted support that is needed to be healthy and effective.**

**Tier 1 Normal Growth and Development**

Who is responsible for the care?

Team members, ministering to one another. Support team in one's passport country.

What is the level of care?

Help with normal bumps and challenges of life

**Tier 2 Issues which arise on the Field**

Who is responsible for the care?

Team Leader and/or person designated by Team Leader. The ideal is that every team has a designated Team Member Care Coordinator, who receives specialized training.

What is the level of care?

Help with problems which are serious enough to impede stability and growth. An example of this level of care would be a member care coordinator meeting weekly with someone who is having trouble with authority figures. This is not ongoing counseling, but is time-limited and focused directly upon a particular issue which is impairing the team member's functioning.

**Tier 3 Crises**

Who is responsible for the care?

Member Care Specialists, from within company, and from without.

What is the level of care?

In the event of crisis which are beyond the ability of the Team Leader and designated assistants to address, consultation with the Regional Member Care Coordinator is recommended. When direct assistance cannot be given by the Regional MC Coordinator, every attempt will be made to give appropriate referrals.