

## Delegating and Building Teams

*What have been some of the most significant times you have seen growth in your life?*

*Why do you think we don't delegate things to people?*

From Genesis 1 and John 1 we see that creation was teamwork, the Father appears to be the architect, the Spirit hovers over the void bringing life and the Word (Jesus) speaks it into being. Team is at the heart of God's plan of salvation for the world, as is delegation. So they aren't just good things to do, but in doing them we mirror the God we serve.

In Genesis God delegates the care of the earth to Adam. In creating Adam and Eve in 'our image' he creates team – people who complement each other and work together. With the resurrection and ascension of Jesus he delegates the task of making disciples to us. As the father has sent me I send you.

When governing and pronouncing judgements got too much for Moses, he delegated creating a team of judges, we know all about Jesus and the 4, 12, and 72. Paul and the apostles delegated to Stephen and the 7 in Acts 6 so they could concentrate on what they were called to. If you read the New Testament carefully you'll see Paul didn't fly solo but worked in teams, delegating care of churches to people like timothy, Barnabas and Luke.

Yet in the church this often isn't how it works, and we see the problems it causes. We live in an era of working in teams, where leadership isn't about holding on to power but delegating, involving others, building teams and networks. In fact holding on to power ourselves is dangerous – it is often a sign of insecurity and/or pride – saying we don't trust others enough (yet that is how we have grown – by others trusting us) and we have to be doing everything.

Lets be a generation that doesn't do what our forbearers have done but be people who grow other leaders – who do ourselves out of jobs until our role is merely coaching others.

*"Invest your life in coaching others who will be greater than you"* as Howard Hendricks puts it.

### **Why delegate?**

Helps others grow

Gives them experience

Increases ownership

Eases workload

Allows you to concentrate on directing

Makes finding successors easier

- ⇒ When delegating or leading teams don't micro-manage, check people are getting on ok, but don't come with lists, encourage them.
- ⇒ Give them feedback. Encouragement sandwich – help them see how to improve next time. Allow people to fail – how they learn best!

*How have you seen good delegation work in your CU?*

### **Building teams**

*What are the advantages of building teams instead of going it alone?*

Different skills and abilities – see things differently, more comprehensive, cover more possibilities – greater skills and gift set

Support

Involving others increases ownership

Bigger sphere of people to call on – they know people you don't



# Delegating and Building Teams

## A few tips on building teams

### ⇒ **Get the right people on the bus, and get the wrong ones off**

The right people are key – the right blend of skills and personalities, people who care and won't demoralise the team.

Think what skills you need and look for people with those skills.

### ⇒ **Clarity**

Be clear about expectations and time commitments

Be clear it's a choice – volunteers

Set high standards (not perfectionism)

Love them with a clear purpose and inspiring vision

### ⇒ **Preparing**

#### **1. Build trust**

By delegating, giving people responsibility, trusting them with decisions

#### **2. Inspire ownership through argument**

Around ideas - builds ownership and commitment

Everyone being listened to

Cover all the bases with disagreement – conflict can be positive

#### **3. Inspire with clear roles and responsibilities**

To whole team, not just each person individually

Play to people's strengths

Agree on expected results

Ask if they need help/training

#### **4. Ensure commitment and accountability**

### ⇒ **Being team**

Coach as you go

Make corrections – be selective (most strategic things), be specific, agree changes

Don't rescue unless mission depends on it - don't dive in and fix – help them

(Don't confuse preference with right and wrong)

### ⇒ **Evaluating team**

Stewardship – intensive and comprehensive

Confers value on team – time

Reinforces value of mission

What went well? Why? Understand and apply

## **Leading**

Lead with questions, not answers

Engage in dialogue, not coercion

Conduct autopsies without blame

Keep the team focused

Love and serve them well

Pray together

