

Level 3 - Team Leadership - Worksheets

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Intro

This 3rd level may be the most difficult for you so far, and here's why:

1. Some don't feel ready or qualified for a leadership role, and would prefer not to be put in _____. These folks will need to trust God in stepping out into an exciting new season, since some stretching is going to happen.
2. Others may be so ready to be in charge, that waiting on God and not running ahead of Him might be a real _____.

I. Why Would You Want to Lead?

3. Before I am in charge of situations or other people, this is a great time to check my own _____:
 - a. Will I wait on God to promote me, or will I _____ the situation in order to get the position I desire?
- Forcing the issue can lead to a season of hardship God didn't intend.
 - b. Will my leadership be all about me, or will I seek God's _____ for those I will serve?
- Is too much ambition part of the picture?
 - c. Do I want to lead because I believe it's God's _____ for me, or is there something else driving me (competition, being disgruntled, need the attention, etc.)?
- But what if selfish or career ambition aren't the issue? What if I'm not so ready to charge ahead?
 - d. If I'm feeling reluctant to lead at this point, will I fully _____ my new leadership if it becomes clear that this is the role God wants for me?
4. Before accepting a leadership role, prayer is vital to succeeding in the seasons ahead, since it helps me _____ for what's coming.
5. Once I know God's plan and intent for my leadership, I can move ahead (or wait) with _____.

II. The Servant Leader

6. Being a leader through serving is often a foreign _____ in some places, and especially outside the church.
7. The world's system of leadership often is so _____ that some will do whatever it takes to succeed.
8. The result of all this maneuvering is that sometimes _____ people get hurt.

The Test of Servanthood

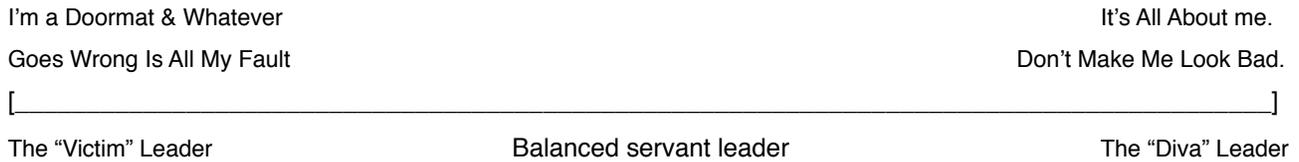
9. It's important to understand that the way leadership works out in the world at large doesn't always work in the setting of _____ leadership.
10. 1 Peter Ch. 5:3 speaks about not lording our leadership authority over our followers, but rather looking after them by being _____ to them.
11. Jesus charged Peter to "_____ my sheep."
12. Anyone can simply give _____ and tell others what to do.
13. But true leadership is more than simply being in charge and enjoying the _____ of being the leader.
14. The most effective leaders display genuine _____ for those being served.

III. A Balanced Leader

15. Sometimes pre-leadership attitudes can help predict potential _____ zones a new leader might encounter.

16. For ex., being _____ can create as many issues for a new leader as can being too bold or aggressive.
17. The goal is to find a balance that fits your _____ and giftings, so that you can offer the right things to followers at the right time.

Leadership Spectrum



The "Victim" Leader

18. This label applies to a leader who has taken a _____ of himself or herself as a victim in life, and is now leading others with this kind of view.
19. The problem with this extreme type of leadership is that it tries to lead from a point of personal _____.

The "Diva" Leader

20. This is the person who thrives on being in the spotlight and being the center of _____, but yet is so high-maintenance that getting along with others is often difficult.
21. If the Victim Leader is on the far left and the Diva Leader is on the far right, then the Balanced Leader is right in the _____.

Balanced Leadership

22. The balanced leader knows how to be _____ when needed, while not getting run over.
23. But this leader also knows how to be _____ when needed, without running over other people.

IV. Expectations of the New Leader

24. Not everyone can verbalize what it is they expect you to be able to do, and sometimes you only find out about these expectations after having made some _____ first.
25. But be encouraged that any organization that takes you seriously as a leader is probably serious enough to discuss an actual job _____ with you before you get started.
26. This is helpful, because a job description does 2 main things in the beginning:
- a. It tells you what will be _____ of you in this role.
 - b. To a degree, it also tells you what is not part of your _____.
27. Though there are four *levels* of overall leadership, Team Leadership also involves three _____ of leadership.
28. If you're operating within the realm of ministry, then you'll most likely be leading in these 3 areas:
- a. _____ leadership
 - b. Administrative leadership
 - c. _____ leadership (Your focus or expertise) (ex. youth, children, music, etc.)
29. Eventually you'll want to be _____ in all 3 of these areas.

A. Seeing Yourself as a Pastoral Leader

Your Pastoral Profile

30. Most leaders in a ministry setting will be viewed by the average person as some kind of _____.
31. You may not be asked to share a message from a platform like a traditional senior pastor, but you could still be in a staff pastoral role, whether _____ or more casually.
32. In any event, you will be providing some degree of _____ leadership.

Others' Pastoral Expectations of You

33. Those leading you - Usually it's something like this:
- a. "We need you to help look after the _____ and spiritual well being of the people who answer to you."
34. Those following you - Whether verbalized or not, the messages from your followers could be:
- a. "I may bring some of my personal needs and _____ to you at some point."
- b. "I may need you to hold me _____ in some areas."
- c. "By the way, I hope you're _____ for me."

The Test of Accountability

35. Without accountability, my newfound pastoral authority and influence have the potential to get off track and _____ other people.
36. The Bible says that teachers and leaders will be held to a higher level of _____. (James 3:1)
37. For the pastoral part of your leadership, this accountability comes in at least two areas:
- a. _____ Accountability - answering to those above you
- b. _____ Accountability - a friend or colleague who helps keep you on track spiritually, and this person might not be one of your supervisors.
38. Often the best plan involves having an outside person as an accountability partner, someone who is removed from the close _____ between you and your team.
39. Being able to maintain a strong and _____ pastoral profile with your team will make a big difference in your leadership success.
40. This is especially true when difficulties arise in other areas of your leadership, since the pastoral side of you the leader will remind people that you continue to _____ about them, even during trying times.

B. Seeing Yourself as an Administrative Leader

Your Administrative Profile

41. You may not wear a suit and tie. You may or may not work in the traditional office setting, but there will always be an _____ side to your leadership.
42. It may not take up all of your time and energy, and you may have to delegate some of this area to someone else, but you'll have to _____ this area well if you want the other areas to succeed.

Others' Administrative Expectations of You

43. Those leading you might say:
- a. "We need you to _____ your area and keep up with it."
- b. "We need you to stay organized while staying _____."

44. Those following you - "We need you to organize us and our area and keep up with everything, including the _____."
45. Keeping your own life in order and at peace is key here, so that you can effectively lead others and gain their _____ in your leadership.
46. Further, for you the leader, there is personal peace that comes from being organized and as _____ as possible with your team and those things surrounding it.
47. At some point you will encounter 2 tests in the administrative area of your leadership:
- The Test of Team _____, and
 - The Test of Layered _____

A. The Test of Team Management

48. As the team's leader, you'll often be involved in various aspects of team interaction, such as _____ schedules or refereeing minor disputes among team members.
49. It's important to keep things in order and team members at peace with each other, but it's vital to see the bigger _____ of team management.
50. As leader of the team, you'll have lots of say in the team's roles and who fills them. And, unless specific job descriptions limit your choices in these areas, you may have some real _____ in making these decisions.
51. Team management involves two areas of people management and role management, called delegation and _____.

52. What is Delegation?

- Delegating doesn't have to mean giving up _____ or authority.
- Finding a way to let others learn and be more involved, so they can better enjoy the team's _____.
- Delegation won't create perfection, but it can make you and the team more productive and more _____.
- Delegating doesn't mean you're a lazy leader, but when it's done right, the load is better _____.
- For delegation to work best, _____ is vital between you the leader and team members.
- A good way to look at it might be this:
 - delegation + accountability = better _____

53. What is Rotation?

- Rotation simply means that you, the leader, ask the team members to take _____ as much as possible, covering various roles among the team.
 - Understand that not every team member or every role will fit rotation every time. This depends on each team's _____.
 - But if rotation of team members is handled the right way, it can bring even more success for the team, and hopefully more _____ along the way.
 - Why rotate? Teams function best when the right people are in the right _____.
- If you never change things up, how do you know you have a good _____ between people and their roles?

54. In short, rotation helps address things:

- a. It helps team members avoid too much _____ of certain roles.
- b. It reveals hidden _____ and abilities among team members.
- c. It helps a team member see when his _____ role is or isn't working for him.
- d. It creates _____ in the team, so that
 1. certain roles can be covered by more than one _____.
 2. no one person can disrupt the team's _____ with wrong attitudes or actions.

55. If rotation is handled in a fair, positive way, you will see certain things work themselves out among the team, without unnecessary confrontations or _____.

56. Along the way, you just might discover which team members are more likely to _____ with you down the road.

57. A good way to look at it might be this:

- rotation + communication = a _____ team

58. 2 strong _____ of that success are delegation and rotation.

Communicating With The Team

59. Consider some realities:

- a. If you don't communicate enough with the team, then some people will often feel like they're in the dark. This can cause issues for the team in daily _____ and overall morale.
- b. If you communicate too much information with the team, then this can _____ some of the team members, which can also cause issues for the team.
- c. If you communicate sensitive or privileged information to the team, then this undermines your standing with leaders above you and with those around you who have _____ you.
- d. Also, if you communicate sensitive or privileged information to only one or a few team members, this can cause _____ among the team as well.
- e. Further, it's possible that this sensitive information becomes widely known anyway, further _____ the trust others have in you.

60. Because it's so easy to make mistakes in the area of communication, this is a great area in which to make yourself _____ to the leadership above you.

B. The Test of Layered Submission

61. Just because I'm in charge of a team, it doesn't mean I always have the last _____.

62. This position might be better called *Middle Leadership*, because it's rare that a new leader is quickly put in charge of an entire _____ all at once.

63. Most leaders are leading somewhere in the middle, between upper and lower levels of _____.

64. There are one or more leaders above you who _____ your leadership.

65. How do you know if you're _____ to pass the Test of Layered Submission?

66. First, it starts with an _____. Are you as willing to serve those above you as much as you're willing to serve the team that's following you?

Communicating With Leaders Above You

67. Understand that leaders above you want things to go well, this is often what drives their actions and _____.
68. Here are some tips for communicating well with those above you:
- Busy leaders above you don't always have the time or perspective to clearly see the _____ you deal with every day, so communicating things in a respectful way is key.
 - When your turn comes to have the attention of the leader above you, be ready to communicate in a _____ way. In other words, headlines work better than full stories. And bullet points work better than full paragraphs. If the supervising leader wants more information than your headlines, then he/she can ask for it as needed.
 - Leaders above you expect _____. Said another way, don't assume that things discussed behind closed doors are for other ears to hear. When in doubt, ask the supervising leader for _____ in a given matter.
 - It's also helpful to find out which _____ of communication best fits each leader above you.
69. But, regardless of communication _____, the more you can maintain good communication with those above you, the better things will go for your team.
70. Because, as the team leader, you are an _____ for your team.

Cooperating With Leaders Above You

71. Another unspoken expectation from them toward you might be this: "We want you to _____ in helping us meet our goals, while at the same time you're leading your team toward its goals."
72. Just as there needs to be balance in other areas of your leadership, this area will also need _____:
- First, our society and culture teach us that being too helpful to a boss is the same as being a yes man. Can I find a balance between being helpful, yet still being my own _____?
 - Can I establish healthy boundaries with the leaders above me without coming across as too _____ or difficult to work with?
73. To help you work through some of these things, here are some more realities to consider:
- Being helpful and cooperative does not necessarily equal being a _____ man, going along with anything and everything that happens.
 - But being overly helpful can undermine the _____ you want from those above you and those following you.
 - Being stubborn or uncooperative all the time isn't good either. This is not a sign of personal strength. Being difficult doesn't produce respect. It only produces _____.
 - It's ok and even expected that you will stand your ground here and there on some things, but pick your battles _____.
 - When you start any relationship, the other person usually sees you with a full relational _____ account. Remember that as you and leaders above you work together day after day, you'll need to put relational money back into that account every time you make a withdrawal. This is how healthy working relationships stay on track, with healthy give and take.
74. It may take some time to find the right balance for where you are, but that's normal. You'll eventually figure out what fits best for your situation. And, when in doubt, ask others for _____ on how you're doing.

75. Being proactive and consistent in your communication *and* cooperation with those leading you is a good sign that you're _____ the Test of Layered Submission.

C. Seeing Yourself as a Specialized Leader

Your Specialized Profile

76. To other leaders in your organization, often someone like yourself will _____ talents, knowledge and skill sets they may not have.

77. As a result, you may be looked at as the " _____" in your area (music, youth, etc.), whether you feel fully qualified or not.

78. Or, at the very least, they may see you as stronger or more _____ in that area than anyone else.

Others' Expectations of Your Specialty

79. Those leading you - "We need you to be _____ in your specialized area and do it well."

80. Those following you - "We hope you're better at this than the rest of us, since we need a strong leader to lead us _____."

Teams Are Specialized

81. Teams differ from other kinds of _____.

82. Teams get together in order to _____ things.

The Test of Team Success

83. As important as the Pastoral and Administrative areas of your leadership are, the reality is that those areas may only directly impact members of your team and few people _____ that team.

84. However, the specialized area of your leadership has the potential to impact many others, depending on the _____.

85. Regardless of who evaluates your leadership of the team, at some point your _____ is measured by some form of success.

86. Think of your team leadership success as being like a strong _____. The Pastoral and Administrative areas of your leadership are like the roots growing in healthy soil under the surface.

87. They support the success of the tree we all see _____ ground, which represents your specialized area of leadership.

The Challenge of Team Difficulties

88. Will I still be willing to lead if and when:

a. others get _____ for my ideas or hard work?

b. others misunderstand me as the leader or what I'm _____?

c. I begin to see more _____ in those around me?

d. the process of leadership sometimes _____ me, or even humiliates me?

The Challenge of Team Successes

89. When things go well, will I be willing to:

- a. _____ credit for that success?
- b. trust others to take _____?
- c. continue to push _____ toward more success?

90. Be encouraged that no matter what kinds of challenges you face, God is ready and waiting to lead you with _____ and grace (James 1:5).

91. Don't be afraid to lean on the leaders in your life to get the _____ and help you'll need to get through those challenges. After all, God isn't asking you to go solo here.

92. If you, the leader, can point to success in the Pastoral and Administrative areas, then you'll know there's a balance to go with the more _____ or public success in your Specialized area.

93. All this _____ can show you progress in passing the Test of Team Success.

V. What kinds of things can hold me back at the Team Leadership level?

94. Showing up _____ on a regular basis. Constantly being late when you're in charge of the team sends negative messages, whether you intend to or not:

- a. I've got _____ things to do.
- b. You're not that _____ to me.
- c. I'm _____ than you.

95. Assuming too much _____.

- a. There's a big difference between being _____ to be on the bus as a new leader vs. being invited to DRIVE the bus.
- b. This is where good _____ with higher leadership is so important.

96. Not taking _____ as the leader of your team or area.

- a. Always blaming others when things go _____.
- b. Not following up to inspect or _____ delegated items.

97. Taking _____ sides during difficult seasons.

- a. It's often difficult to remain _____ in certain situations.
- b. But it can also be costly to take _____ among leaders and team members.

98. Showing little or no _____ in one of more of the three areas of Team Leadership (pastoral, admin., specialized).

- a. It's ok to not be strong in a given area, but neglecting it or putting little into it will usually _____ on you at some point.

VI. What kinds of things can help me succeed at this level?

99. Honoring and respecting the time of people around you.

- a. Making time for them shows them you _____ about them.
- b. Not wasting their time shows them you _____ them.

100. Staying submitted to the leadership above you.
- Doesn't mean always agreeing about everything, but it does mean navigating through disagreement _____.
101. Standing up for your team when it _____.
- Remember, you're not just the team's leader, you're also the team's _____.
102. Spending enough time with God so that you can _____ to be the kind of leader your followers need.

Passing the Test of Team Leader

103. The successes of all the other tests _____ to help this test go well.
104. It's the Test of Team Leader that shows me _____:

Personal Issues

105. Can I handle those people who are:
- better or more _____ than I am?
 - more outgoing and _____ than I am?
 - _____, or quieter than I am?
 - of the _____ sex?
 - from a different _____?
 - just plain _____ than me?
106. Will I quit when things are _____?
107. Or will I stick it out and let God sort it out?
- As you will soon find, one of the biggest measures of leadership _____ is being able to stay put and stay faithful on those days when you think you want out.
 - You can change zip codes, but you can't outrun God's season for your life. Sometimes the best way to finish a season is to walk through it in its _____.

108. Personal Goals

- Will I inspire my team to reach _____?
 - Will I seek God's vision for the team and share it, allowing the team to plan ahead and see the big _____?
 - Will I show enough attention to _____, so that important steps & people are not overlooked?
 - Will I keep a willingness to continue to _____ along the way?
109. As Team Leader, will I commit to giving my best to each member of the team, even as I lead the team as a _____?
110. Esther 4:14 says this: And who knows whether you have not come to the _____ for such a time as this?"
111. If you feel that God has called you into a season of leadership, then he will continue to lead you, guide you and _____ you toward the success that comes with being the right kind of leader.

VII. Invitation to the next session

112. I invite you to join me for the next podcast in this series. It's called, Leadership Level 4: _____, and you can find the free worksheets @ www.drwt.net/newleader.