

BRIERCREST

LE 744 Leadership & Team Development Winter 2019

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Course Dates: February 4-8, 2019

3 Credit Hours

COURSE DESCRIPTION

This course maps out biblical and practical approaches to developing leaders and teams in a wide range of organizations and service contexts. This course will examine, provide demonstrations and experiences in regard to the emotional intelligences, style differences, strategies, structures, functions, stages, processes, skills and tools helpful in forming and growing teams within organizational and/or ministry settings. The scope of teamwork will include both professional and lay settings and roles.

COURSE INTEGRATION

This course maps out biblical and practical approaches to developing leaders and teams (lay and professional) in a non-profit setting. The focus is on the means of fostering the kind of atmosphere that produces leaders and teams, the process by which those with leadership potential are identified and developed, and the methods of training those entering or fulfilling leadership roles.

COURSE TEXTS

Required Textbooks

Cladis, George. *Leading the Team-Based Church: How Pastors and Church Staffs Can Grow Together into a Powerful Fellowship of Leaders*. San Francisco: Jossey-Bass, 1999. ISBN 9780787941192.

Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. San Francisco: Jossey Bass, 2002. ISBN 9780787960759. **OR** Patrick Lencioni. *The Ideal Team Player: How to recognize and cultivate the three essential Virtues*. San Francisco: Jossey Bass, 2016. ISBN 13: 978-1119209591.

Snow, Shane. *Dream Teams: Working Together Without Falling Apart*. Penguin Books, 2018. ISBN 10: 0349420963. **OR** Ryan Hartwig & Warren Bird, *Teams that Thrive; Five Disciplines of Collaborative Church Leadership*. IVP, 2015. ISBN 9780830841196.

Barna, George. *The Power of Team Leadership: Finding Strength in Shared Responsibility*. Colorado Springs: Waterbrook, 2001. ISBN9780735289734. **OR** Wayne Cordeiro, *Doing Church as A Team*. Baker Books, 2014. ISBN 13:9780830841196.

Mackin, Deborah. *The Team-Building Tool Kit: Tips and Tactics for Effective Workplace Teams*. Second Edition. Toronto: AMACOM, 2007. ISBN 13:978-0-8144-7439-6 **OR** Larry Osborne. *Sticky Teams*. Grand Rapids: Zondervan, 2010. ISBN 978-0-310-32464-5

Wright, Alan. *Spiritual Dimensions of Team*. St. Lois: Chalice Press, 2010. ISBN 978-0-8272-3471-0. **OR** Kirckman, Bradley and T. Brad Harris, *3D Team Leadership: A New Approach for Complex Teams*. Stanford University Press, 2017. ISBN 9780804796422.

It will be assumed that the majority of students will have previously done the DISC. If you have, please be sure to bring your hard copy of results and workbook with you. In the event that it has not been done previously: DISC Classic Instrument (formerly Personal Profile System 2800). This instrument can be ordered from the website <http://www.discprofiles.com/orderpaper.htm>.

Suggested Preparatory and/or Optional Reading:

Bell, Arthur and Dayle Smith. *Learning Teams Skills*. Second Edition. Toronto: Pearson Books, 2003.

Blanchard, Ken, John Carlos and Allan Randolph. *The Three Keys to Empowerment: Release The Power Within People for Astonishing Results*. San Francisco: Berrett-Koehler, 1999.

Blanchard, Ken and Donald and Eunice Carew. *The One Minute Manager Builds High Performing Teams: Excellence Through Team Building*. New York: Harper Collins, 2009.

Fisher, Bob and Bo Thomas. *Real Dream Teams: Seven Practices Used by World-Class leaders to Achieve Extraordinary Results*. Delray Beach, Florida: St Lucie Press, 1996.

Kohn, Stephen and Vincent O'Connell. *6 Habits of Highly Effective Teams*. Franklin Lakes, NJ: Career Press, 2007.

Lumsden, Gay and Donald. *Communicating in Groups and Teams: Sharing Leadership*. Second Edition. Toronto: Wadsworth, 1997.

Maxwell, John. *The 17 Indisputable Laws of Teamwork: Embrace them and Empower Your Team*. Nashville: Thomas Nelson, 2001.

Miller, Saul. *Why Teams Win: keys to Success in Business, Sport, and Beyond*. San Francisco: Jossey Bass, 2009.

Thompson, Leigh. *Making the Team: a Guide for Managers*. Fourth Edition. Toronto: Pearson, 2011.

Wagner, Rodd & Gayle Muller. *Power of 2: How to Make The Most of Partnerships at Work and in Life*. New York: Gallup Press, 2009. ISBN 978-1-59562-029-3.

Students are expected to refer to Briercrest Seminary's Format and Style Guides and Guide for Writing Research Papers, available as PDF documents here: <https://www.mybriercrest.ca/seminary/documents/>.

These texts are available in store and online at the Briercrest Bookstore: <http://briercrest.ca/bookstore>.

Students are responsible for course materials and communication on Canvas (<https://briercrest.instructure.com>; cf. <http://briercrest.ca/online/canvas>) and their myBriercrest.ca email account.

COURSE OUTCOMES

Upon successful completion of the course the student shall have acquired the following:

1. A historical and biblical philosophy of leadership development and of shared and team leadership.
2. A foundational understanding of the principles and approaches that underlie the best practices of team development and leadership development.
3. A sense of calling and mission toward team leadership that flows from a sense of community, diversity of giftedness, and the body concept interdependence in leading and serving.
4. An appreciation for their unique potential for teamwork given the diversity of passions, values, preferences, style, skills and disciplines/habits as they think about a given context and set of opportunities for complementary and interdependent function.
5. An understanding of the team processes, designs and systems that allow for maximum ministry outcomes, increased capacity and maximum growth of competence and confidence as each focuses on and is assigned to their strength.
6. A set of competencies to build a team moving a group of people through the typical stages of forming, storming, norming and performing.
7. A set of understandings and competencies that will enable them to apply the team building principles to the formation of partnerships, significant networks and even to multi-site expressions.
8. A deepened sense of the urgent need for missional leaders who are willing to form "dream teams" who will become effective at dreaming, strategizing, and delivering together in ways that will accomplish new levels of kingdom impact on a regional, national and global level.
9. A set of understandings and competencies for dealing with both quality team functions and also with typical team dysfunctions such as independence, lack of trust, fear of conflict, lack of commitment, reluctant accountability, and inattention to results.

COURSE OUTLINE AND CONTENT

The charted course outline to follow is an attempt to share details of what the course will do. It is not set out to be followed in a slavish way since classroom dynamics will influence how the course is processed. It is an attempt to share quite fully what you might expect and to help guide you in the value this course might have for you. Please read the charted outline and schedule accordingly. A power point guide will also be prepared at a later date. Please also note that the class work sessions built into the schedule will contribute to preparation for your final paper.

1 Day	<p>Unit I: A Case For Team Leadership: Why Team Leadership</p> <p>A. Definitions and Descriptions of Team Leadership</p> <p>B. Historical Roots of Team Leadership</p> <p>C. Biblical Case for Shared/Team Leadership</p> <ul style="list-style-type: none"> . Theology of . Examples Cases of . Themes/Texts of <p>D. A Philosophical Case for Shared/Team Leadership and Ministry</p> <ul style="list-style-type: none"> . Leadership Theme of the Great Man Loss . Leadership/Management Pendulum . Double Polarity management . Empowerment Theme . 21st century Engagement Theme <p>E. A Functional Case for Shared/Team Leadership</p> <ul style="list-style-type: none"> . Research reflections . Realistic reflections . Cumulative Conclusions of Barna <p>F. A Structural Case for Shared/Team Leadership</p> <ul style="list-style-type: none"> . Earlier Theorists . Rensis and Jane Likert . Conflict de-escalation Linked shapes . Current Variations . Corporation as Team <p>G. A Case For Why teams Win in Business, ministry, Sports, beyond (Miller)</p> <p>H. An Inspirational Case for Shared/Team Leadership</p> <ul style="list-style-type: none"> . Ministry Leaders (Bill Hybels, etc.) . Business Leaders (Blanchard, etc.) . Wayne Cordeiro Example (DVD?) <p>I. A Case in Point: "Forming" Class Teams</p> <ul style="list-style-type: none"> . Class exercise to search for likely Team Members and be ready to tell why you formed as you did 	<ol style="list-style-type: none"> 1. Reflect on Jesus, Barnabas and Paul as team builders 2. Discussion of Cladis and the theology of team leadership 3. Carefully examine John 14-17; II Cor. 12; Romans 12 & Eph. 4 4. Prepare to dialogue about the tensions you feel when you attempt to lead and when you watch others lead 5. Think about your pre-course assignment regarding your best experience of or observation of team leadership and especially on how the team in your case was formed 6. Think about the more inspirational leaders you know and then identify what they idealize or say about team leadership and what you see them demonstrate regarding team leadership 7. Lencioni, <i>Silos</i> book in focus 8. What one person you know has been most inspirational in seeking to influence you toward thinking of developing a more fully shaped team leadership approach 9. Bring your DISC to class with you to gain guidance on how it might benefit and how it could be used in team building
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1 Day	<p>Unit II: The Shape of Team Leadership: The What of Team Leadership</p> <p>A. What are the Distinctions between a team lead and a leader lead organization in its essence?</p> <p>B. What are the types of teams and teamwork and the implications of each?</p> <p>C. What are the typical observations of leaders regarding their teams?</p> <p>D. What are the guiding principles for teams and a team-based system?</p> <p>E. What are the process essentials for designing the team?</p> <p>F. What are the structural essentials for organization wide team function?</p> <p>G. What are the emotional dynamics related to team identity, function and development?</p> <p>H. What are the essentials of teamwork in developing collective intelligence, decision making, difference leveraging, creativity and impact?</p> <p>I. What are the stages involved in team formation and energetic function?</p> <ul style="list-style-type: none"> . Tuckman Stages . Fisher and Thomas <p>J. Building Teams that Last (Nancy Beach)</p> <p>K. A Case in Point: Your class team storming exercises and reflections</p>	<ol style="list-style-type: none"> 1. Reflect on what you think team leadership is based on what you have seen and experienced 2. Review what you were told by those you entered dialogue with about what makes a team 3. Re-think how you went about trying to form a team the end of the first day and establish a better way 4. Reflect on and be ready to present reasons why those you interviewed about teams were challenged or a challenge 5. Remember the things that irritated you whenever you were given group assignments as far back as you can recall including school days and be ready to list these and then demonstrate them 6. Come to class prepared to do group teamwork during and beyond class time 7. Be ready to discuss the Barna & Cordeiro textbook
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1 Day	<p>Unit III: The Standards of Teambuilding and Teamwork: The “How” of Teamwork</p> <p>A. Self-Definition and the Implications for Teamwork</p> <p>B. Brainstorm in your teams on Critical Team behaviors, then as an entire group, review Mackin & Wright books and then your group will establish a list</p> <p>C. Additional Team storming exercises, debriefing and implications</p> <p>D. Case in Point: Your class team engaging in disclosure and building a team covenant (Norming)</p> <p>E. Team norming exercises and experiences</p> <p>F. Case in point: Building a Team (your group the lab experience applying the DISC and other tools and strategies) using a presented template</p> <p>G. Exercises and tools to help you refine your team norms</p> <p>H. Team brain-writing regarding Transferability of class Team Processes to real life functional teams</p> <p>I. Team and Conflict Management Processes (The management of storms and norming benefitting from difference)</p>	<p>a. Reflect on how Jesus worked with all of his disciples and how He worked with the inner team and team leader</p> <p>b. Familiarize yourself with the DISC scores you have and those of each of your team members and reflect on what causes you to storm and even has you begin to feel stormy toward members in your class team.</p> <p>c. Think about how you might actually serve a complementary function for those in your team who differ from you</p> <p>d. Conclude the day with a set of take home guidelines for all future teamwork for you</p> <p>e. Come prepared to do group teamwork within and beyond class time</p> <p>f. Be ready to discuss the Wright Textbook insights and/or 3D Teams</p>
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1.5 Days	<p>Unit IV: The Maximizing of Teamwork and teambuilding Potential: The How of having Performing and Transforming Teams</p> <ul style="list-style-type: none"> A. The Promise/Potential of Teamwork as you move from a team spirit, to a team process, to a team design and to highly functioning teams (Dale Burke & Bill Hybels) B. Leading High Impact Teams DVD C. Examine the Guidelines in Makin and with special attention to the chapter on, "The teaming roadmap" D. Case in Point: Your class team will need to establish a "teaming roadmap" for itself E. Case in Point: Identify your team functions and dysfunctions toward "performing" and share these F. Class team exercises and demonstrations on teams "performing" G. Moving from Performing to Transforming guided by Lencioni DVD on the five dysfunctions of a team H. Application of Lencioni's Team Function toward Performing and Transformation I. Class and team exercises toward transformation J. Case in Point: Class teams practice team transformation processes, apply them and demonstrate them K. Corporation as a designed and structural team L. Final Class team exercise to demonstrate the level of change that has been experienced throughout the week 	<ul style="list-style-type: none"> 1. Reflect back on your interview processes and paper and be prepared to discuss insights from those you interviewed regarding maximizing team potential 2. Be ready to use the Makin textbook teaming roadmap before class for this day 3. Also be sure you review Lencioni's textbooks before class as this will be in focus on this day of class 4. Come to class ready to work as a group during the class session and beyond it 5. Come to the last day prepared to share a team summary of your own team progress and transformation from day 1 to 5 of the week with implications for your real life 6. Be ready to make three commitments regarding take home learning for permanent application and use 7. Be ready to comment regarding the Larry Osborne textbook & Shane Snow textbook
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ASSIGNMENTS

Pre-Course Assignments;

1. Integrative Reading Report

It is expected that the student will complete the required textbook reading with care and that an integrated reading report will be submitted. The project should be 7-10 pages in length and the approach should be to report on the primary theme and development of each of the books. It is important that you report on memorable enduring insights you selected to use, identify applications for the immediate and longer term, and then to compare the resources as to the quality of the material presented with special attention to a set of integrative conclusions. The student should be careful to provide examples of how they will utilize each of the reading resources into the future. This reading report is really potentially entitled, "Toward Team Leadership Based on Selected Literature Review."

Course Value: 30%

Basis of grade: Demonstrated understanding and current and planned use of each.

Due date: February 3, 2019 (simply email a soft copy)

2. Advanced Team Experiential Research

Each student will be expected to engage in 3-5 thoughtful interviews with people who claim to be doing team leadership. Each interview should include questions around the persons definition/description of team leadership, their sense of the benefits and liabilities of team leadership, their sense of how team leadership influences the structure of a given setting, their sense of how best to bring about continuous team development and transformation and anything else they wish to comment on. Then please write an integrative 7-10 page paper in which you write an experience based paper called, "Toward Team Leadership as Perceived by Those Who Claim to be Doing It."

Course Value: 20%

Basis of the grade: Demonstrated Quality of interview process and outcomes

Due Date: February 3, 2019 (soft copy by email)

Mid-Course Assignments:

1. Class group team forming, storming, norming, performing and reforming experiences, demonstrations, role plays, team building exercises, class team and class wide team leads, and beyond. It is expected that each student will be part of a learning group that is charged with the responsibility for becoming a highly functioning leadership team. It is expected that the student will be energetically engaged in each class and team building session. Each one will do this in unique ways given who they are and that is quite acceptable. Your colleagues in the room will delight in your 100% "non-texting" presence and participative presence and engagement as a leadership team and as a class wide team. Each individual team member will get to rate the value each person in the team on this team journey.

Course Value: 25%

Basis of grade: Creativity and functionality in assigned /chosen demonstrations, group assignments, team evaluation data and in the evidence that they have become a cohesive team. A summative team report will be submitted the last day of class.

Post-Course Assignments:**1. Creative Participation and Application Project**

Each student will be expected to utilize several of the team development exercises that are demonstrated and engaged in during the week of class beyond the class time. They will also be expected to engage in team building conversations within a defined group throughout the week. These exercises will include a good deal of observation, listening, probing, and insight gathering so that each will be able to write a 10-12 page paper entitled, "Wisdom Toward Maximum Transformation to Better Team Based Function." The paper each student will write should demonstrate clarity of understanding of each of the stages and of team formation and should be written with the persons involved in mind. Time will be given for a very short team journey oral report from each team the last day of class. Much of the work toward this paper will be completed before the class sessions are over as we will do teamwork within and beyond each daily session.

Course Value: 25%

Basis of grade: Quality of design, process of development, outcomes and the paper that describes the journey and recommendations for future teams and their future with teamwork that becomes dreamwork.

Due date: April 5, 2019

SEMINARY CALENDAR

Students are expected to be aware of the policies that govern course work at Briercrest Seminary, all of which are published in the current Seminary Calendar:

<https://www.briercrestseminary.ca/academics/calendar/>.

Attendance Policy

Students are expected to attend 100% of each modular for which they register. If this is impossible, arrangements must be made with the course professor. A maximum of 1 full day of class can be foregone. Students should request to withdraw from the course or move the course to an audit if additional time is missed.

Course Schedules

Classes begin at 9:00 a.m. on Monday morning and run a minimum of 30 hours through the course of the week. The schedule is determined by the course professor. Students should check the syllabus for specifics. When the syllabus does not state class times, students are responsible to check with the professor prior to making travel plans.

Assignment Submission

All assignments must be submitted no later than eight weeks after the last day of class as stated in the syllabus. The correct due dates will be clearly noted in the syllabus and each faculty member will state in their syllabus how assignments should be submitted. Assignments submitted within a week after the due date will be accepted with a 10 per cent penalty. For additional information refer to the late assignment policy or the extension policy in the [academic calendar](#).

Return of Graded Assignments

Professors are expected to return graded assignments within six weeks of the due date. If they fail to do so, students may submit an inquiry to the [Seminary](#). If an extension is granted, the professor is no longer obligated to meet this deadline.

Academic Honesty

Students are accountable to perform each task according to principles of academic honesty. Please refer to pages 24-25 in the [academic calendar](#) for more information.

Academic Accommodations

Any student with a disability, injury, or illness who may need academic accommodations should discuss them with the course instructor after contacting the Student Success Centre in person (Room #215), by telephone (1-306-756-3230) or by email (studentsuccesscentre@briercrest.ca).

BIBLIOGRAPHY

BIBLIOGRAPHY OF CURRENT AND AVAILABLE LITERATURE ON TEAM DEVELOPMENT AND TEAM CONFLICT MANAGEMENT (for those who wish to specialize in Team Leadership, Dynamics and Process)

Team Development**From Christianbook.com:**

Bugbee, Bruce, and Don Cousins. *Equipping Leadership Manual*. Nelson, 2007. ISBN 1418508616 \$11

Entwhistle, Dan. *Recruiting Volunteers*. Abingdon, 2007. ISBN 0687466415 \$6

Fagerstrom, Douglas L. *The Ministry Staff Member: A Contemporary, Practical Handbook to Equip, Encourage, and Empower*. Zondervan, 2006. ISBN 0310263123 \$15

Provide counsel and direction for church associates with this practical guide. Topics covered include knowing your job, embracing your servant-leader role, serving responsibly, getting along with others, living a balanced life, and avoiding things that get in the way. A perfect reference tool for in-service training, seminary interns, and new employee orientation.

File, Jerry. *The Equipping Ministry of the Pastor*. Pleasant Word, 2006. ISBN 1414103832 \$9

Gangel, Kenneth O. *Feeding and Leading: A Practical Handbook on Administration in Churches and Christian Organizations*. Baker, 2000. ISBN 0801063310 \$28

Whether it's three people or thirty, every church has a leadership team. But how effective is it? Geared specifically for vocational Christian leaders (pastors, parachurch executives), Gangel's guide addresses such issues as spiritual leadership, recruiting, delegating responsibility, communicating, decision-making, long-range planning, and more. Includes self-evaluation questions, sample job descriptions, and other helpful tools and illustrations.

Hall, Chad W., and Linda J. Miller. *Coaching for Christian Leaders: A Practical Guide*. Chalice Press, 2007. ISBN 0827205074 \$19

Miller and Hall center totally on the nature and ministry of Christian coaching. They provide an overview of the growth and development of coaching and its application to Christian ministry. They show core coaching skills and essential and supporting coaching skills. The core skills of

focused listening and asking powerful questions reappear throughout the book as the authors demonstrate in real life situations how to use them.

Hanby, Mark. *The Ministry of the Saints*. Destiny Image, 2005. ISBN 0768422191 \$12

More and more people are searching--just like you. They are looking everywhere for answers that will lead to a deeper, more meaningful reality of their walk with God. This reality will release the saints to do what they are called to do. A new style of leader with a new heard for the saints is required for such a revolutionary shift in thought and action. Dr. Mark Hanby lays out Paul's original goal for all five-fold ministry--"the equipping of the saints for the work of ministry, for the edifying of the Body of Christ." His nearly fifty years in worldwide ministry has uniquely prepared him to see the need of church and to call forth the saints, everyday believers like you and me, to fulfill their place in God's plan for the earth.

Jones, Laurie Beth. *The Four Elements of Success: A Simple Personality Profile That Will Transform Your Team*. Thomas Nelson, 2006. ISBN 0785288104 \$12

Want to transform your group's working relationship? Arrange a "PEP-talk" from management expert Jones! Based on the fundamentals of earth, water, wind, and fire, her Path Elements Profile is a tool that's simple, visual, intuitive---and powerful enough to determine both individual and team behavior that affects everything from 5-year plans to everyday "to do" lists.

Macchia, Stephen A. *Becoming a Healthy Team: 5 Traits of Vital Leadership*. Baker, 2005. ISBN 0801065720 \$12

Becoming a healthy team is essential for building the Kingdom. Steve Macchia has helped thousands of churches develop healthy ministries. Now he offers tried and tested principles and practices to help your leadership team do the same. He'll show you how to Trust, Empower, Assimilate, Manage, and Serve. That spells TEAMS and ultimately success. Without effective teams, ministries lose the ability to both serve the body of Christ and reach seekers. Filled with scriptural guideposts, *Becoming a Healthy Team* provides practical answers and pointed questions to keep your team on track and moving ahead.

Maxwell, John C. *Winning with People, Workbook*. Thomas Nelson, 2005. ISBN 0785260900 \$14

What kind of price would you put on good people skills? Ask the successful CEOs of major corporations, entrepreneurs, top salespeople, teachers, pastors, and parents what characteristic is most needed for success in leadership positions, and they'll tell you--it's the ability to work with people. Maxwell has divided the People Principles in this book according to the questions we must ask ourselves if we want to win with people: Readiness--are we prepared for relationships?; Connection--are we willing to focus on others?; Trust--can we build mutual trust in others?; Synergy--can we create a win-win relationship?

Maxwell, John C. *Winning with People*. Thomas Nelson, 2004. ISBN 0785260897 \$18

Personal, professional and ministerial success is based on building and nurturing positive relationships. In *Winning With People*, Pastor Maxwell explores 25 practical relationship principles that will help you to succeed in your personal and professional life. Maxwell introduces each principle with an engaging story about the life of an effective leader, provides basic step-by-step instructions on how to practice this principle in your daily life and concludes with penetrating discussion questions that will aid personal or small group study. Let America's top leadership coach teach you how to Win with People.

McIntosh, Gary. *Staff Your Church for Growth*. Baker, 2000. ISBN 0801090954 \$12

Has your church grown to the point of increasing your professional staff? Begin by considering

the questions of why, when, and how. You'll find plenty of answers in this comprehensive manual, including models for team ministry. Helpful graphics bring the theoretical into sharp, detailed focus. A vital resource for building a dynamic team that encourages growth.

Putman, Jim. *Church is A Team Sport*. Grand Rapids: Baker, 2008.

Toler, Stan & Larry Gilbert. *The Pastor's Playbook: Coaching Your Team for Ministry*. Beacon Hill Press, 2000. ISBN 0834117487 \$12

Like good coaching, effective pastoring requires attention to your plan, your preparation, and your people. Here's a playbook for success on the pastoral playing field! Laying out a biblical model for team-based ministry, Toler and Gilbert help you improve your training skills, build ministry action squads, then fine-tune them to win---for eternity.

From Amazon.com:

Ancona, Deborah & Henrik Bresman. *X-teams: How to Build Teams That Lead, Innovate and Succeed*. Harvard Business School Press, 2007. ISBN 1591396921 \$20

Why do good teams fail? Very often, argue Deborah Ancona and Henrik Bresman, it is because they are looking inward instead of outward. Based on years of research examining teams across many industries, Ancona and Bresman show that traditional team models are falling short, and that what's needed--and what works--is a new brand of team that emphasizes external outreach to stakeholders, extensive ties, expandable tiers, and flexible membership. The authors highlight that X-teams not only are able to adapt in ways that traditional teams aren't, but that they actually improve an organization's ability to produce creative ideas and execute them—increasing the entrepreneurial and innovative capacity within the firm. What's more, the new environment demands what the authors call “distributed leadership,” and the book highlights how X-teams powerfully embody this idea.

Payne, Vivette. *The Team-Building Workshop*. AMACOM, 2001. ISBN 0814470793 \$23

Of all the challenges faced by organizations today, team-building ranks as one of the biggest--and most critical. With organizations increasingly dependent on high-performance teams for virtually every imaginable activity, teamwork has become a major business strategy--and getting teams to work an absolute necessity.

The Team-Building Workshop was written specifically to help readers design and lead a two-day team-building workshop that achieves measurable results. Using the six-step team-building process and wealth of ready-to-use training materials, readers will be able to:

- * Recognize when team building is the right solution
- * Generate true commitment to team building
- * Handle resistance to team building
- * Accurately assess the team's needs
- * Cure dysfunctional teams, resolve team conflict, and rebuild team trust
- * Use team building to improve productivity, quality, and customer satisfaction.

Silberman, Mel. *The 2005 ASTD Team & Organizational Development Sourcebook*. ASTD Press, 2005. ISBN 1562864017 \$44

This book presents a comprehensive toolkit of the most important topics facing organizations today including managing change, launching organizational initiatives, facilitating teams, goal setting and planning, creative problem solving, building cooperation and trust, and team development.

Smart, Bradford. *Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People, Revised and Updated Edition*. Portfolio, 2005. ISBN 1591840813 \$20

Great companies don't just depend on strategies—they depend on people. The more great

people on your team, the more successful your organization will be. But that's easier said than done. Statistically, half of all employment decisions result in a mishire: The wrong person winds up in the wrong job. But companies that have followed Bradford Smart's advice in *Topgrading* have boosted their successful hiring rate to 90 percent or better, giving them an unbeatable competitive advantage. Now Smart has fully revised his 1999 management classic to reintroduce the topgrading concept, which works for companies large and small in any industry. The author spells out his practical approach to finding and managing A-level talent—as well as coaching B players to turn them into A players. He provides intriguing case studies drawn from more than four thousand in-depth interviews. As Smart writes in his introduction, "All organizations, all businesses live or die mostly on their talent, and any manager who fails to topgrade is nuts, or a C player. . . . Those who, way deep down, would sooner see an organization die than nudge an incompetent person out of a job should not read this book... Topgrading is for A players and all those aspiring to be A players."

Sugars, Bradley J. *Instant Team Building (Instant Success)*. McGraw-Hill, 2005. ISBN 007146669X \$12
Say good-bye to clock watchers and hello to your dream team!

Self-made multimillionaire and entrepreneurial expert Brad Sugars explains all the elements that contribute to a great team, and walks you through the process of finding and assembling a team of motivated, compatible employees who will help you take your business to new heights of productivity, profitability, and fun. Learn how to:

- * Master the six keys to a winning team
- * Conduct interviews that tell you what you really need to know
- * Create an environment that encourages passion, collaboration, and personal initiative
- * Promote communication and idea development between team members
- * Get real results right now when you discover all that Instant Success has to offer!
- * Instant Advertising
- * Instant Cashflow
- * Instant Leads
- * Instant Profit
- * Instant Promotions

Of all the challenges faced by organizations today, team-building ranks as one of the biggest--and most critical. With organizations increasingly dependent on high-performance teams for virtually every imaginable activity, teamwork has become a major business strategy--and getting teams to work an absolute necessity.

From Chapters.ca:

Biech, Elaine, ed. *The Pfeiffer Book of Successful Team-building Tools, Second Edition*. John Wiley & Sons, 2007. ISBN 0787997366 \$42

Year after year, consultants, trainers, and human resource professionals have come to rely on The Pfeiffer Annuals to provide them with the most current and quality tools on a wide variety of topics. In this book, editor Elaine Biech and contributors to the Annuals have honed in on the important theme of team building to create the first topic-specific book in The Pfeiffer Annuals series.

Cherney, Jay. *Appreciative Team Building: Positive Questions to Bring Out the Best of Your Team*. universe, 2004. ISBN 0595335039 \$17

"This book is full of provocative and positive questions that will develop and enhance your team's performance, yielding faster and better results." --Julie Meiresonne, Director, Customer Relations, Hunter Douglas Window Fashions Division, Broomfield, CO

"Take time to savor every page of this book. Let yourself be drawn in by the questions. They will transform how you and others work on a day-to-day basis. This book is a meaningful contribution to the field. Grab it." --Jane Galloway Seiling Senior Editor, The Taos Institute Consultant and Author, "The Membership Organization"

Esther Derby. *Agile Retrospectives: Making Good Teams Great*. O'Reilly Media, 2006. ISBN 0977616649 \$26

See how to mine the experience of your software development team "continually" throughout the life of the project. The tools and recipes in this book will help you uncover and solve hidden (and not-so-hidden) problems with your technology, your methodology, and those difficult "people" issues on your team.

Project retrospectives help teams examine what went right and what went wrong on a project. But traditionally, retrospectives (also known as "post-mortems") are only helpful at the end of the project--too late to help. You need agile retrospectives that are iterative and incremental. You need to accurately find and fix problems to help the team today.

Now, Derby and Larsen show you the tools, tricks, and tips you need to fix the problems you face on a software development project on an on-going basis. You'll see how to architect retrospectives in general, how to design them specifically for your team and organization, how to run them effectively, how to make the needed changes, and how to scale these techniques up. You'll learn how to deal with problems, and implement solutions effectively throughout the project--not just at the end.

With regular tune-ups, your team will hum like a precise, world-class orchestra.

House, Debbie. *Team Dynamics: Professional Development Series*. Nelson Education Ltd., 2001. ISBN 0538724854 \$32

In today's high impact world of business, it helps to have someone on your team. Effective teams make for effective businesses, and effective businesses mean success for everyone involved. In every career field it is essential that you develop into a positive team player. The qualities of a progressive team can and will vault you to the top of the success ladder. Team Dynamics will not only review the qualities of an effective team player, but illustrate the types of habits that will make each team you are a part of highly productive and efficient. Team Dynamics is one title in the Professional Development Series by South-Western. This series is the perfect resource for learning the non-technical strategies and tactics needed to compete in today's business world.

Stanley Weinstein. *Transformational Leadership: Vision, Persuasion, and Team Building for the Development Professional: New Directions for Philanthropic Fundraising*. John Wiley & Sons, 2004. ISBN 0787976539 \$33

Presents a frank discussion on the serious concerns and vexing challenges closely tied to the persuasive arts resource development professionals must use to strengthen their organization. Contributors delve beyond surface issues of communication challenges to find the core themes of vision and mission, and argue that transformational leadership skills are needed to overcome all challenges. Topics addressed from this pioneering perspective include awareness of our nation's changing demographics, the CEO-CDO relationship, and working effectively with board members. Explaining how things ought to be and persuading key stakeholders to do the right things can result in fundraisers only lecturing others on what should, must, ought to, and needs to be done. The information and advice in this book will help fundraisers move beyond the lecture to leadership skills that can dramatically increase their institutions' contributed income while also building enduring, values-based relationships that achieve significant aspirations and enhance people's lives.

This is the 44th volume of the quarterly series New Directions for Philanthropic Fundraising.