

# BRIERCREST

## LE 744 Leadership and Team Development Spring 2025

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Phone: (705) 346-0820  
Course Dates: June 2-6, 2025  
Course Delivery Method: In-Person Modular Course

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 in for-profit, church and non-profit settings. 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: *Please note that I have intentionally given fewer readings so you can read them thoroughly and thoughtfully. Please take handwritten notes (which is demonstrated to assist in learning) as you read and come to class prepared to discuss these sources.***

Aaron De Smet, Gemma D'Auria, Liesje Meijknecht, and Maitham Albaharna  
Future of Leadership: Teams Chapter, McKinsey Quarterly 2025, No. 1, 68-79. (Available on Canvas, 12 p.)

Amy Edmondson and Jean-Francois Harvey, *Extreme Teaming: Lessons in Complex, Cross-Sector Leadership*, Emerald Publishing Limited, 2017 ISBN 13- 978-1118856277  
(224 p.)

Ryan Hartwig & Warren Bird, *Teams that Thrive; Five Disciplines of Collaborative Church Leadership*. IVP, 2015. ISBN 9780830841196. (252 p.)

Dahlia Keen "10 Proven Team-Building Strategies", *Training Magazine*, Aug. 2023 (Available on Canvas, 10 p.)

Marie G. McIntyre, *The Management Team Handbook: Five Key Strategies for Maximizing Group Performance*, Jossey bass, 1998 (249 p.)

Marissa L. Schuffer et al, "Developing, Sustaining and Maximizing Team Effectiveness: An Integrative, Dynamic Perspective of Team Development Interventions," *Academic Management Annals*, June 2018. (Available on Canvas, 51 p)

2024 Leadership Development Report, Global Leadership Development Study: Time to Transform, Harvard Business Publishing, 2024. (Available on Canvas, 18 p.)

**Optional Reading: (see additional texts at end of syllabus)**

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.

Kirckman, Bradly and T. Brad Harris. *3D Team Leadership: A New Approach for Complex Teams*. Stanford University Press, 2017. ISBN 9780804796422.

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

Lencioni, Patrick. *The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues*. San Francisco: Jossey Bass, 2016. ISBN 13: 978-1119209591.

\_\_\_\_\_, *Five Dysfunctions of a Team*. Jossey Bass, 2002.

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.

Snow, Shane. *Dream Teams: Working Together Without Falling Apart*. Penguin Books, 2018. ISBN 10: 0349420963.

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>) and their myBriercrest.ca email account.

## COURSE OUTCOMES

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

1. A historical and biblical philosophy of team development and shared leadership.
2. A foundational understanding of the principles and approaches that underlie the best practices of leadership development.
3. An understanding of the processes, designs and systems that build team capacity and confidence.
4. A set of understandings and competencies that will enable them to apply the team building principles to the formation of partnerships, systems and networks.

## COURSE OUTLINE AND CONTENT

Day 1	<p><b>A Case for Team Leadership: Why Team Leadership</b></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"> <li>• Theology of</li> <li>• Examples of</li> <li>• Themes of</li> </ul> <p>D. A Philosophical Case for Shared/Team Leadership and Ministry</p> <ul style="list-style-type: none"> <li>• Leadership/Management Pendulum</li> </ul> <p>E. A Functional Case for Shared/Team Leadership</p> <ul style="list-style-type: none"> <li>• Earlier Theorists</li> <li>• Current Variations</li> <li>• Corporation as Team</li> <li>• Research Reflections</li> <li>• Realistic Reflections</li> </ul> <p>F. A Case in Point: "Forming" Class Teams</p> <ul style="list-style-type: none"> <li>• Class exercise</li> </ul>	<ol style="list-style-type: none"> <li>1. Reflect on Jesus, Barnabas and Paul as team builders</li> <li>2. Discussion of the theology of team leadership</li> <li>3. Carefully examine John 14-17; II Cor. 12; Romans 12 &amp; Eph. 4</li> <li>4. Prepare to dialogue about the tensions of team leadership</li> </ol>
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Day 2	<p><b>The What of Team Leadership</b></p> <ul style="list-style-type: none"> <li>A. Distinctions between a team lead and leader lead organizations/churches</li> <li>B. What are the types of teams and teamwork and the implications of each?</li> <li>C. What are the guiding principles for teams and a team-based system?</li> <li>D. What are the process essentials for designing the team?</li> <li>E. What are the structural essentials for organization wide team function?</li> <li>F. What are the emotional dynamics related to team identity, function and development?</li> <li>G. What are the essentials of teamwork in developing collective intelligence, decision making, difference leveraging, creativity and impact?</li> <li>H. What are the stages involved in team formation and energetic function? <ul style="list-style-type: none"> <li>. Tuckman Stages</li> <li>. Fisher and Thomas</li> </ul> </li> <li>I. Building Teams that Last</li> <li>J. A Case in Point: Your class team storming exercises and reflections</li> </ul>	<ul style="list-style-type: none"> <li>1. Re-think how you went about trying to form a team the end of the first day and establish a better way</li> <li>2. 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</li> <li>3. Come to class prepared to do group teamwork</li> </ul>
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Day 3	<p><b>The Standards of Teambuilding and Teamwork: The “How” of Teamwork</b></p> <p>A. Self-Definition and the Implications for Teamwork</p> <p>B. Differences in team members Diversity     Gifting     Personality     Lived experience     Working Genius</p> <p>C. Brainstorm Critical Team behaviors in your team and present your list</p> <p>D. Additional Team storming exercises, debriefing and implications</p> <p>E. Case in Point: Your class team engaging in disclosure and building a team covenant (Norming)</p> <p>F. Team norming exercises and experiences</p> <p>G. Case in Point: Building a Team</p> <p>H. Case in Point: Rebuilding a Team</p> <p>I. Exercises and tools to help you refine your team norms</p> <p>J. Transferability of class Team Processes to real life functional teams</p> <p>K. Team and Conflict Management Processes (The management of storms and norming benefitting from difference)</p>	<ol style="list-style-type: none"> <li>1. Reflect on how Jesus worked with all of his disciples and how He worked with the inner team and team leader</li> <li>2. Come prepared to discuss</li> </ol>
Day 4	<p><b>The Maximizing of Teamwork and Teambuilding Potential: The How of Performing, and Transforming, Teams</b></p> <p>A. Leadership development frameworks</p> <p>B. Leadership development strategies</p> <p>C. Leadership development challenges</p>	<ol style="list-style-type: none"> <li>1. Come to class ready to work as a group during the class session and beyond it</li> <li>2. Be ready to make three commitments regarding take home learning for permanent application and use</li> </ol>
Day 5	<p><b>Bringing it All Together</b></p> <p>A. Reflection on insights from week</p> <p>B. Group Presentations</p>	<ol style="list-style-type: none"> <li>1. Come prepared to summarize your key learnings of the week into a 5-minute presentation (with powerpoint slides)</li> <li>2. Be ready to make three commitments regarding take home learning for</li> </ol>

		permanent application and use 3. Come prepared to present your group presentation.
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## ASSIGNMENTS

### *Pre-Course Assignment:*

1. Integrative Reading Report

It is expected that the student will complete the required textbook reading with care and submit an integrated reading report. The project should be 7-10 pages in length. Report on the primary themes and development of themes of the books. Identify immediate and longer-term applications for yourself and your team(s) and compare the resources as to the quality of the material. The student should be careful to provide examples of how they will utilize each of the reading resources into the future. This reading report should be entitled, "Toward Team Leadership and Leadership Development Based on Selected Literature Review."

Course Value: 30%

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

Due date: 8pm May 28, 2025

### *Mid-Course Assignments:*

1. Class group team forming, storming, norming, performing and reforming experiences, demonstrations, role plays, team building exercises will be a critical part of this course. It is expected that each student will actively engage in ways that are unique to them. Each group will co-create a summative team report to be co-presented on the final day of class.

Course Value: 25%

Due date: last day of class

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.

2. Each student will design the first draft of a team leadership development strategy that includes a statement of purpose, outcomes, practices, and resources. It is anticipated that this 4-5-page paper will include their own learning journey (for example, skills they need to develop or improve) and customized and contextualized plans for a real-life team or set of teams. Resources and experiences read for or used in class may be included but it is expected that other sources will be added in the post course, second draft version of this assignment.

While some time will be given in class for this please plan on needing additional time in the evenings to refine and prepare to submit this first draft.

Course Value: 15%

Due date: Last day of class

Basis of grade: Comprehensiveness and quality of design.

***Post-Course Assignments:***

Building on the first draft that was submitted the last day of class, the student will prepare a second, more comprehensive team leadership development strategy that includes annual, quarterly, and weekly planning and learning tools (e.g., from meeting agendas to discerning and providing appropriate and intentional TDI's). This second draft will also include theological and philosophical reflection on thriving teams and shared leadership models. Before submitting this assignment, the student will "test" it with their team to gain insights into what is perceived as helpful and include these reflections in their 12-15-page paper.

Course Value: 30%

Basis of grade: Quality of design, feedback from team, and thoughtfulness of reflections.

Due date: August 1, 2025

**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***

In order to benefit fully from a seminary education, to be good stewards of time and finances, and to be considerate of their classmates and faculty members, students must be in class at every opportunity.

***Modular Courses***

Students are expected to attend 100 per cent of each modular for which they register. If this is impossible due to extenuating circumstances, arrangements must be made with the course professor before the first day of class. If extenuating circumstances prevent a student from attending class, a maximum of one (1) full day of class can be foregone. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

***Online Courses***

If extenuating circumstances prevent a student from attending scheduled meeting times, then up to 20% of meeting time can be foregone. Students missing scheduled meeting times should make every effort to inform the course professor prior to any time missed. If additional time is missed, the student will fail the course unless they first request to withdraw from the course or move the course to an audit.

***Semester-Based Courses***

All students missing more than two full weeks of a particular course from registration to the last day of classes will receive an automatic fail (0%). A student may appeal a course failure due to excessive absences. Successful appeals will be granted only in rare cases where all absences are clearly beyond the student's control. Appeals must be made through the Academic Appeal Process.

***Modular 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***

As members of the Briercrest learning community, students have a responsibility to conduct themselves with integrity and honour. Students who cheat on exams, plagiarize, inappropriately collaborate, or use generative AI without instructor authorization violate the trust placed in them by their instructors, fellow students, and the seminary. Any such actions constitute a breach of academic honesty and will result in serious consequences, such as failure of an assignment, failure of a course, or expulsion from the seminary.

Plagiarism, whether intentional or involuntary, is the submission of the work of others, published or unpublished, in whole or in part without acknowledgment or proper documentation. All information, ideas and/or direct quotations taken from other primary or secondary sources must be documented appropriately.

Generative AI is an umbrella term for a type of machine learning and a group of algorithms that can create new content, such as text, code, images, videos, music, or a combination of all these formats. Generative AI produces output in response to a query or prompt using generative models such as Large Language Models (LLMs) that rely on large datasets. Generative AI features are also often embedded within tools such as Grammarly, allowing these tools to generate new content, such as the rewriting, paraphrasing, or summarizing of existing text. The generated responses of these tools are probabilistic, which can result in errors and biases in responses.

The use of generative AI to create audio or visual media, to produce outlines, to generate partial or complete drafts of assignments, to answer questions on quizzes or exams, or to edit the grammar of assignment drafts is considered unauthorized unless it is explicitly permitted by the course instructor in writing. All use of generative AI tools must be properly documented.

Students are responsible for ensuring they are using their sources and completing their assignments with transparency and honesty. For more details, consult the [Seminary Calendar](#) and the Briercrest Format Guide. In addition to being familiar with these pages, instructors assume that you have completed the Briercrest Academic Integrity course on [Canvas](#) and understand the information contained in it.

### ***Academic Accommodations***

Any student with a disability, injury, or health condition (mental or physical) who may need academic accommodations (permanent or temporary) should contact the ARC Coordinator in person (L234 in the Library), by phone (1-306-801-6159), or by email (arc@briercrest.ca). Documentation from a qualified practitioner will be required (i.e., medical doctor, psychologist, etc.). It is recommended that students meet with their professors to discuss the requirements of their accommodations (i.e., how the student will receive lecture notes, or how the professor wants to receive extension requests).

## **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**

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

Entwhistle, Dan. *Recruiting Volunteers*. Abingdon, 2007. ISBN 0687466415

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

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

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

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

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

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

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

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

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

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

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.

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

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

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

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

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

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.

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

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

"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

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

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

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.