# THE SGI JOURNAL OF LEADERSHIP

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IN THIS ISSUE

# leadership

Developing a Team

*Five Phrases Every Team Leader Should Use* 

> *The Spirit of Ministry is Humility*

# TABLE OF CONTENTS

# FROM THE GENERAL SUPERINTENDENT

ARTICLE 1 Team Leadership *Tom Foster* 

ARTICLE 2 Five Phrases Every Team Leader Should Use Jack Cunningham

ARTICLE 3 The Spirit of Ministry is Humility Doug Klinedinst

ARTICLE 4 Why Plant? Nathan Scoggins

**ARTICLE 5** The Sacred Table, Part 1 *David Bryan* 

# **ISSUE 3 TOOLBOX**

Interpersonal Skills Assessment





#### MISSION STATEMENT

Leading the United Pentecostal Church International to think strategically about future growth.

#### THE STRATEGIC GROWTH INITIATIVE STEERING COMMITTEE

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This resource is interactive. Click the items in the Table of Contents to move around and explore each issue.



# From the General Superintendent

Developing a Team

To work efficiently and effectively, we need to develop a team. A team approach involves delegation, which means sharing the workload with other people. Leaders should focus on doing what only they can do, while training others to assume responsibility and authority. For example, if the pastor is the only church employee, probably the best second hire is a secretary or personal assistant. In addition, a leadership team composed of volunteers is vital.

There are two main hindrances to delegation. The first is a fear that no one else can do a job as well as we can. That's probably true, at least initially. But the point isn't to find someone who can perform a task as well as we can, but well enough. Moreover, in the long run if no one has been trained to assume some responsibilities, this is a failure of leadership. The second hindrance to delegation is a fear that someone can do the job as well as we can.

# We like the feeling of being indispensable, and our ego is bound up in our work more than we like to admit.

It can be difficult to give up responsibilities because doing so means giving up some authority and losing some control. In the long run, however, having qualified leaders is a credit to the senior leader.

There are three essential elements to effective delegation: (1) *responsibility*, (2) *authority*, and (3) *lines of accountability*. True delegation isn't just issuing orders but giving responsibility for a task and the corresponding authority to perform the task.



Accountability

Authority must equal responsibility. When people have a job title but little responsibility, they will become dissatisfied. On the other hand, if they have responsibility but not the cooperation and resources to do their job, they will become frustrated.



If a person's leader delegates but then micromanages or consistently overrules the decisions they make, they will be frustrated. In short, when leaders delegate, they should give guidance but also give some leeway for people to do the job their own way even though they may make some mistakes. The senior leader should be predisposed to approve and support the delegated leader's plans.

# When people try to go directly to the senior leader without first consulting the delegated leader in charge of the specific task, the senior leader must redirect them back to the delegated leader.

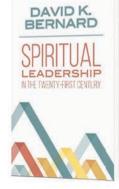
The balancing factor is to establish lines of accountability. Delegation does not mean handing off a job and then placing blame if it isn't done well. The senior leader still retains ultimate responsibility.

When leaders delegate, they should establish an expectation of accountability by asking for such things as proposals, plans, and reports and by instituting deadlines and evaluations. When concerns arise, leaders can advise and suggest modifications but need to use this power conservatively. When they see a major problem it may be necessary for them to intervene, but most of the time they shouldn't consistently overrule plans or they will defeat the purpose of delegation. At first, there is a stronger need for training and oversight, but over time leaders can confer more responsibility and authority.

For delegation to be successful, people must feel they are trusted to do their job, but they will do a better job when they know their leader requires specific accountability.

Cariol J. Bernard

Recommended Resource This article is adapted from my book, Spiritual Leadership in the Twenty-First Century (Pentecostal Publishing House, 2015).





# team ceacership tom foster

# **IDEA IN BRIEF**

The various members of a pastoral or ministry team function like the gears of an engine. If they are turning or working in opposite directions, the church goes no where and tension is the result.

Most churches have a leadership team. However, many church teams are really just a band of people doing their own thing and have yet to experience the power that comes when they all pull in the same direction. Though each person may be passionate and run well in their individual lane, they don't realize how they fit into the overall vision of the church.

In this article, we will analyze four things that help teams pull together and facilitate team success. If we were to open any engine or piece of heavy machinery, we would see a series of pistons, pipes, electrical circuits, and gears. When all of these various parts work together, synergy and firepower are the results. These parts can do more together than they can do apart. In fact, even if an individual part is fresh off the assembly line, its true purpose and function are revealed only when it is paired with the others. This concept has an incredible impact on ministry teams.

Many of us love and embrace the idea of team leadership, but have trouble making team leadership work in our church or context.

The various members of a pastoral or ministry team function like the gears of an engine. If they are turning or working in opposite directions, the church goes nowhere and tension is the result.

Most churches have a leadership team. However, many church teams are really just a band of people doing their own thing and have yet to experience the power that comes when they all pull in the same direction. Though each person may be passionate and run well in their individual lane, they don't realize how they fit into the overall vision of the church. On the other hand, those individuals who view themselves as part of a larger team and strive to complement the larger vision of the church are able to accomplish more in the long term. The "wow factor" in a leadership team is apparent by a special bond or camaraderie that is felt. It brings a certain identity that shows how well the team members interact with each other. It is a charged atmosphere that affects everything they do.

# The staff that has a quality connection has more in common than just doing ministry together. They do life together.

It is a partnership with a profound emotional bond that is committed to a certain vision. There is a connection and commitment to each other that cannot be faked. It is a shared presence and experience.

A team needs the intimacy and connection that is spiritual. It is a brotherhood. There must be a certain interdependence. This quality of leadership affects the whole church.

God said that It was not good for Adam to be alone. King Solomon said that two are better than one. God shows up when two or three are gathered in His name. The team that excels above others does it together.

Likewise, we cannot do it alone. We must share ministry. God wants us to be interdependent. The early church was an authentic community of like-minded people and they turned their world upside down.

For as the body is one, and hath many members, and all the members of that one body, being many, are one body. (1 Corinthians 12:12)

We all have a role to play. Each of us should do that in correlation with the overall vision of the church.

There must be a certain willingness to give and take on a leadership team. Members of the team are not to be in competition with each other; they are to be completing one another. There should be a desire to win together.

# Chemistry is the harmonious interaction between people working together. We need chemistry with our team to accomplish the vision of the church.

Teams that have chemistry have success. Chemistry is not about everyone being the same, but everyone working together for the same purpose with openness and honesty. Let's look at some general factors that will bring chemistry to a leadership team.

#### 1. Everyone must understand the vision of the church

Each individual member of a team must see how their ministry fits into the broad view of the church. They must know what they are building. People must be reminded constantly that they are doing something wonderful. Don't expect transparency and vulnerability to just happen. Find ways for them to bond over the vision that causes them to come together as a team.

## 2. Successful leadership teams know how to be real with each other

There is no room for hypocrisy or deception. The more real a team can be with each other, the more likely they will have strong chemistry. Openness and transparency are encouraged. If one is hurting, we all hurt. If one wins, we all win. We are family.

#### 3. A team knows how to celebrate together

When there is a victory, a celebration is in order. Teams should look for reasons to celebrate. Personal victories like anniversaries and birthdays are good reasons to throw a good party. Wins in ministry should be remembered also.

#### 4. A successful team will know how to settle conflicts

They know that working through contentions and remaining committed to each other is so important. They can say what is on their mind and resolve the conflict and walk out of the meeting with love in their heart for each other.

These are a few of the ways to come together as a team. When a team works together with chemistry, it allows common people to achieve uncommon results.

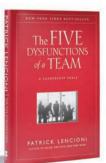
The next time your ministry team meets, read this article together and then discuss the questions below.

# **Questions for Team Discussion**

- Does my leadership team have a "wow" factor?
- When is the last time I have spent personal time with fellow staff members outside of office hours?
- This week, how have I celebrated the "wins" of my team members?
- What can I do to improve the way I settle conflict?
- Is it easy or difficult for me to be authentic and express weakness to my team?

lom foster

Recommended Resource A book I recommend on team ministry is The Five Dysfunctions of a Team by Patrick Lencioni (Jossey-Bass, 2002).







# Article No.2 \_\_\_\_\_\_ Five Phrases Every Team Leader Should Use

As a minister, especially if you are a pastor, your words carry a tremendous weight for those you lead, whether worshipers, volunteers, or staff. Too often, there are important phrases that get left out of our messages, telephone conversations, and emails. Here are five phrases that every team leader should use and use often!



A good leader looks for ways to assist, support, and equip the members of their team. The best way to determine what your team members need from you is simple, *just ask*.

When a ministry leader sends me an idea for a new project, asks me a question about an existing project, offers a suggested plan of action, etc., my response almost always includes a simple but effective question, "What can I do to help you complete this project?" Or just, "How can I help you?"

As you talk with the members of your team, solicit their feedback and ask them what you can do to help them succeed. Are there any needed resources that can help them? Do they need clarity on the tasks assigned to them? Find ways to communicate to each member of your team that you are completely sold out to their success.



**Phrase #2** You Make the Decision

Obviously, the pastor and/or ministry leader has the final say on matters of importance in any ministry or department. I understand that releasing decision-making authority can be difficult. I also understand that when we release decision-making authority to others, it often means that specific tasks might not get done exactly as we would have done them.

As the person at the top, who is overseeing many departments and ministries, it is easy to get bogged down and overwhelmed with making detailed decisions for ministries, projects, and procedures. It is good leadership to trust the people under you (the people you chose to lead) to make decisions. When the final product is presented to you, you will have the opportunity to tweak and make any necessary adjustments at that point.



**Phrase #3** You May Have Failed, but I Know You Won't Do it Again

When we acknowledge the failure of a team member in a way that is simple, kind, and gentle, it greatly reduces the likelihood that the action or behavior will be repeated.



Since some team members may not know they actually made a mistake, take time to talk to them about the mistake, about why it is a mistake, and then end with how to fix the mistake.

Carrying on about a failure or belittling the team member may stroke the leader's ego but does little to produce an improved team member. Great leaders can acknowledge the failure but not make team members feel like failures. Let your team member know that he or she is more than a single failure and that you have full confidence that they will not do it again. –Author Unknown



Phrase #4 I Made A Mistake (the natural follow-up to Phrase #3)

One of the worst leadership mistakes is for a leader to pretend that he or she does not make mistakes. A good leader makes mistakes. Mistakes are the natural result of taking risks, venturing into the unknown, taking a step of faith, or trying something new. If the leader does not acknowledge his or her own mistakes, they create a team or staff that is afraid to take risks. And the team that does not take risks will find itself struggling to move forward in any significant way.



There are a number of variations to "Thank you!" For instance, "You did a great job." "We could not have done it without you." "I am glad that you are a part of the team." "Well done!" "I love it."

No man will make a great leader who wants to do it all himself or get all the credit for doing it. The leader who takes absolute credit for success will not successfully lead a team for long. It is the leader who acknowledges that he is nothing without his team and praises them accordingly that continues to succeed. –Andrew Carnegie

Recently, I received a post from our church's Social Media Ministry. It was fabulous! Below is the actual interaction between the Social Media Director and me:

Me: Kelsey, I love it! Powerful! Great job! You're amazing, Pastor.

Kelsey: Thank you, Pastor. This was mainly Travis and Eddie that put this together. They did a great job!

**Me:** One of the benefits of being the head of Social Media is you get the applause for a job well done. One of the responsibilities of being the head of Social Media is when you get the applause, you share it with your team. I'm thinking I made the right choice for the leader of the Social Media Ministry!

If you are a team leader, consider investing in "Thank You" note cards. It would be difficult for me to overstate the impact of a leader taking time to write and send a card to staff, team members, and volunteers. The people we lead enjoy knowing that their work is noticed and appreciated by their pastor and ministry leaders.

Jack (nnninghau





Article No. 3 \_\_\_\_\_ The Spirit of Ministry is Humility

You must be bold to be heard. You must be humble to be received.

True humility is realizing we are totally dependent upon God. Continual awareness of that total dependence on God is the foundation for humility. The spirit of humility maintains an identifiable reliance upon the Lord and brings forth continual praise for His enabling help.

I can do all things through Christ which strengtheneth me. (Philippians 4:13)

As Paul instructs us with the wisdom of the Scripture, this attitude allows us to be confident in Christ while remaining dependent on Him. True humility releases a boldness that is not misinterpreted as arrogance. We also find that keeping ourselves humble is the focus.

Humble yourselves in the sight of the Lord, and he shall lift you up. (James 4:10)

The Bible does encourage us to evaluate ourselves. But, we do not have to put ourselves down, act unlearned, or pretend to be unqualified in an attempt to appear humble. Instead of being seen as humility, these actions usually come across as feigned and artificial. And, we must remember, there is no biblical authority given to keep someone else humble. Any attempt to keep someone else humble usually results in humiliating that person through some type of criticism.

#### Here are five keys to maintaining an attitude of humility:

#### Be Humble

- God resisteth the proud, but giveth grace unto the humble. (James 4:6)
- Humility is the most basic attitude of ministry.
- Humility determines what ministry feels like to the receiver.
- Low self-esteem is not humility. Confidence in God, balanced with total dependence on Him, is the proper balance.
- The focus is "humble yourself" not others!

#### **Be Holy**

- Because it is written, Be ye holy; for I am holy. (1 Peter 1:16)
- The ministry is sacred. We must approach ministry with respect, reverence, and a sense of awe.
- Personal preparation to minister is extremely important. This must go beyond preparing the material. We must prepare ourselves.
- Your personal life of separation and consecration will dramatically impact the effectiveness of your ministry.

#### **Be Honest**

- Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Ghost and wisdom, whom we may appoint over this business. (Acts 6:3)
- Honesty is a requirement for leadership.
- Speak the truth in love.
- Live the truth in public and in private.
- Love the truth.

#### **Be Honorable**

- But in a great house there are not only vessels of gold and of silver, but also of wood and of earth; and some to honour, and some to dishonour. (2 Timothy 2:20)
- The ministry is a sacred trust; treat it with respect and dignity.
- Be ethical in relations with other ministers.
- Show respect to those who validated and invested in your ministry.
- Respect the shedding of blood paid to provide the revelation of truth.

#### **Be Heroic**

- ... but the people that do know their God shall be strong, and do exploits. (Daniel 11:32)
- Be willing to forsake all. Jesus boldly asks us to deny ourselves, take up our cross, and follow Him.
- Go the second mile. Do more than the minimum requirement.
- Pray for the gift of faith as this is a very pure form of faith that comes directly from God Himself.

The reality of this verse in John alone should be enough to cause each of us to walk in an attitude of humility:

I am the vine, ye are the branches: He that abideth in me, and I in him, the same bringeth forth much fruit: for without me ye can do nothing. (John 15:5)

We are servants of a high and holy calling. Let us walk in holiness with a true spirit of humility. This will ultimately bring glory to God and honor to the ministry.

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# Article No. 4 Why Plant?

Why do farmers plant? To ignore the obvious would be foolish. Farmers plant in order to reap a harvest. No one can win the argument against the principle of sowing and reaping. No one would reasonably ask, "Why is that farmer planting? Has he lost his mind?" The principle is demonstrated over and over again. If farmers sow seeds of various kinds, they will receive a fruitful harvest.

We have come to realize that if farmers do not plant, the rest of us will not eat. Though I realize this is a simple concept, it is still an important one to note and understand. Farmers put seed into fertile soil expecting a result. And if they do it with intentionality, purpose, and proper timing, the principle is expected to work. Likewise, time and experience have both proven that the principle of sowing and reaping also works in the realm of church planting. Why plant churches? Because it is a proven method that works.

Say not ye, There are yet four months, and then cometh harvest? behold, I say unto you, Lift up your eyes, and look on the fields; for they are white already to harvest. And he that reapeth receiveth wages, and gathereth fruit unto life eternal: that both he that soweth and he that reapeth may rejoice together. (John 4:35-36)

While we recognize that planting for harvest is a readily accepted process, we then can ask, why should we not be actively planting churches? We cannot allow ourselves to become stuck between the "why" and the "why not" of church planting. There is such a desperate need in our world today. People in our cities are dying, physically and spiritually, waiting for churches that will reach for them with the truth of God's Word.

The "why" really is very easy. We see the undeniably biblical process of church planting throughout the New Testament. Philip planted a church in Samaria (Acts 8: 5-12); Peter established a Gentile church in Caesarea (Acts 10:24-48); and in Acts 9: 32-35, a church was planted in Lydda. Paul's first, second, and third missionary journeys were all about planting and strengthening existing churches.

# Biblical history reveals that church planting and revival walk hand-in-hand.

We cannot effectively make disciples and teach them the Word of God totally apart from the continued training and fellowship of a church setting. Campaigns and crusades are great; personal Bible studies are great. They can all bring people to a point of conversion. But if those same people are to be grounded in the Word, they will need a pastor and a church body to help them continue to grow.

Dr. Peter Wagner states, "The single most effective evangelistic methodology under Heaven is planting new churches."



Many major evangelical denominations across the world have formulated detailed strategies for church planting because they have realized the interrelation between church planting and evangelization. And so must we!

Church planting needs to be approached from both a spiritual and practical perspective. It cannot be an either-or; it must be both. To get started in the process, gather as much information as you can. Plan, plan, and plan some more. Pray, pray, and pray some more. Then go plant a church!

In his book, *Start*, John Acuff said, "Nothing happens until you start." So, if curiosity killed the cat, then procrastination can also kill many a would-be church plant. Let's break through the barriers of procrastination and intimidation and do this while it is yet day; for the night is approaching when no man can work.

One church in one community is not enough to adequately reap this End Time harvest. The effective mega-church concept is the exception, but the average church in the UPCI is still around eighty-five people. And many of those churches specialize in one or two particular target groups, i.e., youth, elderly, middle class, young families, or multicultural.

It is obvious that only one church of that size is not adequate to effectively impact our cities. A single church that reaches every target group in its city is unheard of. The establishment of new churches can reach different people groups in the community. In this way, all groups of the community can be targeted and more effectively reached. Because each church tends to focus on its own particular target group, we should encourage a multiplicity of churches and not be afraid of geographical proximities.

While the door of opportunity is open, let's join with Scott Sistrunk and the NAM Division of the United Pentecostal Church International and plant as many churches as we can and as soon as we can. In Jesus Name!

//athan faggins

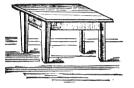




# Article No.5 \_\_\_\_\_ The Sacred Table, Part 1

In the fast-paced, crowded world in which we live, time and space are commodities in the life of leaders that cannot be taken for granted. Ministry burnout and mental or even emotional breakdowns are more common now than ever before. And, sadly, it is the leaders—the helpers—who are paying the highest price. In all of our efforts to move people to where they need to be spiritually and be there for them, we must not forget that we too are people subject to the harsh realities of life.

If you are one of those "just push through the pain" kind of leaders, this is not going to be an easy conversation. But I would like to remind you that the gift of pain was given by the Almighty as an alert system to the rest of the body. Pain is meant to alert us to the fact that something needs cared for or attended to. The big dilemma for most leaders we work with in our ministry is how to balance life, family, ministry, and the whole person—mind, body, and spirit.



God's remedy for all of this is found at a place we affectionately call "The Sacred Table."

This is a reference to a place prepared by God for each of us to find rest, renewal, clarity, strength, and wisdom. It is where we can find a truly deep and meaningful relationship with God and with our spouse, family, and others.

The Sacred Table is referred to in the gospels as the Last Supper, the place where Jesus celebrated the Passover with His leadership team. It was here at this table that they were set aside with Him, hidden from the whirling world around them. And it was here that Jesus revealed His plan and invited them to go with Him into His Kingdom. He still invites us today to be at that Sacred Table and enter with Him into glorious Kingdom endeavors.

It was during the final meal at this table in this sacred place that they were set apart from all other places and times. And Jesus used this special time and space to reveal His desire to His disciples. He wanted to spend this time with them.

And he said unto them, With desire I have desired to eat this passover with you before I suffer. (Luke 22:15)

The feeling remains unchanged. God waits for us to meet Him and be healed and renewed in this special place. God is excited and even anxious to spend a true Sabbath with us. Why? Because it is a part of His original creative plan. God is honored in Sabbath rest. God is remembered in Sabbath rest. God is known in Sabbath rest. Sabbath was a part of the process of creation. Part of honoring God as His creation is "remembering Shabbat."

In all your busyness, do you have a place, time, or day set aside to renew your mind, body, and spirit? Do you have a time for your spouse and family?



Your leadership planning session has all the dates for your church, but do you have the dates set aside for your family's well-being? These are challenging questions that we must all reckon with if we are to live to honor God. For ministers and leaders, the conversation of rest and renewal has been a very difficult one for many reasons. Not the least of those reasons is the guilt many leaders struggle with, believing they must always be there for those in need. However, being there for everyone else but not for your own peace, or your own family's peace, does not ultimately honor the work of God in you.

# So, we see that the Sacred Table represents a very important time and place for you and your family to be renewed, strengthened, and protected by God's design. Without it, we can place ourselves in grave danger.

In the next issue of our SGI Journal of Leadership, we will continue with Part Two on this topic. We will discuss in more detail concerning the why and how of this Sacred Table and also look at how it can save your sanity, your family, and your ministry. In the meantime, please take a moment to consider where you are with regard to The Sacred Table and its part in your life.

#### **Resources:**

- http://mission37.org
- http://pointsofrefuge.com

https://apostoliccounseling.org/about-us

Carid Bryan





# ISSUE 3 TOOLBOX PRACTICAL TOOLS YOU CAN USE





INTERPERSONAL SKILLS ASSESSMENT

How well do you work with others in team settings? In this survey, you will be assessed as a "desperate," "average," or "excellent" team player. As you consider the following sixteen questions, think in terms of team projects you have worked on in the past. After honestly answering all questions, use the scoring rubric that follows to interpret your results.

## **ROUND 1**

As you answer the following ten questions, score yourself on a scale of 1–10. When completed, add up all of your responses and write the total number in the blank below.

1 = Not at All / 10 = Absolutely

1. Many of my achievements have been accomplished with the support and assistance of others.

2. I admit when I am wrong and make mistakes. When needful, I am apt to apologize.

**3.** I am willing to compromise my method of doing things if it is in the best interest of the team.

4. People often tell me that they appreciate my input or assistance.

5. I am often asked to join others on big projects or endeavors. \_\_\_\_\_

6. Fellow team members come to me to help resolve their conflicts/disagreements.

7. I am not hesitant to ask for advice from team members when I need input or direction.

8. In the past week, I have thanked my team members for their support/assistance.

9. I have communicated to my team members that they are free to give me feedback, orders, and constructive criticism. \_\_\_\_\_

10. In the past week, I have connected with my team members on a personal level outside of office hours.

My Round 1 Total Score = \_\_\_\_\_

## **ROUND 2**

As you answer the following six questions, score yourself on a scale of 1–5. When completed, add up all of your responses and write the total number in the blank below.

1 = Not at All / 5 = Absolutely

11. My personality has been known to overpower the ideas and opinions of others.

12. I work better (faster, more efficiently) *alone* than I do with other people.

13. When I feel like I have something of value to say during team meetings, I often stay quiet and let others talk.

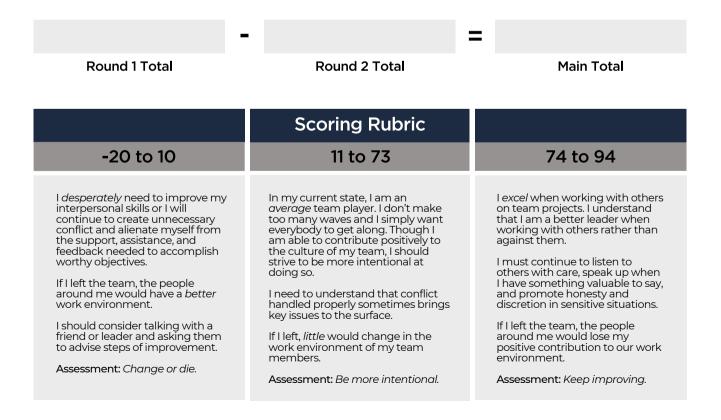
14. I have a strong record of offending people with my words or actions.

15. Many times, I allow my personal mood to negatively influence my attitude toward others.

16. When confused or unclear about a task, I assume what others meant rather than using pointed questions to ask for clarification.

My Round 2 Total Score = \_\_\_\_\_

Next, subtract your Round 2 total from your Round 1 total. After calculating your main total, use the scoring rubric to determine your assessment as a desperate, average, or excellent team player.



## What Should I Do With My Score?

This survey is not designed to convey new information. It is designed to affirm what you may already know about yourself, increase self-awareness, and prompt personal reflection. After gaining your total score and reading the description of that score, share it with a ministry mentor and discuss it with the members of your team.

## Points for Team Discussion

- In a team environment, team *culture* always trumps team *competence*. Many are independently gifted and passionate. However, this does not guarantee team success. Regardless of a person's talents, pedigree, or expertise, if they are unable to collaborate with different types of people, respond positively to outside feedback, and show their appreciation for others, they will harm the overall culture of their team. To succeed over the long term, leaders must learn how to utilize their capabilities *together* with others.
- The wide difference between a desperate and excellent team player illustrates the level to which they have developed personal qualities such as emotional intelligence, self-awareness, and empathy for others. Immature leaders cast blame on others when things go wrong and take credit for team successes. Mature leaders, on the other hand, accept blame for their mistakes and give credit to the overall team when things go well.
- If we really care about creating a positive team culture, we must sit down and say, "Tell me what you're thinking. Help me to understand the problem." We must open doors of communication that may have closed due to simple misunderstandings and seek to gain clarity by asking questions.
- At the end of the day, we find great fulfillment knowing that we accomplished noble tasks with others in spite of difficulties.
- Ultimately, team improvement always begins with self-improvement.

#### Note

This assessment has been written and developed by Paul Records.

