Fostering Teamwork for Effective Growth in Ecwa

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Abstract: *Teamwork has been a key factor in the progress, evolution and survival of humanity. Chapter 11 of Genesis demonstrates people working as a team to build a giant brick tower. Their dream stated that this structure will "reach to the heavens, so that they may make a name for themselves," (Genesis 11:4). There are a lot that should not be imitated in this story-like their pride, arrogance, direct disobedience to God in their action. While the tower of Babel does not end well, it is a fascinating lesson on teamwork. They had a shared vision, "Come let us build ourselves a city, with a tower that reaches to the heavens." Common vision is a unifier that takes the mundane and infuses it with meaning. With a unifying vision, a team's energy, effort, and focus is channeled towards a single goal that matters most. They had the correct tools, good communication. Their principle of teamwork fosters results, but for their disobedience, they did not reach the peak of their accomplishment. Nehemiah 4, gives an outstanding result of teamwork. When Nehemiah was leading the rebuilding of the wall around Jerusalem, enemies of the Israelites kept trying to attack them while they work. But the action from Nehemiah shows how great teamwork helped get the job done. Everyone worked together to rebuild the wall. Ecclesiastes 4:9-12 says, "two are better than one, because together they can work more effectively. If one of them falls down, the other can help him up." Therefore, teamwork provides and foster better results for organizations than individual work. Fostering teamwork is considered one of the most effective work forms. Working in teams also benefit the individual on a personal level as it fulfills needs such as social interaction and spiritual affiliation. Regardless of the importance that teamwork brings to organizations tremendous growth, many managerial leaders at various levels still do little to foster teamwork for effective growth in their domains of leadership. Given the globalized economy and leadership styles especially in Christian organizations of the twenty-first century, there is a lot to learn on how to apply team work for effective growth in a multi-ethnic church organization like in ECWA. Effective team work has benefits that include effectiveness at improving employee's skills and interpersonal relationships at workplace, quality of work life, job satisfaction and performance organizational effectiveness growth. Hence, fostering teamwork for effective growth is a timely subject for current generation and beyond. This paper employs a descriptive narrative on the subject using Scriptural passages, some secondary sources and some vivid illustrations to treat the subject. It introduces the subject, statement of the problem, defines what is fostering teamwork, Scriptural examples on fostering teamwork, lessons on teamwork from how geese fly, fostering teamwork process for effective growth, five basic steps to fostering effective teamwork, recommendations for better teamwork, sup up, and some questions for further study.*

Keywords: *Teamwork, Fostering Growth, ECWA, Leadership, Effectiveness, Interpersonal Relationships, Philosophy, Psychology.*

1. INTRODUCTION

Fostering teamwork for effective growth involves a wide range of activities, designed for improving team performance. Its aim is to bring out the best in a team to ensure self-development, positive communication, leadership skills and the ability to work closely together as a team to solve problems. The overall performance of an organization depends on how its members work together independently or corporately to achieve the overall organizational goal. Therefore, teamwork is a key to part of the success of an organization. Teamwork does not only help to improve creativity and productivity at the work place. It also helps to achieve harmony that leads to a peaceful and productive coexistence within the organization. It is a philosophy and psychology of job design that sees employees as members of interdependent teams rather than as individual workers. In the absence of teams, employees are limited to individual efforts alone but with teamwork, workgroups evolve into cohesive units and share expectations for accomplishing group tasks, added to trust and support for one another and respect for individual differences. Since the beginning, humans have been driven to form groups and work together

to achieve their goals, solve problems, generate more ideas, develop skills, survival, among other purposes. Richer. J.F. Dawson, and M.A. West (2011: 49, 69) suggest that "teamwork is one of the most noticeable and essential work configurations of the twenty-first century. Teamwork is considered one of the most effective work forms. The twenty-first century has brought many changes to the structure of organizations and also to the nature of jobs." Despite these benefits, having effective teamwork within organizations is not easy. D. Levi (2014:268) opines that "even though the use of teams in the workplace has a long history, the past decades have shown that the notion of organizational teamwork has reformed. In the last decades, many studies have been conducted on the effectiveness of teams." Levi (2014:269) explains further that "despite its reformed nature, teamwork in many organizations or namely, churches, are yet to foster effective teamwork that can lead to growth." Some of the organizational problems that challenge effective teamwork include conflict between members. The situation shows that the subject on teamwork is a problem in leadership and in churches and other organizations.

2. STATEMENT OF THE PROBLEM

It is observed that in this competitive and globalized economy and leadership circles, organizations which include church denominations, face many challenges due to their constant evolution as a result of social changes. There is still limited knowledge about how work teams' function and many questions on strengthening teamwork remain about how leaders from various levels and those who heads departments including other employees cannot successfully create productive and effective teamwork. Discussing team work for effective growth can provide leaders in ECWA with valuable insight as to how teams in its organizational setting should be achieved for maximum effectiveness that can expand the church denomination toward growth. It will further help it in assessing teamwork in its workplace at various levels of its leadership.

There are some Scriptural images that when applied by leaders, it can foster teamwork in leadership: Luke 22:21-27; Matthew 20:20-28: Servant: service, support, empowerment. Luke 12:42-43: Steward: trustworthy: responsible, accountable as one in charge. Luke 12:42-43; John 10:10; John 21:15-17; I Peter 5:2-3: Shepherd: caring, guidance, courage Caring Leadership: What do I do to people? Developing or destroying? Achieving results through people? Developing and motivating people, or leading with people? Leadership is not so much exercise of power, as the empowerment of people. Leadership is empowering people for achieving results. These results are achievable when teamwork becomes valuable and practice in a given church denomination. But what is the meaning of fostering teamwork?

3. WHAT IS FOSTERING TEAMWORK

Fostering is to encourage the development of teamwork in an organization such as ECWA. While, teamwork occurs when a group of people work together to successfully complete a task. Broadly, it involves the cohesiveness of a team, their ability to create positive working atmosphere and how they recognize the strengths and skills that each team member brings into an organization that is in business or mission like. Explaining further, a team is a group of people working towards a common goal. Teamwork involves the process of enabling the group of people to reach their goals. It consists of steps like clarification of team goals; identification of hindrances to goal achievements; facing the identified challenges and enabling the achievement of the goals. Fajana (2002:4) asserts that "teamwork is an integration of resources and inputs working in harmony to achieve organizational goals, where roles are prescribed for every organisation member, challenges are equally faced and incremental improvements are sought continually." Katzenbach and Smith (1993:7) notes that a team can simply be defined as (a group) "of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable." If these are what people say about teamwork, then it is equally important to look at Scriptural examples of teamwork.

4. SCRIPTURAL EXAMPLES OF TEAMWORK

4.1. Example of Teamwork in Ii Samuel 23:8-17

A mark of a great leader is seen in how many great people participate as a team. David's team was comprised of "mighty men." Because David attempted mighty things, only the mighty could keep up with him. Those who could not keep pace could not join the team.

A life story of Don Bennett shows that he was the first amputee to climb Mt. Rainer. His testimony is simple: if you try such a feat with only one leg, "you cannot do it alone." That makes a lot of sense! But what is not immediately obvious is that not just anyone can help.

Bennett did not recruit his helpers in a hospital or nursing school. He built a team of people who wanted to climb a 14,410-foot peak and who could climb a 14,410-foot peak.

One who attempts mighty feats had better be capable of recruiting a mighty team. David did that. His was one of the most celebrated teams in the entire Old Testament. This group was the all-star team of his battle-hardened warriors. Several things stand out in context of fostering team work as one considers how David pulled his team together.

First, he spent time with them in battle. These men were welded to David by the hot fires of battle. His inner circle consisted of those who had fought alongside him. He knew their capabilities, because he had seen what they could do with his own eyes. Second, he sacrificed for them. When three of his mighty men risked their lives to obtain drinking water for him during a battle, David refused to drink it, choosing instead to pour it out onto the ground (II Samuel 23:13-17). That act of sacrifice communicated a depth of devotion and love that had to have impressed those warriors. Third, they enjoyed victory together. Time and again, David and his mighty men faced seemingly insurmountable odds and saw God deliver them.

Fourth, David honored them. These men were well known throughout the land as "David's Mighty Men." That phrase served as a banner that set them apart as extraordinary. One thing becomes clear in this account: David knew he could not do it alone (Teamwork).
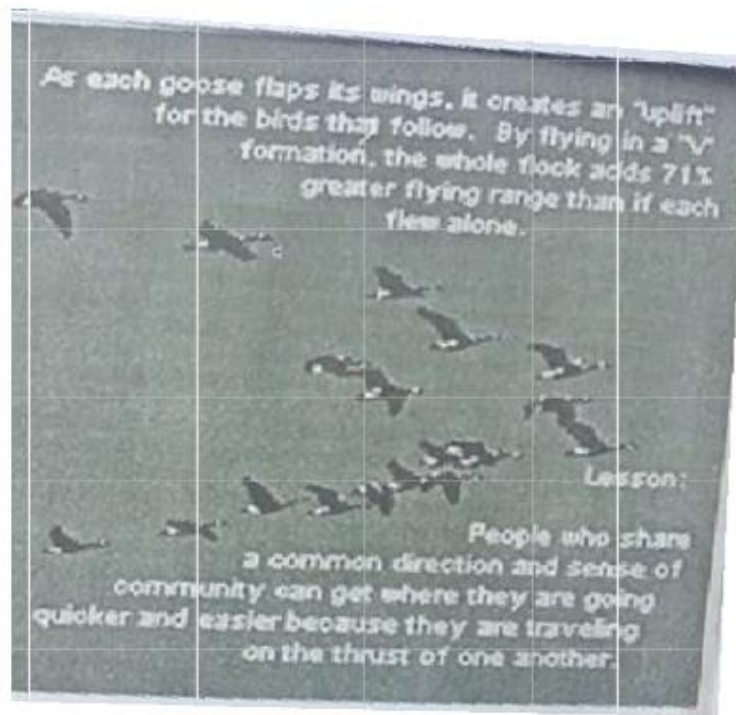
Strong teams functioning at their best reflect similarities to the relationship that exists within the divine Trinity. When a team works together in an other-centered manner, it mirrors the creativity and mutual regard that is derived from God himself.

4.2. Example of Teamwork, in Ephesians 1:3-14.

It is noticed how the Godhead (three persons in one, not separated) of the Trinity work in perfect harmony to accomplish humanity salvation. A team is capable of accomplishing things that no individual, no matter how multi-talented, could do alone. To function well, a team must be committed to a common vision and purpose. It must be willing to work in unity for the improvement of the whole rather than the advancement of any one member. T.J. Adding ton (2010:17) notes that "a high-impact team is a group of missionally aligned and healthy individuals working strategically together under good leadership toward common objectives with accountability for results." In the account of (Mark 3:13-19), it shows Christ's appointment of the apostolic team that would proclaim the Good News to the world. Teams comprised of positional specialists. These individuals have been recruited on the basis of individual ability and expected contribution. But they are not a solid team until their individual strengths combine to produce an outcome, which no single member alone could have produced. Synergism (compared to Mark 2:14-17) can be defined as the interaction of elements that when combined, produce an impact that is greater than the sum of the individual parts. Synergy is a joint action that increases the effectiveness of each member of a team. Today, the body of Christ on earth is not a mere organization, but an organism that manifests both unity and diversity. Biblical references such as Ephesians 4:4-16; I Corinthians 12:12-26; and Romans 12:3-8, explain the dynamics and purpose of this organism is to foster effective teamwork within its ministry workforce for growth. There is one factor that may be more important to effective leadership than leadership qualities or extensive training.

Jon R. Katzenbach and Douglas K. Smith (2002:8) note that "effective leaders simply need to believe in their purpose and their people." Katzenbach and Smith (2002:9) further contend that "the stronger this belief, the more it will enable leaders to instinctively strike the right balance between action and patience as they work to foster effective teamwork."

4.3. Example of teamwork in Acts chapters 13-20. In order to promote teamwork, the leadership role of Paul changes as time progresses. Initially, (chapter 13), Paul is mentioned after Barnabas, implying that Barnabas had team leadership. By chapter 14, Paul takes over. This imply that Barnabas was coaching Paul until he was ready to turn over the reins. By chapter 16, Paul started to coach Timothy in the same way that Barnabas had mentored him. In chapter 18, Paul uses the same style to mentor Priscilla and Aquila. However, the best way to apply fostering team work is seen in the way geese fly.

As each goose flaps its wings, it creates an "uplift" for the birds that follow. By flying in a "V" formation, the whole flock adds 71% greater flying range than if each flew alone.

Lesson:

People who share a common direction and sense of community can get where they are going quicker and easier because they are traveling on the thrust of one another.

5. LESSONS ON TEAMWORK ON HOW GEESE FLY

Observing geese flying help me to derive five lessons on fostering teamwork for effectiveness in any organic organization. As each goose flaps its winks it creates and "uplift" for the birds that follow. By flying in a "V" formation, the whole flock adds71% greater flying range than if each bird flew alone. There are fundamental lessons to learn on teamwork in the way the geese fly.

The first lesson here is people who share a common direction and sense of community can get where they are going quicker and easier because they are traveling on the trust of one another. When a goose fails out of formation, it suddenly feels the drag and resistance of flying alone. It quickly moves back into formation to take advantage of the lifting power of the bird immediately in front of it.

The second lesson here is if leaders have as much sense as a goose, they stay in formation with those headed where they want to go. They are willing to accept their help and give their help to others. When the leader goose tires, it rotates back into the formation and another goose flies to the point position.

The third lesson here is it pays to take turns doing hard tasks and sharing leadership. As with geese, people are interdependent on each other's skills. Capabilities and unique arrangements of gifts, talents or resources. The geese flying in formation honk (make noise) to encourage those up front to keep up their speed. The fourth lesson here is leaders need to make sure their honking is encouraging. In groups where there is encouragement, the result or production is much greater. The power of encouragement is quality of honking we seek. When a goose gets sick, wounded, or shot down, two geese drop out of formation and follow it down to help protect it. They stay with it until it dies or is able to fly again. Then, they launch out with another formation or catch up with the flock.

The fifth lesson here is if leaders have as much sense as geese, they will stand by each other in difficult times as well as when they are strong. From these lessons, teamwork is an effort in which a group of people in a given organization studies its own process of working together. They act to create a climate that encourages and values the contributions of other team members. Their energies are directed toward problem solving, task effectiveness, and maximizing the use of all members' resources to achieve the teams' purpose. Sound teamwork recognizes that it is not possible to fully separate one's performance from those of others. How can an organization foster teamwork process for growth? Francis and Young (1979:10) affirm that "Teambuilding works best when the following conditions are met." Thus, the need to discuss the process of fostering teamwork for effective growth.

6. FOSTERING TEAMWORK PROCESS FOR EFFECTIVE GROWTH

In fostering teamwork for effective growth, there is need to start with an internal climate analysis (this is usually carried out during a process of strategic planning where SWOT analysis of an organization is

determined). This is always necessary because not everyone is suited for teamwork within some leadership structures. But for effective growth to take place, there is need to work with others. Here are some tips to help leaders at various levels manage and work well with their colleagues to foster teamwork for effective growth. In these days of a fluid workforce and a fast-changing marketplace, the old tradition of hierarchical approach to running an office is not effective. Why is that so? Today, being a leader has become increasingly complex. There are five basic things every leader or person who wants to become a team-playing leader needs to keep in mind. They are: (1) Lead yourself before you lead others. Remember John Maxwell (2008:4) encourages that "a leader's credibility begins with personal success. It ends with helping others achieve personal success." (2). Give team members a sense of ownership in the process as well as the final product. (3) Build an atmosphere of trust. J. Robert Clinton (1988:33) explains this point that "a successful integrity check results in a stronger leader able to serve God in a wider sphere of influence. An integrity check tests inner character for consistency." (4) Help others build capacity, and (5) Foster inclusion. Adding ton (2010:98) makes it clear that "to be willing to build a team of people who can do their tasks better than you could do them takes a lot of personal security a commitment to mission and a deep resolve to build the best team for the best ministry results."

Survival of the fittest, Kill or be Killed. It is my way or the highway. These harsh prescriptions have long served as models for running an effective business. These days though, the prevailing wisdom is changing. Some of the new watchwords and key phrases are collaboration, shared ownership, and common values. Why the shift?

Increasingly, organizations are finding that the old ways of doing their work are not sustaining them in today's fast-changing arena. Having spent two years so far in the connected economy, I realized that connected economy is the best for any human being to get involved in this twenty-first century and beyond because the traditional business concept does not work anymore.

Let me make a statement of fact. In the traditional management, the leader(s) is at the top of the pyramid, but in this rapidly-paced connected world, you cannot really understand everything that is going on in an organization anymore. This includes leadership levels in ECWA. However, fostering team work for effective growth, allows everyone to assess the environment and respond as they see fit around a set of common values or vision, creating greater flexibility and more rapid response. Also, in the light of traditional job market, employees are less willing than ever before to stay in unhappy situations, making it vital for church organizations to sit up and pay attention to the organizational climate. As the watchwords are changing, so too are the methods of fostering teamwork for effective growth and leadership. Here, then, are five basic keys that lead successfully to fostering teamwork effectively.

7. FIVE BASIC STEPS TO FOSTERING EFFECTIVE TEAMWORK

First is to lead yourself before you try to lead others: Model for your team members the sorts of behavior you expect from them. If you expect your staff to treat each other with respect, make sure you do not fly off the handle at every little problem. I like what Jim Jose says. "If I do not have a good handle on me, I would not have a good handle on you." If you expect honesty from your team members in the work force, make an effort to own up to your own mistakes. The bottom line is, if you take care of yourself, you know the kind of value to place on another person. Second is to give team members a sense of ownership in the process of leadership. If I am a leader, I have to find out what makes you sick? If I do not know what motivates you, why would you follow me? For one team member this might mean just an encouragement, or well done! Fostering teamwork demands more initiative and original thinking. Third is to build an atmosphere of trust: This means fostering collaboration rather than competition. It means approaching your team partners with empathy instead of anger. When you show understanding, you allow people to come forward with problems, and your team players focuses more on problem-solving than blame. Adding ton (2010:96) notes that "as you build teamwork, look for the very best people you can find. Generally, if they are not more qualified than you would be in their roles you have the wrong people." Allen says, one of the worst among several bad elements of the traditional management model is that, "in a strictly hierarchical setting, leaders become isolated from the problems that threaten the organization.

That is why Adding ton (2010:98), opines that "insecure leaders hire less competent people because those who are strong threaten them. "Fourth is if you foster an environment in which everyone in the system, feel free to offer constructive criticism without fear of retribution, the organization will grow stronger." This will help leaders to build capacities of their team members.

Fifth is fostering teamwork builds capacity: Any leader who never builds capacity, teams will never really learn. I always compare the traditional old model of leadership to a large family in which the father always has to repair the car. All of his time is taken up fixing these squeaks, so he has no time to make sure the family is staying on the right track.

It would be better for the father to teach everyone else how to repair the car. In his book, the 21 Irrefutable Laws of Leadership, Maxwell (2007:42) notes "only empowered people can reach their potential. When a leader cannot or would not empower others, such a leader creates barriers within the organization that people cannot overcome."

I have come to the understanding that the paradoxical goal of a good leader, is to become replaceable. Maxwell (2007:42) explains that "The only way to make yourself indispensable is to make yourself dispensable." In other words, if you are able to continually empower others and help them develop so that they become capable of taking over your job, you will become so valuable to the organization that you become indispensable. This will happen if leaders foster teamwork through inclusion. The more inclusive the team in an organization, the greater the number of talents and viewpoints will be on hand to tackle problems. This kind of fostering teamwork for effective growth extends beyond ethnicity and gender, to include a diversity of attitudes, values, and ways of thinking. Herein lies one of the most compelling proposals for fostering teamwork. In a team-based organization, Jose explains, "you tend to draw out the gifts that everyone can bring to bear on business (leadership) strategies. In a high command- and -control organizations, these gifts remain lost."

In view of my many years of experience in administration and in teaching, I have come to understand that effective team is defined as a group of people with a common goal that cooperate with each other in clear communication and commit themselves to the team and the teams' goals and can reach more together than the best individuals in the team (synergy). George Burna (2003:221) notes that the reason is "a team has a focus that is so easily discernible that the devil, who is the author of confusion can never interrupt the direction of ministry" Maxwell (1995:145) affirms "having the right team players determines 60 to 80 percent of the success of any organization." G. Gene Wilkes (2006:211) further buttresses "a team player must make sure is trained and has the right attitude. Everyone on the team has the same interest and willingness to accomplish the goal." Team effectiveness is about taking a conscious approach to establishing, reviewing and measuring how leaders from the grassroot to the top work together to meet its goals. What are the benefits of fostering effective teamwork? (i) It provides a framework for how all leaders and personnel in an organization work as a team. (ii) It allows room to identify specific accountabilities and responsibilities among team members.

Fostering effective team commitments are the objectives and actions that as a team, undertake to achieve to ensure maximal efficiency in the organization. Fostering effective team in any organization is better achieve through the complement of teams' Key Performance Indicators (KPI) set which indicate what needs to be achieved. When this happens, Wilkes (2006:211, 212) team leaders have more to care for. Teams share the credit for victories and the blame for looses because it fosters genuine humility and community perspectives." How can leaders set and achieve goals and objectives to make the organization they lead effective?

8. SETTING AND ACHIEVING GOALS IN AN ORGANIZATION

Setting goals is a fundamental component of personal and professional growth. Goals provide us with direction, motivation, and a sense of purpose. Without goals, leaders may find themselves aimlessly wondering through life, lacking the focus and drive needed to accomplish dreams and aspirations. Approaching goals with a growth mindset is key to maximizing its power in an organization. A growth mindset focuses on learning and improvement rather than static outcomes. It encourages flexibility, resilience, and perseverance when facing challenges. With a growth mindset, leaders will experience setbacks as opportunities for growth rather than failure. This empowers leaders to keep striving toward ambitious goals and continuously expand leaders' abilities, and ultimately achieve its highest aspirations. Adopting a growth mindset transforms how leaders implement goals, unlock the district's full motivational potential. One of the most significant benefits of setting and achieving goals is that it allows leaders to prioritize their time and energy. When leaders have a clear understanding of what they want to achieve, they can organize their resources and efforts to make progress towards those objectives they want to implement. Goals also help leaders to filter out distractions and focus on what truly matters. Moreover, goals provide the leaders with a sense of accomplishment and satisfaction. When leaders at

this level set and achieve goals, they gain a sense of responsibility and worth. This helps to boost the leaders' confidence and motivation, making it easier for them to tackle more significant challenges in the future. In addition to these benefits, setting goals also help leaders to identify their strengths and weaknesses. By setting goals that challenge leaders so that they can push themselves outside of their comfort zones and develop new skills and capabilities. At the same time, goals can also reveal areas where leaders need to improve to allow them to identify opportunities for personal and professional development.

I would like to discuss setting and achieving goals for effective growth by defining action plans, budget, goal, mission statement, objective, planning, stakeholder, strategy, values, vision, SWOT analysis and sustaining cordial relationship, among leaders to help in implementing the goals and objectives.

The component of goals and objectives according to Mipo E. Dadang (2007: iv, v), are "action plans, budget, goal, mission statement, objective, planning, stakeholder, strategy, values, vision and SWOT analysis." These can be explained.

8.1. Action plans are statements of activities designed to accomplish with specific objectives in a given programme or project of the district.

8.2. A goal is a timeless value statement that impresses the desired state where the need or the problem of the organization no longer exists.

8.3. The mission statement expresses the underlying design, aim or thrust of an organization. The mission is the purpose of the organization. 1. Why does the Evangelical Church Winning All (ECWA) exists? 2. Who are the Church's target groups? 3. What Service Does organization offers?

8.4. An objective is a specific measurable statement of results that an organization intends to achieve in relation to an identified problem within a determined period. An objective should be specific, measurable, attainable, result-oriented and time bound (SMART).

8.5. Planning is defined as a process of putting in order and into decisions what an organization or its groups believe they can do in the future. It is a series of decisions taken now for the future actions of the Church or groups under her leadership.

8.6. A stakeholder is a person, group, or an organization with an interest in, or concern about how it functions.

8.7. Strategy is defined as a road map for a journey based on what the district leaders know now. It can also be looked at as a designed flexible means of achieving its intentions. Strategic planning is about long-term planning.

8.8. Values are the beliefs that the ECWA upholds with high and worthy principles as basis for existence. Values speak to the spirit or ethos or ethics of the district.

8.9. A vision is what the organization stands for and what its desired future would look like in the next two or three years? What it might become can be based on its beliefs and present realities of its internal and external environment. What is the mental picture of the desired future of ECWA?

8.10. SWOT Analysis

What are the strengths and weakness of the internal environment of ECWA? What are the opportunities and Strengths of her external environment? Strengths: What can leaders do well. What are the leaders good at. What are the competences of the Leaders? John C. Maxwell (2008:99) affirms that "for leaders, it is better to know the most important things thank knowing everything."

Weaknesses: What does the organization do poorly? What does the organization do not do well? What should ECWA be doing, but do not do it?

However, if there is rift among leaders, it will affect their progress so the leaders themselves need to be in cordial relationship with each other in order to achieve their set goals and objectives in the entire organization.

9. CORDIAL RELATIONSHIP OF LEADERS

For some leaders, today's realities may demand a substantial change in philosophy of leadership. Leaders must assume a growing role in service to those who struggle with personal interpersonal

problems. It has been discussed that an organization has goals and objectives to achieve. Leaders should learn to trust one another towards building the body of Christ through their leadership. Leaders at this level should live lives devoid of sentiment, ethnicity, tribalism, nepotism and resentment against each other. If leaders are optimistic of achieving the goals and objectives of their organization so that it does not suffer, cordial relationship among the leaders is not negotiable.

Cordial working relationship within leaders is a must to enable them to achieve its goals and objectives. Cordial relationship means to be friendly, formal and polite to each other. Relationship is a way in which two people or a group of people behave towards each other. At times, leaders can spend time or live together without being friendly. But cordial relationship is that which brings the leaders together and to the level of sharing their lives so that they can achieve their set goals and objectives. Leadership can be a blessing. But it can also be a curse if not perceived well. A position of leadership often brings with it admiration and respect. At the same time, it brings pressures and temptations. Some leaders begin well, but do not end well. It is sad that some leaders in the Bible yielded to some temptations which either weakened or destroyed their leadership. If one is to be a successful leader, there is need to understand some threats that can hinder the collective efforts of leaders from achieving their goals and objectives.

9.1. Pride

This is one of the greatest threats to leaders. Why? The desire of some leaders in position today is to be admired and respected. Some leaders enjoy being treated better than others. All of the respects, honor and differences given to them often encourage them to feel more indispensable and almost divine. If it were not the intervention of the Holy Spirit, pride could have destroyed the early church (Acts 5:2).

They saw the respect that Barnabas and other leaders received when they sold their property and gave it to the church. They desired to have that same kind of respect. The first major internal problem to affect the church was personal pride. James and John wanted to have the two highest seats of honor when Jesus came to his throne, was pride. How did the other disciples feel? When the other ten heard about this, they became angry and surprise because they felt insulted or unfairly treated. Proverbs (16:18-19), condemn pride saying, "Pride goes before destruction, a haughty spirit before a fall. Better to be lowly in spirit and among the oppressed than to share plunder with the proud."

The first major internal problem that can affect the growth of an organization is interpersonal pride among district leaders. The second threat is not depending upon the Scripture (Genesis 3:1-5).

9.2. Not Depending on Scriptures

The first defeat of mankind was knowing the truth, but failure to depend upon the truth (Genesis 3:1-5) every leader should lay the foundation by confronting those who are in deceit. A leader should correct the behavior of those who are not in favor of growth and help to promote the progress of the organization (2 Timothy 3:16-17). The closer a leader is to the Scriptural guidelines, the happier he will be with his fellow leaders and other workers in God's vineyard. James 1:22-25 remains those of us in leadership position to be doers of the word and not just hearers. The third threat that confront some leaders is failure to lay their treasures in heaven.

9.3. Not Laying Treasure in Heaven

A godly leader should always work with the mentality of laying his treasure in heaven. Leaders should endeavor to seek God's kingdom and his righteousness first (Matthew 6:3-4;23). Focus on him who is highly interested in both your spiritual and physical needs (Matthew 6:25-32). Every leader is to work hard because God rewards people for what they do (Colossians 3:25 and 2 Thessalonians 3:10). Every leader should learn to give for God's work (Proverbs 11:25, Luke 6:38).

10. HOW CAN LEADERS OVERCOME THESE, THREATS?

Consider your offices as positions for services. When a person considers his job as a position of honor and focuses on his privileges, such a leader has lost his right of being a servant leader (I Kings 12:7). Understanding leadership offices as places of service can lead to the following:

10.1. Justice. This Means to Be Fair, Impartial, Righteous, and Reasonable

Justice is recognizing that all are equal in the sight of God (Galatians 3:28). Justice is when everyone respects the rights of others and treats other fellow leaders as if they were your own

(Matthew 7:12; 22:39). Honesty: Seeing an office is a position of serve will lead to honesty. Honesty is the attitude and practice of speaking of the truth (Matthew 5:27; Exodus 20:16). Lying can destroy relationships among leaders (II Kings 5:22, 25).

10.2. Selflessness

Jesus taught so much about selfless attitude. (Matthew 5:44; 19:19). Paul taught that followers of Christ should not look only to their own interests, but others as well (I Corinthians 10:24; Philippians 2:4). A selfish leader does not enjoy cordial relationship with his colleagues in the office or his subordinate. Whether a person has just assumed leadership position or has been in leadership, learn to connect with your colleagues well. One sign of a great leader is not seen in what he has accomplished alone, but what has been accomplished through others. That happens through cordial working with other leaders. If leaders are not willing to forgive themselves as a way of life, there will be no platform for peaceful performance of duties.

10.3. Forgive and Pray for Each other (Matthew 5:45-49; Romans 12:17-21).

A good leader knows that all human beings are imperfect and they are only 100% in Christ. Leaders all make mistakes that harm others. Interpersonal relationships among some leaders even at the district levels today are fractured. The major cause is believed to be anger; throwing off from deep hurt. Dan Degerman (2003: 336) notes that "anger is to be blamed for such occurrences because in every sphere of human endeavor anger has been seen to be "normatively problematic." Any wounded leader can exercise his free choice to forgive on his own. Mipo Ezekiel Dadang (2018:7) explains that "forgiveness among God's people is a normal way of life. Children of God who regularly confess sins and forgive others demonstrate strong faith in Christ thereby modeling Christian life for the Church." Forgiveness liberates the offended. It relieves him from the bitterness of heart. Bitterness renders a man ineffective in the things of God. forgiveness frees a man from bitterness which imprisons the memory. People are Christians' leaders today because God forgave their sins. A weak leader is strengthened when his wrongs are pointed out in love to him and he is forgiven. A natural man cannot forgive only a spiritual man can forgive. It is the spirit of God that enables believers to forgive. Forgiveness is not a battle fought in the flesh. Forgiveness is a battle fought in the spirit. Leaders can implement their set goals and achieve them only in a peaceful atmosphere. How can leaders better foster teamwork for effective growth? Here are some recommendations for better teamwork in ECWA.

11. RECOMMENDATIONS FOR BETTER TEAMWORK

Effective teamwork is the way leaders achieve big goals. Learning to work well as a team strengthens co-leaders and other coworkers' collective performance. Some leaders have difficulty building a cohesive team, which limits their potential for success. Leaders who learn how to foster teamwork for effective growth within their leadership jurisdictions, can their denominations, districts, departments or even units to new levels of performance. Every leader should be able to communicate in ways that promote the principle of teamwork foster teamwork and motivate team members to work for the team's success combined with their personal achievements. The words of Patrick Lencioni (2002: vii) on teamwork are powerful. Lencioni, notes that "it is not finance. It is not strategy and not technology, it is teamwork that remains the ultimate competitive advantage because it is so powerful and rare." Lencioni (2002: vii) affirms that "building a strong team is both possible and remarkably simple."

Here are some teamwork recommendations that successful leaders use to help them foster effective teamwork for expansion of growth within an organization.

They are: clarify all roles and responsibilities, clarify goals and objectives, cultivate thinking as a team, Encourage the team to hold each other accountable, engage the team in group decision-making, address problems as they occur, sponsor team building activities, focus on effective communications and build healthy relationships.

11.1. First is to Clarify All Roles and Responsibilities (Regularlyto both Old and New Recruits)

Team members need to clarify their understanding on the tasks that each person is supposed to perform without these basics' clarity or reminders, confusion abounds. When team members are left to figure out for themselves who is responsible for what misunderstandings and power struggles average. The ambiguity often leaves team members in the workforce with stronger personalities to intuitively start taking control and delegating on their own foster resentment and disillusion within team members. So as the first

recommendation define and documenting everyone's roles and responsibilities and what the team shares for accomplishment. This leads to the next which is clarifying goals and objectives (if need be).

11.2. The Second is you Clarify Goals and Objectives

A motivated team can accomplish amazing things. Good teamwork can break records and new standard for productivity and quality. Team members should be reminded regularly on already clearly defined shared goals and clear measures for gauging their progress. Progress toward goals and objectives needs to be measurable. In order for team members in the work force to feel secure, leaders are to establish benchmarks for every team worker. Good progress is the best possible confidence builder for people in the team.

11.3. Third is to Cultivate a Habit of Thinking as a Team

Review each worker's contribution to the organization's objectives and goals during periodic performance evaluations and during regular-one-one feedback sessions. Point out the employee's performance level in relation to set benchmarks for his or her role and for team members in general. Review their strengths, and offer guidance in areas of needed improvement. This leads to encouraging the team to hold each other accountable.

11.4. Second is to Encourage the team to Hold Each other Accountable

People may feel uncomfortable approaching fellow team members about performance issues, such as rule infractions. Such matters do need to be handled with great care and professionalism. A confrontational atmosphere can destroy team spirit and quickly increase conflict of interests in an organization. The idea here is for those in the organization's workforce to hold each other with accountable while providing each other with mutual support and help in a kind manner. Foster teamwork by encouraging team members to adopt a code of supporting each other. This leads to engaging the team in group decision-making.

11.5. Fourth is to Engage the Team in Group Decision- Making

Involve organizational team leaders in some decisions regarding their activities, when practical. Human beings are more committed, if they believe their ideas have been heard. Each person can join in the discussion. Ensure that quieter team members are contributing their opinions. A balance of everyone's contributions is necessary for success in making a team decision.

PDK Lee (2002:94), counsels that "when management relationships are open, workers are drawn automatically into routine decision-making process." This leads to addressing problems as they occur.

11.6. Fifth is to address problems as they occur

Occasionally, interpersonal issues and other problems are unavoidable in an organization. The nature of working together is that problems tend to increase when greater number of people are involved. Managing conflict can become necessary when small issues arise, or more serious problems emerge that can threaten to unravel the bonds of the team. Prevent problems from getting out of control. Listen and let everyone be equally heard. Let team members express concerns and come to their own mutually beneficial resolution, or if necessary, make a decision and direct all parties to adhere to it. This leads to sponsoring team building activities.

11.7. Sixth is to Sponsor Team Building Activities

Team bonding activities are very valuable. Just as it is essential for a family or a group of friends to share some quality experiences together to keep those relationships healthy. Those under your various leadership work teams also need some bonding activities to strengthen them. So, in order to develop a stronger sense of teamwork, by belonging to one another, have the team members do some activities as a group. This leads to focusing on effective communications.

11.8. Seventh is to Focus on Effective Communications.

Most importantly, have a well-developed communication skill for various levels of leaders and all workers under every one of them are essential for fostering effective teamwork for growth. Make sure new pastoral leaders and others who are not clergy recruited to the denomination have clear understanding of the organization's mission and reasons why is worthwhile to get involve. Explain to them the importance of fostering teamwork for effective growth of the denomination from day one of

his or her service. Fostering teamwork for effective growth in any organization goes along with building healthy relationships.

11.9. Eighth is to Build Healthy Relationships.

Fostering teamwork for effective growth will naturally occur in teams connected on more than a professional level. Building personal relationships between team members is sure to bring more collaborations and teamwork to the work place. Strongly relational connections create trust and mutual respect both of which are necessary for teamwork. When people are relationally connected, they are more inclined to empathize with each other. Paul Mallard (2015:130,131) affirms that"people need people because relationships are necessary for our well-being." Ron Jenson (2005:41) makes emphasis that in "team relationships, a committed relationships always involves practical demonstrations of concern for others on your team." The moment this practice becomes part of the denominational leadership emphasis, it promotes positive relational environment where people are more comfortable voicing their opinions by sharing ideas without intimidation. Mallard (2015:135) opines that "the team mutual commitment of the men, their loving sacrifice and their devotion to the task in hand are what makes (an organization) so powerful." Mipo E. Dadang (2014:2) argues that "cordial interpersonal relationships in the work force among team members prevents bitterness and resentment thereby creating a platform for fostering teamwork in an organization." Maxwell (2008:6) concludes by noting that "leadership is relational as much as it is positional. An individual who takes a relational approach to leadership will never be lonely." Hence, this discussion may be wrapped up with a few sentences concerning the subject on fostering teamwork for effective growth.

12. WRAP UP

The above recommendations are offered with the assumption that those saddle with the responsibilities of recruiting new workers for ECWA are the right people for every position. Fostering teamwork builds on those good recruiting and leadership practices. It serves to develop a workplace that is optimally efficient, flourishes with collaborative problem solving, and inspires people to an attitude of mutual accountability and support. Working in such an environment toward shared goals, empowers all various leaders and other workers promotes a great sense belonging for everyone on the team. Leaders at all levels are to get to know their team members. Provide them each with the tools and guidance they need in order to fully realize their potential. Nurture the team by promoting relationships of mutual honesty. In order to succeed in these areas of leadership, and you can expect teamwork to thrive and performance to excel. A final word to all leaders is that all organizations in the world accomplish their work through a number of teams of different kinds. And to function effectively, they must make sure that their work teams are productive. A work team of competent and cooperating people who have the same general goals and who have resources on which to draw is the principal resource an organization has. Above all, the main purpose of any leadership is to realize the objectives and goals in the best possible manner. What is most effective depends on the performance understanding of the leaders. In the simplest sense, performance is the contribution that every leader makes to the organizational goals. In general terms, performance is a concept that determines either qualitatively or quantitatively as a result of a purposed and planned activity. Certainly, ECWA can achieve her goals and objectives once there is peaceful coexistence among leaders. Thus, it is vital that organizations strive to improve the effectiveness of their teams for growth.

13. SOME QUESTIONS FOR FURTHER STUDY

General Leadership Questions

1. What are the specific characteristics of a Shepherd image of a shepherd of sheep that foster teamwork?

2. What are some negative reasons why some people want to become leaders that can hinder teamwork?

3. What are some positive reasons why some people want to become leaders so they can foster teamwork?

4. Can you thing of somebody who has been an influential leader to you personally? What are the person's characteristics can strengthen teamwork?

5. What are the key performance indicators (KPI) that an organization wants to see actualize in the next two-five years at its levels of leadership through its strategic goals?

6. What should be done with leaders who do not promote team work?

7. How many leaders in ECWA today want to be replaced by emerging young leaders?

Teamwork Assessment Questions:

1. Progress and Participation-Is there progress being made? Is there good participation?

2. Understanding- Is there good understanding of goals, direction, issues, roles, and assignments?

3. Leveling and logic- Are people dealing frankly and openly with one another? Is the team approaching the tasks at hand in a reasoned and orderly manner?

4. Sensitivity – Are needs, concerns, and contributions of individual team members greeted with open minds and respect?

5. Encouragement and Energy- are team members solicitous of and receptive to ideas of others? Is the team realizing its full potential?

Questions about Interpersonal Relationships

Team members' feelings, attitudes and emotions greatly affect interpersonal relationships and the team's ultimate effectiveness. The more energy siphoned off because of bad feelings, attitudes, and strong emotions, the less energy they devote to their work. Here are some questions for leaders to assess themselves.

1. What interpersonal relationships do you or the team members want to discuss, if any?

2. What(specifically) causes stress for you? For others on the team?

3. Do you have any conflicts that you need to resolve to improve the team's performance?

4. What would you do (if you could) to make teamwork in (your DCC, ECWA in General) more effective?

5. Are internal and external problems either among team members in the organization or outside quickly and skillfully resolved?

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