

BUILDING A HEALTHY, EFFECTIVE, ETHNICALLY AND GENDER DIVERSE TEAM

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A healthy, ethnically and gender diverse team is a primary tool God uses to reach the nations with the Gospel of Jesus Christ. Consider developing your team in these four areas:

I. PREPAREDNESS TO WELCOME NEW MEMBERS

ASSESS:

- Who is currently on your team? To what degree is it reflective of the geography and demographics of the student (or staff) population you are trying to reach and serve?
- If your team is trying to target a new demographic in your area of responsibility, e.g. HBCUs, Women's Colleges or a college with a significant imbalance of male/female students, how can you prepare your team to receive and support staff who serve there?
- How welcoming is your team/work environment? If possible, interview men and women about their experiences on your team.
- How sensitive is the team to the nuances, communication and conflict management styles of staff of a different gender, marital status or ethnicity?
- Is conflict dealt with in a healthy and constructive manner?

GOALS:

- Diversity that is reflective of the campuses or population you are reaching/serving.
- Hospitable Culture. The team members of the predominant gender, ethnicity, age, etc. take the initiative to share leadership and provide a welcoming environment for new members.
- Cross-cultural competence. "The state of being capable of functioning effectively in the context of cultural differences." (NMCI)
- Healthy Team Dynamics. Team members have healthy relational dynamics and are committed to good communication and conflict resolution across gender and ethnicity or other team issues that arise. Team members are prepared to engage in a change process, i.e., there is openness to change and understanding as to how diversity will change their team culture.

RESOURCES:

GENDER

*Becoming Colleagues: Women and Men
Serving Together in Faith* by Carol E. Becker
*Equal to the Task: Men & Women in
Partnership* by Ruth Haley Barton

ETHNICITY

Being Latino in Christ by Orlando Crespo
Being White by Paula Harris and Doug
Schaupp
Check All That Apply by Sundee Frazier
A Different Mirror by Ronald Takaki
Free At Last by Carl Ellis
Invitation to Lead by Paul Tokunaga
One Church Many Tribes by Richard Twiss

ETHNIC IDENTIFY FORMATION

*Why Are All the Black Kids Sitting Together in
the Cafeteria* by Beverly D. Tatum
*New Perspectives on Racial Identity
Development: A Theoretical and Practical
Anthology* by C.L. Wijeyesingeh and B.W.
Jackson III

CONFLICT & EFFECTIVE TEAM MEETINGS

*Cross-Cultural Conflict: Building
Relationships for Effective Ministry* by
Duane Elmer
Death by Meeting by Patrick Lencioni
The Five Dysfunctions of a Team by Patrick
Lencioni

II. STRONG MATCH BETWEEN JOB/MINISTRY CONTEXT AND STAFF'S GIFTS, PASSIONS AND ABILITIES

ASSESS:

- Are your staff members/employees interested, appropriately challenged and skilled in their field of influence? Are they set up for success?
- How might the team's functional structure be nuanced to minimize weaknesses and take advantage of each other's strengths? Can individuals be redeployed?
- Should they be helped to leave staff (get off the bus) or move into a different role? Or can a staff's passion area be added or expanded in order to keep him/her engaged in the mission?

GOALS:

- a. Opportunities to identify, develop and exercise skills/talents
70% or greater match between job and employee/staff member
- b. Opportunities for new challenges, growth and upward mobility (if desired)
Network, introduce and advocate for your staff to have access and exposure to new opportunities.

RESOURCES:

First Break All the Rules by Marcus Buckingham and Curt Coffman
Getting Unstuck by Timothy Butler
Good to Great by Jim Collins
Strengths Finder 2.0 by Tom Rath

III. EFFECTIVE SUPERVISION

ASSESS:

- What builds trust with each staff member? Consider ethnicity and gender.
- How can you be an advocate? What activities and social events can you attend to build trust?
- How well do you understand the staff member's Kiersey Temperament and what he/she needs from a supervisor?

GOALS:

1. **TRUST:** The supervisees and supervisor build trust and cross-cultural and mixed gender understanding as they communicate spoken and written ministry expectations.
2. **EFFECTIVE LEADING AND MANAGING:**
 - Observe reasonable supervisor to supervisee ratios. If you are full-time and supervising more than 8 staff, do you and your supervisor have a supervisory support system plan, e.g. appointing team leaders or creating a new area team or sub-department? Discuss management options with your supervisor.
 - Meet regularly with each supervisee and observe him/her on the job.
 - Give verbal feedback regularly and performance reviews annually (See [Managing and Developing Staff](#) on the staff website)
 - Balance the roles you play as supervisor: coach, shepherd, manager, etc.
3. **STRONG FUND DEVELOPMENT BASE (IF RELEVANT TO THE POSITION)**
 - Encourage paired or team FD calling and accountability partners. Prioritize training for the team (including ongoing/refresher courses and ethnic and gender specific FD training).
 - A fund development plan may include:
 - Candidate's prospect list
 - Network sharing or other team fund development strategies
 - Area or Regional seed money
 - National chapter planting cohort money, etc.
 - School, Alumni or Community financial support
 - Foundation grants
 - Ethnic-specific and gender specific FD Training (*under Donna Wilson's guidance*)
 - Area Director advocacy, networking help and FD involvement
 - ME 1% Grant or Multiethnic Strategic Staff Growth and Retention Fund (MESSGRF)
Note: Black, Latino, and Native American staff members who receive ME 1% money or MESSGRF grants, are required to attend National Ethnic Specific and Multiethnic Conferences

RESOURCES:

UNDERSTANDING THE UNIQUENESS OF YOUR SUPERVISEE

Kiersey Temperament: <http://www.keirseey.com/>

Type Talk by Otto Kroeger and Janet Thuesen

Working Together: A Personality-Centered Approach to Management by Olaf Isachsen and Linda Berens

The Wisdom of the Enneagram: The Complete Guide to Psychological and Spiritual Growth for the Nine Personality Types by Don Richard Riso and Russ Hudson

COACHING AND SUPERVISING:

Coaching for Performance by John Whitmore

Coaching Questions: A Coach's Guide to Powerful Asking Skills by Tony Stoltzfus

Crucial Conversations by K. Patterson, J. Grenny, R. McMillan, A. Switzler

Difficult Conversations by D. Stone, B. Patton and S. Heen

"Multiple Potential Roles of a Supervisor" chart found in the Chapter Planting Coaching Manual, page 3.04, [Coaching for Kingdom Results](#)

Area Director Coaching Training and Chapter Planting Coaching Training

FUND DEVELOPMENT HELP:

See Donna Wilson or local FD trainers for staff training opportunities. There are many excellent fundraising papers on the [Fund Development Library](#) on the staff website, including tips on supervising women in fund development, generational differences and rural fund development. Asian American, Black, and Latino *Giving and FD resources* are found on the [ME Fund Development](#) site.

IV. STAFF DEVELOPMENT

ASSESS:

- How have you grown in your own identity and awareness in how your worldview impacts how you interact with people of another gender, ethnicity or personality? What can you do to continue to develop?
- Are you familiar with the best practices and resources available for ethnic ([ME Staff Resources](#)) and gender-specific supervision?
- Do you have a mentor in or outside of InterVarsity who can facilitate your growth in navigating cross-cultural or mixed gender supervision?
- Have you sought the spiritual support of a strong prayer team (local or email community)? A spiritual director or mentor?

GOALS:

1. **SUPERVISEE:** Use the Personal Development Plan (PDP) worksheets available on the [Staff Development and Training](#) website. Update on an annual basis.
2. **SUPERVISOR:** Annual PDP and continual Staff Director training and education.

RESOURCES:

Coaching for Kingdom and Campus Results Manual by Jim Lundgren

The Emotional Intelligence Quick Book by Travis Bradberry and Jean Greaves

The EQ Difference by Adele B. Lynn

Survival of the Savvy: High-Integrity Political Tactics for Career and Company Success by Rick Brandon and Marty Seldman

See Judy Johnson in Staff Development & Training for additional resourcing (e.g. administering SIMA Lite or MBTI for your team). See the staff website for information on nationally sponsored Peer Visits.