

Transfiguration Lutheran Church Team Training Manual

July 20, 2019 – Final

LEADERSHIP DEVELOPMENT TEAM (RENEE JEFFERSON-LEAD)

Contents

1.	TRANSFIGURATION LUTHERAN CHURCH (TLC).....	4
1.1.	Background	4
1.2.	Mission Statement	4
1.3.	Welcome Statement	4
1.4.	Strategic Plan	4
1.4.1.	Strategic Planning	4
1.4.2.	Operationalization of Strategic Plan.....	4
1.4.3.	Where We Are Now	5
1.5.	Notes.....	5
2.	TLC TEAM STRUCTURE	6
2.1.	Church Council	6
2.2.	Key Church Staff	6
2.3.	Strategy Team.....	6
2.4.	Leadership Roles and Responsibilities of Church Staff and Teams	7
2.5.	Teams at TLC.....	7
2.5.1.	TLC Membership on Teams and Subteams.....	7
2.6.	Notes.....	8
3.	TLC TEAMS, ROLES, EXPECTATIONS.....	9
3.1.	Definition of a Team	9
3.2.	Team Membership.....	9
3.3.	Inviting People to Join a Team.....	10
3.4.	What to Do When a Team Member Leaves a Team	10
3.5.	Tasks vs Skills vs Number of Team Members	10
3.6.	Notes.....	11
4.	EFFECTIVE AND HIGH PERFORMING TEAMS.....	12
4.1.	Background	12
4.2.	Group (Team) Development (Forming, Storming, Norming, Performing, Adjourning)	12
4.2.1.	The Tuckman Model of High Performing Teams.....	12
4.2.2.	Exercises.....	14
4.3.	Notes.....	15
5.	RUNNING EFFECTIVE AND EFFICIENT MEETINGS.....	16
5.1.	Effective Meetings	16
5.1.1.	Exercise	16
5.1.2.	Opening Prayer	16
5.1.3.	Alignment of the Team to TLC Strategy Objectives and Team Objectives.....	16
5.1.4.	Covenants	16
5.1.5.	Ice breakers.....	17
5.1.6.	Exercise	18
5.1.7.	Project/Team Charter	18
5.1.8.	Exercise	18
5.1.9.	Planning the Meeting.....	18
5.1.10.	Running the Meeting	20
5.1.11.	At the End of the Meeting	21
5.1.12.	Exercises.....	21

5.2.	Notes.....	22
6.	DECISION MAKING.....	23
6.1.	Exercise	23
6.2.	Notes.....	24
7.	TEAM COMMUNICATIONS.....	25
7.1.	Notes.....	26
8.	COMMUNICATIONS TO TLC MEMBERS AND CHURCH STAFF	27
8.1.	Notes.....	28
9.	TRAINING AT TLC.....	29
9.1.	Notes.....	29
10.	APPENDIX.....	30
10.1.	Church Council.....	30
10.1.1.	Church Council.....	30
10.1.2.	Congregation Council	30
10.1.3.	Job Description-What Information to Include, Examples	33
10.2.	Opening Prayer Examples.....	35
10.3.	Ice Breaker Examples	37
10.4.	Team Charter Template and Example	38
10.4.1.	Team Charter Template.....	38
10.4.2.	Team Charter Example.....	39
10.5.	Agenda Example	41
10.6.	Meeting Notes Template and Example	42
10.6.1.	Meeting Notes	42
10.6.2.	Meeting Notes Example.....	43
10.7.	Communications Plan.....	45
10.7.1.	Information and Templates	45

1. TRANSFIGURATION LUTHERAN CHURCH (TLC)

1.1. Background

This document outlines the training material that should be used for small groups at Transfiguration Lutheran Church (TLC). It will be updated as needed to meet the needs of TLC, its members, and church staff. Updates will be done by the Leadership Development Team.

1.2. Mission Statement

Gather in Grace, Grow in Faith, and Go Forth to Serve.

1.3. Welcome Statement

Transfiguration Lutheran Church welcomes all who seek to experience the joy of God's love and grace. We welcome all because God welcomes all people of every race, culture, sexual orientation, gender identity, and relationship status. Our unity is in Christ. Therefore, we walk with each other through addictions, physical and mental illnesses, legal and socio-economic circumstances and other life challenges.

New church member classes are offered several times a year to anyone seeking to join TLC and wishing to explore what it means to be a Christian. The New Church Member Class is taught in one session, usually on a Sunday afternoon. The class offers discussion about the foundations of our faith, the vision of our church, and offers time to ask questions about the church and Lutheran traditions while building new relationships.

1.4. Strategic Plan

The Strategic Plan at TLC is reviewed and updated in detail every 5 years by both church members and church staff. The strategic plan is laid out in a trifold that can be found in the narthex. In addition, you can ask for a copy at the church office.

1.4.1. Strategic Planning

To date the TLC Strategy is reviewed in detail every 5 years in the fall. Both church staff and church members are included in the review.

1.4.2. Operationalization of Strategic Plan

The Strategic Planning Team is responsible for the oversight and operationalization of the strategic plan. The plan is reviewed annually by this group to ensure the strategic plan as written is appropriate over time.

1.4.3. Where We Are Now

Trainers should ensure they know “where we are now” in terms of strategic planning and operationalization of the strategic plan, as these events change continuously over time. Contact the lead of the strategic planning team for current information, prior to training.

1.5. Notes

2. TLC TEAM STRUCTURE

2.1. Church Council

The Church Council has oversight accountability for TLC. The council members change over time. An updated list can be found on the TLC website. The responsibilities of the church council as outlined in the TLC constitution, are in the Appendix.

2.2. Key Church Staff

TLC has paid church staff across several areas of worship. The church staff pictures are found on the TLC website. Below is a short summary of church staff responsibilities:

- **Office Administrator:** Works with accounts, office supplies, and communications.
- **Church Administrator:** Oversees the use of the building and works with contractors and administers payroll. Advisor in worship planning.
- **Director of Music:** Oversees all music programs and is an integral part of worship planning.
- **Youth and Family Minister:** Oversees all programming for middle school age children through post high school. Also oversees programming for families. This includes confirmation. Advisor to worship planning.
- **Director of Education:** Oversees all educational programming and advises on confirmation. Advises worship planning.
- **Database Updates:** Currently a volunteer position.
- **Visitation Minister and Prayer Team Supervisor:** Currently a volunteer position with responsibilities to care of home-bound and hospitalized.

2.3. Strategy Team

- The Strategy Team is charged with implementing the TLC strategy. This team is different than the TLC Church Council. The Church Council has general oversight responsibilities for the Strategy Team. The Strategy Team is composed of church members and church staff. Certain recommendations made in the strategy team are approved by the council. The strategy team is responsible for:
 - Implementing the specific strategic plan goals via formation of teams who are individually responsible for specific strategic areas.
 - Good oversight of the teams responsible for implementing the strategic plan goals and objectives, including monitoring and adjusting the strategic plan on an ongoing basis. Also, to provide guidance to the teams, and help with issue resolution.

- Good communications out to the congregation regarding what has happened and what is going to happen.
- Strategic plan objectives kept in scope.
- Correct stakeholder functional groups are represented on the teams.
- Team training, including communications plan training.
- New strategic opportunities are evaluated on an ongoing basis.
- That a big picture view is maintained across the entire strategic plan.
- All work is aligned with the TLC mission.

2.4. Leadership Roles and Responsibilities of Church Staff and Teams

Either church staff or church members will lead and/or be a member of team. It is not the responsibility of the church staff to lead and do the work for each team.

2.5. Teams at TLC

Teams at TLC are put into place for accomplish one or more objectives. The teams are generally set up to align with and accomplish the strategic plan. There may be one team set up to focus on a key strategic objective, but that team may have subteams. Teams are led by either a member of TLC or a TLC staff member. Anyone can be on any team. To become a member of a team, contact the team lead or ask a staff member for the contact information of the team lead. Key team leads are also listed on the TLC website. See Section 3 for detailed information regarding TLC teams.

2.5.1. TLC Membership on Teams and Subteams

If you are interested in being on a team/sub team you can contact the pastors or team leaders for additional information. Current team leader information is posted on the church website under Documents/Strategic Planning and in the current Transcripts.

2.6. Notes

3. TLC TEAMS, ROLES, EXPECTATIONS

3.1. Definition of a Team

A team is defined as “an interdependent collection of individuals who work together towards a common goal and who share responsibility for specific outcomes of their organizations”. [1] A team can be divided into sub-teams according to need. The central characteristic of teams is the autonomy and flexibility available to the team formed to meet specific goals. Sometimes teams are only used for a defined period and are disbanded after the project is deemed complete. Other times, teams are long-term, and function during the life of the church.

3.2. Team Membership

The team usually consists of a variety of members working under the direction of a team leader. Teams need to have the right combination of skills, abilities and personality types to achieve collaboration. Most teams require involvement from more than one area of the church and different skill sets, therefore most teams can be classified as cross functional in nature. Teams can be formulated in a variety of ways. Team members and team leaders may be either identified by other TLC members and/or church staff, or through volunteering. Further, individual team members can either be involved on a part-time or full-time basis. Their time commitment can change throughout the project depending on the project and its development stage.

Invite people into ministry – use prayer and ask other leaders. You are looking for people who are

- Committed
- Spiritually maturing
- Secure
- Spiritually gifted (we all are)
- Supports the church’s vision
- Active and eager listeners
- Problem solvers

A job description sample includes the following:

- Title of position
- Strategic Ministry area under which the team is operating
- To whom the team is responsible
- Brief description of tasks and responsibilities
- Desired qualifications, including gifts, talents, style, passion, experience, training
- Commitment to meetings (length, how often meet)
- What is expected of member if a meeting is missed?
- Length of time commitment required of the person serving and/or doing the work of the team

When forming a team, it is important to ensure that the leader and members the roles each team member have a job description. A job description sample is in Appendix.

Note: in the early stages of a project, the team may not be recognized as a team, leading to some confusion within the organization. Consider communication out to the congregation and church staff regarding your establishment as a team and its general function.

3.3. Inviting People to Join a Team

Below are general guidelines to consider using when inviting someone to be on the team:

- Ask for the pastors or staff of names of potential team members
- Personally invite someone via a phone call or email
- Learn about the person so you can affirm the gifts you see in him/her
- Use position descriptions to help discussion
- Prayer for the individual
- Encourage them to focus on primary area
- Follow up within a mutually agreed upon time frame
- When a person says yes, take time to build community with other team members at the next meeting
- Length of team membership service

3.4. What to Do When a Team Member Leaves a Team

Have an exit interview for a team member that decides to leave the team. The interview should include:

- an exit chat
- a thank you for service
- if the person or team is willing, ask them for his/her reason(s) for departure.
- ask for has suggestions/future ideas for the team

Following the chat, be sure to encourage other team members to support the person and their choice, remembering to honor confidentiality.

3.5. Tasks vs Skills vs Number of Team Members

Before team size is considered, ask what type of task(s) the team will engage in and how much coordination is needed. Then, ask what are the skills of the people that are needed such that the team tasks are translated into action. Then determine what size you need. Most optimal team sizes range from 5 to 12.

3.6. Notes

4. EFFECTIVE AND HIGH PERFORMING TEAMS

4.1. Background

Below are the group dynamics of high performing teams identified at MIT. It is our intent through this training document, training sessions and, and ongoing support to help each team at TLC to be effective and high performing (and therefore lots of fun!).

- Everyone on the team both talks and listens. No one dominates the conversation.
- The interactions are energetic with a lot of face-to-face communication.
- People connect with one another directly – not just with or through the team leader.
- Side conversations are carried on within the team.
- People from time to time go outside the group and bring relevant outside information back in.
- Individual contributions/talents are less important than successful communication patterns.

4.2. Group (Team) Development (Forming, Storming, Norming, Performing, Adjourning)

4.2.1. The Tuckman Model of High Performing Teams

Psychologist Bruce Tuckman first came up with the memorable phrase "forming, storming, norming, and performing" in his 1965 article, "**Developmental Sequence in Small Groups**." He said that these phases are all necessary and inevitable for the team to grow, face up to challenges, tackle problems, find solutions, plan work, and deliver results.

Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning").
Tuckman, Bruce (1965). "Developmental sequence in small groups". Psychological Bulletin. 63 (6): 384–99. doi:10.1037/h0022100. PMID 14314073. Retrieved 2008-11-10. Reprinted with permission in Group Facilitation, Spring 2001.

Forming (Gathering in Grace)

- In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead.
- As leader, you play a dominant role at this stage, because team members' roles and responsibilities aren't clear.

- This stage can last for some time, as people start to work together and an effort to get to know their new colleagues.

Storming (Growing in Faith)

- Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.
- Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons but, if differing working styles cause unforeseen problems, they may become frustrated.
- Storming can also happen in other situations. For example, team members may challenge your authority, or jockey for position as their roles are clarified. Or, if you haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using.
- Some may question the worth of the team's goal, and they may resist taking on tasks.
- Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes or strong relationships with their colleagues.

Norming (Growing in Faith)

- Gradually, the team moves into the norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader.
- Now that your team members know one another better, they may socialize together, and they are able to ask one another for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it.
- There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

Performing (Going Forth to Serve)

- The team reaches the performing stage, when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well.
- As leader, you can delegate much of your work, and you can concentrate on developing team members.
- It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

Adjourning

- Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring.
- Team members who like routine, or who have developed close working relationships with colleagues, may find this stage difficult, particularly if their future now looks uncertain.

4.2.2. Exercises

- **For existing teams:** At which stage(s) is your current team? What do you think is needed to move to the next stage (if desired) or to improve your team dynamic?
- **For new teams/team leaders:** What specific steps do you need to take to meet the challenges in these stages?
- **As your team continues to meet:** You will want to revisit these stages as your team forms, writes the team project charters and your covenants, and continues to progress into the future.
- Put yourself in the shoes of a new member or a visitor to your team. What would be their observations of the team right now?
- Put a line on the wall showing all stage(s) of the Tuckman Model. Have team members put up a sticky where they each think the team is at this moment in time. If different places are shown, discuss how the team can move forward, the next step and beyond to “Performing”.

4.3. Notes

5. RUNNING EFFECTIVE AND EFFICIENT MEETINGS

There are many components to becoming a top performing team, but the key is working on highly cooperative relationships. The job of management is to create relaxed and comfortable atmosphere where members can be themselves and are engaged and invested in the project work. All team members are encouraged to build relationships with each other. Each member is responsible to give constructive feedback, recognize, value and utilize unique strengths of each other. The whole team is tuned on trust and cooperation.

5.1. Effective Meetings

Running an effective meeting is more than sending out a notice that your team is to meet at a particular time and place.

Effective meetings need structure, order and ground rules. Without these elements they can go on forever and not accomplish a thing.

With a solid objective in mind, a tight agenda, and a commitment to involving the meeting participants in the planning, preparation, and execution of the meeting, you are well on your way to chairing great meetings.

5.1.1. Exercise

Write down your expectations/requirements for a successful meeting.

5.1.2. Opening Prayer

A team that prays together stays together!

Important to the effectiveness of a team is starting each meeting with a prayer. It sets the stage for meeting in a positive manner. *Matthew 18:20 For where two or three are gathered in my name, I am there among them.*

Examples of opening prayers are in Appendix.

5.1.3. Alignment of the Team to TLC Strategy Objectives and Team Objectives

It is important that each team member is aware of the TLC Strategic Plan, it's objectives, timeframe. The members should also be aware of how their team fits into the strategic objectives, the role of the strategy team, and the church council.

5.1.4. Covenants

- Your meeting should follow a set of covenants, also known as “ground rules”, agreement, or group etiquette. The definition of a covenant is a written agreement, commitment, or promise made between the team members, that govern the way team members behave with one another as they work together.

- Covenants will be different for different teams.
- Agreeing to these basic ground rules– and sticking to them – can help you and your team conduct meetings to achieve your objectives with the minimum of fuss or disruption.
- A covenant should be set up with the team’s input at the first meeting and should include input from the entire group. The list should be kept short (5-10 items) and contain only points that are very important to the members.
- Example covenants may include the following:
 - Start and end meetings on time
 - Technology
 - Cell phones are placed on mute
 - No texting during the meeting
 - Computers are closed unless being used for the meeting itself.
 - One speaks all listen
 - Confidentiality
 - Placing a high priority to the team and its members

These rules will vary according to the culture of your organization, your management style, and the preferences of your team. And some meetings may be more formal than others, depending on the agenda and who is attending.

Finally, the leader should ensure that the group gives permission to each other, to hold each other accountable for adhering to the covenants as agreed. It is always a good idea to remind the group of the covenants at the start of each meeting, and/or they can be included in each agenda on an ongoing basis.

An example covenant is in Appendix.

5.1.5. Ice breakers

An ice breaker is an exercise intended to help members of a group begin the process of forming themselves into a team. Icebreakers are commonly presented to "warm up" the group by helping the members to get to know each other. The ice breaker can be very simple but is an essential part of growing connections to each other.

To get started, instruct people to share their names. Then conduct the ice breaker. Do both exercises at each meeting until every knows each other’s names. Give team members a bit of time to come up with an answer. You the team leader should go first. People may choose to pass on the answer but not on the name.

Example ice breakers are in Appendix.

5.1.6. Exercise

Look at the examples of ice breakers. Choose one you would like to share with your group and say why you chose it.

5.1.7. Project/Team Charter

The purpose of a project/team charter is to:

- Getting the buy-in of all team members, including ones who may have initially resisted being included.
- Holding team members, including leadership, accountable to all the same principles.
- Spelling out roles and responsibilities in a clear, measurable way.
- Defining operations, including ways to adapt to change, address roadblocks, and even define actions like attendance.
- Demonstrating the team's purpose and mission transparently to others in the organization.
- Providing clarity and reducing confusion in cases where conflicting asks, or projects arise.
- Defines the length of service of a team member (ex. 1 year, etc.).
- Defines the timeframe for switching a team leader (ex. Sept, May, Jan, etc.).
- Charters do not have to be approved by any other team, group within TLC, but should be reviewed by the Strategic Team. In addition, the charter should be developed as the first thing that the team develops, after the prayer and ice breaker.

See the Appendix for a Team Charter worksheet example.

5.1.8. Exercise

Fill in a draft team charter, discuss and edit the team charter as a small group/team. This can be an example team charter, or your own real team charter depending on the training circumstances.

5.1.9. Planning the Meeting

Preparation prior to the meeting: Have ideas of what needs to be covered and for how long, you can then look at the information that should be prepared beforehand.

- **Knowledge/information needed prior to meeting:** What do the participants need to know in order to make the most of the meeting time? And, what role are they expected to

perform in the meeting, so that they can do the right preparation? **Objective/Results** – what do you need to accomplish at the meeting? What are the specific objectives of each topic?

- **Why an agenda:** To ensure you cover only what needs to be covered and you stick to relevant activities, you need to create an agenda. The agenda is what you will refer to in order to keep the meeting running on target and on time. Starting with your meeting objective, everything that happens in the meeting itself should further that objective. If it doesn't, it's superfluous and should not be included. Ninety percent (90%) of meeting problems are related to process (preparation, running, follow up of the meeting), not content. **Topic/Priorities** – what absolutely must be covered?
- **Problem solving:** If it's a meeting to solve a problem, ask the participants to come prepared with a viable solution. If you are discussing an ongoing project, have each participant summarize his or her progress to date and circulate the reports amongst members.
- **Assign topics:** Assigning a topic of discussion to various people is another great way to increase involvement and interest. On the agenda, indicate who will lead the discussion or presentation of each item.
- **Time:** Use your agenda as your time guide. When you notice that time is running out for an item, consider hurrying the discussion, pushing to a decision, deferring discussion until another time, or assigning it for discussion by a team.
- **Timing:** how much time will spend on each topic?
 - An important aspect of running effective meetings is insisting that everyone respects the time allotted.
 - Start the meeting on time, do not spend time recapping for latecomers, and, when you can, finish on time.
 - Breaks: Depending on the content and length of the meeting, plan for breaks. Breaks can be 5, 10, or 15 minutes. Ensure that all members know that you will start the meeting exactly after the allotted break time. If you don't do this, the breaks will turn into 20 or more minutes, and valuable time will be lost.
- **Work outside of meeting:** Whatever can be done outside the meeting time should be done.
 - This includes circulating reports for people to read beforehand and assigning smaller group meetings to discuss issues relevant to only certain people.
- **Circulate the agenda:** Once you have an agenda prepared, you need to circulate it to the participants and get their feedback and input. Running a meeting is not a dictatorial role: you must be participative right from the start.
 - Perhaps there is something important that a team member wants to add. Maybe you have allotted too much, or too little, time for an item. There may even be some points

you've included that have been settled already and can be taken off the list for discussion.

- **Going forward:**
 - Determine the date and time of the next meeting before you adjourn the current meeting, or
 - Agree on a specific time, dates, and locations for meetings that are recurring.
- **Location:** You can meet anywhere the teams agrees to meet. If the team would like to meet at the church, it is best to schedule a room through the front office.
- **Attendees:** Not everyone will be able to make every meeting, and this is OK. The Leader should ensure that everyone agrees that all meetings, decisions, etc. can be moved forward even when a team member is missing. It is also recommended that the person who was not at the meeting call the leader to find out what they missed. *Do not depend on minutes to keep you updated!*

See the Appendix for an Agenda Example with topic ideas.

5.1.10. Running the Meeting

To ensure maximum satisfaction for everyone, there are several things you should do and/or keep in mind:

At the start of each meeting:

- Ask someone to be a timekeeper to ensure the group stays on task.
- Ask someone to take key notes (decisions, task assignments).

During the meeting:

- If certain people are dominating the conversation, make a point of asking others for their ideas.
- At the end of each agenda item, quickly summarize what was said, and ask people to confirm that that's a fair summary. Then make notes regarding follow-up.
- Note items that require further discussion, in a “parking lot”. Write topics down on a sheet of paper mounted to an aisle so everyone can see the list. Agree to discuss the topics on the parking lot later. This way you will ensure key information is discussed later that really isn't part of the current meeting. This technique keeps people focused and on topic.
- Watch body language and adjust as necessary. Maybe you need a break, or you need to stop someone from speaking too much.

- Ensure the meeting stays on topic.
- List all tasks that are generated at the meeting. Make a note of who is assigned to do what, and by when.
- At the close of the meeting, quickly summarize next steps and inform everyone that you will be sending out a meeting summary. This summary should include key decisions and issues, accomplishments, not a full summary (minutes) of everything that was said.
- Ensure that the follow-up meetings have been agreed to for all future meetings (through the calendar year, if possible. This will save you a lot of anguish in the future. **It is recommended that future meeting schedule is set at the start of the meeting.**

5.1.11. At the End of the Meeting

- Review the list of all tasks and assignments and decisions made.
- Take some time to debrief and determine what went well and what could have been done better.
- Evaluate the meeting's effectiveness based on how well you met the objective. This will help you continue to improve your process of running effective meetings.
- Meeting Summary: Not all meetings need minutes. It is recommended to keep a list of key decisions and who made the decisions, issues, task assignments, and timelines (more later). A template for notes, decisions, etc. is in the Appendix.

5.1.12. Exercises

- Write an agenda for your next meeting.
- Draft a Team Charter and Covenants Prior to the Meeting 1st, 2nd (early meetings).
- Write a meeting summary of this session.

5.2. Notes

6. DECISION MAKING

There are many types of decision-making processes. **At TLC we recommend decision-making process is through consensus decision making.**

Consensus decision making is a cooperative process in which all group members develop and agree to support a decision in the best interest of the whole. A consensus decision-making process attempts to generate as much agreement as possible. Consensus decision making is:

- **Collaborative:** Participants contribute to a shared proposal and shape it into a decision that meets the concerns of all group members as much as possible.
- **Cooperative:** Participants in an effective consensus process should strive to reach the best possible decision for the group and all its members, rather than competing for personal preferences.
- **Equal Input:** All members of a consensus decision-making body should be afforded, as much as possible, equal input into the process. All members can present and amend proposals.
- **Inclusive:** As many stakeholders as possible should be involved in the consensus decision-making process.
- **Participatory:** The consensus process should actively solicit the input and participation of all decision-makers.

Consensus decision-making is a process that builds trust and creates ownership and commitment. An effective consensus process (consensus-building) is inclusive and engages all participants. Consensus decisions can lead to better quality outcomes that empower the team to move forward to create their future together.

In consensus decision-making not everyone has to agree with the decision, everyone on the team agrees to support the decision. In other words, at the end of the day, when a decision is made with everyone's input, anyone on the team may say something like "I don't agree with the decision, however, I support the decision".

The decision-making process to be used by the team should be documented in the Covenants.

If a decision cannot be made by the team, it is recommended that the lead talk to the Strategy Lead or Pastors.

Note: The TLC Council uses Roberts Rules of Order. Roberts Rules of Order uses voting as the decision-making method.

6.1. Exercise

Discuss and agree on a team how you will make decisions. Record this decision on the Meeting Notes Template.

6.2. Notes

7. TEAM COMMUNICATIONS

Teams that communicate complete work in a quicker and more efficient amount of time than others. They also are more accurate in their work than others. Effective communication also allows team members to understand their roles and the roles of everyone else on the team.

How you will communicate with each other, follow-up for requests, review of materials, etc. are all part of the Covenant that you and your team will agree to. Key effective communication within teams includes the following:

In a face to face group setting and, on the phone, agree to the following and add to your covenant:

- Expect participation
- Listen to everyone
- Respect everyone
- Confirm understanding
- Encourage conciseness
- Learn about each other
- Ask questions
- Assume differences
- Use active listening skills
- Summarize in a tangible way

Emails: In addition to the above items

- Answer emails in a timely manner-agree on a timeframe and document in your covenant.
- Put “Action Required, the Specific Action, and Date Due” in an EMAIL SUBJECT LINE.
- Actively review and give input into all materials, per the timelines agreed upon/required for the project.

On Line Tools: Experiment using free software for document sharing, eg, Google Documents.

7.1. Notes

8. COMMUNICATIONS TO TLC MEMBERS AND CHURCH STAFF

The teams are responsible for communications of important team, event, etc., information to the congregation. This table lists the various types of media, contacts, etc., that is used for communicating out to the congregations. It is helpful to write down your communication plan.

A communications plan template is in in the Appendix.

Media Type	Additional Information Re: Each Media Type	Church Contact
Database – Contact TLC staff associated with database requests	<ul style="list-style-type: none"> No additional information 	<ul style="list-style-type: none"> Marilyn Erickson merickson@tlcmn.com Michelle Reber mreber@tlcmn.com
Mailing labels, phone, e-mail list requests	<ul style="list-style-type: none"> Requests should be made at least one week prior to need Lists must be in Microsoft Word and Excel styles. 	<ul style="list-style-type: none"> Renee Jefferson rjefferson@tlcmn.com
Posters, postcards, letters, PowerPoint advice, etc.	<ul style="list-style-type: none"> Requests must be made at least 7 days in advance, or more, if the office staff must create the document, e.g., graphic, etc. Wording must be provided. Pictures or graphics submitted should be in jpg format or publisher format. 	
Announcements for bulletin, website, “TLC Weekly” e-mail newsletter	<ul style="list-style-type: none"> Provide no later than 9 a.m. on the Tuesday before the first Sunday in which you want it to appear. The information will be submitted to TLC media for inclusion in the website and the “TLC Weekly” Bulletin announcements usually run for a 3-week period. You may choose to have a sign-up option – make Brad aware of the sign-up option in your request. 	Brad Nolte at TLCmedia@tlcmn.com Marilyn Erickson merickson@tlcmn.com

Media Type	Additional Information Re: Each Media Type	Church Contact
Announcements, mission minutes during worship	<ul style="list-style-type: none"> • These requests will be brought to worship planning meetings. 	Church Staff
Transcripts	<ul style="list-style-type: none"> • Articles may be submitted for the bi-monthly transcripts. • Deadlines are the 10th of these months for the two months following (Dec. Feb. Apr. June, Aug, Oct). • Articles should be concise, editable, and timely. • Photos or graphics may be included and should be in jpg or publisher format. 	Brad Nolte at TLCmedia@tlcmn.com
Room reservations	<ul style="list-style-type: none"> • To find and reserve a room. • Confirm with Michelle the room name/number has been reserved for the time/date. • Sometimes you will be bumped out of a room due to an event, e.g., funerals, etc. 	Michelle Reber mreber@tlcmn.com
Facebook		Brad Nolte at TLCmedia@tlcmn.com
Slideshow		Brad Nolte at TLCmedia@tlcmn.com

8.1. Notes

9. TRAINING AT TLC

The training, as always is updated to meet the needs of TLC. Small group training is the primary mechanism by which team members and leaders are trained to operate successfully with in TLC.

9.1. Notes

10. APPENDIX

10.1. Church Council

10.1.1. Church Council

- C11.01.** The officers of this congregation shall be a president, secretary, and treasurer.
- C11.02.** The officers shall be elected by the Congregation Council from among its elected members at its organizational meeting.
- C11.03.** The term of office shall be one year, ending at the close of the following annual meeting. No person shall hold more than one office at a time. Eligibility shall be limited to no more than three consecutive terms in the same office.
- C11.04.** Should a vacancy occur in any office, the Congregation Council shall elect another person from among its elected members to fill the office for the remainder of the term. Should the office of president become vacant, the senior pastor shall serve in that capacity until the successor is elected.
- C11.05.** The president shall preside at Congregation Meetings and shall chair the Congregation Council. The secretary shall keep or cause to be kept minutes of all meetings of the congregation and of the Congregation Council. The minutes shall be preserved in the congregation archives. The treasurer shall keep or cause to be kept accurate records of all financial transactions and of the properties of the congregation. Any duties of the officers, other than those called out specifically in this constitution, shall be specified in the bylaws.

10.1.2. Congregation Council

- C12.01.** The Congregation Council shall comprise nine elected members and the senior pastor.
- C12.02.** The elected members of the Congregation Council shall be elected by written ballot at the annual meeting. The term of office shall be two years beginning at the close of the annual meeting and ending when a successor's term begins. A member elected to fill a vacancy shall serve only the one unexpired year of the term. Eligibility requirements are to be a voting member of this congregation and not a member of the paid staff of this congregation. Additionally, eligibility shall be limited to no more than three consecutive full terms.
- C12.03.** An elected member's place on the Congregation Council shall be declared vacant if the member a) ceases to be a voting member of this congregation or b) takes a position on the paid staff of this congregation or c) is absent from four successive regular meetings of the Congregation Council without cause. Consistent with state law, this congregation may adopt procedures for the removal of a member of the Congregation Council in other circumstances. Should a member's place on the Congregation Council be declared vacant, the Congregation Council may elect, by majority vote, a successor whose term shall last until the close of the next annual meeting.
- C12.04.** The senior pastor may designate another person to attend any meeting of the Congregation Council in his or her place and act as a proxy in all respects including voting and counting toward a quorum.

- C12.05.** The Congregation Council shall meet to organize itself immediately following the annual meeting. The senior pastor shall preside at this meeting until the president is elected.
- C12.06.** The Congregation Council shall meet regularly, normally once a month.
- C12.07.** Special meetings of the Congregation Council may be called by the senior pastor or the president and shall be called by the president at the request of a majority of its members. Notice of each special meeting shall be given to all of its members.
- C12.08.** A majority of members shall constitute a quorum for the transaction of business.
- C12.09.** All actions taken shall be by majority vote of those present and voting except as otherwise provided in this constitution or by state law.
- C12.11.** The Congregation Council shall see that the provisions of this constitution and its bylaws are carried out.
- C12.12.** The Congregation Council shall have general oversight of the life and activities of this congregation, and in particular its worship life, to the end that everything be done in accordance with the Word of God and the faith and practice of the Evangelical Lutheran Church in America. The duties of the Congregation Council shall include the following:
- a. To lead this congregation in stating its mission, to do long-range planning, to set goals and priorities, and to evaluate its activities in light of its mission and goals.
 - b. To seek to involve all members of this congregation in worship, learning, witness, service, and support.
 - c. To oversee and provide for the administration of this congregation to enable it to fulfil its functions and perform its mission.
 - d. To maintain supportive relationships with the pastors and staff.
 - e. To be examples individually and corporately of the style of life and ministry expected of all baptized persons.
 - f. To promote a congregational climate of peace and goodwill, and, as differences and conflicts arise, to endeavour to foster mutual understanding.
 - g. To arrange for pastoral service during the sickness or absence of the pastor(s).
 - h. To emphasize partnership with the synod and churchwide organization of the Evangelical Lutheran Church in America as well as cooperation with other congregations, both Lutheran and non-Lutheran, subject to established policies of the synod and the Evangelical Lutheran Church in America.
 - i. To seek out and encourage qualified persons to prepare for the ministry of the Gospel.
- C12.13.** The Congregation Council shall be responsible for the financial and property matters of this congregation.
- a. The Congregation Council shall be the board of directors of this congregation, and as such shall be responsible for maintaining and protecting its property and the management of its business and fiscal affairs. It shall have the powers and be subject to the obligations that pertain to such boards under the laws of the State of Minnesota, except as otherwise provided herein.
 - b. The Congregation Council shall not have the authority to buy, sell, or encumber real property unless specifically authorized to do so by a meeting of the congregation.

- c. The Congregation Council shall prepare an annual budget and propose it for adoption at the annual meeting. It shall supervise the expenditure of funds in accordance with the budget adopted. The budget shall include this congregation's full indicated share in support of the wider ministry being carried on in partnership with the synod and churchwide organization.
 - d. The Congregation Council may incur total obligations of more than 10 per cent in excess of the anticipated receipts of the annual budget only after approval by a Congregation Meeting.
 - e. The Congregation Council may enter into individual contracts of up to five per cent of the anticipated receipts of the annual budget for items not included in the budget, subject to the provision of C12.13.d.
 - f. The Congregation Council shall ascertain that the financial affairs of this congregation are being conducted efficiently, giving particular attention to the prompt payment of all obligations and to the regular forwarding of benevolence monies to the synodical treasurer.
 - g. The Congregation Council shall be responsible for this congregation's investments and its total insurance program.
- C12.14.** The Congregation Council shall have ultimate authority for the employment of the paid lay staff of this congregation. The direct responsibility for employment, supervision and evaluation may be delegated to a Personnel Team.
- C12.15.** The Congregation Council shall provide for periodic review of the membership roster.
- C12.16.** The Congregation Council shall submit a comprehensive report, including membership totals, to this congregation at the annual meeting.

10.1.3. Job Description-What Information to Include, Examples

Write the Job Descriptions

1. List the position title
2. List supervisor
3. Summarize responsibilities (include length of commitment – at least one year is usually best). Include abilities required for the position.
4. List duties:
 - Be direct
 - Be specific
 - Be concise
 - Convey definite meaning.
 - Use specific action verbs (e.g. operate, type, maintain, supervise).
 - Use the present tense.
 - Refer to individuals by title and not by name.

Recommended Suggestions • Simple is better than complex. • Brief is better than wordy. • General is better than detailed.

Leadership Team Leader

Reports to – Strategic Team

Responsibilities: Create and maintain a healthy Leadership Team. This leader ideally will have served on the leadership team or other team in the past and will have a working knowledge of TLC's leadership strategy and Strategic Plan. Two-year commitment is expected.

Duties:

- Set meeting times/agendas
- Maintain contact information for all team members
- Recruit team members
- Train successor
- Conduct meetings
- Ensure Team Project charters and status updates are posted and meet Vision and Mission of TLC as specifically outlined in the Strategic Plan.
- Pray for team
- Make sure a covenant is written, observed, and revisited
- Job descriptions created, available, and updated as necessary
- Encourage and energize team members in their tasks.
- Continue to keep team aligned with the Strategic Plan
- Maintain Communications with team, sub teams, and strategic team

Leadership Team Member

Reports to: Leadership Team Leader and others on the Leadership Team

Responsibilities: Identify, support, and develop leaders within the church. At least one full-year commitment

Duties:

- Attend monthly meetings
- Share in the running of meetings as per gifts
- Encourage the Development of sub-teams (including team charters and project status) as needed
 - Report sub team progress to leadership team
 - Make sure sub teams follow the leadership manual model beginning with a team charter
 - Maintain list of sub-team members
- Pray for teams
- Assist in developing, maintaining, and leading training materials
- Be a liaison for an assigned strategic area

10.2. Opening Prayer Examples

According to Christ's words (Matthew 18:18-20), when we open a meeting, we can be sure of one thing - Jesus is present with us. Even if there's just two of us! And when we agree together in our prayers, God "goes into action" - He is eager to listen to us and respond to our heartfelt cries to Him. So, opening a meeting in prayer is important for it reminds us of these important truths - that God is with us and that God is for us.

Everyone should take a turn giving the prayer. Prayers should be from the heart. There are many simple prayers that can be found on the internet! Praying the same prayer as the first one below at each meeting is a good way to help people listen and to feel comfortable.

Example 1:

Lord, as we gather today at this meeting, we ask that You will be in our midst. Help us to make decisions that will be pleasing to You. Help us to be able to discuss the matters at hand in a reasonable way, and to be willing to give up having our own way.

God let this meeting be productive and, as should be the case in all areas of our lives, help us to keep You at the forefront of our minds as we do the work set before us. Amen (likes the one above).

Example 2: Based on Colossians 1:9-14:

We ask that we may be filled with the knowledge of God's will in all spiritual wisdom and understanding, so that we may lead lives worthy of the Lord, fully pleasing to God, as we bear fruit in every good work and as we grow in the knowledge of God. May we be made strong with all the strength that comes from God's glorious power, and may we be prepared to endure everything with patience, while joyfully giving thanks to the Father, who has enabled us to share in the inheritance of the saints in the light. God has rescued us from the power of darkness and transferred us into the kingdom of his beloved Son, in whom we have redemption, the forgiveness of sins.

Covenants Example: Leadership Development Team Covenant

Group Purpose:

To work as a team to develop and sustain Leadership training curriculum including modules and methods to be made available for all TLC teams within the scope of the 2018-2022 Strategic plan

To model our training concepts

To be a resource for other strategic teams as they develop teams

To support each other through listening, sharing, praying and being present with one another.

Engage TLC members in how to use the curriculum

Oversight of training teams

Create and maintain basic records of goals and actions

Group Values: We agree

To make our meetings a top priority

Pray for one another

Recognize and respect each other's' gifts

To have honest and open conversations

To keep personal information private

Group Arrangements:

We will meet every month on the 1st Thursday of the month, beginning on November 1

Our beginning time will be 6:15 and our sessions will last one hour.

Our meeting place - church, specific location

Our group facilitator - Renee Jefferson

Our timekeeper - Diane James

Our note taker is – Jeanine Brown

Name	Phone	e-mail	Text? E-mail?
Diane Erickson	952-884-4664	Zuba14@usfamily.net	
Renee Jefferson	952-884-2364 x 14	rjefferson@tlcmn.com	612-388-9716 c.
Sandy Stooke	952-412-5143	sandystooke@yahoo.com	
Jeanine Brown	919-451-7587	Jajbrown54@gmail.com	
Cathy Lamovec	952-906-0521	raylamovec@aol.com	
Mary Beth Kelly	952- 884-4521	uncaskelly2@msn.com	

10.3. Ice Breaker Examples

- Bests (one of these – job, toy, teacher, friend, car, book, gift, boss, vacation, pet, etc.). You could use a new one of these each time. You can also do “worsts”.
- What is unique about you/something no one knows about you e.g., “you’ve met Paul McCartney, you travelled to Antarctica, you were a private aerobics instructor for one of the Spice Girls, etc.
- What would be your dream job?
- Two truths and a lie – tell these and let the group guess the lie.
- Something for which you are thankful today.
- The most... daring, scary, rewarding, crazy, humorous, embarrassing, spiritual, messy, annoying, etc. thing you have ever done.
- Firsts – trip, school, teacher, friend, sibling, home, car, job, pet, etc.
- If you could meet anyone in the world who would it be and why.

10.4. Team Charter Template and Example

10.4.1. Team Charter Template

TLC XXXXX Team		
Strategy Team Lead		
Champions-people who support the Strategy Team in thought, word, and deed. Arthur Murray, Ed Treat-Pastors Council President, Strategy Team Members		
Church Need/Opportunity Statement:		
<ul style="list-style-type: none"> • What is the current situation regarding Leadership Development today at TLC? • What is the issue that needs to be addressed? • What is the question that needs to be answered? • What is the answer: • Include a metaphor that a 3rd grader can understand, to describe your answer: 		
Biblical Theology: (Ed)		
In Scope:		
•		
Out of Scope and what we aren't:		
•		
Strategy (what you are going to do):		
•		
Stakeholders:	•	•
Budget (list possible expenses).		
Risks and Issues:	•	
Timelines		
Review and Approval		
Cycle of a team member:	Cycle of a team lead:	Month when change Leader:
Team Members: Name	Function/Background/Leadership Role(s)	
1.		
2.		

10.4.2. Team Charter Example

TLC Strategic Team Framework-Date	
Strategy Team Lead	Jeanine Johnson Brown
<p>Champions-people who support the Strategy Team in thought, word, and deed. Arthur Murray, Ed Treat-Pastors Council President, Strategy Team Members</p>	
<p>Church Need/Opportunity Statement:</p> <ul style="list-style-type: none"> • What is the current situation regarding Leadership Development today at TLC: TLC has developed a strategic plan for major goals for 2018-22. Now, the strategic plan must be implemented. In addition, there must be regular updates to the congregation regarding implementation accomplishments. • What is the issue that needs to be addressed: TLC doesn't currently have a team of people who are focused on ensuring the strategic plan is implemented? • What is the question that needs to be answered: What can be done to ensure that the strategic plan and its major goals are implemented? • What is the answer: Create a strategic plan implementation team that will ensure: <ul style="list-style-type: none"> ▪ it is clear who will be responsible for implementing the specific strategic plan goals, with team leaders and membership named, contact information available to the congregation, etc. ▪ good oversight of the teams responsible for implementing the strategic plan goals and objectives, including monitoring and adjusting the strategic plan on an ongoing basis. Also, to provide guidance to the teams, and help with issue resolution. ▪ good communications out to the congregation regarding what has happened and what is going to happen ▪ strategic plan objectives kept in scope ▪ correct stakeholder functional groups are represented on the teams ▪ team training, including communications plan training ▪ new strategic opportunities are evaluated on an ongoing basis ▪ that a big picture view is maintained across the entire strategic plan ▪ all work is aligned with the TLC mission. • Include a metaphor that a 3rd grader can understand, to describe your answer: To be done 	
<p>Biblical Theology: (Pastor) To be done</p>	
<p>In Scope:</p> <ul style="list-style-type: none"> • Entire Church, Early Learning Development Center. • Also, coordination, guidance, ask the hard questions, communications to the council • Ongoing team in perpetuity • Ensure good communications planning and execution • Current team to stay together for 1 year or Jan 2019, • Are cheerleaders • Look at the big picture <p>Out of Scope and what we aren't:</p> <ul style="list-style-type: none"> • Other happenings in the church. • Aren't a decision-making body TLC, not an authority body • Aren't running the church • Not legislative body • Don't take the place of other teams • Micromanagement of the teams 	

Strategy (what you are going to do):		
<ul style="list-style-type: none"> To work toward having the Strategic Implementation Team be composed of Team Leads Create a communication plan with key messages, elevator speech 		
Stakeholders:	<ul style="list-style-type: none"> Council Congregation Staff ELC and independent governing body TLC Foundation and independent governing body 	<ul style="list-style-type: none"> Teams and leads Larger Community- local, national, global, missions
Budget	No budget currently needed to operate this team. Budgets will be established by various ministry teams per individual projects.	
Risks and Issues:	<ul style="list-style-type: none"> Teams may feel micromanaged Time of meeting for updates by Team Leaders People may drop from the teams The strategy team will not be able to delineate what it is and is not 	
Timelines	See attached	
Review and Approval	Church Council	
Team Members: Name	Function/Background/Leadership Role(s)	
3.		
4.		

10.5. Agenda Example

Time: 8-10AM Location: TLC Adult Education Room Date: May 15, 2018 Attendees: John Lennon, George Harrison, Ringo Starr, Paul McCartney (Lead) Not Available: Elton John			
Topic	Time (min)	Lead	Objective
Greetings and Why we are here	5	Paul	All understand why team has been formed and know member names.
Prayer	2	George	To ask God for his guidance. A prayer also sets a positive tone for the meeting and reminds us why we are all gathered together.
Update: Update how the building is progressing	5	Paul	To update group on how the building is progression, highlight any issues, answer questions.
Decision: Decide on type of flooring for bathroom	15	John	Ensure team agrees on floor type so work can continue. John will bring in samples.
Decision: Decision on color to paint the hallway	10	Ringo	Ensure team agrees on paint color so work can continue. John will bring in samples.
Summary: Key Actions/ Decisions/Issues/Next Steps	5	Paul	Review summary of all key points during the meetings and actions to ensure all agree.
Next Meeting – Date, time, location, who will say prayer, other possible topics.			Agree on when the next meeting is, who will say the prayer and any topics to include that you know will need to be discussed.

10.6. Meeting Notes Template and Example

10.6.1. Meeting Notes

Project Status Update: *Date*

Team Name	<i>Strategy Team</i>		
Team Lead	<i>Name</i>	<i>Phone</i>	<i>Email</i>
Team Members	<i>Names Only</i>		
Project Summary			
Overall Progress – XX %			
Tasks Completed			
1			
2			
Upcoming Tasks (Actions)			
1.			
2.			
3.			
Project Concerns/Issues			
1.			
2.			
Key Decisions			
1.			
2.			
3.			
Upcoming Team Meetings			
4.			
5.			
6.			
7.			

10.6.2. Meeting Notes Example

Strategy Team: Project Status Update: *Date*

Team Name	Strategy Team		
Team Lead	Jeanine Brown	Jajbrown54@gmail.com	919-451-7587
Team Members	Names Only		
Project Summary (Jan 2018-Dec 2022)			
Overall Progress – XX %	The strategy team has been meeting since January, every other week and now monthly. The team individual strategic team leads have been ID'ed and the teams are mostly together. The Strategic will continue to meet monthly this fall, monitor and support the individual team start-ups. In addition, the team will work to put together an organizational diagram for TLC.		
Tasks Completed	Completed Task Description	Completed On	Completed By
1	ID Team Members	1Q2018	Jeanine/Pastor Arthur
2	Develop Team Charter	1Q2018	
3	Review in Detail Strategic Plan	1Q2018	
4	Update Strategic Plan	1-2Q2018	
5	Roll-out Plan to the Congregation	2Q2018 (May)	
6	ID Team Leads for implementing Specific Strategic Goals	3Q18 (July)	
7	Project Charters Completed by Year End		
Upcoming Tasks /Actions)	New Tasks Description	Date to be Completed	to be Completed by
4.	Put Strategic Teams to address Strategic Goals in Place	Sept 2018	
5.	Team Leaders Trained	Oct 30 2018	Leadership Development Teams
6.	Develop Ven Diagram (Organization Diagram for TLC)	TBD	
7.	Strategy Team Report due	before Christmas	
8.	Report out to annual meeting	Jan 27	To discuss
9.	Website for Strategy Section	End of Sept	Position Currently Open /Comms Team
Project Concerns/Issues	Concern Description	Resolution Description	Resolution Date
3.	What does the annual report template look like, and do we incorporate all teams into one report? Need timelines laid out. Need date due for annual report.		
4.	Annual Meeting Template		
5.	Annual Meeting Practice		
6.	Getting going after the summer break.		
Key Decisions	Decision Description	Decision Date	
8.	Update Strategic Goals	March/April 2018	
9.	Team agreed to develop a written charter for each team.	Aug 2018	
10.	Team agreed to develop monthly project status report to review at monthly strategy team meetings	Aug 2018	
Team Meetings	Date	Time	Type
1.	Nov 12	3-5	F2F, adult ed room
2.	Dec 3	3-5	F2F, adult ed room
3.	Jan 14	3-5	F2F, adult ed room

10.7. Communications Plan

10.7.1. Information and Templates

For all communications the following information must be provided to the appropriate person listed in Section 8. Keep a copy of this with your team. Use guidelines to submit to appropriate people. 1) Communications Plan – Template A, 2) Communications Plan – Content Template B

10.7.1.1. Communications Plan – Template A

	Person responsible for comms-name/email/phone.	Deadline to media	Dates to run	Who will submit-list name from Section 8	Require sign-up? #Yes/no	To whom do sign-ups go	*Pictures or logos? –	Request for addresses/ Phone/ Email	What space(s) needed?	Cost? approved?
Bulletin										
Transcripts										
TLC weekly										
Poster										
Mailing										
Facebook Instant msgr Twitter, etc										
Phone										
Texting										
Audio/Visual Media Creation: Slides prior to church										
Audio/Visual Media Creation: TV, Radio, Newspapers										

if yes, attach draft/outline/mock-up of form (digital version desired, as well).

* attach digital forms to the proper contact person and/or attach to this sheet – photos in jpg if possible.

10.7.1.2. Communications Content - Template B

For each medium listed below, include **content in the Content Template- use exact wording including time(s), deadlines, place(s).** See Section 8 of training manual for TLC Office contacts. *Check church calendar before submitting information about events and locations.*

Medium	Content
Bulletin	<ul style="list-style-type: none"> • Event Name • Event Date • Description of event, including presenters, purpose, audience • Request for Sign-ups? • Who does information for Sign-ups go to? • Location including rooms names, numbers as appropriate • Start time/End Time/If recurring, list parameters • Name/email/phone of the event contact person
Bulletin	
Transcripts	
TLC weekly	
Poster	
Mailing	
Facebook Instant msgr Twitter, etc	
Phone	
Texting	
Audio/Visual Media Creation: Slides prior to church	
Audio/Visual Media Creation: TV, Radio, Newspapers	