
GUIDE FOR TEAM COORDINATION

Leadership is a composite of learnable skills through which the efforts of individuals are coordinated to accomplish group goals.

- Resource Manual for a Living Revolution, p. 49.

The nature of CPT's work often means that team members are rotated in and out of different projects. Occasionally teams will include members who have not been through CPT's training. This kind of fluidity means that each CPTer needs to work at developing leadership skills which can be called upon in the field. Needs for leadership are closely related to the clarity of the team's goals. When goals become confused, there is a corresponding need for greater initiative from leadership.

While individual strengths and styles will vary, leadership can best be understood as a ***set of functions*** rather than as a personal trait. Following is a guide to the variety of functions that CPT team members can fulfill. Many of them may be scheduled on a rotating basis so that all members take a turn. On small teams, members will need to assume several functions concurrently.

TEAM COORDINATOR:

In each project, the Project Support Coordinator works with team members to identify one person who will serve as Team Coordinator. Criteria for selecting that person may include the degree of experience with CPT on a particular project as well as demonstrated leadership skills. Often it will be a full-time CPCer or person able to provide longer term continuity for a project. Several team coordinators may rotate through the life of one project. The Team Coordinator:

- ***Serves as the primary liaison between the on-site team, the team at large, and the team's Project Support Coordinator***
 - checks in with Project Support Coordinator once a week
 - consults Project Support Coordinator on team decisions, action strategies, team dynamics, etc.
 - includes key full-timers and reservists in consultations regarding broad direction of the team's work
- ***Assures that all necessary team roles and functions are being adequately addressed***
 - checks in with each individual team member once a week:
 - ✓ "are you doing what you said you'd do?" (task)
 - ✓ "are you talking about what you need to talk about?" (maintenance)
 - oversees rotation of functions according to team agreements
 - arranges scheduling of regular sessions for planning and evaluation of team's work
- ***Is authorized to make emergency decisions for the whole team in a crisis***

TEAM ROLES AND FUNCTIONS:

Facilitator: person to coordinate group process during meetings and decisionmaking times; responsible to convene regular team meetings, collect, propose, and organize agenda items, and make sure everyone has key information; gets things moving and helps keep the group on schedule; assures that meetings include attention to feelings, individual/group plans, and goal setting/strategizing; makes sure regular debriefing/evaluation occurs especially during transitions of team members. (See various handouts on Facilitation).

Team Liaison: nurtures relationship between CPT and local hosts or inviting groups; responsible for introducing team members to important contacts; assures that adequate "visiting" is happening; coordinates orientation of new team members; develops or maintains contact with local legal support, translators, language tutors, media personnel, embassy/government officials, etc. as appropriate; assures clarity of communication regarding team's purpose; assures adequate information and communication regarding project extensions; makes sure that appropriate appreciation is expressed on behalf of CPT.

Logistics Coordinator: handles local travel and transportation details; arranges housing; keeps record of everyone's passport numbers and emergency information; makes sure that maintenance and repair needs are taken care of; knows whereabouts of other team members; maintains listing of important contacts, phone numbers, and addresses for team use; secures, keeps and understands current maps, maintains field resource library.

Communications Coordinator: coordinates team members' efforts at writing and distributing press releases, articles, reports, action alerts, etc.; responsible for cleaning and maintenance of communications equipment (phones, computers, modems, etc.)

Documentation Coordinator: makes sure that events and activities are recorded with video camera and/or still photos; oversees any audio recording of meetings, interviews or events; helps team members learn to operate equipment; responsible for cleaning and maintenance of documentation equipment and supplies for team use; knows where and how to get film developed; makes sure CPT office receives copies of usable materials.

Health Coordinator: establishes or knows medical contacts for team members; holds health history and insurance records for each team member; maintains first-aid kit; points out group tendencies which might bring on illness (e.g. not drinking enough fluids); encourages team members to practice stress-reduction activities (e.g. meditation, massage, reflexology, days off, recreation, etc.)

Worship Coordinator: schedules team members to plan and lead regular group worship times. (See "Guide for Leading Worship").

Log Coordinator: schedules team members to write daily log entries which include the essential who, what, where, when, why, of the day's events which can serve as a basis for future reports, news releases, etc.; encourages team members to maintain personal journals.

Gopher/Housekeeping Coordinator: responsible to make sure nothing gets left behind or left in a mess; devises system for buying groceries, preparing meals and cleaning house; is willing to run errands; knows about household concerns and procedures such as door keys, laundry soap, phones, postal service, etc.

Bookkeeper: handles team finances; keeps financial records, pays bills, requests advances, etc.

DECISION-MAKING IN CPT:

Achieving team consensus is preferable in decisionmaking. The goal of the consensus process is to reach the best possible decision for the team. Shared decisionmaking means shared ownership of the consequences, both positive and negative. However, consensus does not necessarily mean unanimity. A team can proceed with an action without having unanimous agreement. If individuals cannot agree but are willing to "stand aside," their disagreement can be noted in the log and the team is free to act on the decision. (See handouts on Consensus Decisionmaking)

The nature of CPT's structure means that the composition of a given team may change frequently. The nature of CPT's work means operating in the context of crisis more often than calm. Given those dynamics, CPT vests greater decision-making authority with those who have more experience in the project and with CPT as an organization. Team members joining CPT projects agree to honor team decisions made prior to their arrival and during their stay. Orientation of new team members should include clear explanations of prior decisions in operation.

Dominating leadership is fulfillment by one person of many group functions and roles at the expense of, and with the cooperation of, other members. In group-centered leadership all members take on responsibilities that otherwise would fall to one person. When all group members share leadership responsibilities the group's cohesion and durability tend to increase.
