

Team Conflict: How to Navigate and Overcome Challenges with Team Dynamics

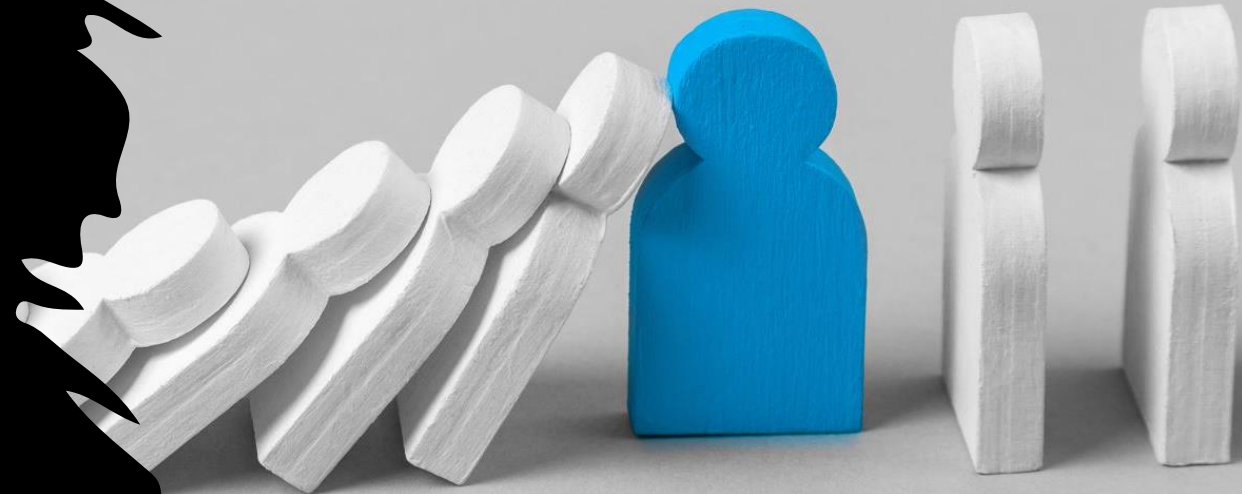
Biblical Lessons-Learned from
our Global Partners

Rick Allen

Jim Ritchie



Global Missions
Health Conference



LONG

What is the most important component of any healthcare mission endeavor?

What are the most important factors in the long-term effectiveness?

What is the most common reason teammates leave sooner than planned?

VIEW



Team Conflict

The background of the slide features a photograph of two deer with large, dark antlers. They are positioned in a field, facing each other as if in a confrontation or a moment of intense interaction. The image is overlaid with a semi-transparent blue filter, which makes the text stand out clearly.

Commonly Heard: “The most common preventable reason missionaries leave the field is team conflict”

Too Valuable to Lose – Results of ReMAP study (1997 – World Evangelical Association)

Team Conflict is always *among* the most important contributing preventable reasons for early departure.



African

Asian

European

American

Married
with
Older
Kids

African

Single

Married
No Kids

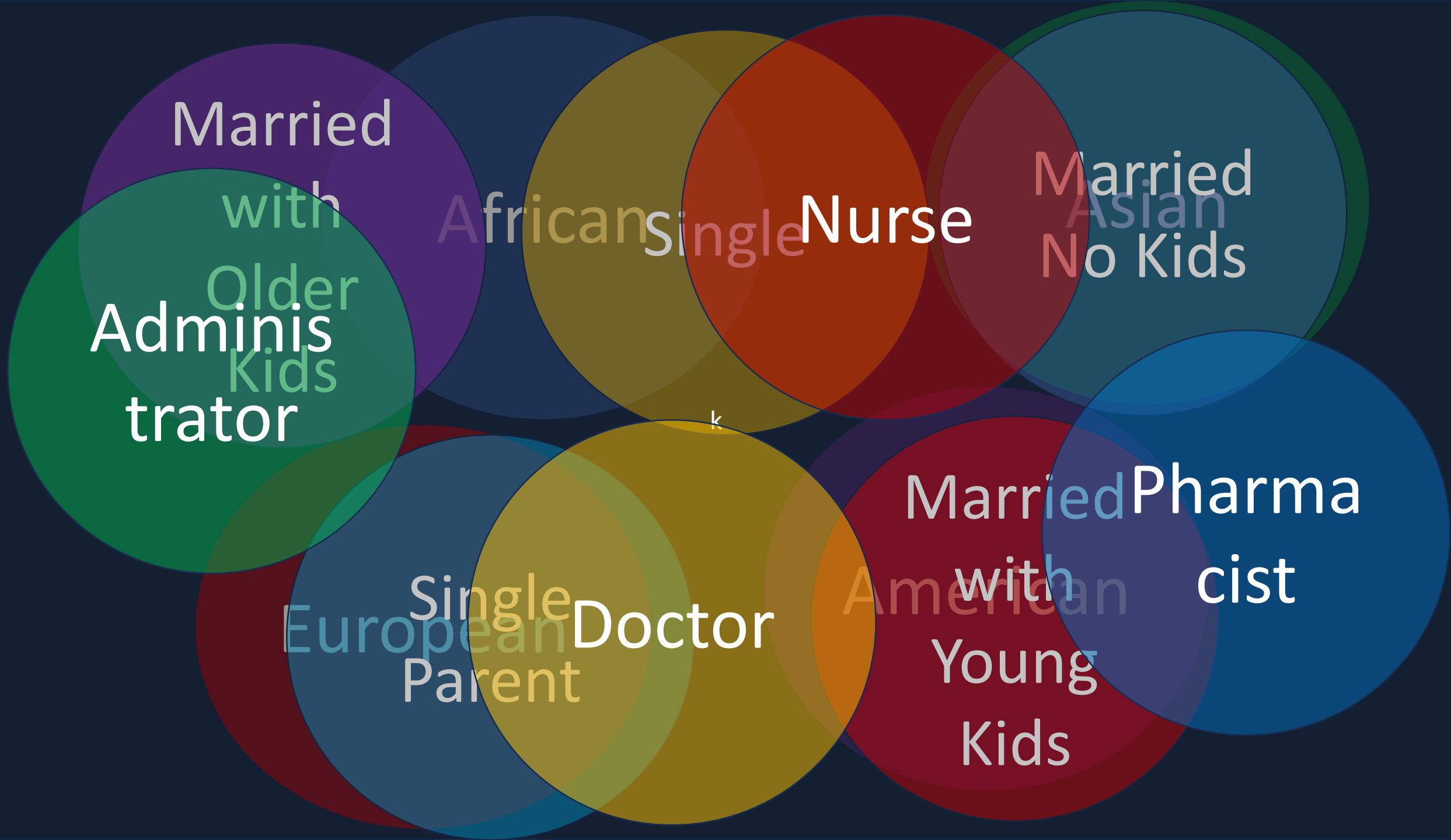
Asian

Single
Parent

European

Married
with
Young
Kids

American



Married
Radiologist
Adminis
Kids
trator

Pediatrician
Nurse

Married
Asian
No Kids
Internist

Emergency
Physician

Surgeon

Married
with
Young
Kids

Pharma
Family
Physician

Married
Housing
Compound
Radiologist
Adminis
trator
Older
Kids

Pediatrician
Nurse
Across
Town
African
Single

Married
Internist
Asian
No Kids

Emergency
Physician

Near
Hospital
Surgeon
European
Parent
Single
Doctor

Married
Pharma
Dorms
American
Young
Kids
Family
Physician

Married
Housing
Short Term
Compound

Worker
Bee Town

Medical
Director

Head of
Department
Near
Hospital

Visitor

Very Long
Term

Short Term

This Agency

That Agency

Medical Director

Head of Department

The Other Agency

No Agency

Very Long Term

Bipolar

Short Term

This Agency

Worker

That Agency

Diabetic

None

Head of

The Other Agency

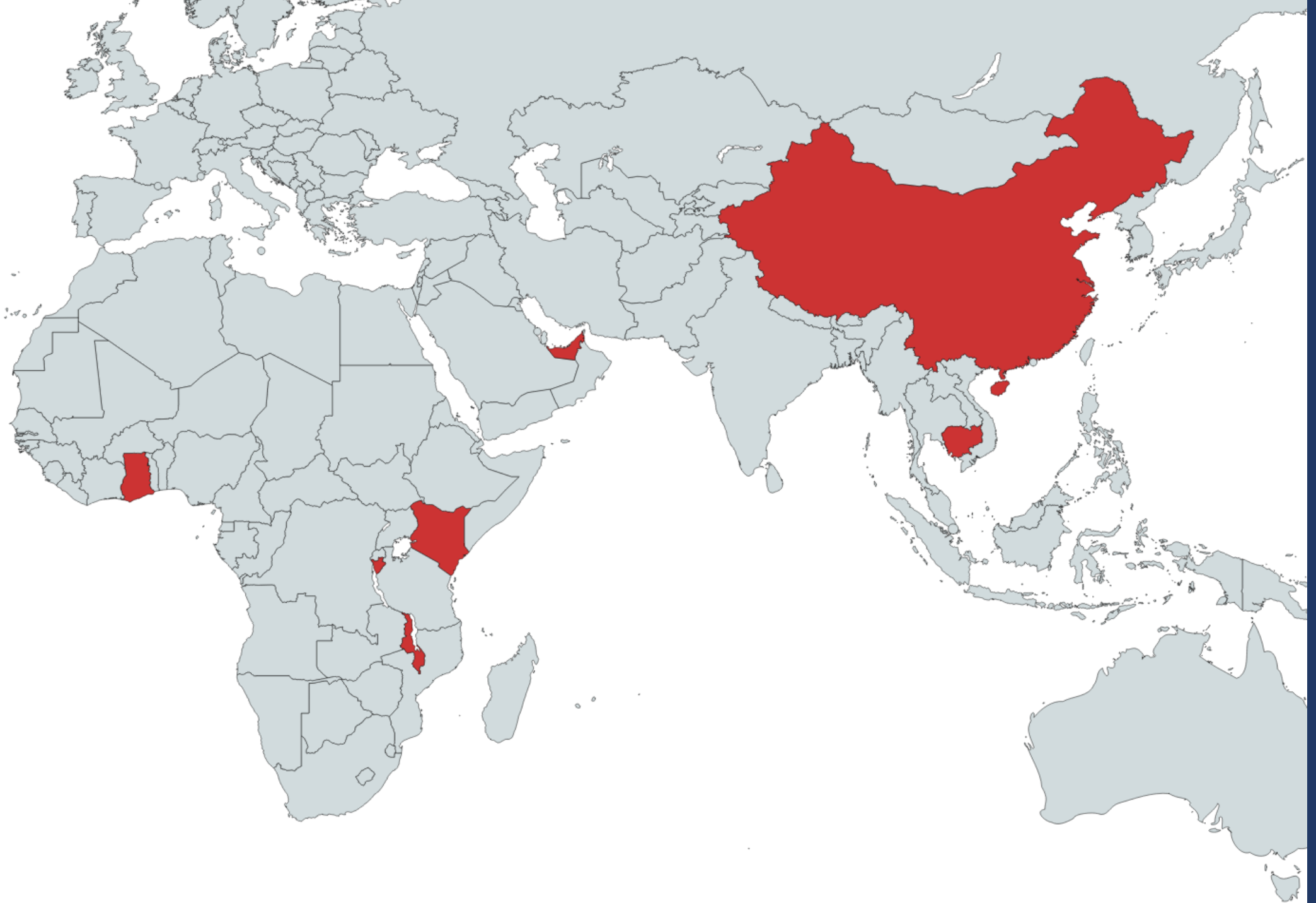
Visitor

No Agency

No

Full of Days





We will not be talking about:

- How to win arguments
- Principled negotiation
- General conflict management

We will be talking about:

- Ideas underpinning approach to team conflict in healthcare missions
- How “happy places” flesh out those ideas.





UNITY

Psalm 133:1 A Song of Ascents, of David.
Behold, how good and how pleasant it is
For brothers to dwell together in unity!
It is like the precious oil upon the head,
Coming down upon the beard,
Even Aaron's beard,
Coming down upon the edge of his robes.

John 17:22,3 The glory which You have given Me I have given to
them, that they may be one, just as We are one; I in them and You in Me,
that they may be perfected in unity, so that the world may know that You
sent Me, and loved them, even as You have loved Me.

Acts 2:44-47 And all those who had believed were together and had all things in common; and they began selling their property and possessions and were sharing them with all, as anyone might have need. Day by day continuing with one mind in the temple, and breaking bread from house to house, they were taking their meals together with gladness and sincerity of heart...

Romans 12:5 so we, who are many, are one body in Christ, and individually members one of another.

Romans 15:5,6 Now may the God who gives perseverance and encouragement grant you to be of the same mind with one another according to Christ Jesus, so that with one accord you may with one voice glorify the God and Father of our Lord Jesus Christ.

1 Corinthians 1:10 Now I exhort you, brethren, by the name of our Lord Jesus Christ, that you all agree and that there be no divisions among you, but that you be made complete in the same mind and in the same judgment.

2 Corinthians 13:11 Finally, brethren, rejoice, be made complete, be comforted, be like-minded, live in peace; and the God of love and peace will be with you.

Galatians 6:2 Bear one another's burdens, and thereby fulfill the law of Christ.

Ephesians 2:13-16 But now in Christ Jesus you who formerly were far off have been brought near by the blood of Christ. For He Himself is our peace, who made both groups into one and broke down the barrier of the dividing wall, by abolishing in His flesh the enmity, which is the Law of commandments contained in ordinances, so that in Himself He might make the two into one new man, thus establishing peace, and might reconcile them both in one body to God through the cross, by it having put to death the enmity

Ephesians 4:2,3 with all humility and gentleness, with patience, showing tolerance for one another in love, being diligent to preserve the unity of the Spirit in the bond of peace.

Ephesians 4:13 until we all attain to the unity of the faith, and of the knowledge of the Son of God, to a mature man, to the measure of the stature which belongs to the fullness of Christ.

Colossians 3:14 Beyond all these things put on love, which is the perfect bond of unity.

1 Peter 3:8 To sum up, all of you be harmonious, sympathetic, brotherly, kindhearted, and humble in spirit;

Geert Hofstede – Sociologist, studied cultures

Individualist and Collectivist Societies

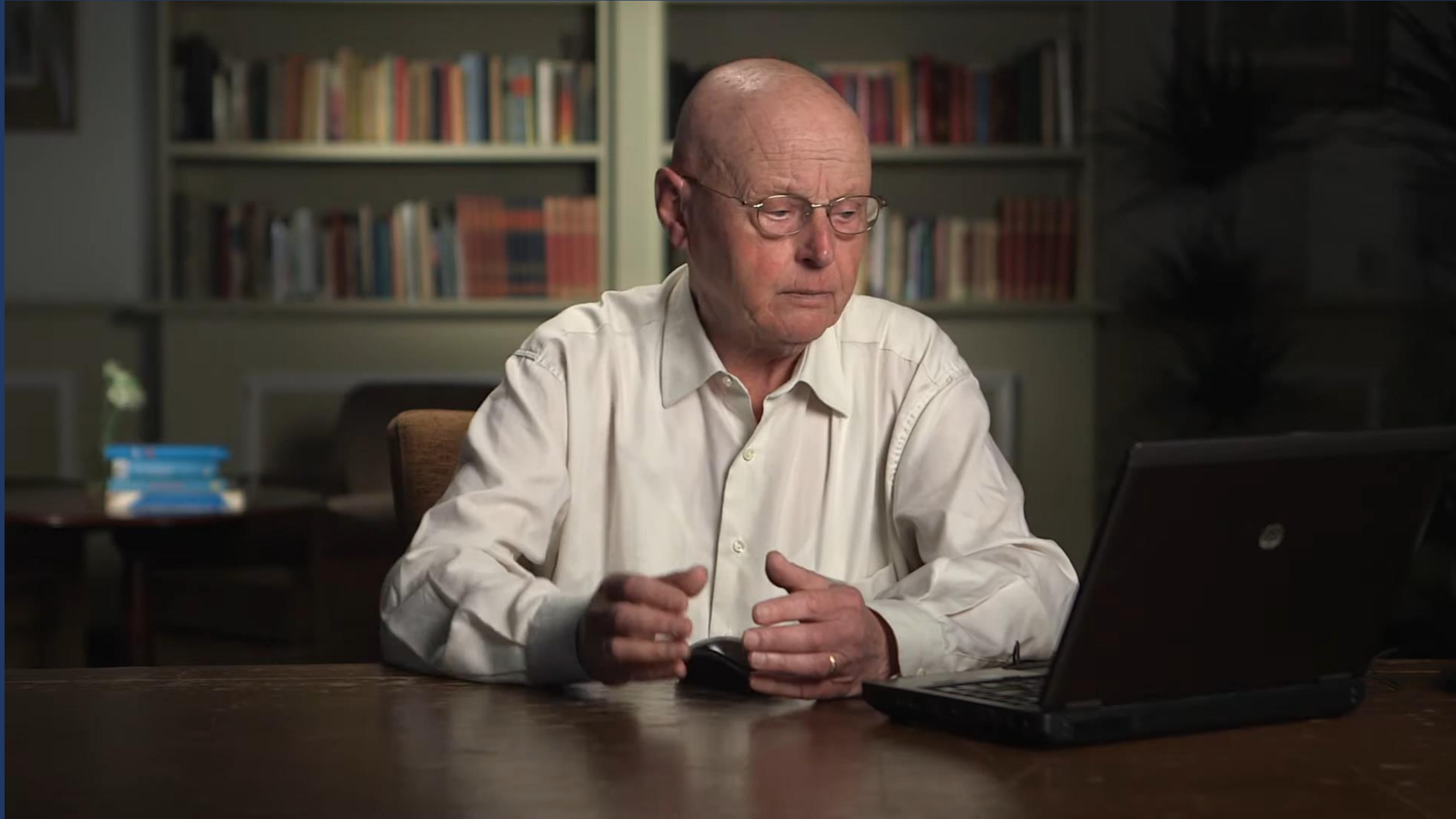
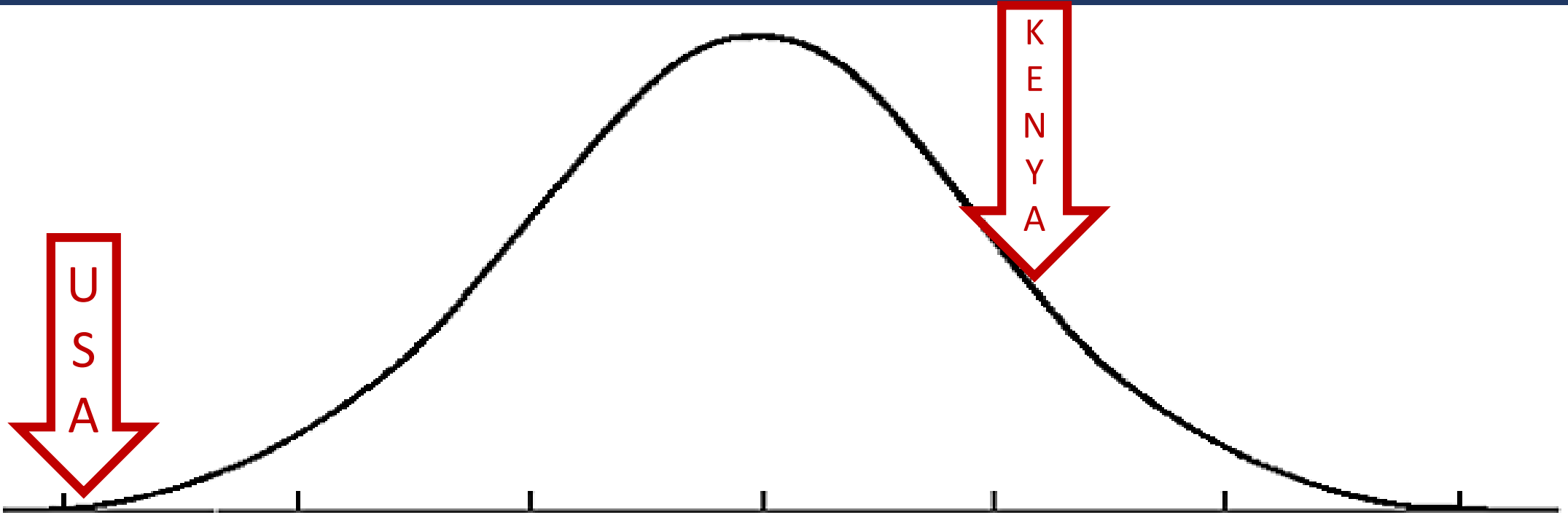


Table 6.3 – Individualism index (IDV) for 50 countries and 3 regions (Hofstede, 1997: 53)

<i>Country/ Region</i>	<i>IDV</i>	<i>Country/ Region</i>	<i>IDV</i>	<i>Country/ Region</i>	<i>IDV</i>	<i>Country/ Region</i>	<i>IDV</i>
USA	91	Germany	67	Turkey	37	Thailand	20
Australia	90	South Africa	65	Uruguay	36	Salvador	19
Great Britain	89	Finland	63	Greece	35	South Korea	18
Canada	80	Austria	55	Philippines	32	Taiwan	17
Netherlands	80	Israel	54	Mexico	30	Peru	16
New Zealand	79	Spain	51	Yugoslavia	27	Costa Rica	15
Italy	76	India	48	East Africa	27	Indonesia	14
Belgium	75	Japan	46	Portugal	27	Pakistan	14
Denmark	74	Argentina	46	Malaysia	26	Colombia	13
France	71	Iran	41	Hong Kong	25	Venezuela	12
Sweden	71	Jamaica	39	Chile	23	Panama	11
Ireland	70	Arab countries	38	West Africa	20	Ecuador	8
Norway	69	Brazil	38	Singapore	20	Guatemala	6
Switzerland	68						



Individualism

Collectivism



UNITY

- Is Unity the same as Unanimity?
- “Unity” can be manipulative



UNITY

- If Freedom is good....
- When we give up some desires...
- What am I willing give up to achieve Unity?

FOLLOWERSHIP

(AND

LEADERSHIP)

- *HEALTHY* Follower / Leader Relationship
- In the NT: leadership or followership?
- Skilled followership >> leadership
- Where does a healthy follower/leader relationship start?

From Team Covenant

- Team Leaders: Recognizing the need for team members to be designated leaders and liaisons to other groups, we will support our leader and submit to their authority. We commit to pray for them. The team leaders will meet individually (or with couples) every six months for evaluation of their personal well-being and ministry.

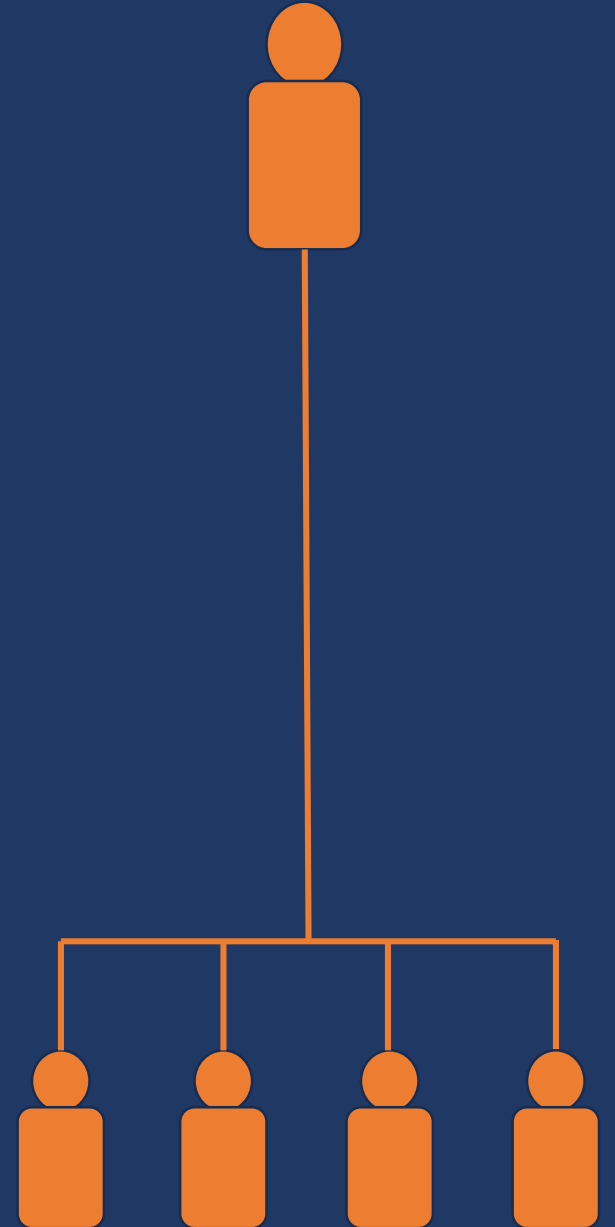


FOLLOWERSHIP
(AND
LEADERSHIP)

- Trusting relationship with followers and leaders is critical
- Peer leadership paradigm.

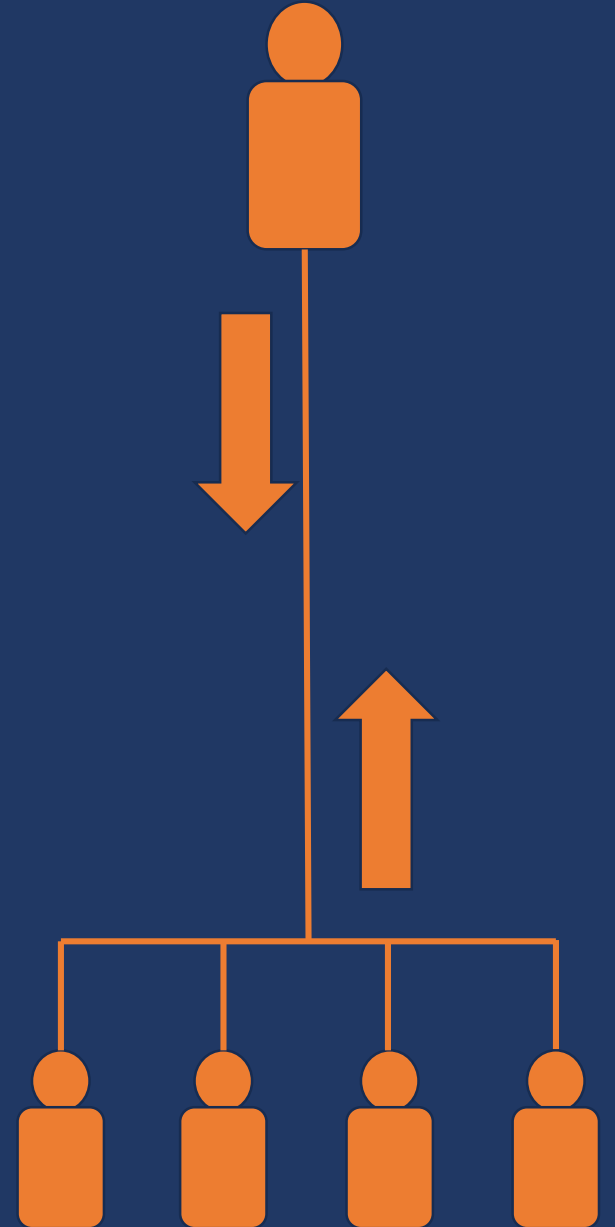
High Power Distance Relationship

- Example of misadventure: Give antibiotics
- “Happy Teams” – shorter power distance
- How to convince a “high distance leader”
- Challenges:
- Shame Culture
- Americans’ reputation.



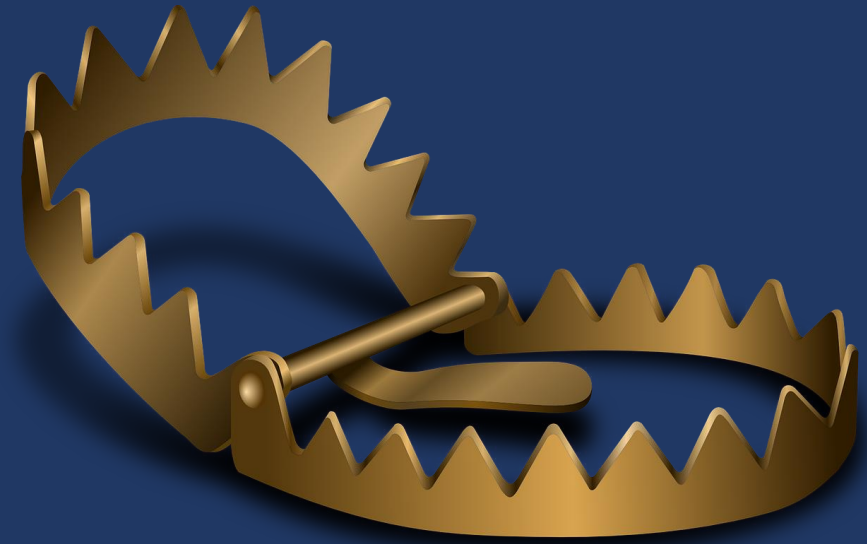
Shortening a Power Distance Relationship

- Carefully build trust
- Learn to submit, have great patience
- Build relationship away from work
- Have realistic expectations: After 5 years... "guests."



Transparency

- Highly desired by followers
- May Conflict with Confidentiality
- Can exhaust good leaders.







LONG

VIEW

LONG

What is the most important component of any healthcare mission endeavor?

What are the most important factors in the overall effectiveness of those people?

What is the most common reason expats leave sooner than planned?

VIEW



CAPACITY- BASED (VS

NEEDS BASED)

Needs-based: Work needs are considered first, and people are assigned to manage the needs

Capacity-based: Sustainable schedule for personnel is established first, and services to be offered are determined from what is available according to that schedule

Mass-Casualty Mindset

Shutter or close

Institutional Support.

MUTUALLY- SUPPORTED BOUNDARIES

- Unshared and uncoordinated personal boundaries are fractious
- Mutually supported boundaries are edifying
- Examples:
- Prevents some MI
- Nebulous boundaries are ineffective
- Boundaries need boundaries – both high and low.





MUTUALLY-SUPPORTED BOUNDARIES

- What are ways the institution can support mutual boundaries?
- Gatekeepers, schedules, coordinated leave and home assignment, supporting leave
- Consensus about practice: working outside expertise, delegation
- Program decisions: support for educational programs, hiring when necessary, willing to shutter or close programs, explain to patients...



MUTUALLY- SUPPORTED BOUNDARIES

- Screening
- Dis-inviting
- MOU
- Expectations
- Recognition that the community is investing in the individual.



- Use the QR code for Electronic Download of this Handout

BOUNDARIES

for Healthcare Missionaries:

*God-Honoring Structure for a
Thriving Life of Service*

by Jim Ritchie

A blue banner with a yellow outline and the word "UNITY" in white serif font. The banner has a central rectangular section with rounded corners and a yellow border, and two pointed ends extending outwards. The word "UNITY" is centered in the middle section.

UNITY

Philippians 1:27 Only conduct yourselves in a manner worthy of the gospel of Christ, so that whether I come and see you or remain absent, I will hear of you that you are standing firm in **one spirit**, with **one mind** striving together for the faith of the gospel;

Philippians 2:1-4 Therefore if there is any encouragement in Christ, if there is any consolation of love, if there is any fellowship of the Spirit, if any affection and compassion, make my joy complete by being of the **same mind**, maintaining the **same love, united in spirit**, intent on **one purpose**. Do nothing from selfishness or empty conceit, but with humility of mind **regard one another as more important than yourselves**; do not merely look out for your own personal interests, but also for the interests of others.

Ephesians 5:21 and **submit to one another** in the fear of Christ.



Underpinning the Approach to Team Conflict

Unity

Followership (and Leadership)

Long View

Equity

Capacity-Based (vs Needs Based)

Mutually-Supported Boundaries

Please give us your feedback!



<https://medsend.org/longevity/>

Kim@MedSend.org

The
Longevity
Project
a ministry of  MedSend.

Patterns of Mutual Support

Stories for Consideration



EQUITY

- Is Equity the same as Equality?
- What are some of the factors that compete with equity?
- Here is a formula which takes all of these into account:

$|D(T, \varepsilon, a, b)| \leq 2$
 $\varphi(\sigma_1 t) \varphi(\sigma_2 t) = \varphi(\sqrt{\sigma_1^2 + \sigma_2^2} t)$
 $\rho(\omega) = \frac{\sum_{k=1}^r p_k^* \log_2 \frac{1}{p_k}}{\sum_{k=1}^r p_k^*}$ $(i_k \sigma_k^2 = \lambda_i; c_i k$
 $y = \phi(x) = \frac{1}{\sqrt{2\pi}} \int_{-\infty}^x e^{-\frac{t^2}{2}} dt$ $\eta_1 = \sum_{k=1}^n a_k \xi_k$ $\log \varphi(u) = -\frac{\sigma^2 u^2}{2}$ $i^2 = -1; j^2 = -1; k^2 = -1$
 $S(\alpha, T) = \frac{2}{\pi} \int_0^{\pi} \frac{\sin \alpha t}{t} dt$ $P(\eta_{\infty} < x) = F(x)$
 $\omega_k = \binom{n}{k} p^k (1-p)^{n-k}$ $P(\eta < y | \xi = x) = \sup_{y' < y, y' \in \mathcal{R}} P(\eta < y' | \xi = x)$
 $S_n = A_n U \pi A_n$
 $|A_n| = \frac{n!}{2} \left| \int_{|x|>A} f(x) \log_2 \frac{1}{f(x)} dx \right| < \varepsilon$ $g^{-1} \cdot g = e$
 $\int_{-\infty}^{\infty} dG_k(x) \geq \frac{1}{2} \sum_{k=1}^{\infty} e^{-\frac{k^2 \pi^2}{2}} = H(\varepsilon)$ $\prod_{k \leq b}; \bigcup_{i=1}^n M_i; \bigcap_{n=0}^{\infty} X_n$
 $f_n(t) = \frac{2^n t^{n-1} e^{-2t}}{(n-1)!}$ $f(t|y) = \frac{2e^{\frac{y^2}{2}}}{\sqrt{2\pi}} \int_{-\infty}^{\infty} \frac{e^{-\frac{u^2}{2}}}{(1-\frac{y^2}{u^2})^{\frac{3}{2}}} du$
 $\int_{-\infty}^1 f_n(u) f_1(t-u) du = \frac{2^{n+1} t^n e^{-2t}}{n!}$ $\lim_{t \rightarrow 0} (f_n) = 0$ $\lim_{u \rightarrow \infty} \frac{f(u)}{u} = p_k$ $R = \int_{-\infty}^{\infty} \varphi(t) dt$
 $\log \varphi(t) = i \gamma t - c |t|^\alpha [1 + i \beta \frac{t}{|t|} \omega(t, u)]$ $\beta(u) = \sum_{k=1}^r \Psi^*(b_k u)$ $C_{iv} = \sum_{j=1}^r a_{ij} b_{jv}$
 $\int_{-\infty}^{\infty} e^{-\frac{u^2}{2}} du = F(x) \left(\frac{1}{\sqrt{2\pi}}\right)^{-1}$ $|\Psi_5(t)| = \left| \int_{-\infty}^{\infty} e^{itx} dF(x) \right| \leq \int_{-\infty}^{\infty} e^{-\nu x} dF(x) = \varphi_5(i\nu)$
 $\prod_m = \prod_r \prod_{m-r}$
 $|X \cup Y| = |X| + |Y| - |X \cap Y|$ $\lim_{n \rightarrow \infty} \frac{1}{n} k_n \left(\frac{x}{n}\right) = \frac{1}{\sqrt{2\pi}} e^{-\frac{x^2}{2}}$
 $f: X \rightarrow X \cap W$
 $Q(A) = \int_A \chi(\omega) dP$ $l'(x) = -\log_2 \left(\frac{\sum_{k=1}^r p_k^* \log_2 \frac{1}{p_k}}{\sum_{k=1}^r p_k^*} - \left(\frac{\sum_{k=1}^r p_k^* \log_2 \frac{1}{p_k}}{\sum_{k=1}^r p_k^*} \right)^2 \right)$
 $\varphi\left(c^{-x} \sqrt{\frac{1-q}{nq}} - 1\right) = -x \sqrt{\frac{q(1-q)}{n}} + o\left(\frac{1}{n}\right)$ $\prod_{k=1}^r \left[g_k \left(\frac{t}{\sqrt{N_0}}\right) \right]^{N_0 \alpha_k} = e^{-\frac{t^2}{2}}$
 $\liminf_{N \rightarrow \infty} \int_{-\infty}^{\infty} f_N(x)^\alpha dx \geq \int_{-\infty}^{\infty} f(x)^\alpha dx$ $M(\delta_j - \delta_i) = \int_0^{\infty} |x - 1| e^{-x} dx$
 $D^2(\sum u) \leq \frac{K}{n} + 2K \left(\frac{1}{2} \sum_{k=1}^n R(k) \right)$ $\det(M') = \det(M) + \det(M^*) = \det(M)$ $h(xy) = \frac{1}{2\pi} \left[\sqrt{2} e^{-\frac{x^2}{2}} - e^{-x^2} \right]$ $|M(\varepsilon_n, \varepsilon_m)| \leq C_2 \sqrt{\frac{n}{m-n}}$



EQUITY

- How do we come up with equitable situations?
- Tends to be a group general decision with a trusted individual who makes adjustments
- Adjustments need to be minimal
- Individuals don't have laterality to overrule
- Submitting to one another
- Lessons from "Husbands and wives" study
- Includes sharing the admin and leadership load
- Grace, abundant grace, is wanted.

United States ×



Kenya* ×



70



Power
Distance

25



Individualism

60



Masculinity

50



Uncertainty
Avoidance

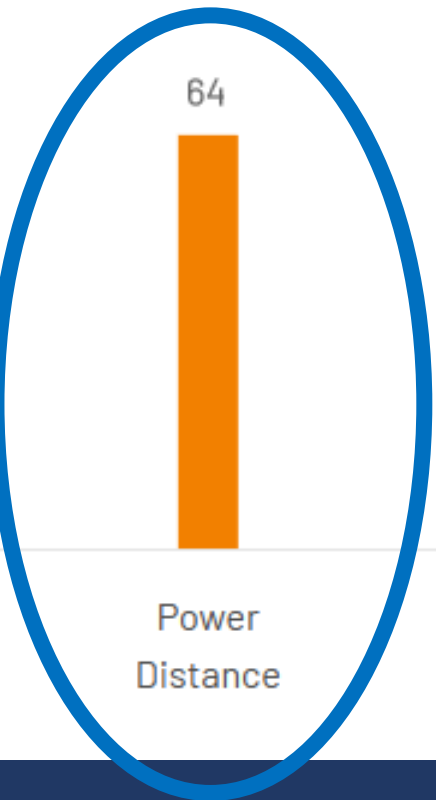
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Long Term
Orientation

-1

Indulgence

Thailand ×



64



Power
Distance

20



Individualism

34



Masculinity

64



Uncertainty
Avoidance

32



Long Term
Orientation

45



Indulgence

Ecuador ×



78

Power
Distance

8

Individualism

63

Masculinity

67

Uncertainty
Avoidance

-1

Long Term
Orientation

-1

Indulgence