

EXCERPT



The Resilience Factor *A Step-by-Step Guide to Catalyze an Unbreakable Team*

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

Teams dominate the landscape of most organizations. Yet far too many teams are anything but remarkable. Amid the many challenges that face teams today, what gives teams the resilience to thrive with clear purpose, high trust, and joy? What inspires them to get up again (and again) when the going gets tough or when they become ineffective? Filled with examples of top-performing teams, individual and group reflection questions, diagnostic tools, and team activities, this book will both inspire and equip teams to move from floundering to flourishing.

Context for Resilient Teams

With the fog of the massive disruptions of the last few years finally clearing, it's prime time for Christian leaders to think, dream, and create a preferred future. And there's no better way to do so than through a flourishing team. But the only way your team will begin to shape the preferred future is by accepting the world as it is, rather than pining for what you remember as "normal." Of course, disruption is normal, and the relative stability and predictability recent generations have known is in fact *abnormal*.²

Reframing your outlook can lead to a bright future. In a world without disruption, leadership is not required. You simply manage what is. But tomorrow's world marked by disruption requires innovation, imagination, and resilience. These are today's marks of leadership.

Many leaders and teams are currently navigating the discomfort of transitioning from management to leadership. Management is concerned with administrating what is, effectively maintaining the status quo. But leadership entails envisioning what could be and then engaging in such a way to bring that preferred future into reality.³

Our call to your team? Do not settle for longing for the past or even managing what is now. Instead, rise and lead. Embrace the world as it is and lead through it, engaged fully with these new realities before you.

New Reality #1: Today's world generally distrusts leadership. Culturally, much of what used to be accepted practice and understood norms for leadership and followership has largely vanished. In today's new world:

- Direction is seen as dominance
- Clarity is equated with control
- Expectations are viewed as burdens
- Accountability is called abuse

Of course, domineering, controlling, abusive leaders do exist (and that's unacceptable), but the cultural conception of *leadership* itself is now often cast in those categories whether deserved or not. Leaders of the future must recognize the skepticism and altered expectations of those they lead. Resilient teams will provide a healthy context for directive leadership and accountability, with protections offered when that leadership goes awry.

New Reality #2: Team leadership is here to stay. Back in the old days (2015) when Warren and Ryan released *Teams That Thrive*, solo leadership paradigms were a dime a dozen, championed by nationally prominent leaders who sought to train up individualistic leaders in their image. In the intervening years, when so many leaders imploded either personally, organizationally, or both, their stories have been memorialized in podcasts, the predominant news media of our time. The message of these podcast narratives (such as *The Rise and Fall of Mars Hill*): gifts outpaced character, leaving a pile of dead bodies behind the bus. These leadership collapses spurred a tectonic shift in the expectations of followers for those they allow to lead them. More and more, followers expect humility, a willingness to not only acknowledge but also organize based on an understanding of personal weakness, and a focus on personal and relational spiritual health, all so that those followers are protected from the "fall" of that single leader. They expect leadership to be done by a team—for protection, for health, for trust, and for greater effectiveness.

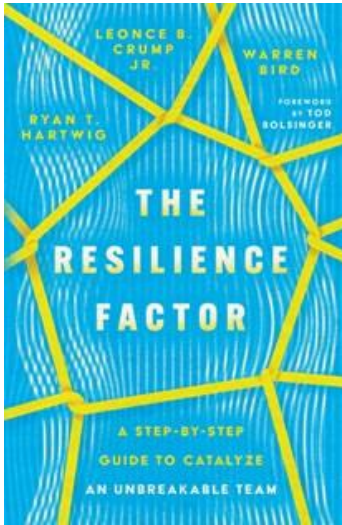


Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media



EXCERPT



The Resilience Factor ***A Step-by-Step Guide to Catalyze an Unbreakable Team***

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

New Reality #3: Your team is largely a new team. The Great Resignation that started in 2021 has transformed—or will transform—the membership of your team. In 2021 alone, 69 million Americans quit their jobs⁵—many of them moving away, whether for retirement or to shift to other employment. Your team was likely not immune to this unprecedented shuffle. You may have said good-bye to trusted (or distrusted) colleagues and hello to others who brought new desires and requirements with them.

New Reality #4: Your “new” team comes with new expectations. Indeed, the greatest consequence of the Great Resignation was not team makeup but the Great Reset⁶ of employee expectations. Fewer employees willingly put work at the center of their lives, and they now require their workplaces to be places where they can pursue work that’s meaningful to *them* while they balance other desires in life. Team leaders who ignore this new reality will see continual turnover and, more importantly, will bang their heads against the wall when they just can’t seem to generate momentum on the important work with which they’re tasked.

New Reality #5: The pandemic may be officially over, but its effects will ripple for years to come. Communication scholars like to talk about the “afterlife of a conversation”—the residue, good, bad, or indifferent, from a conversation that never goes away. The residue of the pandemic (technically, it is now an endemic) will never go away. This is no real surprise, but it deserves underlining: those you serve—your church, customers, clients, and constituents—have developed new ways of doing just about everything, whether attending church, engaging in spiritual community, buying goods, or pursuing entertainment. They’re never fully going back to pre-pandemic ways of thinking. These changes are here to stay. For your church or organization to thrive into the future, you must align to this new reality. A thriving team will help you discern and then move toward new markets and new meaning-makers.

New Reality #6: The world—and your team—carries new levels of tension and stress. Saddleback pastor Rick Warren recently named five huge storms that the world has weathered in the last few years: global infirmity, social instability, racial inequality, financial insecurity, and political incivility. We’re sure you’ve been touched by most if not all of these storms. Though any one of these storms is enough to cause heightened tension and prolonged stress, you have been facing all five at the same time! Your team will be required to lean into the aftermath of these storms, address the very real challenges and tensions experienced in your community, bring unity, and press toward unity in your community.

New Reality #7: Everyone’s exhausted. Though bright spots shimmer on the horizon, the reality is that your team is tired from the pandemic’s long, gradual draining of their reserves. Your team members don’t just need to be pushed toward a re-energized mission; they need to be seen and cared for. Just look at the statistics across society on stepping back and giving up. At a recent Global Leadership Summit, noted Christian psychologist Henry Cloud shared that diagnosable mental health issues rose from 17% to over 40% during 2021 and 2022. When you combine that sharp increase in mental diagnoses with extremely high resignation rates,⁷ as well as the anecdotal data of burned-out and blown-up leaders across the globe, the picture becomes quite clear: these last few years have worn everyone out. The leaders that see and care for their team—even in the midst of pursuing grand efforts—will experience greater impact and lesser turnover, building momentum that drives their organizations into the future.

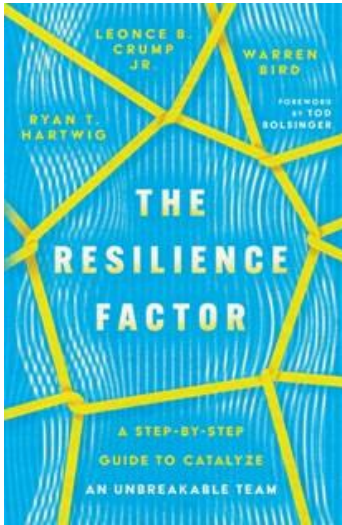


Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media



EXCERPT



The Resilience Factor *A Step-by-Step Guide to Catalyze an Unbreakable Team*

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

New Reality #8: Too many of today's leaders were trained in yesterday's school of leadership. Remote work is here to stay, more and more people will cobble together their income from a conglomeration of side-hustles, and your organizational values will attract or repel more potential staffers than ever before. In this new world of work, most likely what worked to get you *here* won't work to get you *there*.⁸ While Jesus and our foundations in Scripture don't change, people's assumptions, perspectives, and cultural context continually change, as do the tools available to us. If you were trained in the "old school" of teams, it's time to learn in the new school—and that will require you to unlearn some principles and practices that worked for you in the old world but won't drive success for teams in the new world.

Could Your Current Team Face Anything . . . And Thrive?

We want to help your team meet the new realities of this new post-pandemic world. Against challenging odds, your team stands ready to press toward the new vision God has given you to build your church, fulfill your mission, grow your organization or business, bless your community, and participate in the redemptive work that God is *still* doing. Of course, he never stopped working, despite the sometimes overwhelming challenges that are now largely in the rearview mirror.

But you're probably recognizing, like so many, that the status quo just won't cut it anymore. Though the mission hasn't changed, the ground has shifted dramatically! Leaders who will excel in this brave new world will embrace and lead from the realities listed above, building resilient teams that will be able to face anything.

—adapted from the introduction, "Why You Need the Resilience Factor"

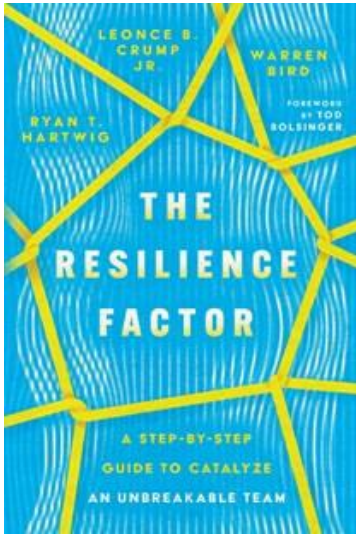


Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media



Q & A



The Resilience Factor *A Step-by-Step Guide to Catalyze an Unbreakable Team*

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

“Many leaders struggle to overcome internal culture problems, growing trust deficits, and the loss of team productivity. Thankfully, this influential new book is an instant go-to resource for building an effective team. In addition to helping teams develop clarity of purpose and align around goals, this book will equip and empower leaders to build teams that last.”

—Craig Groeschel, senior pastor of Life.Church and author of *Lead Like It Matters*

It Takes a Team to Write About One

Why do you believe resilience is the X factor for great individuals and teams?

Ryan Hartwig: The best for us as individuals and teams often resides on the other side of a significant challenge. But sometimes the challenges stack up in such a way that it is hard to push through. Resilience is the strength to push through to get to the other side . . . and it gets built just by doing it. I’m convinced that what teams and organizations will need most is the ability to get back up again and again and keep pushing through . . . with resilience.

Warren Bird: Every team has the potential to be marked by health, high-performance, and effectiveness. Only with resilience can they achieve a momentum that makes them unbreakable as they grow toward greater health, stronger performance, and increased effectiveness.

How much does the book reflect research on the topic and your own personal stories?

Léonce B. Crump Jr: The book, in my opinion, is a healthy balance of excellent and verified research and a story-driven narrative. Our collective experiences helped us answer the “why” of the book, and the collective learnings shaped the arc of the writing. Several of the personal stories are from my own experience, including one about firing my own wife!

Ryan: With my PhD in group communication, I come to the project steeped in the research literature on teams and groups, but I am also a practitioner—someone who has led and consulted with many different kinds of teams in Christian organizations for many years. And I’m a teacher—one who has always tried to spur my students to think deeper while also equipping them with the skills to lead and act effectively in the various teams they’ll engage. So I wanted to develop a resource that would emerge from the scholarly world in which I have marinated for twenty years, as well as the world of leadership practice where I have lived in for even longer. We include a few personal stories throughout the book, but they’re mostly to illustrate the practices and principles identified from the best literature on teams, not to suggest our experiences as the foundation from which we speak.

You identify forty practical steps towards building a resilient team. Which step would you identify as the hardest one to implement, or the one that best unleashes “the remarkable” within a given team?

Ryan: That’s a hard question because building a team is not particularly complicated, but it is challenging. It’s hard work. It takes discipline and action day after day to build health, resilience, and effectiveness. That said, I suggest “Step 4: Kill the Sacred Cows” might be the toughest to actually put into practice. Though many of us love to quote the saying “what got you here won’t get you there,” actually discarding the stuff that got you here but won’t get you there requires incredible conviction, steadfast courage, and dogged determination.

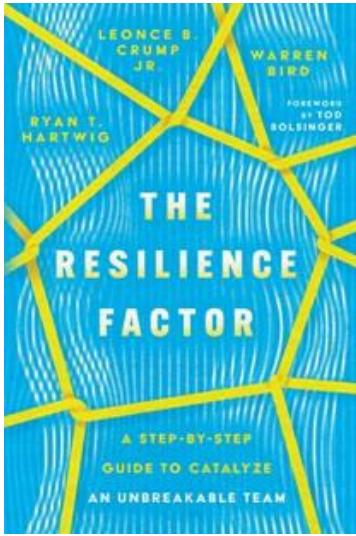


Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media



Q & A



The Resilience Factor *A Step-by-Step Guide to Catalyze an Unbreakable Team*

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

“If the past decade has taught leaders anything, it’s that great teams don’t endure against all odds by failing to change. Instead they use setbacks and chaos to grow stronger, resilient, and ready for the future. This book will teach your team exactly how to do that.”

—David Burkus, author of *Leading from Anywhere* and *Under New Management*

Léonce: The most challenging steps to implement for most teams will likely be a tie between the steps within “Movement 2: Clarify Your Purpose” and “Movement 8: Reproduce Your Impact.” Reproducibility is an incredibly difficult cultural ethic to sustain, and clarifying purpose across multiple peoples and personalities takes incredible focus and diligence. The most crucial movement, in my opinion, is also one of the most challenging—clarifying purpose.

What about this book makes it beneficial for all teams regardless of their niche, Christian or otherwise?

Warren: Every organization today is built on teams, and most are trying to develop a better team. All teams face common issues that we address: how to build trust, how to deal with team conflict in a healthy way, how to develop greater clarity about your team’s purpose, and how to draw the best out of each person—to name just a few that any team, whether made up of Christians or not, will benefit from addressing.

Léonce: This book is beneficial for any organization because the principles—aside from fasting and praying—are universally tried and research-based. Every organization, regardless of their underlying values of religious affiliations, should desire a clear purpose, a sharp team, and a reproducible culture.

What drew a former NFL football player, an academic, and a prolific Christian author together to craft a book about resilience?

Ryan: If we were going to write a book about teams, we might as well write it as one. Quite frankly, we as an author-team exemplify the benefits of teams—this resource is much better because of the unique perspectives each of us brings, plus the strengths and skills that are reflected in the various elements of this book.

Léonce: One thing that I think is important to know is that we had to form as a team through this process. We had never worked together before, so we had to apply the principles we described as we were writing about them. What an adventure!

What did you learn about your own resilience in writing this book together?

Ryan: What a great question. After we signed our contract, our lives changed in many ways that we could not have anticipated just months earlier. I, for one, moved my family across the country and took on a new executive role at a different university. To be certain, the obstacles in making our deadlines and putting in the time needed to develop a God-honoring, helpful resource stacked high, but we pushed through. What did we learn? We learned that we have more in us than we sometimes thought we did, and that by working together, we could leverage one another’s strengths while also covering for one another in crucial moments. After all, isn’t that what great teams do?

Léonce: I wrote this book, alongside my coauthors, during the passing of my younger brother, and while I was getting a doctorate, pastoring a church, serving on several nonprofit boards, and leading people out of a global pandemic. Without resilience, this project simply does not come to fruition.

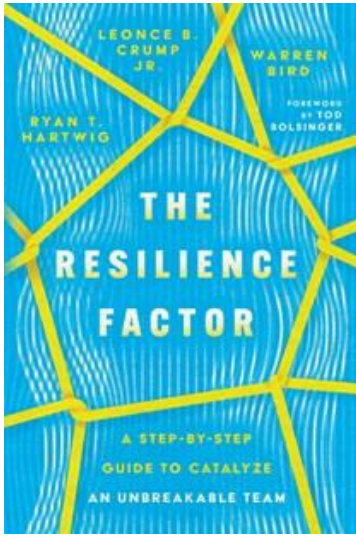


Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media



BIO



The Resilience Factor *A Step-by-Step Guide to Catalyze an Unbreakable Team*

June 20, 2023 | \$18, 156 pages, paperback | 978-1-5140-0568-2

"The recent reset means we're all rookies. And with so many leaders throwing in the towel, this is one of the most practical books to help you assess your situation and pioneer this moment with confidence. It's not a manual for what to do; it's a guide to rediscover the redemptive edge your specific team offers your specific community in this hour of need. No two teams will come out with the same answers, but every single team will finish with a plan of attack."—Grant Skeldon, next gen director at Q Ideas and author of *The Passion Generation*

Three Accomplished Leaders, Veteran Authors

Ryan T. Hartwig is a higher education leader, communication professor, author, speaker, and consultant. Bringing a unique perspective as a teacher, researcher, and practitioner, he equips leadership teams and groups to thrive. Ryan serves as provost and vice president of academic affairs at Vanguard University, Costa Mesa, California. For more than two decades he has taught courses in group, organizational, and leadership communication and has led, trained, and developed teams focusing on community development, discipleship, missions, leadership development, academic excellence, fundraising, and marketing in universities and churches. Ryan has previously authored two books: *Teams That Thrive* with Warren, Outreach magazine's leadership resource of the year (2015), and *Leading Small Groups That Thrive*.

Léonce B. Crump Jr is an international speaker, former NFL athlete and the cofounder and senior pastor of Renovation Church in Atlanta, Georgia. He is also the author of *Renovate: Changing Who You Are by Loving Where You Are*. Léonce has been published in varying print and digital publications, writing on everything from leadership to politics. A champion for the church's participation in focused and intentional cultural renewal, Léonce is a leading voice of a generation committed to operating as God's redemptive agents in the earth. Ever the student, Léonce is currently completing his doctorate in Leadership and Spiritual Renewal. Léonce and his wife, Breanna, reside in Atlanta with their three daughters and son.

Warren Bird is senior vice president of research and equipping for Evangelical Council for Financial Accountability (ECFA), whose membership includes approximately three thousand senior leadership teams and more than twenty-five thousand board members, all representing the nation's best-known Christ-centered ministries and churches. Warren was previously director of research and intellectual capital development for Leadership Network, a nonprofit that helps leading innovative church leaders leverage their ideas for greater influence and impact. An ordained minister and staff pastor for fifteen years, he has also served since 1995 as teaching faculty at Alliance Theological Seminary in New York City. Warren has coauthored thirty-three previous books, over two hundred magazine articles, and more than two dozen in-depth research reports. One of Warren's coauthored books won the prestigious Gold Medallion award from the Evangelical Press Association.



Tara Burns, print and online publicity
800.843.4587 ext. 4059 or tburns@ivpress.com

Krista Clayton, author interviews
800.843.4587 ext. 4013 or kclayton@ivpress.com



ivpress.com/media