

This troubled associate went on to describe several situations where the staff was caught up short because of this silence, e.g. "Big programs will be planned involving the staff, but they will be given only twenty-four hours notice to get ready, etc." Team leaders who do not make time for communicating with their staff are asking for trouble. One of the complicating factors is that many leaders think they are talking to their associates when they really are not. The senior pastor mentioned in this excerpt was also interviewed. He is a very able man with a great deal of experience in multiple staff work. He knows the value of communication and said in the interview that his staff has ready access to him whenever they want to talk. Clearly, there is a contradiction between what his associate said and what he said.

Other leaders depend too much on informal talks with staff members and fail to work for unity through getting the whole staff together on a regular basis. Marvin Judy cites an example of this:

. . . in a very large church where this type of government is in operation, one member of the staff related, 'It is amazing how many informal staff meetings go on in the corridors.' The senior minister is a strong authoritarian figure who is actually directing the group by one-to-one relationships. Seeds of discontent are present.²⁷

In some cases, one staff member is pitted against another in these one-to-one relationships. The effect obviously is to divide rather than unify the team.

²⁷Judy, Multiple Staff Ministry, p. 43