

b. The team leader may give the impression to a subordinate that he is doing what is expected of him, but he may rehearse the man's weaknesses and his discontent with the man's work before others.

c. The team leader or team members may make promises to others that are not kept. These are simply forgotten and not brought up again.

d. The team leader may say one thing and mean another. One example of this is what Mitchell calls the "double bind." This he defines as a "pair of contradictory messages or commands to which a person receiving them attempts to respond simultaneously." He goes on to explain how this occurs in multiple staff relations:

In the multiple staff, this frequently becomes the following pair: 'Do as you see fit,' and 'Do as I tell you.' Authority is given with the one hand and taken away with the other, and a demand is made that one must respond to with 'both hands.'¹¹

The cause of this is often the conflict within a senior pastor who wants help but does not want to give up an area of his ministry. He, therefore, delegates authority to someone else to be responsible in that area, but finds it difficult to keep his hands out of the work. In such cases, it would be helpful if he would openly discuss his problem with the man who has been assigned the responsibility in question. Through honest communication the two could come to understand the dynamics of the situation and deal with it appropriately.

¹¹Mitchell, Psychological and Theological Relationships, p. 174.