

- P: No, there really wasn't. Guys would attempt to say it, and there would be a semblance or token receptivity of that, but the bottom line was that he would always end up doing what he was asked to do anyway. His concerns that would be brought out would be taken more as objections to be answered, and then they would be answered and he would still have to do it. What happened over a period of time was that guys would see this happening, and they would say, "What's the sense of me even bringing it up because I know I'm going to end up doing it anyway." So guys would then clam up; they really wouldn't share.. Now toward the end, there was a major change in the senior pastor. He actually went out of his way to encourage everybody to share not only their emotions, but also their ideas and everything. The atmosphere really opened up and a lot of us just really grew. However, and unfortunately, as it turned out in the long run, most of their ideas were still not really taken, and most of their feelings or thoughts were just heard. I believe most of it was still just token receptivity, and after they would see this developing maybe a year or two years later, they would see that nothing had essentially changed, and it was just a semblance of openness. Again they would just get a little bit discouraged about that and sometimes lost heart and just said, "I'm just being given the opportunity to speak, but what good is it doing."
- JG: Their input really didn't effect, or wasn't a part of the decision making process. It was merely a matter of giving people a chance to air their thoughts, and then going ahead and doing what was going to be done anyway. Is that right?
- P: Yes, that was basically it. I'm sure there were times when a person's contribution genuinely affected the decision, but that would be the exception more than the rule.
- JG: What have you learned from this experience? For example, if in the future you become a team leader, what changes would you make; what ideas would you incorporate in your team leadership that were missing in your past experience?
- P: That's really a big question. Well, the first thing that comes to my mind would be the idea that I would really, genuinely try to emphasize the aspect of team. That doesn't sound too profound, but I can honestly say that what I was involved in was not really a team.
- JG: Why wasn't it?