

those men was that they had a worthwhile contribution to make. Such a message meets a primary need for those working in a subordinate position.

Another real need of subordinates is the need for freedom. There must be direction from leadership, but there must also be elbow room to work and develop ideas.

A respondent to the "Team Ministries Survey" indicated in a number of his answers that he felt very restricted because of the inflexibility of the team leader.

In answer to question seven which has to do with "tension because of unexpressed irritation" he remarked, "Pressure of no flexibility to do things another way." Under question eight, where he was to rate the causes of conflict on a scale from one to fifteen, his first three choices were:

1. Lack of openness and honesty
2. Style of leadership
3. Lack of recognition of one's work

Under question eleven, "How does your team resolve conflicts when they arise?", he said, "We take it the way the senior pastor would have it go or we don't take it at all."

These responses could indicate that this man has difficulty in working under a strong leader. More likely, the leader of this team is neglecting the needs of his associates. He is not providing any room for them to function. The flow of communication appears to be one way and lacking in any commendatory elements.