

the street sometimes appear to be mentally ill” (70–71).

This scenario helps us see that a path to homelessness is not a sudden turn to the streets. It is a slow and painful descent into confusion and darkness. Substance abuse is often not the direct cause of homelessness but instead an attempt by people with homes to self-medicate for their mental health. Patterns of incarceration and recidivism often follow. Rarely does a person desire to live on the street. It is a consequence. Committed Christians who once faithfully attended church can find themselves homeless. How does Good Works Inc. help such people?

In brief, the ministry offers individuals experiencing homelessness a house, a home, and a family. A house offers personal privacy and protection from danger. A home is a familiar place to find rest and stability that supports spiritual growth in a local church as well as to seek personal success, often an unfamiliar sensation, through vocation in a community. Family is the seedbed of all personal relationships, a place to find people who will walk with you through the blessings and the challenges of life. Famously, “Family is a haven in a heartless world” (Christopher Lasch). What does this ministry aim to accomplish for those without a home? “The end goal is when they become participating members of a local community of believers where they can receive nurture, care, and accountability, and where they can identify and use the gifts that God has given them” (110). This statement captures the heart of Good Works Inc.

This reviewer highly recommends the book for anyone, any church, or any Christian organization that wants to address needs pertaining to homelessness. As already noted, many of the people Wasserman aims to help have disability or a mental health diagnosis. This book offers an effective framework for disability work in the local church and its community.

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Technically Connected: Navigating Distance on Virtual Teams, by Warren J. Janzen. Victoria, Canada: Friesen Press, 2020. xv + 167 pp. \$17.99.

The author, having served as International Director of the mission agency SEND International, has extensive experience working cross-culturally, and developing and leading teams through face-to-face and technology engagement. In more recent years, he has done the complex and often challenging task of transforming his organization into a virtual culture.

As a research method for this study, Janzen conducted in-depth surveys with over twenty non-profit and for-profit organizational leaders, some of whom have also wrestled with the transition to virtual teams. The book presents a synthesis of these findings. Janzen targets those

working with virtual teams of all sorts. He offers basic explanations of terms and concepts relative to teaming. Much of this sage advice applies to global organization or network development but would be helpful for almost any team context.

Although the book sections follow a logical progression, individuals may read book sections that can stand alone out of sequence. Section content includes the following: first, the author emphasizes the need for intentionality in the virtual environment (sec. 1); then he develops a strategy for designing a clear flight plan so that all team members work together from the same set of assumptions (sec. 2); third, the author addresses the need for reliable systems that are less inclined to break down due to separation and distance confusion (sec. 3); the author's section on life support offers strategies for preventing and correcting disruptions and general confusion (sec. 4); finally, Janzen treats the need for gravitational pull ostensibly the forces that hold all parts together (sec. 5).

In general, building teams has become increasingly difficult. The mayhem caused by rapid job-turnover coupled with the ever-changing technology forced by a global pandemic. These exacerbate the difficulty of building strong and mutually supportive teams. Add to this the allure of working remotely. Teamwork is under siege. Yet, the attack comes at a time when we desire and need effective teams even more to carry out missions. A related challenge is building trust through intentional use of technology, the aim of which is to craft a virtual organizational culture. Developing cultural cohesion in teams plays a critical role without which teams tend to drift apart in virtual environments. The reasons are many and varied in nature and scope. Many are resolved by building a "culture of collaboration" (151).

At the outset of the book and in the final pages, the author strongly embraces the research principle, *how* you work as a team is even more important than *who* is on the team. It is based on research from a Google study (see Charles Duhigg, "What Google Learned from Its Quest to Build the Perfect Team," *The New York Times Magazine* [24 February 2016]). But subsequent research strongly disagrees with the Google study. In fact, other credible sources "claim the exact opposite—that personality, not just skills, is indeed a significant factor in what makes a team successful" (Gary Burnison: "7 years ago, Google set out to find what makes the 'perfect' team—and what they found shocked other researchers," *Science of Success* [13 September 2019]). In short, it is the opinion of this reviewer that the counterargument to the Google study is convincing and well supported. *Who* is, in fact, as or more important than *how*.

Despite the problems with the *how* versus *who* assumption, the section on technology and communication is very helpful. Discussions include the following: build and maintain relationships through face-to-face meetings, build an understanding of the individual's workspace, create a work collaboration platform, schedule regular meetings with clear agendas and agreed upon guidelines, normalize communication

between meetings, match your medium to your message, and beware of communication overload (65–77).

The author shares sage advice in many small talking points throughout the book: keep it simple, reliable, and accessible (70); create emails wisely (73); work at encouraging the heart (80); frame every task as a growth opportunity (114); invite team members to request help (114); and be mindful of whether your microphone is on mute!

The book is rife with good practices and helpful tips for dealing with virtual team challenges. The author's skillful use of stories, explanations of technological terms and concepts, and practical exercises to solidify the reader's understanding of key processes and procedures are well done. Layout, print readability, and chapter sizes make the book accessible to busy readers. For convenience, a concise summary of the book's salient points appears under, "the Special Sauce" (152–54). Leaders and their teams will find this helpful for quick and easy reference.

Although the *how* versus *who* argument addressed above raises questions in this study, this reader recommends the book to those leading or participating in virtual teams. A suggested companion small book that team leaders can use to support spiritual development in virtual cultures is Joanne J. Jung, *Character Formation in Online Education: A Guide for Instructors, Administrators, and Accrediting Agencies* (Zondervan, 2015).

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