

sleep deprivation can be offset by even a single rested member who shares the right solution with the team. But when sleep-deprived teams are called to come up with innovative solutions to problems with no obvious solution, the team is at a great disadvantage. Even if a member comes up with the right solution there is no guarantee that he or she will be able to convince the rest of the team.

What do all these insights mean for Christian leaders? If critical functions depend on the whole team working in an innovation-generating problem-solving mode, SD may be playing with fire, waiting for an accident to happen.

Source: Barnes, C. M., & Hollenbeck, J. R. (2009). Sleep deprivation and decision-making teams: Burning the midnight oil or playing with fire? *Journal of Applied Psychology*, 94(1), 56-66.

## EXPRESSING GRATITUDE

Susan and Peter Glaser, in their book *Communications Solutions* (Eugene, OR: Communications Solutions