



PWOC

Protestant Women of the Chapel

Materials:
Puzzle with 10-20 pieces (multiple puzzles if your group is large)
4 Aims posted in Room

WORKSHOP: PWOC 201:

by Katie Payne

LEADER'S GUIDE

RELEVANCE: PWOC board members come from various backgrounds with various experience levels. This training is designed to help a board recognize their individual roles while working together toward a common vision.

CONTEXT: This workshop is intended for PWOC Board Members in a training environment. It could be used in a weekend/day retreat format or during a board meeting. The material is best suited for a new board as they begin their term together. Suggested series of workshops for an all-day board training: 1) PWOC 101 2) PWOC 201 3) Dressed for Success 4) Teamwork- Putting it all Together.

TIME: 60-75 minutes

HOOK YOUR AUDIENCE: (10-15 minutes)

Activity: "Pieced Together"

Supplies: Small puzzle with 10-20 pieces

Directions: Hand out 1-2 puzzle pieces to each participant. Give them 8-10 mins. to put puzzle together.

Note to Trainer: You decide, based on the group size and make-up, whether or not you want to impose a "no-talking" rule to the activity. If you have a large group you may want to divide into smaller groups and have each team compete to assemble their puzzle. You can also leave a piece of the puzzle out. When the puzzle is finished and incomplete you can give the "extra" piece to someone to fill in the gap.



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Flip Chart Paper
Markers
Internet Connection
Developing a Mission Statement handout
List of Resources

Discussion:

- Was it difficult to put the puzzle together?
- Would it have been easier if you were given a picture?
- Would it have been easier if you were allowed to communicate?
- Did you have enough people to put the puzzle together? What if you hadn't had enough people? What could you have done?

You are here today because you said "YES!" to serving on this year's PWOC board. You have a position and a purpose. You are a piece of the puzzle! You will play an important role in working towards the overall vision of PWOC. So, now that you're on the board...what's next? We are going to spend some time looking at how board members come together as individual pieces to complete a beautiful picture.

MAKE YOUR POINT 1: Mission/ Vision (15-20 minutes)

The PWOC board exists to lead women toward the four Aims within the environment and community that makes up each local board. Therefore, while the overall mission and the Aims of the PWOC ministry are similar from one installation to another, *how* each group gets there will be unique.

There are three fundamental questions we're going to ask in order to explore how individual board members can collectively hit their target.

Note to Trainer: Allow time for participants to answer the following questions in their Participant's Guide. You could then ask for responses that could be recorded on a flip chart.

1. WHY am I doing what I'm doing?

Hopefully, you will have answers like...

- *God called me to this*
- *To fill a need God has revealed to me*
- *For God's purposes*
- *To lead women to Christ*
- *To teach*

Note to Trainer: If the scope of the answers seems too narrow or not God-centered, take a few minutes to pull out the deeper truths from your participants during this discussion time. Remember to affirm each one who contributes an answer. Work to make the environment warm, inviting and safe.



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We want to be sure our answers to this question are addressing the four Aims of the PWOC ministry (1- To LEAD women to Christ, 2- To TEACH women God's Word, 3- To DEVELOP women's spiritual gifts, 4- To INVOLVE women in Chapel ministries). Our Aims provide the focus and sense of purpose we need to stay on track. Ask yourself this question often: "WHY?" *Why am I doing what I'm doing?* This will help keep you focused through difficult times and will help keep you moving forward.

2. Where do I fit in with the overall PWOC mission and our local vision?

- What is my critical role on the PWOC board?
- What is my unique contribution?
- What is my core responsibility?

Answering these questions will give you clarity and will assist you in scheduling your time and effort according to your strengths.

3. What is my vision for the purpose and function of my position?

We've talked about the vision and Aims of the PWOC ministry that have been birthed from years of ministry. God will give each individual board (usually through the President) a specific vision for the ministry for that season. Vision is crucial if you are going to move towards God's purpose for your position. Developing vision for your particular position will lead to intentional ministry. Developing vision will also help you to lead and guide your team members.

Note to Trainer: Share a personal example to illustrate the following point about surveying the course ahead of time.

My daughter runs cross country. When they get to a meet, what's the first thing they do? They run the course marked out ahead of them. This doesn't teach them how to run...they go through that all week during their training. Running the course shows them what to expect and what they're aiming for. If they didn't observe the course ahead of time, they could still run it. They just might run off the given path or lose steam part way through because they wouldn't confidently know where they're headed. Surveying the course ahead of time keeps the runners focused. One of my daughter's most frustrating races was the day that the officials changed the course on them mid-race without warning. She completed the race but because of the unclear direction, she finished slower and much more frustrated.



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Andy Stanley maintains that "vision often begins with the inability to accept things the way they are and develops into conviction of how things should be." In the days, weeks or months that you've been praying about the position you now hold, it is likely that God has already been impressing on you things He wants you to do through your position.

Note to Trainer: Share a personal example of a time when God kept nudging you and preparing you for a position/job He wanted you to fill.

Proverbs 29:18 (NAS) *Where there is no vision, the people are unrestrained, but happy is he who keeps the law.*

The Message reads: *If people can't see what God is doing, they stumble all over themselves; But when they attend to what he reveals, they are most blessed.*

This passage is referring to the importance of following God's Word and what happens when His Word is ignored. It paints a picture of what can happen when a leader does not seek God's vision or direction.

As a PWOC board member, use the four Aims as coordinates to guide and direct as you make plans, initiate programs and lead your team members. As the President shares her vision for the coming year, seek God's vision and purpose for your individual function. If each board member is approaching her position in this manner, then collectively, the board will move with intentional leadership.

- Can you sum up your focus for your position in one sentence?
- Does your focus fit in with the four Aims?
- How are you communicating your vision to your team members?

ENGAGE YOUR LEARNERS 1: (15 minutes)

Separate into groups. If there are multiple installations in attendance, divide by local boards. If participants include board members and non-board members, divide into groups of 6-8.

- Take turns giving a brief summary of your answers to the three questions (about 1 minute per person). Listen for any recurring ideas. After everyone has had the chance to share, discuss how the vision of the individuals in your group intersects or overlaps. This discussion may be the beginnings of a mission statement for your PWOC board.



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Note to Trainer: Appendix A is a tool for Developing a Mission Statement. This is not included in the Participant's Guide. You may want to copy it and make it available to your Participants.

MAKE YOUR POINT 2: Leaders are Learners (10-15 minutes)

Intentional leadership doesn't stop there! Leaders are learners. As you serve this coming year, you will grow in experience, knowledge and skill.

This training event is just one way for you to learn and grow as a leader. But it really just scratches the surface.

"Spiritual influence does not come automatically, haphazardly or easily. It is not something upon which leaders can insist. It is something God must produce in you." (Henry and Richard Blackaby, *Spiritual Leadership*)

Leaders learn on both an individual level and a corporate level.

There are numerous RESOURCES that challenge the leader to grow, learn and adapt:

1. TheHubPWOC.net

Take a tour of the HUB online and highlight some of the vast resources available.

Note to Trainer: Very likely your chapel or facility does not have Wi-Fi. You can get around this challenge by using a smart phone as a hot spot. Alternatively, you could tour the Hub ahead of time and take screen shots of what you want your people to see on their "tour." The screen shots could be made into a Power Point presentation. If this sounds like Greek to you, find a computer-savvy Millennial to help you out! Suggested "stops" on your tour are: Board Positions, Bible Studies, and Workshops.

2. Facebook pages for individual positions or installations and **Pinterest**. Learning through collaboration.

3. General Media - Books on leadership, podcasts, websites, blogs

See list of recommended resources in the Appendix. Feel free to add your own suggestions. Invite your participants to suggest other resources that are not listed. This list is not included in the Participant's Guide. You may want to copy it and make it available.



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Leaders who are learners will look for ways to **IMPROVE THEIR SKILLS**:

1. **Self-evaluation/Feedback-** Asking hard questions like: "If you were me, what would you do differently?"

Julie McCammon has developed a Leadership Training program at Ft. Leavenworth that is a wonderful example of this self-evaluation process. She has workshop leaders write their material well in advance of training day. Leaders give a run-through with a small audience of other trainers ("participants") who complete feedback sheets, offering suggestions for improvement.

Note to Trainer: Give a personal example, if possible, of when you could've improved something you did if you had asked this question. "If you were me, what would you do differently?"

Asking this question is hard. It takes humility to recognize that there are ways we can improve. We have to get over our own insecurities, but if we will listen to others, we can adapt and grow in our leadership skills. And if others ask us this question, we have the opportunity to answer with love and honesty to help their individual growth.

2. **AAR leadership.** If you've served with PWOC before or if your husband is in the military, it is likely that you are familiar with the term, "After Action Report" or AAR. This evaluation is done after an event and basically asks "What went well and what could have been done better?" Don't wait till the end of the year to evaluate what you and your team are doing. Use the AAR process throughout your term- during planning and after individual projects or events. Frequently check the course you are on.

My family was stationed in Hawaii for 4 wonderful years. When we would go to the beach it seemed as if we took up half the beach with our chairs, towels, umbrella, toys, boogie boards, flip flops, etc. The kids would go out swimming in the ocean and we taught them to look frequently up to the beach to see if they were still playing in front of our spread. If the current had pulled them down the beach too far, they were to get out and walk back to us. You can imagine there were times they would get so preoccupied with playing they'd forget to check the parameters. We would yell at the top of our voices to be heard over the waves. Then they would come back to where they needed to be.



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Leaders need to be like the parents who keep their children from drifting too far. We need to lovingly communicate when our teams have drifted off course. And when we are "in the ocean" we need to keep checking the parameters and need to humbly listen when we're told we are drifting off course.

ENGAGE YOUR LEARNERS 2: (5 minutes)

Hold a whole-group discussion/ reflection time. How are you challenged by what we've just talked about? Is anyone willing to share their thoughts?

Note to Trainer: It's good to take a few minutes to allow your participants to process the information you've given them. This section has a lot of personally-challenging aspects. Allowing the women to share their perspectives will very likely bring encouragement and a deeper understanding of the content to the entire group.

APPLY IT TO LIFE: (5 minutes)

Close the workshop with a time of prayer- individual or in small groups. Challenge the participants to use it as a time for thanksgiving for the opportunity God has given them to serve, to seek Him for direction on the way ahead and for His blessings on the board and ministry.



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Appendix: **Developing a Mission Statement**

This tool is designed to help you as a local PWOC team to think about the overall goals of PWOC as well as the needs of your installation, and to develop a tangible action plan. Once the goals and needs are identified, a vision or mission statement can be developed.

With your PWOC board, answer the questions below. As you begin, choose one person to facilitate the discussion (such as the President or perhaps a third party, non-board member) and someone else to record answers for future use. This brainstorming session is primarily intended to help you think about the unique population at your installation and how your PWOC can best minister to them.

Note: It is very important that the entire board be involved in this process. This will encourage "buy in" and will make the mission statement (and carrying out that mission statement) a group effort.

As you begin, open in prayer, asking for God's guidance, and plan to spend about five to ten minutes per question.

1. Proverbs 8:34 says, "Blessed are those who listen to me, watching daily at my doors, waiting at my doorway." As you have been called to your new role, what do you sense God is doing at your PWOC?
2. What are the unique needs of the women at your installation?
3. What are the unique needs of the women at your PWOC?
4. What are the things that PWOC uniquely offers that cannot be found in other support organizations?
5. The Four Aims of PWOC are 1) To LEAD women to Christ, 2) To TEACH women God's Word, 3) To DEVELOP women's spiritual gifts and 4) To INVOLVE women in Chapel ministries. These Aims are the main goals of PWOC as an organization around the world. Look at the Aims one at a time and answer the following questions for each: What does this look like for our PWOC? How can our efforts, activities, and training adequately reflect this Aim?
6. Go back and revisit the first question. How does what God is saying to your PWOC compliment the Four Aims?



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7. Are there any Bible verses that come to mind about the main items you have discussed so far?

Note: This may be a good stopping point. You may wish to leave a few days for thought and prayer before using the information gathered to craft a mission statement.

Look for connections between the answers. Do you see themes emerging? Make a list of phrases that combine those similar ideas. Then look at your phrases- are there any that could be combined? Keep working to combine like-ideas and to narrow down your focus.

Once the phrases are as streamlined as possible, decide which phrases or ideas you want to include in your mission statement. Which will provide a clear-cut focus for the PWOC year? Your mission statement should be short and simple enough to be easily understood and remembered. It should reflect your group discussion and represent what your board is all about; the heart and soul of how you envision ministry for the upcoming year.



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Appendix: Recommended Leadership Resources

Books on Leadership (Alphabetical by Title)

Axiom - Bill Hybels
Courageous Leadership - Bill Hybels
Good to Great - Jim Collins
How to Lead and Still Have a Life - Burke
Just Lead - Jenni Catron and Sherry Surratt
Lead Like Jesus - Ken Blanchard and Phil Hodges
Leadership As An Identity - Crawford Loritts
Leading With A Limp - Dan Allendar
Next Generation Leader - Andy Stanley
Spiritual Leadership - Henry and Richard Blackaby
Spiritual Leadership - Oswald Sanders
Unleashing the Power Of Rubber-bands - Nancy Ortberg
Visioneering - Andy Stanley

Books on Individual Spiritual Growth (Alphabetical by Title)

Ordering Your Private World - Gordon MacDonald
Secrets of the Secret Place - Bob Sorge
How People Change - Paul David Tripp
The 100 Bible Verses Everyone Should Know by Heart - Robert J Morgan

Books on Ministry Growth/Teambuilding (Alphabetical by Title)

Deep and Wide - Andy Stanley
The Five Dysfunctions of a Team - Patrick Lencioni
Four Stages of a Team - Bruce Tuckman
Instruments in the Redeemer's Hand - Paul David Tripp
Leading from Your Strengths: Building Close-knit Ministry Teams - John Trent
Teamwork 101: What Every Leader Needs to Know - John C. Maxwell

Podcasts/Blogs/Studies (Alphabetical by website or title)

AndyStanley.com. Leadership Podcast and resources
EntreLeadership.com. Dave Ramsey's Leadership Podcast
Thehubpwoc.net. The unofficial website for all things PWOC
The Gospel Centered Life by World Harvest Mission
Leadershipfreak.wordpress.com. Dan Rockwell's blog (he even tweets on leadership)
LynSmith.org. A blog with leadership related articles

Other recommended resources:



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