



PWOC

Protestant Women of the Chapel

Materials:
Video clip
Flip Chart Paper
Markers

WORKSHOP: Teamwork- Putting It All Together

by Katie Payne

LEADER'S GUIDE

RELEVANCE: Teamwork is the bringing together of individual roles, talents and giftings in order to function effectively and vibrantly as a unit. A PWOC board will greatly impact their ministry and community when they understand and embrace the value of teamwork and unity while addressing any pitfalls to effective teamwork.

CONTEXT: This workshop is designed for board members and for individual teams working together within the PWOC ministry. This workshop can be presented as part of a training day/weekend format or in a board meeting setting. It serves as a nice follow-on to PWOC 201. 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: 60-90 minutes

The time allocated for the workshop can be adjusted to the needs of the participants.

HOOK YOUR AUDIENCE: (5-8 minutes)

Show the video clip of the Canadian Rowing Team prepping for the Olympics. (2:52)
https://www.youtube.com/watch?v=RxRi_vNjjj4

Some say that Rowing is the ultimate team sport.
Everyone has to row...in unison.

There are NO superstars, in fact...there are NO individual stars. No Michael Jordans, No Johnny Manziels...

In 1936, a rowing team from the University of Washington stunned the world by winning a gold medal at the Berlin Olympics. Whenever you read about the team you will always see all their names. There wasn't one person that led the team to victory. The coxswain /'kɒksən/ is the person in charge of a boat, particularly its navigation and steering. He or she sits in the back of the boat and is the only one who sees where they are going. The coxswain doesn't do any of the rowing but they are attuned with every rower and can tell when they are going off course or when their speed needs to be adjusted. They can tell if adjustments need to be made by the changes in the puddle that is left as each oar comes out of the water. Interestingly, the etymology of the word coxswain gives a literal meaning of "boat servant" since it comes from cox, a coxboat or other small vessel kept aboard a ship, and swain, an Old English term meaning boy or servant. Isn't that a beautiful picture of what PWOC leaders should be?

Chuck Swindoll describes teamwork in his devotional, *The Finishing Touch*:

- *Nobody is a whole team... We need each other. You need someone and someone needs you. Isolated islands we're not. To make this thing called life work, we gotta lean and support. And relate and respond. And give and take. And confess and forgive. And reach out and embrace and rely... Since none of us is a whole, independent, self-sufficient, super-capable, all-powerful hotshot, let's quit acting like we are. Life's lonely enough without our playing that silly role. The game is over. Let's link up.*

We saw an example of "linking-up" in the rowing team and it's that sense of interconnectedness that we search for in PWOC teams.

Think back to a team you've served on that was a successful team...it may be a PWOC team, or a PTO team, or an FRG, etc.

What made that team successful?

Note to Trainer: Write answers on a white board or flip chart paper. Answers will likely reveal that building teams is not easy and it requires intentional leading.

MAKE YOUR POINT 1: Pitfalls to Highly Functioning Teams

(15-20 minutes)

God created us to be in a relationship with Him, AND in relationship with each other.

Note to Trainer: Ask a volunteer ahead of time to read this portion of Scripture. It will give participants a break from hearing "too much" of your voice.

Ephesians 4:11-13, 16 talks about His desire for teamwork.

- *So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip His people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ. From Him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.*

So God desires highly functioning teams and we desire highly functioning teams. Why is it hard to achieve? There are many factors that can impede teamwork; let's take a look at three of them.

1. **Faulty Sense of Servant Leadership**

Leaders who desire to lead like Christ can sometimes confuse serving humbly with taking on all the tasks or responsibilities required.

- "True servant leadership embraces a humble sincerity that brings out the best in leaders and those they serve." (*Lead Like Jesus*, by Ken Blanchard and Phil Hodges)

Bringing out the best in others involves allowing them to take responsibility, to try and fail, to show initiative and to demonstrate the ability to follow.

A leader may have fallen into this faulty sense of servant leadership if they find themselves saying or thinking:

- "I will just take over this task because it doesn't fit into anyone's job description."
- "I'll just go ahead and set out these chairs, meeting after meeting, because I don't want to ask someone else to do that."
- "I don't want _____ to go poorly so I'll just take care of _____."

Note to Trainer: Think of a time when you've witnessed this or fell into this trap yourself and share an example with the group. Alternatively, share an example from Scripture such as the story of Moses when he was trying to mediate for all the people of Israel (Exodus 18:13-23).

2. Different or Opposing Goals/Objectives

Highly functioning teams have very clear goals and objectives that all team members are working toward. Different goals or even worse, opposing goals, will cause confusion, distraction and sideways movement. Clear communication and evaluation will determine if team members are in agreement with the desired end-state.

For example, in our rowing video, the team would suffer if six team members train to win the gold medal and two are training to get commercial endorsements. Likewise, a PWOC Program planning team will not function at its best if some team members are aiming for a fun, social event and others are aiming for a teaching, inspirational event.

3. Mistrust within the Group

Highly functioning teams trust each other. Trust takes time to build but is fragile and can be broken easily.

Breaking trust can be compared to breaking glass. Our kitchen has tile floor which is very unforgiving when glass is dropped on it. When an item is broken that is precious to me, my husband takes the time to glue pieces back together. It is a tedious process and even if the vase or bowl is repaired and strong again, you can usually still see the marks from the break.

Trust can be repaired but it takes a lot of time and patience.

- Hebrews 12:14 *Make every effort to live in peace with everyone and to be holy; without holiness no one will see the Lord; See to it that no one falls short of the grace of God and that no bitter root grows up to cause trouble and defile many.*

Trust can be broken in a multitude of ways. Miscommunication, betrayal, isolation, disrespect, etc.

If there is an atmosphere of mistrust, team members will be less inclined to

- a. do their best
- b. to be initiators
- c. to make sacrifices for the team

If a team is experiencing mistrust, a time of communication, prayer and confession can begin to restore faith and relationship. The Titus 2 and/or Chaplain Advisor can be good resources for helping guide groups through the restoration process. If a leader senses trust issues within the team, she is wise to address it early on. Mistrust doesn't tend to just go away on its own.

Note to Trainer: Think of a time when you've witnessed this or fell into this trap yourself and share an example with the group. Alternatively, share an example from Scripture.

MAKE YOUR POINT 2: STEPS TO BUILDING YOUR TEAM

We've looked at 3 pitfalls that prevent teams from working well together. It is important to keep your eyes open and make course corrections when necessary. Notice that the pitfalls are *reactive* in nature. There are steps leaders can take to *proactively* lead their team to a place of unity and productivity.

ENGAGE YOUR LEARNERS: (10-15 minutes)

Read the following excerpt from *The Secret of Teams: What Great Teams Know and Do* by Mark Miller

Mark any key phrases that stand out to you:

1. **Evaluate your current reality.** Reality is a leader's best friend. What are the facts? How well is your team currently performing? Do you even have a team? What are the trends? What will the future hold? What do you want to be true in the future? Will your current approach get you where you want to go?
2. **Assess your team's talent.** Talent is foundational. Do you have the right players to help you build a high-performance team? What does each member bring to the table? Are they committed to lifelong learning? Do they want to be part of something bigger than themselves? Are they team players? Do you have adequate functional diversity?

3. Assess your team's skills. Take a hard look at both the individual and the team skills within your group. What are the critical skills needed for your team to excel? What is your plan to close any skill gaps that you discover? Don't try to attack them all at once. Prioritize. Get the team to help. Don't miss the opportunity to teach, and don't assume you have to do it all alone. Find resources to help close the gaps.

4. Build genuine community. Start today, regardless of where you are on the journey. It will take time - don't waste a day. Building community is a process that requires ongoing attention from you and the team. How can you create opportunities for the team members to better know each other? Serve each other? Celebrate each other's victories - large and small? How can you help the team do life together? Take it on faith if you can receive it no other way: building community will be worth every minute you invest. If done well, it will also provide tremendous joy and satisfaction along the way.

5. Lead at the next level. Creating high-performance teams will require no less leadership than you're providing today; however, it may require a different kind of leadership: invest in talent, skills and community; cast vision; delegate real responsibility - not just tasks; teach; encourage; set boundaries; provide resources; and set the expectation that the team will manage their own work.

Note to Trainer: Encourage participants to share their thoughts with the group. Go through each section and address some of the questions...how do they relate to PWOC?

APPLY IT TO LIFE: (20-30 minutes)

An Exercise in Real PWOC Life:

Separate into groups of 6-10. Each group will need flip chart paper and markers. Assign each group with a different PWOC task or event that requires planning and teams to execute. For example: Program Day, Summer Session, Weekly Morning Routine, etc.

Note to Trainer: As you observe the group, ensure that they are including people from across the board to participate. Are they discussing the goal for the event and how it meets the PWOC Aims and the local vision of the board? Have they discussed a review

Ask groups to brainstorm the who, what, why and how for these activities. Allow groups to share the results of their planning with the entire group.

Close with a time for board members to pray together. If you have multiple boards represented, have them gather by group to pray.