

*Fall Board Training—***WORKSHOP 4: Team Building**

LEADER'S GUIDE

RELEVANCE: A local board cannot accomplish the mission of PWOC unless they are working together as a team. Teamwork requires coordination, communication, and adaptability which must be intentionally developed. “Team building” is a verb. It is the intentional process of forging relationships and learning and growing together. A board that has grown into a unified team has unlimited potential. This workshop provides practical team-building tools for the PWOC board.

CONTEXT: This workshop is number 4 of 4 that comprise the Annual Core Training, one-day event in the PWOC LDP. Workshops 3 and 4 are meant to be presented back-to-back for the PWOC board. The PWOC Chaplain Sponsor should be invited, but attendance is optional. For a single day of training, Workshops 3 and 4 would make up the afternoon block following lunch (about 3 ½ hours, including a break in the middle), or they can be their own half-day of training.

Note: “Local Leader” in the Leader’s Guide refers to the PWOC President or anyone else on the board that will facilitate the workshop. Note that the video script written below is only for the facilitator’s reference or in case of equipment failure (the Participant’s Guide does not contain the script). If you prefer to present this workshop yourself, rather than using the videos, familiarize yourself with the content so that you will not have to read it. Make it natural. Use your own stories and illustrations.

TIME: 90 minutes

INTRODUCTION (5 minutes)

Local Leader: *Welcome everyone to the final workshop of the PWOC LDP Annual Core Training. Ask your board to read the quotes in the introduction. Have them pick their favorite and then give them the opportunity to share why they chose it.*



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- *"Alone, we can do so little; together, we can do so much." - Helen Keller*
- *"A team is more than a collection of people. It is a process of give and take." - Barbara Glacel*
- *"If you can laugh together, you can work together." - Robert Orben*
- *"Teamwork: Simply stated, it is less me and more we." - Anonymous*
- *"A successful team is a group of many hands but of one mind." - Bill Bethel*
- *"The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime." - Babe Ruth*

Local Leader: Say something like this: "Team Building" is a verb. It involves intentional action that takes a group of individuals and *builds* them into a unified team; it doesn't just happen on its own. This workshop is all about intentionality. Our board will not become a true team without intentional action. Let's open our hearts to one another and to God as we go into this last workshop. *Open in prayer. Play Team Building: Video #1.*

1. COORDINATION (20-25 minutes)

Team Building: Video #1 (9:07)

Hello, ladies, and congratulations! You've formed a team of servant leaders to lead the very important work of PWOC at your military installation. At this point in your training day, you've received lots of great information about the mission of PWOC, serving together with your Chaplains and chapel staff partners, and how to grow through conflict as individuals and as a team. This final training workshop is focused on Team Building within the context of your PWOC board.

"A team of experts does not necessarily make an expert team," (Dr. Eduardo Salas, Rice University). We're going to keep coming back to this quote throughout our time together, so hold onto it!

We hope to provide some support throughout your year by sharing snippets of guidance for your monthly board meetings. We know there are SO MANY ways to unpack the concept of team building! However, to get you started today, we'd like to briefly present three components to best build your team. They are: 1) Coordination, 2) Communication, and 3) Adaptability. These foundational blocks probably aren't new to you! They are based on research done by the American Psychological Association, and we've adapted them to our PWOC ministry context. We hope that as you think and pray intentionally about each of these three components—coordination, communication, and adaptability—your team will be greatly impacted as you learn to serve together.



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Our first team-building foundational block is coordination. *Coordination is the process of organizing different individuals' skills, behaviors, and knowledge to meet a combined goal.*¹

We see this in the Bible beginning in Exodus 35, the building of the tabernacle. Exodus 36:2 says, "Then Moses summoned Bezalel and Oholiab and every skilled person to whom the Lord had given ability and who was willing to come and do the work." We see God call and equip His people with specific skills to accomplish what He asked of them. Two things to note: 1) God called more than one person and 2) Equipped the work with a variety of abilities.

What does *coordination* look like in a PWOC framework? Well, the good news is you've already begun this work. Look around the room. Each woman you see has been identified as having specific skills, experiences, a unique personality, and (most importantly) a calling from the Lord to serve with you this year. Going forward, you each have some individual and team-member taskwork to accomplish. For example, the woman serving as your Publicity chair needs to individually prepare by beginning work on social media platforms, advertising, creating flyer images, and researching your installation's communication systems. However, she also needs to *coordinate* with board members about deadlines and content and coordinate with other offices on your installation to participate in their newspaper, social media, etc. The individuals you met or discussed earlier during the Chaplain training module are a part of your extended team - they also have been identified as having talents and are a part of God's sovereign planning to be in those positions at this time.

Let's take a quick detour and touch on the importance of your team deciding together what method you will use to coordinate with each other. Group text? Email? Facebook group? The Slack app? Also, coming to a group agreement of how much time should elapse in replying to one another will serve your team well in the long run.

Practically speaking, to best accomplish coordination as a PWOC team of board members, your team needs to do some *team goal setting*. This can be in the form of vision casting. (Hopefully, your board has already discussed the vision God has for your PWOC this year. If not, the Incoming Board Toolkit has great information on forming a vision together.) We're referring to vision-casting for your specific board area of service, which should support your overarching ministry vision for the year. So, what is Publicity's specific ministry vision for this year? What is Outreach's specific ministry vision for this year? Remember to always keep in mind the PWOC Aims:

1. Lead women to Christ
2. Teach them God's Word
3. Develop their spiritual gifts
4. Involve them in Chapel ministry

¹ Eduardo Salas, Denise L. Reyes, Susan H. McDaniel "The Science of Teamwork: Progress, Reflections, and the Road Ahead." *American Psychologist Journal* Vol. 73, No. 4 (2018) pp. 593-600).



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Vision casting for your specific board role and sharing this with your team is also a valuable part of team goal setting.

Local Leader: Please press *PAUSE* on this video so your team can discuss the questions below. **First**, facilitate the whole group discussion for the first three questions. This should take about 5 minutes. **Second**, instruct board members to work in groups of 2 or 3 to answer the last two questions. Set a timer for 5 minutes. Then resume the video.

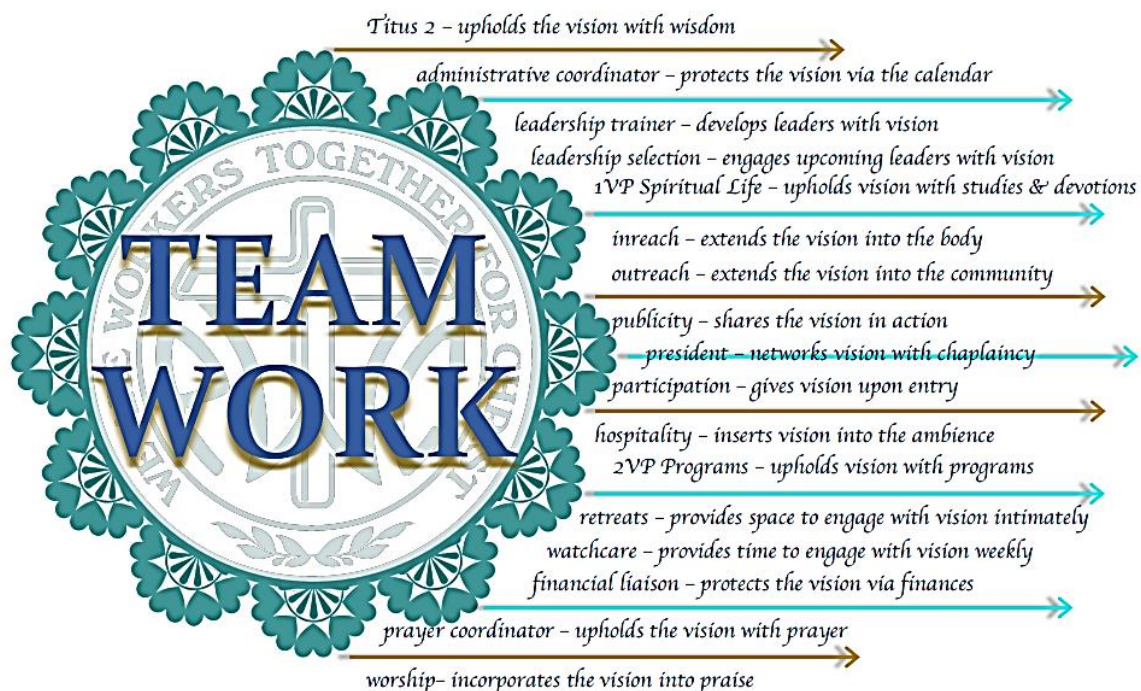
➤ *Discuss*—As a whole group, answer these questions:

- 1) Does our PWOC ministry vision for the year address those Aims?
- 2) How do you, as an individual board member, support your PWOC's vision?
- 3) How do you need to work with other board members and chapel staff to accomplish your part of your PWOC's vision?

➤ *Discuss in a Small Group*—In groups of 2-3, answer the following questions:

Refer to the "Teamwork" visual below, from Module 5 of the Incoming Board Toolkit, and add your own perspective.

- 4) What is the vision for your specific board role this year? (For example: what is Inreach's vision for this year? What is Hospitality's vision for this year?)
- 5) As an individual, what are your goals for personal growth AND team contribution?



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(Video #1, continued)

We mentioned that coordination includes taskwork of the individual to accomplish their specific board position job. What about the shared responsibilities of board members that are not constrained to individual job descriptions? Like committing to a weekly PWOC Bible study...is that a board member responsibility? Some people call these *unspoken expectations*. We want to discuss these because we are each a member of the larger PWOC team, not just Publicity, for example. We support one another! Some questions to consider as a group:

- What is my responsibility at a PWOC kickoff or program event if my individual tasks are already complete?
- What is my role at a weekly PWOC gathering once my board job is complete?

Let's speak on those unspoken expectations! What goals can our team set here? We're going to give you some time to interact together as a board now and wrap up today's discussion on coordination. We've provided some guidance to help direct your time together. Remember, God has called you each to this specific spot at this specific time. Make sure every member of your team is involved and able to contribute during these activities/discussions! *(End of Video #1)*

ACTIVITY 1: Standing Meeting (5 minutes)

Get up out of your seat. Hold a standing meeting with two or three other people (work with someone new). Brainstorm answers to the following questions:

- 1) What is my responsibility at a PWOC kick-off or program event if my individual tasks are already complete?
- 2) What is my role at a weekly PWOC gathering once my board job is complete?

Local Leader: Give small groups about five minutes to discuss these two questions, then ask them to return to their seats. Play Video #2.

II. COMMUNICATION (10 minutes)

Team Building: Video #2 (10:26)

Communication is the process of sending and receiving information, right? For a team to properly function, it's also about the information exchange protocols put into place. (Let's keep in mind the importance of quality over quantity.) Another way of thinking about this is *communication is the PROCESS that gets us to our goals*. What do we want this process to look like in the context of our PWOC board?

For our PWOC ministry work, let's break this down into three areas:

- Personality Assessments
- Debriefs
- Board bonding



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1. Personality Assessments:

Take a look around the room. The ladies sitting with you all have significant differences from you—a variety of upbringings, experiences, abilities and talents, weaknesses and hurts all fill the room. Yet there are two common bonds: You were each intentionally formed by God for His purposes, and you each love Him. What an amazing opportunity to learn more about who God is by getting to know others He's made in His image! And even better, to get to serve His Kingdom together—this is exciting! At the same time, this opportunity will also present challenges as you learn to work with others who are different from you. During the next break, you will have the opportunity to discuss a personality assessment. We know you've spent a lot of time during the previous training session on conflict resolution, so this isn't a brand-new concept. Part of our purpose is to help equip you in identifying and appreciating the unique differences your whole team brings to the table. A better understanding of your personality and those of your teammates will be an important part of building and growing your team. Remember: "A team of experts does not necessarily make an expert team." I can't wait for you all to experience the joys and surprises you'll discover together during this group activity!

2. Debriefs:

The military likes to use an acronym called AARs: After Action Reviews. Most of you will have the opportunity to write up an AAR after a specific PWOC event/function. But that's not the complete picture of what I'm referring to. A *debrief* in a team context is a group discussion that includes gathering information, examining or investigating, with the purpose of assessing the mission's results. Debriefing as a team can and should be done often and can cover any part of your ministry. Your monthly board meetings are perfect times to conduct these. Some examples might be: Debriefing your Fall Kick-off, debriefing an inreach or outreach event, or even just debriefing a regular PWOC morning.

Four Guidelines for Successful Debriefs:

1) Agree ahead of time on the process of each debrief.

In Colossians 3:12-17, Paul exhorts the Christians in Colossae to clothe themselves with kindness and gentleness, to bear with each other and forgive each other, to put on the virtue of love above all else, and to be thankful. This message certainly applies to us! What will this look like in your debriefs?

Let's take a short detour here to bring up the subject of tone. We've all been in a situation where someone else has spoken to us with a tone of voice that was negative. Whether intentional or not, that tone hurts. And I'm sure we've all experienced at least one time in our lives when we've spoken that tone to another, right? A negative tone is like a smelly car that carries a message from one place to another. That stinky car can greatly change how the message originated to how it was received. A message with intentions that are like a sweet fragrance can instantly turn to an extremely off-putting stench just by the wrong tone. On the flip side, using a pleasant tone can help something difficult be more easily received. Paul reminds us in Philippians 4:5 to "let your gentleness be evident to all." Our



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tone of voice is as important as the content of our message. Ok, back to our debrief guidelines...

2) Agree ahead of time on the goal of each debrief.

What is the end result? Ultimately, we each want to walk away having **LEARNED** because of that debrief discussion. Learning requires us to have a posture of receiving, doesn't it? Think about what a difference this mindset can make in a group debrief.

3) Ensure you have a mature moderator at the helm.

This individual will ensure time boundaries and balanced feedback and dialogue are the priorities. Your team needs to trust the moderator's leadership in this role.

4) Finish well.

Look, it's hard to receive feedback when it's not "everything about what you just did for PWOC was AMAZING!" It's hard to receive correction or ideas that are different from ours. But if your team can create an environment that feels **SAFE** to speak and receive loving and honest feedback, you as an individual will grow, your team will grow, and your PWOC ministry will receive the fruit of that labor.

3. Board Bonding:

Let's recap. We discussed personality assessments and we unpacked debriefs. Let's talk about our third and final area in working on the process of *communication* on a PWOC board: Board bonding. What is it? Why do it?

Board bonding is the space to connect with the ladies on your team, separate from the work and planning of PWOC activities (think along the line of going bowling together, a game night, a lunch outing). These are quality activities and/or quality conversations that are **NOT** about your PWOC work. The purpose of board bonding is to develop relationships and to get to know your teammates, to build trust and make God-honoring memories, and to invest in the atmosphere of your team. There are two aspects to consider here in the value of board bonding:

- 1) All work + no play = no fun! When the work becomes too laborious, it can lose joy and ultimately motivation, right?
- 2) Investing in the joy of time spent with your team apart from meeting goals and doing work significantly adds to the trust within your team. The natural return will be more empathy for one another, an ease in your partnership, smoother (and faster!) debriefs during meetings, and a general increase in trust with each other.

Let's wrap up this communication module together. The process of getting to our goals requires clear communication. Three ways to promote good communication and to help us understand one another are: 1) Personality assessments, 2) Debriefs, and 3) Board bonding. When May rolls around, you each want to be stronger and wiser daughters of the King. You want your service to Him—the process and the finished result—to be honoring to Him. Now you'll have a chance for plenty of discussion surrounding these communication topics. *(End of Video #2)*



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ACTIVITY 2: Choose your own Adventure (15-20 minutes)

Local Leader: *Instruct your board to choose ONE of the following Activity options. The entire board will be working together on whichever activity they choose. It's your job to facilitate the activity.*

- Option 1: Discuss Personality and Take an Assessment
- Option 2: Practice a Debrief
- Option 3: Brainstorm Board Bonding Possibilities

Option 1: Discuss Personality and Take an Assessment

1) READ & MARK: *Read the following three paragraphs and mark what's important to you. You'll have the chance to share with the whole group.*

YOU are made in the image of God and reflect His heart in your own unique way (see Genesis 1:27 and Psalm 139:13-14). Though your personality may fall into a category, you are one-of-a-kind and cannot be reduced to a score on a page. What you bring to the board, no one else does; your voice is vital and your perspective is necessary. None of us has a 360° view of the world—God has built us for *community*, we are the Body of Christ. Romans 12:4-5 (NIV) says it like this, "For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others." A leader who disregards her team and the God-given voices, personalities, and perspectives around her, is unwise and short-sighted. Her impact will be limited.

No personality type is better than another. We tend to applaud personalities that are our idea of *what a Christian should look like*, but if we are all made in the image of God, how can we deem one personality more reflective of God than another? This is not a discussion of morality, nor is it negating the process of sanctification in our lives. Instead, it is an acknowledgement that God gave you your basic personality and perspective *on purpose*. He did not grace one person and short-change the next; that is not His way. You bring to the board what no one else can, and your voice matters.

The Personality/Leadership Style Assessment that you will take is based on the *Animal Personality* material from The Smalley Institute and is used with permission (SmalleyInstitute.com). This assessment measures four personality types: Lion, Otter, Golden Retriever, and Beaver. ALL are essential. ALL reflect the heart of God. ALL have strengths. ALL are needed for a healthy PWOC. Be very careful that you do not shame another personality, especially if it is your opposite—they can see what you cannot...they see your blind spot! It would be wise to listen very carefully to what they say. Do not belittle. Do not dismiss. Appreciate their God-given abilities and perspectives. A wise leader will be sure to include her opposite personality on her team and will consult her when making important decisions. Opposites in this assessment are Lions & Golden Retrievers and Otters & Beavers.



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- 2) **DISCUSS:** What stood out to you in the reading? How does your perspective need to shift?
- 3) **ASSESSMENT:** Take the *Leadership Style/Personality Assessment* included at the back of your Participant's Guide. Note, your board may want to take an extra few minutes to share their results.
- 4) **FURTHER YOUR LEARNING:** Consider pursuing personality training in more detail. Learn more about your personality type. How does your personality need to adjust to accommodate other personalities? A separate *Personality Module* is part of the PWOC LDP.

Option 2: Practice a Debrief

- 1) **STAND IN A CIRCLE:** You are a single team with a single goal. No team in the world knows how to work well together without going through a process like this. This is part of the Team Building process. It's not about me, it's about *us*. Our goal is to learn and grow as a team.
- 2) **CHOOSE A MODERATOR:** Who on your team can listen well and remain neutral? The moderator will mostly withhold her opinion in order to draw out the thoughts of others in the group. She will clarify what she is hearing, as needed, to make sure she is representing each person's input correctly. She will treat each contribution of information with respect and dignity. The board will choose to trust her leadership.
- 3) **CHOOSE AN EVENT:** What can you debrief? Try to think of an event within the last few weeks. You can even debrief today's training event.
- 4) **WHAT WENT WELL?** Share the highlights of the event. The moderator will invite responses. What went well that you would like to duplicate next time? Brainstorm. Mention specific instances and specific people. Speak words of affirmation.
- 5) **WHAT COULD HAVE GONE BETTER?** Every event has room for improvement. What needs to shift for next time? The moderator invites responses. Be respectful to your teammates. Take ownership for improvements you can make.
- 6) **SUMMARIZE:** The moderator will summarize what went well and what the team would like to do differently next time. She will check to make sure her words are representative of the board, giving opportunity for clarification.
- 7) **END WELL:** The moderator will ask the question, "Are all hearts clear?" If anyone is burdened, let them share. Watch facial expressions. Make sure all your teammates are OK. If tears come, let them. Embrace your teammate. Affirm her. Encourage her. Be safe for her. Work through the issue. If needed, ask again, "Are all hearts clear?" Seal your time in prayer. Offer your future events to God. Thank Him for your team. *If you have time, you can repeat the process to debrief another event. Choose a different moderator this time.*



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Option 3: Brainstorm Board Bonding Possibilities

Board bonding is the space to connect with the ladies on your team through quality activities and/or quality conversations that are NOT about your PWOC work. The purpose is to make memories, to build trust, and to deepen relationships.

- 1) **LOOK BACK:** What have been your best moments as a board so far? What has made you laugh? What has helped you get to know each other better? Has it been all work and no play? What would you like to keep? What would you like to change?
- 2) **BRAINSTORM:** What would be a good activity to do as a group? Where could you go? What would be fun? What could make memories? Think of as many things as you can in five minutes! Include activities that are free. *Use a whiteboard to brainstorm possibilities. Be sure to take a picture of your ideas before erasing!*
- 3) **PLAN IT:** Choose one of your activities. Set a date. Who's in charge? What will it take to execute? Look up the details right now (business hours, address, directions, phone number, cost). Who will drive? What does everyone need to bring? Is it kid-friendly? *If you have time, repeat the process with a second activity.*

Local Leader: *Wrap up the activity. Affirm your participants. Start Video #3.*

III. ADAPTABILITY (10 minutes)

Team Building: Video #3 (9:21)

Our last portion together will center around the concept of adaptability, or flexibility. *Adaptability is our ability to **adjust** in response to a change in circumstance.* A common synonym we often hear in our military communities is "resiliency," right?

What does this look like in a PWOC framework and why is adaptability so important? As military members or spouses we can all agree that nothing is ever for sure in this military life. Orders can suddenly change, deployments, and trainings can pop up without much notice... the one thing that's certain is that nothing is certain! 😊 This absolutely plays into the life of our PWOC ministry. A leader may suddenly need to step down because of a change on the military side of things with their service member, funding/purchase requests may suddenly change, your Chaplain leadership may switch out mid-year; those are the seemingly bigger changes that require adaptability. Then there are the seemingly smaller changes that significantly impact how you serve in your role: A debrief during a board meeting reveals the need to do your job differently. A fellow board member needs help accomplishing an upcoming task/event. *Adaptability.*

Role clarity without Role rigidity

Understanding which tasks fall under your board position while simultaneously being willing to support other board members with tasks as needed



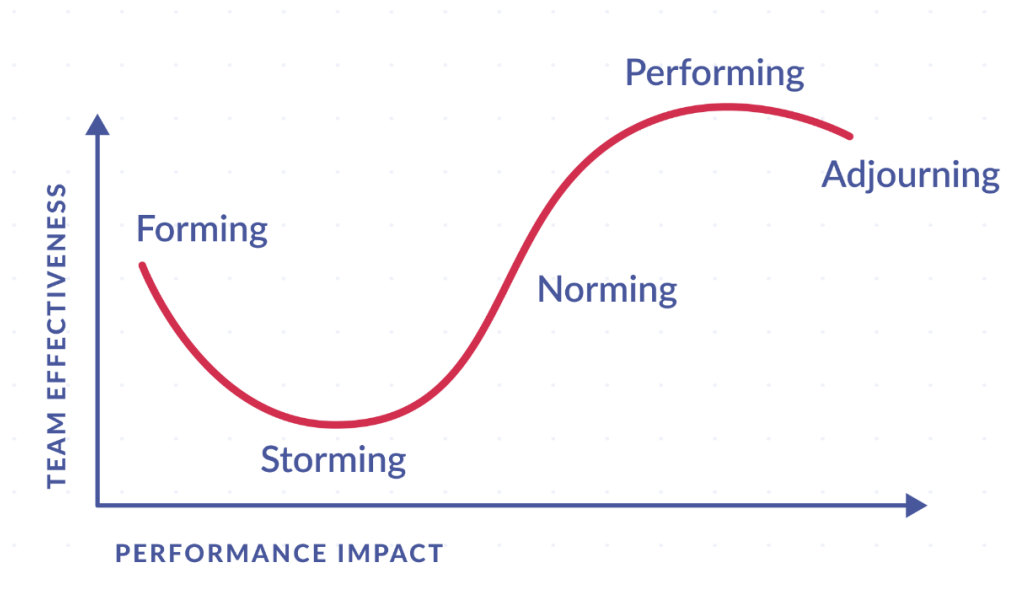
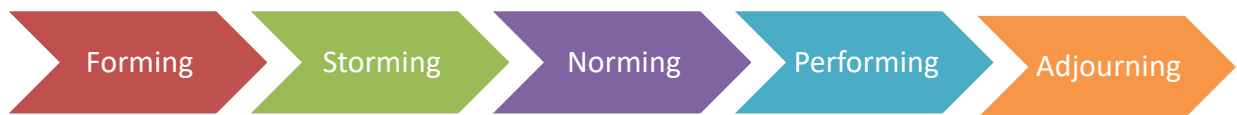
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Do you consider yourself a flexible person? Are there certain things you want done a certain way? Think of your own life as a wife, mom, daughter, or friend. How loosely, or tightly, do you hold to those things? THAT reveals our own adaptability.

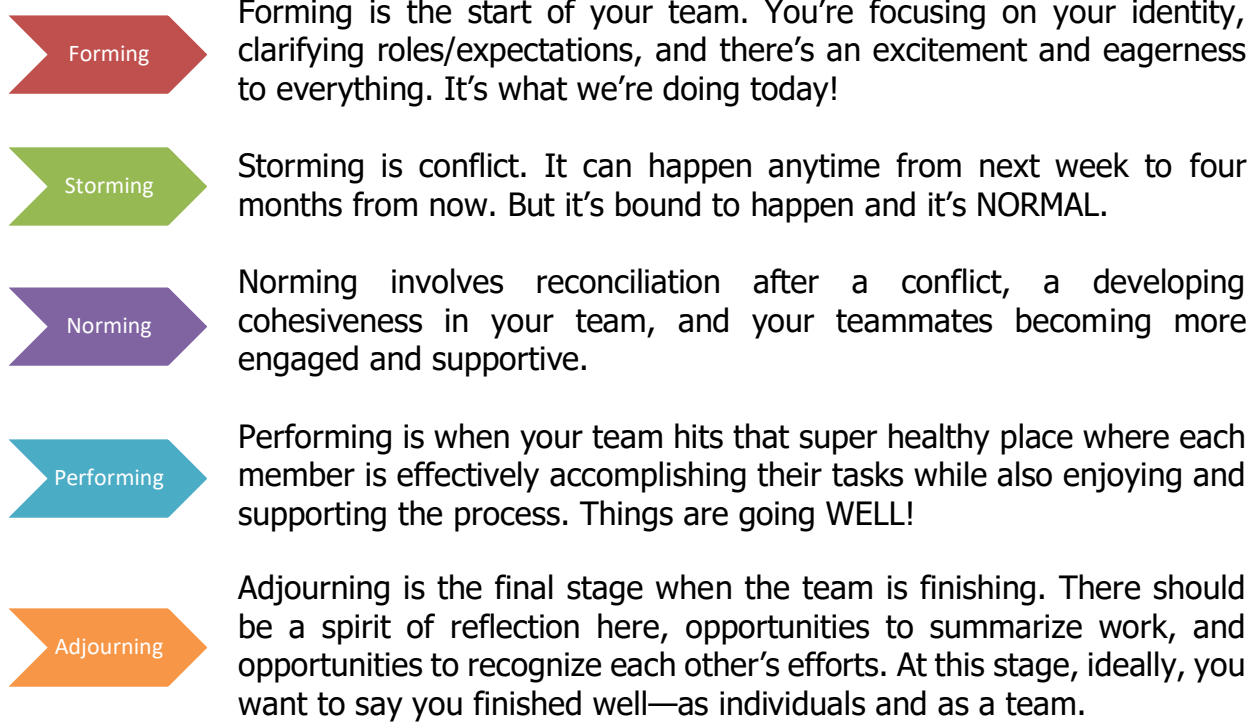
In PWOC, one helpful tip is to clarify the areas of each board position while also acknowledging the importance of our unified goals. When we can understand **role clarity versus role rigidity**, our team grows stronger. What I mean by that is: understand which tasks fall under which board position, but also be willing to support and help with those tasks when needed. Adaptability.

Maybe you've heard of the "Five Stages of a Team" developed by psychologist, Bruce Tuckman, back in 1965: 1) Forming, 2) Storming, 3) Norming, 4) Performing, and 5) Adjourning. These five stages still hold true today and bring a healthy perspective to building your team. While I briefly break down each stage, keep that *adaptability* concept in your mind.

Tuckman's Five Stages of a Team



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These stages can happen over the course of an entire year and possibly in the course of a board meeting! If, as individuals, we can bring personal adaptability to the table at each stage, think of how that supports both our individual growth and the growth of our team.

In Acts 20, the Apostle Paul addresses the church leaders from Ephesus. Paul is currently in Miletus, about an hour's drive from Ephesus, and he is preparing for his journey to Jerusalem. Through his own example, Paul exhorts these leaders on the importance of adaptability to the Holy Spirit and circumstances of ministry. He says this to them in Acts 20:22-24 (NIV), "And now, compelled by the Spirit, I am going to Jerusalem, not knowing what will happen to me there. I only know that in every city the Holy Spirit warns me that prison and hardships are facing me. However, I consider my life worth nothing to me, if only I may finish the race and complete the task the Lord Jesus has given me—the task of testifying to the gospel of God's grace."

We may not be facing prison in our PWOC service, but we will certainly face varying degrees of hardships & challenges. Paul's words and example are a source of powerful encouragement for us, too. I see three take-aways from Paul on adaptability:

- 1) He remained sensitive and adaptable to the Holy Spirit throughout his ministry.
- 2) He remained adaptive to the potential hardships he was about to face in the next community he was to visit. In other words, He maintained the main goal of accomplishing his God-given task of testifying to the gospel of God's grace, while not allowing his surrounding circumstances to distract him from that mission.
- 3) Finally, Paul remained adaptable in order to build teams of church leaders for the advancement of the Kingdom.



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Let's follow Paul's example of being adaptable to the Holy Spirit's leading, being adaptable to the challenges of ministry, and being adaptable as we build our team for the goal of advancing God's Kingdom for His glory in our military community.

You'll have some group time now to interact a bit more with this concept of adaptability. Once you've done that, your board will have completed the PWOC team building training! "A team of experts does not necessarily make an expert team." Remember our three building blocks of team building: Coordination, communication, and adaptability.

We need each other. God will use the ladies around you to make your PWOC better and to make you better. I'm so thankful for the laboratory of life that PWOC gives us. When we step into these servant leadership roles, we don't have to stay the same—we can grow! Our prayer for you this year is that you understand in deeper ways God's love and grace through Jesus, that you are stretched in new ways while also experiencing joy from the Lord, and finally, that you are different in May when you pass your baton to your successor—more mature in your Christian faith and service. Let's keep our eyes toward this end as we start our year together. May you walk closely with Jesus and may He bless you and your team! (*End of Video #3*)

ACTIVITY 3 ROLE CLARITY WITHOUT ROLE RIGIDITY (20 minutes)

Local Leader: *Have your participants work in small groups of no more than four people. Participants will help each other brainstorm within the categories shown on the Venn diagram. Encourage teamwork above independent work. This is a great opportunity for teammates to say what they see in one another. After about 15 minutes, if time allows, give small groups the chance to share any "aha moments" with the whole group.*

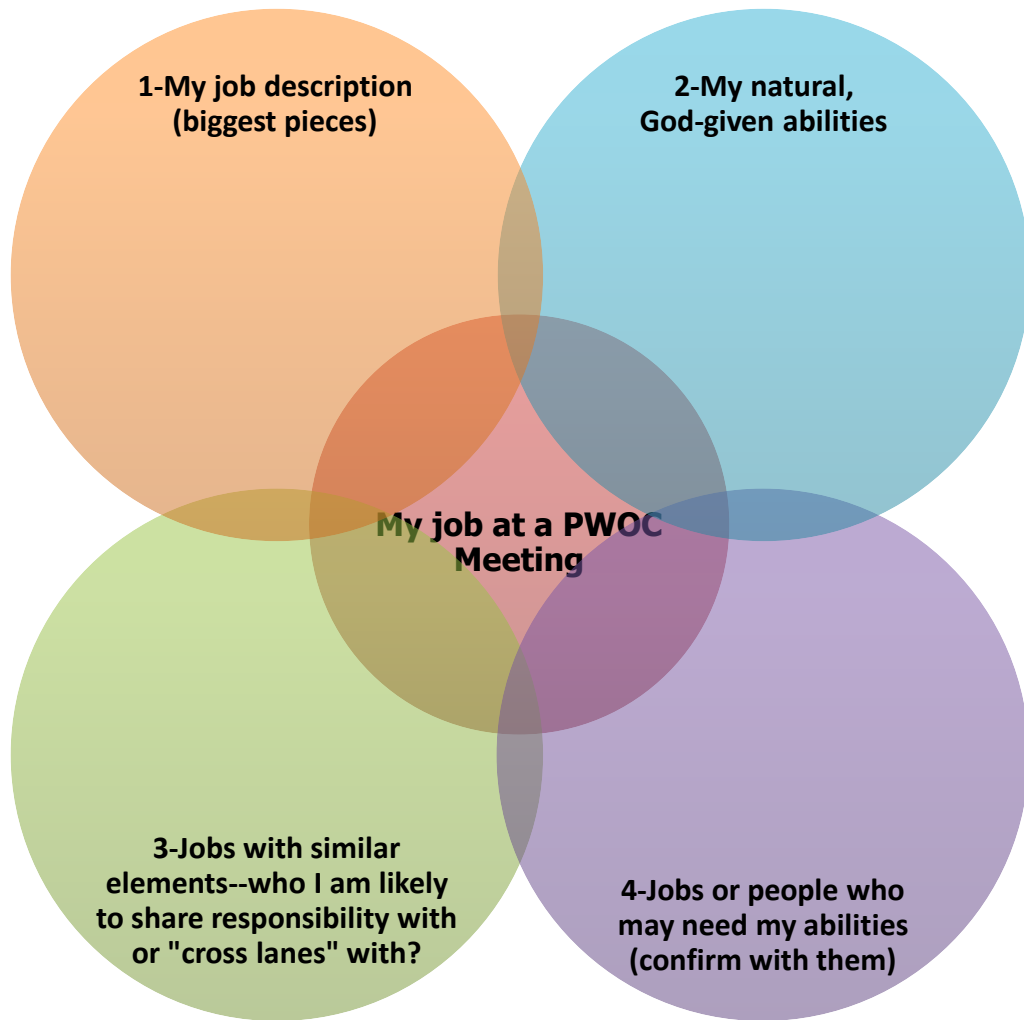
Directions: *In a group of no more than four people take about 15 minutes to:*

- **Brainstorm** within each of the larger circles on the Venn diagram. Do not work alone—let others contribute to your answers and be sure to contribute to theirs.
- **Note** the darkest areas where the circles overlap—what is the benefit of this overlap? What is the danger? What can you do to maximize the benefit and mitigate the danger?
- **Position Function**—Based on your brainstorm (with the input of others) how do you see your position functioning on a PWOC day? Allow your small group to critique your thoughts and to add their own.
- **Hold Loosely**—Hold this "best guess" loosely as you begin your leadership tenure. The goal is role clarity without role rigidity.
- **Share**—If time allows, you will have the opportunity to share your thoughts with the whole group.



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Factors Influencing the Function of my Board Position



CONCLUSION

Local Leader: *Wrap up the workshop and the Annual Board Training. Share anything that is on your heart. Thank everyone for their participation. Close in prayer.*



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Personality/ Leadership Style Assessment

Instructions: Read through the lists of attributes quickly. If the word(s) resonate with you, mark the box; if not, move on. Do not overthink it. Spend only a second or two on each descriptor.

LION *total* _____

- ☐ likes authority
- ☐ takes charge
- ☐ determined
- ☐ firm
- ☐ enterprising
- ☐ competitive
- ☐ enjoys challenges
- ☐ problem solver
- ☐ productive
- ☐ bold
- ☐ purposeful, goal-driven
- ☐ decision maker
- ☐ adventurous
- ☐ strong-willed
- ☐ independent, self-reliant
- ☐ controlling
- ☐ persistent
- ☐ action oriented
- ☐ "Let's do it now"
- ☐ resists other control
- ☐ may look or sound angry when not
- ☐ decisive
- ☐ bossy
- ☐ daring
- ☐ intense
- ☐ gets results
- ☐ competent
- ☐ direct
- ☐ impatient
- ☐ born leader
- ☐ time frame is "now"
- ☐ wants highlights, not details

OTTER *total* _____

- ☐ enthusiastic
- ☐ takes risks
- ☐ visionary
- ☐ motivator
- ☐ energetic
- ☐ very verbal
- ☐ promoter
- ☐ friendly, mixes easily
- ☐ enjoys popularity
- ☐ fun-loving
- ☐ likes variety
- ☐ spontaneous
- ☐ enjoys change
- ☐ creative, new ideas
- ☐ group oriented
- ☐ optimistic
- ☐ initiator
- ☐ infectious laughter
- ☐ inspirational
- ☐ "Trust me, it'll work out."
- ☐ show off
- ☐ spirited
- ☐ likes the spotlight
- ☐ fast paced
- ☐ loves a party
- ☐ frustrated by details
- ☐ avoids fine print- "close enough"
- ☐ focus is on the future
- ☐ avoids confrontation
- ☐ procrastinates
- ☐ tends to be more surface



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GOLDEN RETRIEVER total _____

- ☐ sensitive feelings
- ☐ loyal
- ☐ calm, even-keeled
- ☐ non-demanding
- ☐ avoids confrontation
- ☐ enjoys routine
- ☐ dislikes change
- ☐ warm and relational
- ☐ gives in
- ☐ indecisive
- ☐ dry humor
- ☐ adaptable
- ☐ sympathetic
- ☐ thoughtful
- ☐ nurturing
- ☐ patient
- ☐ tolerant
- ☐ good listener
- ☐ peacemaker
- ☐ "Let's keep things the way they are."
- ☐ aimless
- ☐ laid-back
- ☐ makes deep long-lasting friendships
- ☐ deep need to please others
- ☐ finds it hard to say "no"
- ☐ easy-going
- ☐ holds stubbornly to what they think is right
- ☐ will back up convictions
- ☐ responsible
- ☐ considerate
- ☐ prefers old and familiar
- ☐ willing to wait
- ☐ need for meaningful relationships

BEAVER total _____

- ☐ follows directions
- ☐ accurate
- ☐ consistent
- ☐ controlled
- ☐ reserved
- ☐ predictable
- ☐ practical
- ☐ orderly
- ☐ factual
- ☐ conscientious
- ☐ perfectionist
- ☐ discerning
- ☐ detailed
- ☐ analytical
- ☐ inquisitive
- ☐ precise
- ☐ persistent
- ☐ scheduled
- ☐ sensitive
- ☐ "How was it done in the past?"
- ☐ reads instruction manuals
- ☐ careful decision makers
- ☐ appear slow-paced
- ☐ "Let's do this right."
- ☐ tends to withdraw and shut down
- ☐ keeps close watch on emotions
- ☐ focuses on the past
- ☐ systematic
- ☐ authentic
- ☐ high standards
- ☐ private



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