

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

### **PARTICIPANT'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.

**TIME:** 90 minutes

### **INTRODUCTION (5 minutes)**

**Choose your favorite quote:**

- ☐ *"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*

**Why did you choose it?**



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## *I. COORDINATION (20 minutes)*

### Team Building: Video #1 (9:07)

- "A team of experts does not necessarily make an expert team," (Dr. Eduardo Salas, Rice University).
- *Coordination is the process of organizing different individuals' skills, behaviors, and knowledge to meet a combined \_\_\_\_\_.*<sup>1</sup>
- Board members have both individual work and team-member taskwork which requires *coordination*.
- How will your team coordinate efforts?
- What is your board's vision? What is your vision for your position? Do they both line up with the Four Aims? (1-Lead women to Christ, 2-Teach them God's Word, 3-Develop their spiritual gifts, 4-Involve them in Chapel ministry)

### ➤ *Discuss—As a whole group, answer these questions (5 minutes):*

- 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 (5 minutes):*

*Refer to the "Teamwork" visual on the next page, from the Executive/Incoming Board Toolkit, and add your own perspective.*

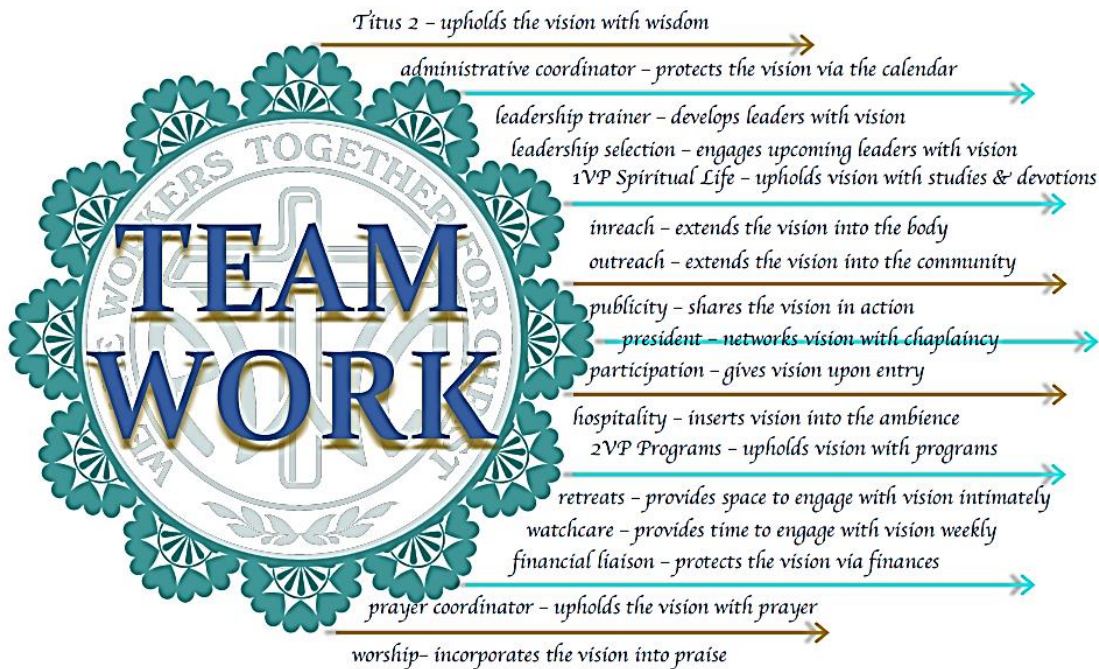
- 4) What is the vision for your specific board role this year? (For example: what is Inreach's vision for this year? What is Hospitality's vision for this year?)
- 5) As an individual, what are your goals for personal growth AND team contribution?

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<sup>1</sup> 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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### ACTIVITY 1: Standing Meeting (5 minutes)

Get up out of your seat. Hold a 5-minute standing meeting with two or three other people (work with someone new). Brainstorm answers to the questions below.

- 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?

## II. COMMUNICATION (10 minutes)

Team Building: Video #2 (10:19)

- *Communication is the process of sending and receiving information. Communication is the process that gets us to our \_\_\_\_\_.*

### 1. Personality Assessments:

- We were each intentionally formed by God for His purposes.
- Our differences make us stronger but also present challenges as we learn to work together.



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## 2. Debriefs:

- A debrief is like a verbal, interactive After Action Review (AAR).
- Debrief: *A group discussion that includes gathering information, examining or investigating, with the purpose of assessing the mission's results.*
- Four Guidelines for a Successful Debrief:
  - 1) Agree ahead of time on the process of each debrief.
    - Colossians 3:12-17 *Clothe yourselves with compassion, kindness, humility, gentleness, patience...*
    - Watch your tone
    - Philippians 4:5 *Let your gentleness be evident to all.*
  - 2) Agree ahead of time on the goal of each debrief.
    - Ultimately, we each want to walk away having LEARNED because of that debrief discussion. Learning requires us to have a posture of receiving. 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, balanced feedback, and dialogue are the priorities.
    - Your team needs to trust the moderator's leadership in this role.
  - 4) Finish well.
    - 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:

- Board bonding is the space to connect with the ladies on your team, separate from the work and planning of PWOC activities.
- 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!
  - 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.



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

*Your board will choose ONE of the following Activity options. The entire board will be working together on whichever activity they choose.*

- 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.
- 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.

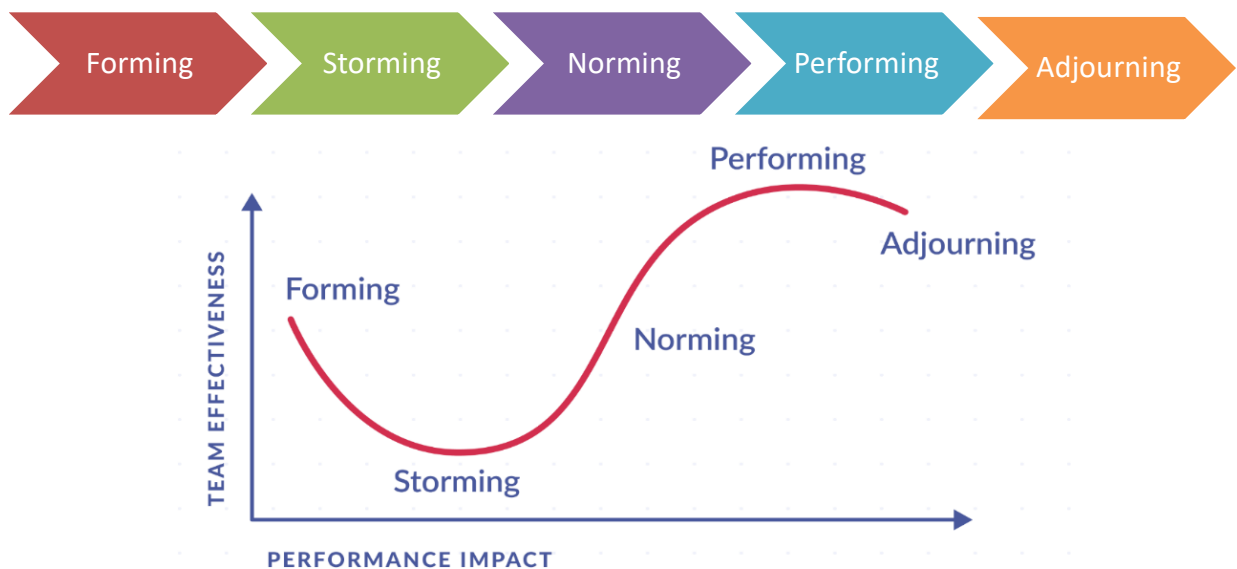
- 1) **LOOK BACK:** What have been your best moments as a board so far? What has made you laugh? What has helped you get to know each other better? Has it been all work and no play? What would you like to keep? What would you like to change?
- 2) **BRAINSTORM:** What would be a good activity to do as 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.*

### III. ADAPTABILITY (10 minutes)

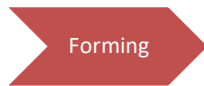
Team Building: Video #3 (9:21)

- **Adaptability** is our ability to \_\_\_\_\_ in response to a change in circumstance.
- **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.

#### Tuckman's Five Stages of a Team



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Forming is the start of your team. You're focusing on your identity, clarifying roles/expectations, and there's an excitement and eagerness to everything.



Storming is conflict. It can happen anytime from next week to four months from now. But it's bound to happen and it's NORMAL.



Norming involves reconciliation after a conflict, a developing cohesiveness in your team, and your teammates becoming more engaged and supportive.



Performing is when your team hits that super healthy place where each member is effectively accomplishing their tasks while also enjoying and supporting the process. Things are going WELL!



Adjourning is the final stage when the team is finishing. There should be a spirit of reflection, opportunities to summarize work, and opportunities to recognize each other's efforts. At this stage, ideally, you want to say you finished well—as individuals and as a team.

- **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."

### **Take-aways from Paul on adaptability:**

- 1) He remained sensitive and adaptable to the Holy Spirit throughout his ministry.
- 2) 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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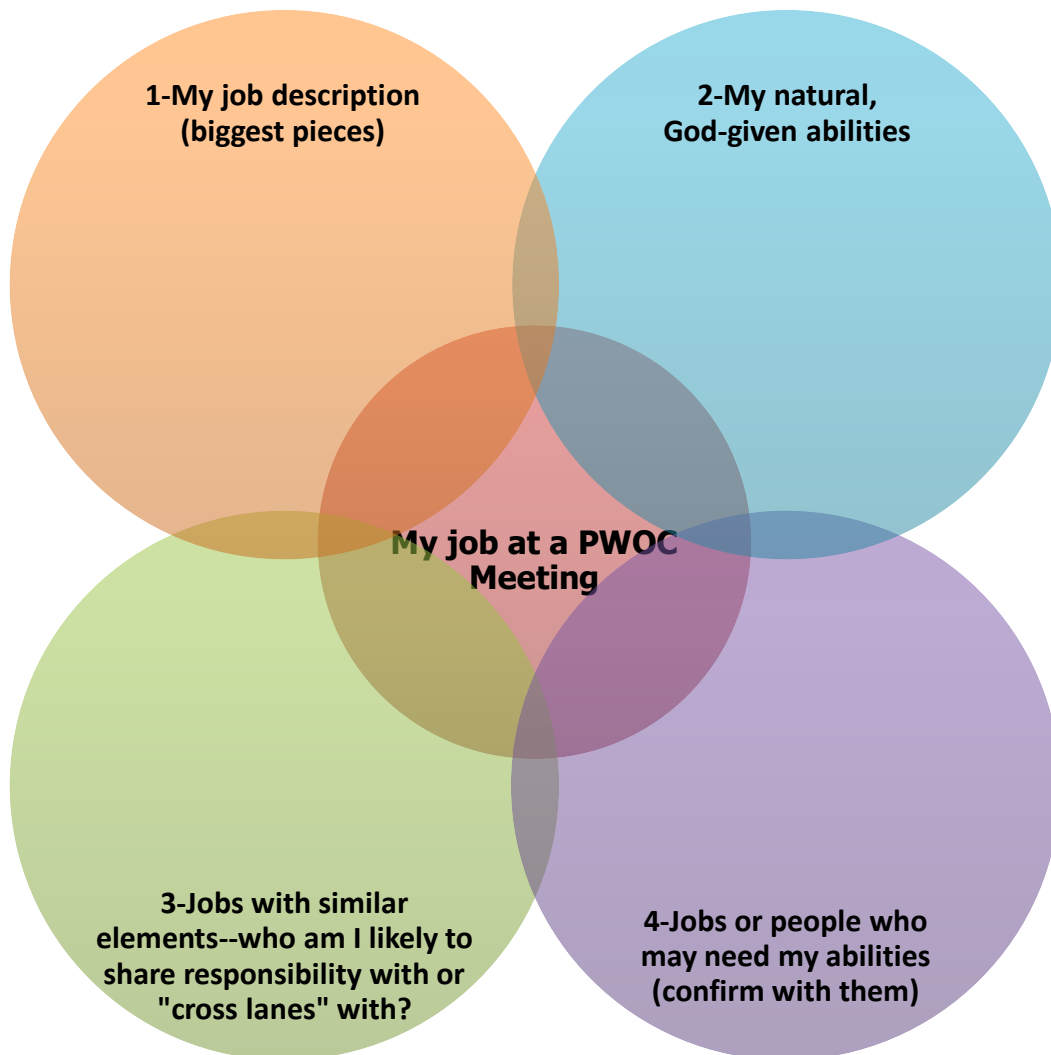


**ACTIVITY 3: ROLE CLARITY WITHOUT ROLE RIGIDITY (20 minutes)**

**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.

**Factors Influencing the Function of my Board Position**



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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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