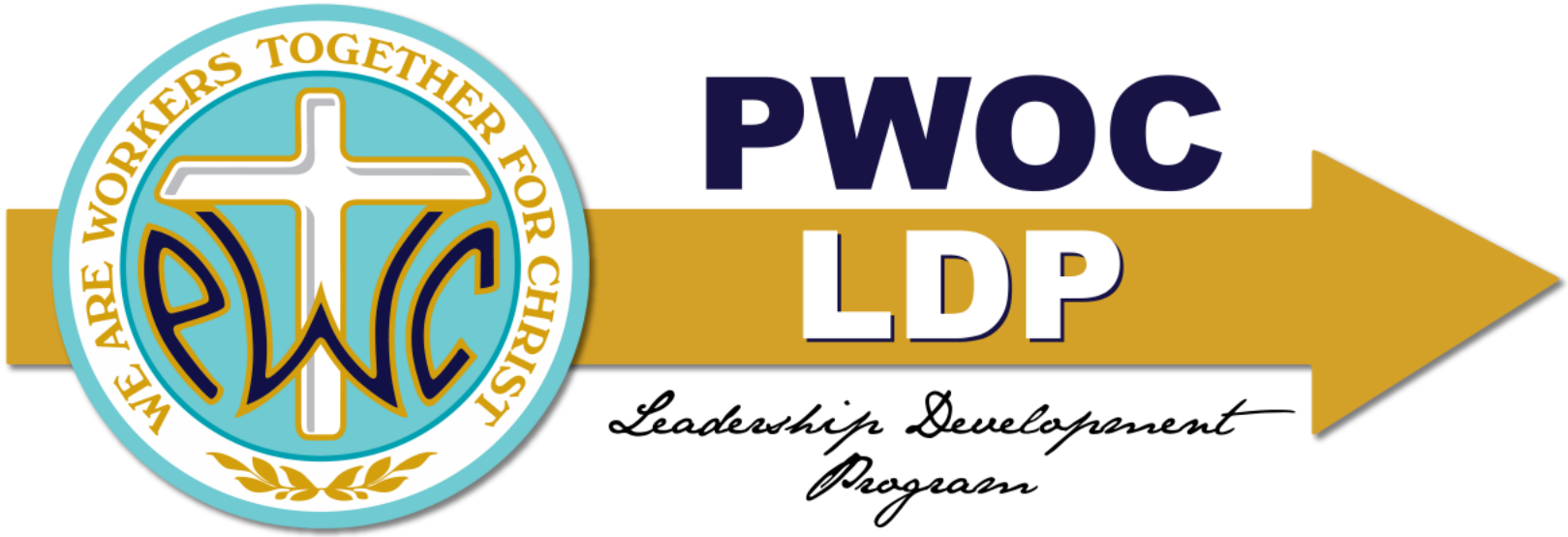
POSITION TRAINING



President

Welcome Leader,

Working on a PWOC Board can be such a delight!

This training is designed to set the correct trajectory for your position to set you up for success. Take the time to think through each element. Consider how the information applies to you and to your military installation. Ask questions! Track down answers. Be proactive.

As you are making plans for the year, be sure to include self-care. Put God and your health first—take care of yourself and your family! Your service in PWOC should be a blessing to your other areas of responsibility—if it is not, step back and make adjustments. Course corrections will be needed throughout the year.

May God bless you and direct your steps,

Your PWOC Sisters in Christ

PWOC LDP
Leadership Development Program

Summer Homework

READ **the PWOC Ministry Manual:** This will give you a great overview of the ministry of PWOC along with helpful tools and information.

REVIEW **the other Board Position PowerPoints:** This will help you see the ins and outs of each Board member's job description from the PWOC Ministry Manual.

CHECK OUT **theHubPWOC.net** for great resources and specifics for your position.

ASSEMBLE **a support team:** Ask 1-2 women to cover you in prayer throughout the year. It is helpful to ask non-local women so they can be objective in giving advice as needed.

COMPLETE **task items such as:** 1) Registering in a volunteer hours system, 2) Completing a Background Check for working with children, or 3) Taking a Food Handler's Course.

WATCH **the Personality Module** in this Leadership Development Program, unless your Board plans to do this training together.

A note about your Board Position Notebook:

In an ideal PWOC world, you were handed a super helpful position notebook (sometimes called a “continuity binder”) filled with everything you need to know, specific to your Board position, at your local installation. If you are one of the lucky ones, make your notebook even better by including all you learn this year. Add your own notes and resources to those of your predecessor.

If you do not have a position notebook, begin creating what you wish you would have received. Collect contact information for your key people. Record local protocol. Create event AARs. Write great Board Reports. Give the advice you wish you would have had. At the end of your term, you will have a valuable resource to hand over to your successor.

Position notebooks can be hardcopy, digital, or a hybrid. For more information and a list of items to consider including, see the section: **Keeping a Position Notebook** in Chapter 1 of the PWOC Ministry Manual.

PWOC LDP
Leadership Development Program

President

The President has by far the most complex position on the PWOC Board, as evidenced by its lengthy job description in the PWOC Ministry Manual. It can be intimidating and overwhelming for a new President but be encouraged that you will have a front row seat to see God working in your PWOC and in your community!

The following slides will help you "unpack" your position within the six key areas of responsibility: 1) To the PWOC Chaplain Sponsor, 2) To the PWOC Board, 3) To the PWOC Body, 4) To the Chapel Community, 5) To the Military Community, and 6) To PWOCs in Geographic Proximity. The first line item on each slide comes directly from your position description in the PWOC Ministry Manual, followed by suggestions, questions, and comments to help you see how each element may play out at your installation. Text that appears in gold refers to resources in the PWOC Ministry Manual (PWOC MM) or the PWOC Leadership Development Program (PWOC LDP).

To the PWOC Chaplain Sponsor

1. **Aligns ministry with the vision of the local Senior Chaplain and the PWOC Chaplain Sponsor.**

   - The “Senior Chaplain” is the one that oversees Religious Support for your military installation. He/she appoints the PWOC Chaplain Sponsor.
   - Set meetings ASAP with both Chaplains to ask about their vision and their expectations for you and for the ministry of PWOC.
   - Who are your Chaplains? When can you meet?

PWOC LDP
Leadership Development Program

To the PWOC Chaplain Sponsor

2. Seeks the PWOC Chaplain Sponsor's wisdom and advice throughout her leadership term.

- It is good practice to check in with your PWOC Chaplain Sponsor often—to seek advice for important decisions, to keep him/her apprised of sensitive situations, along with anything else that impacts the health or direction of the ministry. This is a way to build trust and help to set your Chaplain at ease.

- Is there anything you need to share with her/him now?

PWOC LDP
Leadership Development Program

To the PWOC Chaplain Sponsor

3. Keeps the PWOC Chaplain Sponsor informed.

- Functionally, your PWOC Chaplain Sponsor is your boss and has to answer to his/her boss for the ministry of PWOC. It is critical for the two of you to stay on the same page and to maintain open dialogue. Press beyond whatever obstacles or discomfort there may be in the beginning; you will find a rhythm that works.
- Pray for your Chaplains; they are under tremendous pressure. Be gracious.

PWOC LDP
Leadership Development Program

To the PWOC Chaplain Sponsor

4. Invites the PWOC Chaplain Sponsor to all Board Meetings.

- Make sure your PWOC Chaplain Sponsor has a copy of your annual calendar. Regularly extend invitations to meetings and events.
- Offer your Chaplain Sponsor a block of time to speak when assembling your Board Meeting Agendas.
- Make her/him feel welcome in every context.

To the PWOC Chaplain Sponsor

5. Works with the PWOC Chaplain Sponsor and the Financial Liaison to prepare and submit a proposed annual budget.

- Keep in mind that the financial process is complicated with rules that change constantly. Be patient with the process.
- Be aware that the Fiscal Year does not align with the PWOC calendar, so there is budget overlap between PWOC Boards.
- Note that your budget does not operate like a bank account. It is typically a “proposed” budget that depends on the same availability of funds as the previous year. Funding fluctuates with Chapel offerings, military funding, and a variety of unforeseen circumstances.
- Keep an attitude of gratitude, no matter what.

PWOC LDP
Leadership Development Program

To the PWOC Board

1. **Prayerfully appoints the Appointed Board members with the consensus of the Executive Board and the guidance of the PWOC Chaplain Sponsor.**
   - Determine which positions you will fill and which you will not based on the needs of your PWOC.
   - Keep in mind that the bigger your Board is, the more challenging it will be to create a tight-knit group.
   - Include a variety of ages, cultures, personalities, and denominational backgrounds when possible. They will help you see what you cannot.
   - Who has God been bringing to mind? Where might they fit?

To the PWOC Board

2. Leads the Board to seek God's will and vision for PWOC.

- God has a plan for your PWOC. You may have a sense of His direction as you step into your position. Share what you believe you have heard from God with your Board.
- Avoid determining the vision on your own. The entire Board has to live with the vision/theme; bring them along in the process. This will give "buy in" and will be a rite of passage as you wrestle through the process of finding God's will together.
- Make sure you are aligned with your Chaplains' vision.
- Use the ***What is the Vision?*** portion of the Incoming Board Toolkit found in the PWOC LDP.

To the PWOC Board

3. Empowers Board members to carry out the responsibilities of their positions.

- The dynamic of every Board is different since each is made up of a unique combination of personalities, skills, and preferences. Expect some “negotiating” up front in the PWOC year—defining lanes and responsibilities.
- Try to avoid stepping into your Board members’ lanes. It’s better for their personal development to let them struggle and learn. Choose the person over the product. Help each Board member get to their personal “next step” as a leader.

To the PWOC Board

4. Keeps the Board informed about upcoming activities and relevant situations that may influence the operation of PWOC.

- Encourage open and regular communication. What platform works best for your Board?
- When an important decision must be made that will affect the Board, include them in the decision process when possible.
- Keep an eye on what is coming up on the PWOC calendar and try to give your Board whatever information they may need to be prepared. Your Administrative Coordinator can help you be proactive.

To the PWOC Board

5. Holds a planning meeting Board Retreat early in her term to set the trajectory of ministry for the year.

- This should be with the Full Board—Executive and Appointed.
- A Board Retreat can be anything from a half-day event to a full weekend together. What would work best for your Board?
- Whether your event is a shorter meeting or a longer event, think about how you can set a relaxing, “retreat” environment. Pamper your Board a little bit!
- Topics might include a Vision Quest, Personality Training, or general goals for your PWOC year.
- Including a time of prayer over what is most pressing in each other’s lives can be very powerful. You will be able to trace God’s hand in those situations as the year progresses.

To the PWOC Board

6. **Provides opportunities for leadership development throughout the year, both to educate Board members about the ministry of PWOC and its relationship with the Chaplain Corps, as well as offering Board members opportunities to grow in their own leadership skills.**
   - Intentional leadership development at the beginning of the year will set your Board up for success. Use the summer to cover items from the PWOC LDP: the ***Incoming Board Toolkit***, the ***Personality Module***, and the ***Annual Core Training***.
   - Consider offering ongoing leadership development throughout the year, perhaps incorporating 15-20 minutes of training into your monthly Board Meetings. See ***Ongoing Training*** in the PWOC LDP.

To the PWOC Board

7. Prays for each Board member and offers wisdom, guidance, and encouragement as needed throughout the year.

- Set aside consistent time to pray for your Board (i.e., pray for them on your Monday morning drive/walk). Send a quick text to let them know you are praying.
- Call out the good you see in your Board Members. Be their biggest cheerleader!
- Give gentle nudges or corrections when needed.
- What do each of your Board members need from you?

To the PWOC Board

8. Prepares for and presides over all monthly Board Meetings, seeking to cultivate a godly, loving, cooperative environment.

- Be prepared! Work with the Administrative Coordinator to set the agenda and make copies. See the PWOC Ministry Manual ***Board Meetings*** section for a sample agenda and some tips for an efficient meeting.
- Consider asking one of your Board members to give a 5-minute devotion on something God is teaching her.
- Arrive early. Set the tone. Make the atmosphere special. Consider bringing snacks or set up a rotation for others to bring snacks.
- Give everyone a voice. Keep the meeting moving and on time but listen carefully to your people. Watch body language. Work through issues.

To the PWOC Board

9. Has the authority to apply the principles in Matthew 18:15-17 to address behavior inconsistent with biblical principles within the Board.

- Confronting poor behavior is a difficult element of being the PWOC President, especially for those Presidents who are non-confrontive in nature. Consider this question, what will happen if the behavior is NOT addressed? Do what is needed for the health of your PWOC.
- Pull in your Titus 2 and your PWOC Chaplain Sponsor as needed.
- Restoration of the individual is the goal; pray to this end. Protect your Board member—keep the situation private.
- Refer to Chapter 5 in the PWOC MM: ***Matthew 18 Model***

To the PWOC Board

10. Plans a Joint Board Meeting with the Incoming and Outgoing Boards at the end of her term. Outgoing Board members will pass on their Annual Board Position AARs and position notebooks to the Incoming Board.

- The Joint Board Meeting is one of your last responsibilities. Include the Incoming President in planning the details of this meeting.
- This is the deadline for Position Notebooks. Set the next Board up for success—make sure your Board gives them the tools they need.
- Typically, the two Boards start the meeting together. If the Installation Ceremony has not happened yet, have your 2VP Programs go over the details of the event.
- Individual positions from both Boards should have the chance to meet for a block of time (i.e., Outgoing Hospitality and Incoming Hospitality).
- The Outgoing Board should then excuse themselves so the Incoming Board can hold a private meeting.

To the PWOC Body

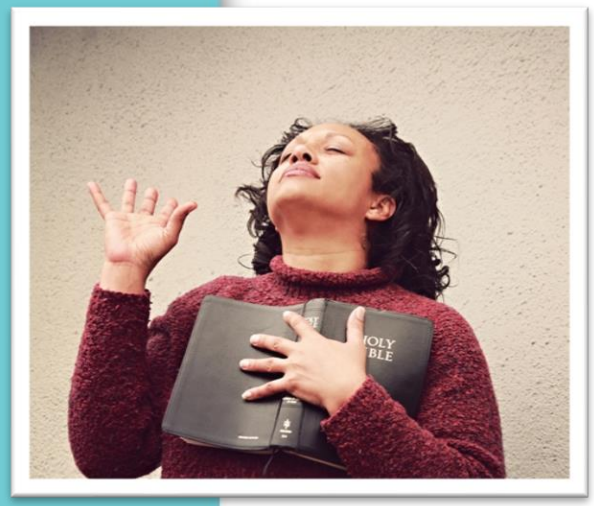
1. **Presides at PWOC meetings.**

   - It is important for your Board and for the women in the PWOC body to see you take the lead. Try to focus on the souls that are in your care, choosing to act for their well-being rather than focusing on your own discomfort.
   - Your involvement can take on different forms. Perhaps you will welcome the women each week and open in prayer. Maybe you will give announcements. You might be the emcee for the opening session.
   - What will your involvement look like?

To the PWOC Body

2. Prays for the PWOC body.

- It is Jesus Christ who redeems, heals, restores, brings hope, and offers new life. He alone saves and delivers. Pray that your women encounter Him.



- Set an intentional time each week to pray for the body.
- When would be a good time to pray? Is there an activity you are already doing that you could pair prayer with?

PWOC LDP
Leadership Development Program

To the PWOC Body

3. Communicates vision and leads the group toward God's plans and purposes.

- Make sure your PWOC meetings align with the Four Aims.
- Meetings also need to align with your annual vision/theme (which aligns with the PWOC Chaplain Sponsor's vision and the Senior Chaplain's vision).
- Make course corrections to stay on track.
- Keep seeking God's will and wisdom.

To the PWOC Body

4. Ensures effective communication to all participants in a timely manner.

- The Administrative Coordinator and Publicity Board members are your communication experts. Make sure they have the information they need from you to relay to the body.

- Have a plan for how your communication experts will get the word out if PWOC is delayed or canceled due to weather or other reasons. Set your protocol ahead of time.

To the PWOC Body

5. **Helps to educate the body about the history and purpose of PWOC, its Four Aims, and its role within the Chapel Community.**
   - A lot of dysfunction that happens in PWOC comes from a lack of understanding of who we are and where we come from. Our story must be taught.
   - The Four Aims keep our focus correct.
   - Our alignment with the Chaplaincy and Chapel Community keeps our purpose intact.
   - What do your women know? What do they need to know?

To the Chapel Community

1. **Is the official point of contact and representative for PWOC in the Chapel Community.**
   - You are in essence a women's ministry leader for the entire Chapel Community since all Chapel services are invited to participate in PWOC.
   - As you visit various services. Consider wearing your PWOC nametag. Introduce yourself to key leaders.
   - See yourself as a team player among other Chapel Community leaders and Religious Support leaders on your military installation.
   - Realize that you represent your ministry role wherever you go—even when you are "off duty."

To the Chapel Community

2. Cooperates with other Chapel Community leaders and ministries, seeing PWOC as one member of a much larger team that serves the Military Community. Liaises with other ecumenical women's groups, such as Catholic Women of the Chapel (CWOC) or Mothers of Preschoolers (MOPS), to build supportive relationships.

- What other ministries are active on your installation? Make a list. Find out who is the Point of Contact for each ministry. Introduce yourself.
- What other women's ministries are there besides PWOC? How can you cooperate with them? What could a joint event look like? How are your missions the same? How are they different?
- How does PWOC fit into the scheme of things?

To the Chapel Community

3. Establishes working relationships with Chaplains who pastor the various military (Protestant) Chapel services. Ensures that Chaplains know PWOC is there to support their congregants.

- Get to know the lead Chaplain at each Protestant Chapel service. Ask what the women in his/her congregation need. How PWOC can offer support?
- PWOC was started by a military Chaplain to help meet the needs of women in Chapel congregations. Most Chaplains have a "day job" in the military and cannot commit to a congregation like a civilian pastor potentially could. PWOC helps bridge that gap. Many Chaplains and PWOC members do not know this piece of history.

To the Chapel Community

4. If invited, serves on the Parish/Pastoral Council for her Chapel service.

- It is an honor to represent PWOC on a Council among other leaders in the Chapel Community.
- This can be a vital connection for voicing concerns, offering support, sharing information, and for being aware of what is happening in the Chapel Community.
- If PWOC receives funds from a particular Chapel service, it is important for the President to report in regularly, so leadership knows their funds are being put to good use. Participating in a Council meets this need.

To the Chapel Community

5. Attends key financial meetings as necessary, alongside the Financial Liaison, to secure funding for PWOC.

- Finances are handled differently at every installation. Find out which meetings are key and essential to attend.

- Sometimes it is necessary for PWOC to attend a financial meeting to “make a case” for a project or event that needs additional funding, such as a retreat.
- Your Financial Liaison can attend meetings alone, but sometimes the weight of the President’s position is needed.

To the Chapel Community

6. **Works with the PWOC Publicity Board member to ensure communication-flow between PWOC and the Protestant services in the Chapel Community. Invites Chapel attendees to PWOC events.**
   - All Protestant Chapel services should be invited to PWOC. They should have regular updates from PWOC about upcoming Programs or other events.
   - This process will be very natural once your Publicity Board member finds her rhythm and understands your expectations.

To the Chapel Community

7. Considers involving PWOC in supporting Chapel Community events by advertising through PWOC channels, serving/ volunteering, or donating supplies.

- Coming alongside a Chapel event to offer support is a powerful way to demonstrate the partnership between PWOC and the Chapels.

- This can fit within what PWOC is already planning. For example, perhaps your Outreach Board member wants to do a Christmas project. One of the Chapels is donating toys and clothing to an orphanage. So, rather than doing a separate project, PWOC joins the Chapel in collecting supplies.

To the Chapel Community

8. Considers attending all Protestant Chapel services periodically throughout her leadership term.

- It is good to show your face every so often in the Chapel services that PWOC represents. This can be once a month, once a quarter, once a semester… What would work for you?

- This not only provides an opportunity to speak with the Chaplain(s), but it also exposes you to the wide variety of styles represented within your Chapel Community—liturgical, contemporary, gospel, etc. PWOC's format should reflect this variety in worship, prayer, and class discussions.

To the Military Community

1. **Is the official point of contact and representative for PWOC in the greater Military Community.**
   - You are one of many community leaders on your military installation. The installation is like your "hometown." Just as a civilian church might reach out to their city, so too might PWOC reach out to their community. Be sure to align with your PWOC Chaplain Sponsor's vision in this area.
   - Is there an event coming up that PWOC could support (i.e., handing out water at a Fun Run)?
   - Is there a community need that PWOC could meet (i.e., donating food to the local pantry)?
   - When PWOC is meaningfully involved in the community, commanders take notice.

PWOC LDP
Leadership Development Program

To the Military Community

2. Works in conjunction with Chaplain and Chapel efforts in the Military Community.

- If your Religious Support Team or a specific Chapel is planning an event in your community, or planning to support an event put on by the military community, it is good to join their efforts.
- Obviously, PWOC cannot support every event or effort; you will have to pick and choose. Find out which events are priority to your Chaplain leadership.
- Keep the main thing, the main thing—point your women to Christ, but offer support in your Military Community, beyond your normal PWOC day, as you are able and as God leads.

PWOC LDP
Leadership Development Program

To PWOCs in Geographic Proximity

1. **Connects with other PWOC Presidents to offer support and to share resources.**
   - Which military installations are near you? Do they have a PWOC?
   - It can be VERY encouraging to network with nearby Presidents.

This is not only for sharing resources, but to have a friend who is walking in your shoes and understands the challenges of your position. The possibility of meeting halfway for a cup of tea/coffee is exciting!

To PWOCs in Geographic Proximity

2. Considers inviting other PWOCs to retreats and events that her PWOC is planning.

- It is so good for our women to gather together and to see that PWOC is a lot bigger than just the local installation.

- If your Board is especially strong in an area, such as training or worship, offer your strength to another PWOC. They will have their own strengths to offer your PWOC.
- Two or more PWOCs may team up to co-plan an event, such as a retreat, with each PWOC covering a portion of the responsibilities. Many hands make light work!

To PWOCs in Geographic Proximity

3. Coordinates joint leadership development events when practical.

- In an organization that is 100% volunteer-driven, that raises up its own leaders, leadership development is key and essential. PWOCs can team up for this type of event throughout the year.
- You will need to hold separate events for things that are specific to your Board—such as developing a vision.
- Likewise, in the ***Annual Core Training*** of the PWOC LDP, the first two workshops should be done with key individuals from your local Religious Support Team.

You've got this, sister!

Fix your eyes on Jesus.

PWOC is His ministry.

Your women are His daughters.

He will direct your steps.

PWOC LDP
Leadership Development Program