PWOC

LEADERSHIP DEVELOPMENT PROGRAM

Cycle for a year—from Installation Day to Installation Day

SPRING

01. INDIVIDUAL BOARD POSITION TRAINING

Position-specific training that takes each Board Position's job description from the PWOC Ministry Manual and unpacks it, line by line, giving examples and ideas for application at the local installation.

SPRING

02. INCOMING BOARD TRAINING

These five modules are designed for both in-person and online use. Each module features a slide show as an instructional support to help the incoming board work effectively with their Chaplains and with each other, while staying true to the mission of PWOC.

SUMMER

03. PERSONALITY AND CONFLICT MODULES

Online or in-person training with slide show instructional support, adapted from the Smalley Institute's Animal Personalities (used with permission). Conflict arises when personalities clash; learn how to navigate personality conflicts before they disrupt board unity.

LATE SUMMER

04. ANNUAL CORE TRAINING

In-person, one-day event (or two half-day events) for the local PWOC Board. Four video-driven workshops with Local Leaders facilitating discussion & activities. Workshops 1 and 2 are in cooperation with the PWOC Chaplain Sponsor and key members of the Religious Support Team. Workshops 3 and 4 are for the PWOC Board and, perhaps, the PWOC Chaplain Sponsor.

FALL – SPRING

05. A LA CARTE TRAINING

Training that can be done in 20 minutes or less at a board meeting. This section includes leadership development topics of interest, typical issues, and monthly tune-ups. Local leaders choose one training topic per month/meeting that best suits the needs of their board.

late fall – early spring

06. LEADERSHIP SELECTION TRAINING

Leadership Selection Process slide show for educating the PWOC body. Refer to the PWOC Ministry Manual for Senior Chaplain, PWOC Chaplain Sponsor, and Leadership Selection Chair job descriptions and best practices, as well as detailed descriptions of the Leadership Selection Process, procedures and best practices.

PWOC Leadership Development Program (PWOC LDP)

Overview and Implementation Guide

About the PWOC LDP

The PWOC LDP is a zero-budget, bottom-up program that puts training tools in the hands of local leaders. It emphasizes a team mentality between PWOC volunteers and Religious Support staff. Products in the LDP are "plug-and-play," requiring minimal preparation. Additionally, all PDFs are fillable, meaning that a PWOC leader could potentially download a PDF to her phone, take notes during training, and save the PDF with her changes. This gives digital flexibility to the program. Creation of the program was done by 100% volunteers to equip leaders and cultivate health in local PWOCs.

The PWOC LDP is based on a master's-level research project, which identified four topics most crucial for PWOC leadership development. These four topics are represented in the four workshops within the Annual Core Training section of the program mentioned below. Research outcomes back every element of the LDP. A total of 90 PWOC leaders, 35 Chaplains, and 5 Directors of Religious Education participated in the process of research, writing, consultation, and piloting materials over 3 years. This project is part of Army Chief of Chaplain, CH (MG) Solhjem's Community Revitalization Initiative. CH Solhjem approved the PWOC LDP for use across the Army on September 27, 2023. Participation from all other branches of service is, of course, welcomed. PWOC belongs to all of us.

Main Elements of the PWOC LDP

- **Individual Board Position Training**—All 17 possible PWOC board positions have a PDF that unpacks their job description, line-by-line, from the PWOC Ministry Manual, and explores how their position may function at the local military installation. This section of the LDP also includes a slide show presentation for Leadership Selection, intended for educating the PWOC body.
- **Incoming Board Toolkit**—A set of 5 modules to set the best trajectory for a new PWOC board. Each module has a narrated slide show presentation to walk leaders through the material.
- **Personality and Conflict Modules**—This is a PWOC version of the Smalley Institute's Personality Training (used with permission). This module has video support for presenting content.
- **Annual Core Training**—Set of 4 workshops that address the core leadership development needs of PWOC: 1) PWOC Mission, 2) RSO 101 (Religious Support Office/Operations), 3) Conflict Resolution, and

4) Team Building. All workshops have video support for presenting content. Note that the Religious Support Team presents Workshop #2.

- **A La Carte Training**—Over 50 training opportunities that can be done in 20 minutes or less at a board meeting. It includes monthly leadership tune-ups and development topics of interest, as well as topics addressing typical issues that come up during the PWOC year. Local leaders choose one training topic per month/meeting that best suits the needs of their board.
- **Updated PWOC Ministry Manual**—Though the PWOC Ministry Manual is not part of the PWOC LDP, it is a complementary resource, filled with helpful information for PWOC leaders. The updated manual appears in many places on thehubpwoc.net. Find it, and its editable appendices, on the main menu bar and on each individual board position page.

Leader's Guide to Implementation

1. **Determine who will head up Leadership Development on the Board.** The most obvious choice is the Leadership Trainer. If this position is vacant, the responsibility falls to the President, who may assign it to another Board member—ideally someone who is passionate about leadership development.
2. **Set dates for all training**. Invite appropriate members of the Religious Support Team to the first two workshops of the Annual Core Training. Plan on providing lunch for this event.
3. **Send a digital copy of the appropriate Position Training, along with the PWOC Ministry Manual, to each Board member.** It is best to send materials as people are added to the Board, so they can immediately learn about their position and the ministry of PWOC. Board members review these documents on their own.
4. **Review the Incoming Board Toolkit**—Introduction and Five Modules. Determine which modules will be done in person and which can be online or independently. The Cue Card gives estimated times for implementing the modules in person. Local leaders are, of course, free to use the materials as best suits their Board.
5. **Review the Personality and Conflict Modules**. Determine what will be done in person or online. This is a training that leaders typically enjoy. It is best to use it early in the year to give the Board insight into the leadership style of their teammates. Board members can view the video and complete the Personality Assessment on their own to save time.
6. **Review the Annual Core Training workshops.** This training has four 90-minute workshops and will take a solid eight hours with a lunch break built in. Training can also be done in two half-days.
    - Note that Religious Support Team members, who work directly with PWOC, are invited to the first two workshops: The PWOC Board presents PWOC Mission, and the Religious Support Team presents RSO 101.
    - Note that RSO 101 ("Religious Support Operations") is written for the Army. Sister services can use the workshop as a template to create their own branch-specific workshops. Consider sharing non-Army versions of this workshop for potential addition to the PWOC LDP.
7. **Review the Ongoing Training material.** These are meant for use at monthly Board Meetings. The local leader chooses whatever topic is most relevant and presents it in 20 minutes or less, or appoints another board member to do so.
8. **Review leadership selection resources and benchmarks.** Consult Chapter 4 of the PWOC Ministry Manual, Leadership Selection Individual Board Training, and the Selection Process slide show (in the Individual Board Training section). Set target dates for key benchmarks in the process. The current board should be working themselves out of their jobs, their entire year of service!