

12-hour Program Outline

Overview

This program is designed to be delivered to small groups (preferably a maximum of 35) via interactive, in-person workshops lasting 2 to 4 hours each. Ideally, the workshops are conducted at 1- to 3-week intervals with participants doing some practical application exercises in between sessions to maximize the program's impact and effectiveness. It is best delivered within work teams to build a mutually agreed upon workplace culture where personal and professional wellbeing are fostered and where peers actively hold one another accountable to living their desired culture.

Session 1: Enhancing Self Awareness

This session focuses on self-awareness and reflection so people can own how they show up in their interpersonal interactions and be more aware of when their thinking is and isn't serving them well.

- Introduce Adaptive vs Technical Challenges and their role in change
- The Frame
- Judge/Learner; Above/Below the Line
- Inward Mindset
- Cycle of Collusion

**Practical application after the session: Participants will be emailed a link with a self-awareness session; they'll be asked to reflect on their own above-the-line and below-the-line thinking to evaluate how it affects the workplace experience; and rewrite their narrative around a cycle of collusion.*

Session 2: Understanding the Thinking Behind our Choices

This session builds on Session 1 by looking at how mindset plays a critical role in our experiences and success – and the value of intentionally working to rewrite our inner narrative. The results of the self-awareness assessment will be used to help people to better leverage their strengths and manage frustrations.

- Reflections from Session 1 practical application exercises
- SCARF (self-protection)
- Inner Operating System
- Rewriting our narrative
- Assessment results and group discussion

**Practical application after the session: Participants will be asked to complete a reflection exercise regarding their assessment results, when and how they self-protect, and their Ingredients to be My Best; they will also be given reflective exercises to help balance perfectionism and ego.*

Session 3: Improving Team Dynamics via Empathy and Effective Thinking

This session moves from self-awareness to how to self-manage to make better choices, communicate more effectively, and ultimately increase the impact they have. By embracing an Outward Mindset and leveraging their listening superpowers, teams are better able to influence, achieve their personal and professional goals and further the organization's purpose.

- Reflections from Session 2 practical application exercises
- Anatomy of Trust / Trust behaviors
- Spheres of Influence
- Who Am I? activity
- Embracing an Outward Mindset
- The role of empathy
- Listening toolbox

**Practical application after the session: Participants will be asked to complete reflection exercises to assess their quality of listening; put an Outward Mindset into practice and reflect on what they notice; and rewrite narratives for their self-limiting stories.*

Session 4: Reframing Conflict and Leveraging it to Strengthen Relationships

This session leverages Radical Candor and reframes conflict as a productive call to creativity for two parties to both collectively get their needs met. Participants will unpack and revisit a recent conflict using the tools and learn how to recognize and avoid Unproductive Triangles.

- Reflections from Session 3 practical application exercises
- Leveraging Radical Candor
- Human Needs, Feelings and Faux Feelings that impact interpersonal relationships
- Intentions vs Impact and Avoiding the Unproductive Triangle

**Practical application after the session: Participants will be asked to complete reflection exercises on identifying and reframing their top "button pushers", track themselves in past Unproductive Triangles and reflect on the use of radical candor.*

Session 5: Clarifying our WHY and Defining our Desired Workplace Culture

This session provides the team with an opportunity to clarify how they connect to the organization's WHY (purpose) and key behavioral anchors required to live the WHY. Participants will then engage in a culture visioning exercise to articulate what is needed for them to thrive, live into the organization's WHY and bring their best selves to work; this lays the groundwork for holding one another accountable to be intentional about showing up as a leader and positively impacting the customer experience.

- Reflections from Session 4 practical application exercises
- Introducing the Golden Circle
- Nested WHYS – aligning team/department and individual WHYS with organization's WHY
- What is a thriving culture for our team?
- What behaviors are consistent with our desired culture and what behaviors might sabotage it?
- What do we need to: Start, Stop and Keep doing?

**Practical application after the session: Participants will be asked to reflect on how they have contributed and sabotaged the desired culture and what support they want from each other; they will also be asked to consider whether there are additional ideas and issues they need to bring to the surface during Session 6, which is a continuation of this culture conversation.*

Session 6: Living Into our WHY and our Desired Workplace Culture

This session focuses on creating a culture of accountability for living the organization's WHY and desired culture on a daily basis. The idea of accountability is discussed both through the lens of being responsible for our own individual actions as well as what to do when we feel others need to be held accountable.

- Reflections from Session 5 practical application exercises
- Leading by example
- Responding to facts, not story/drama
- Operationalizing our personal core values (supportive and slippery behaviors)
- Leveraging Personal Recognition Messages
- What is accountability and how do we honor it?