



# New Reality Program Offerings

Winter 2023

## New Reality Program Overview

Collaborative Thinking™ is pleased to offer our expanded catalog of **New Reality Programs**. This collection of focused learning experiences was created in direct response to our clients’ desire to support their teams during the uncertainties of the early pandemic. In the current, post-pandemic reality, clients continue to request these skill-building workshops with a focus on **Leading Self and Leading Others**. Clients have also asked to bring together leadership teams for the purpose of engaging in meaningful and focused **Team Conversations**. These conversations are framed to help leadership teams navigate current complexities related to team performance and provide practical ways for teams to stay connected, effectively coordinate, engage in resilience practices, and maintain high performance levels while navigating the hybrid and work-from-home challenges.

As the workplace continues to evolve, new demands are being placed on leaders to be competent and skilled beyond their areas of expertise. To many, leadership can feel daunting; and yet, effective leaders know themselves. They are skilled at connecting with others, they help others see the strategic landscape, and they inspire others along the journey. Collaborative Thinking™ is excited to now offer **Leadership Cohort Programs** that combine the skill and art of leadership together creating a new wave of impactful and inspirational leaders. Working together, as a cohort, participants will benefit from periods of reflection and practical application, supported by one-on-one coaching and peer learning.

Every Collaborative Thinking™ course/program is steeped in science related to adult learning principles, neuroscience of change, group dynamics, sociology, organizational development, wellness, and psychology. Participants leave with personalized and practical ways to build helpful daily routines.

It is easy to pick **the New Reality Offerings** that are right for you and your team:

<b>New Reality Workshops</b>		<b>Leadership Team Conversations</b>	<b>Leadership Cohort Programs</b>
 <i>Leading Self</i>	 <i>Leading Others</i>	 <i>Team Coaching</i>	 <i>Cohort-based Learning Experience</i>
<i>Focus on personal awareness, resilience, and wellness</i>	<i>Focus on building strong leadership foundations</i>	<i>Focus on engaging in meaningful dialogue and practicing skills that support team effectiveness</i>	<i>Focus on learning from a Coach and with other leaders over a 3-8 month timeframe</i>
<b><i>For All Levels of Staff, Managers, &amp; Leaders</i></b>		<b><i>For Leaders &amp; Leadership Teams</i></b>	

**Delivery methods for workshops, team conversations and cohorts include:**

- Onsite
- Virtual
- Any combination that suits your needs

**Timing** is based on your needs and can range from one hour to multi-day courses and events.

## At-a-Glance: New Reality Workshops

### Leading Self

<i>COMPETENCIES</i>	<i>COURSE TITLES</i>	<i>STRATEGIC OUTCOMES</i>
Emotional Intelligence & Resilience	<ul style="list-style-type: none"> <li>○ Leading with Emotional Intelligence</li> <li>○ Resilience and State of Mind</li> <li>○ Finding Focus &amp; Connection During Times of Uncertainty</li> </ul>	Emotionally Intelligent leaders accurately self-assess and skillfully self-manage by using practices that result in personal resilience and meaningful connections. These courses help participants identify signs of stress and implement changes to avoid burnout and walk away with new resilience-building habits to achieve greater well-being, sustain focus, and balance energy throughout the day.
Wellness & Mindfulness	<ul style="list-style-type: none"> <li>○ Managing Boundaries @ Work &amp; Home</li> <li>○ Introduction to Mindfulness</li> <li>○ Experiencing Happiness</li> <li>○ Wellness @ Work</li> <li>○ Managing Anxiety to Avoid Burnout</li> </ul>	Participants will learn about the neuroscience behind mindfulness, wellness, and habit formation. They will identify inspiring new behaviors and create simple and personalized practices to help them manage life and workplace anxiety and engage in their personal and professional lives more fully.

For All Levels of Staff, Managers, & Leaders

Select from individual courses or combine multiple courses into a Leadership Learning Series

## At-a-Glance: New Reality Workshops

### Leading Others

<i>COMPETENCIES</i>	<i>COURSE TITLES</i>	<i>STRATEGIC OUTCOMES</i>
Communication & Coordinating Work	<ul style="list-style-type: none"> <li>○ Collaborating &amp; Coordinating Together</li> <li>○ Decision Making &amp; Role Clarity</li> <li>○ Offering and Receiving Feedback</li> <li>○ Framing Conversations with Clear Purpose &amp; Outcomes</li> </ul>	Teams function and cross-function more effectively when they can implement shared skills and language related to coordination, decision making, and role clarity. Throughout these courses, staff, managers, and leaders will all benefit from refreshing their toolbox with these core skills. Applications will include framing focused conversations, negotiating shared agreements, and giving and receiving feedback. Participants will learn different decision methods and how and when to use each method.
Coaching & Managing	<ul style="list-style-type: none"> <li>○ Manager as Coach</li> <li>○ Leading Up, Down and Across</li> <li>○ Conversations for Accountability</li> <li>○ Being a More Collaborative Leader</li> </ul>	Leadership exists at all levels within any organization. Participants will practice using tools that improve trust and performance; they will learn how to frame conversations for accountability as they manage up, down and across the organization.
Leading Change	<ul style="list-style-type: none"> <li>○ Leading Others Through Turbulent Times</li> <li>○ Aligning Personal &amp; Organization Values</li> <li>○ Being Adaptive in the Current Reality</li> </ul>	Participants will explore how they can become more effective in navigating the disruption occurring as the workforce creates its “new normal.” They will gain insight on how to align their personal goals with those of the organization and learn ways to adapt in the current reality.
Conflict Management	<ul style="list-style-type: none"> <li>○ From Conflict to Collaboration</li> <li>○ Understanding Conflict Styles</li> </ul>	Using research in neurobiology, participants gain an understanding of the psychology related to conflict and how to use this knowledge to manage their mindset, recognize defensive behaviors, overcome barriers, and negotiate mutually beneficial solutions.

For All Levels of Staff, Managers, & Leaders

Select from individual courses or combine multiple courses into a Leadership Learning Series

## At-a-Glance: New Reality Team Conversations For Leadership Teams

<i>COMPETENCES</i>	<i>COURSE TITLES</i>	<i>STRATEGIC OUTCOMES</i>
Leading High Performing Teams	<ul style="list-style-type: none"> <li>○ Creating a Sense of Team in the New Reality</li> <li>○ Decision Making &amp; Role Clarity</li> <li>○ Being a Collaborative Leader</li> </ul>	Participants will discover strategies for building and sustaining a strong sense of team in any setting (virtual, onsite, and hybrid). They will learn communication styles, collaboration methods, and connection protocols for generating a sense of team and shared purpose. Through conversations, teams learn to model collaboration and facilitate decision making resulting in innovation and role clarity.
Leading Transition & Collective Healing	<ul style="list-style-type: none"> <li>○ Finding Focus and Connection in Uncertain Times</li> <li>○ Leveraging Strengths in Our New Reality</li> <li>○ Returning Together - Managing Anxiety During Transition</li> <li>○ Creating a Sense of Team for Remote and Hybrid Teams</li> </ul>	Rapid change and disruption make it difficult to focus and be productive. Exploring the neuroscience of change, participants learn strategies for managing anxieties that naturally occur during any transition. They engage in conversations related to effective ways to support hybrid teams - resulting in deeper connection, greater resilience, and more effective performance.
Understanding One Another for Team Performance	<ul style="list-style-type: none"> <li>○ Understanding the Myers-Briggs Personality Types</li> <li>○ Develop Teams Talents into Strengths</li> <li>○ Trust &amp; Triggers</li> <li>○ Excelling in a Multigenerational Workforce</li> </ul>	Participants will learn their own preferences, talents, and triggers and those of their colleagues; this allows for greater acceptance, inclusion, and diversity in the workplace. As participants learn about themselves, opportunities for deeper connection and team cohesion becomes accessible.

### For Leadership Teams

Select from individual courses or combine multiple courses into a Leadership Learning Series



## At-a-Glance: New Reality Leadership Cohorts For Leadership Teams & Cohorts

<i>COMPETENCES</i>	<i>COURSE TITLE</i>	<i>STRATEGIC OUTCOMES</i>
Coaching Skills	From Expert-Leader to Leader-Coach	Intended for people-managers at all levels, this program teaches leaders to augment traditional management techniques with the proven skills of professional coaches. Participants learn to practice a coaching approach in the context of delegating, framing critical conversations, listening, asking powerful questions that elicit insights, and sharing personal observations to accelerate employee growth. This program includes six 2-hour cohort sessions led by Executive Coaches and includes 1-hour of coaching video and 1-hour of personal reflection between sessions. Participants engage in rich dialog and practice the skills of coaching while also benefiting from being coached.
Collaborative Leadership and Executive Presence	Collaborative Leadership and Executive Presence for Senior Leaders	As markets shift, some organizations are experiencing rapid growth while others are aggressively downsizing. Both situations create complexities and uncertainties related to cross-functionality and organizational agility. This two-day workshop, intended for groups of mid to executive level leaders, will help participants explore authentic ways to be collaborative as they manage up, down and across their organization. In this workshop, participants practice six collaborative leadership skills that build trust and improve individual and collective performance far exceeding the impact of traditional methods of leadership. They engage in cross-functional conversations, negotiate shared interests and establish shared commitments. Participants explore ways to manage relationships, embody executive presence, and communicate with clarity and purpose.
Leadership Team Alignment	Custom Designed Cohort on Leadership Team Alignment	This multi-meeting experience is custom designed for leadership teams and staff, while in collaboration they gain clear alignment on practices that manifest their mission, vision, values. These meetings are highly inclusive and result in all staff and leadership having shared commitments on how to live into the desired culture. It is intended for longstanding teams that have become less productive or have lost their sense of unifying "true north."

For Leadership Teams and Cohorts of 10-25

Select from individual courses or combine multiple courses into a 3-8 month Cohort Experience.

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## LEADING SELF COURSE DESCRIPTIONS



New Reality Workshops with a Focus on Personal Awareness,  
Resilience, & Wellness

For All Levels of Staff, Managers, & Leader

All courses are interactive with experiential adult learning activities, breakout rooms, and group activities and discussions.

## Course Title: Leading with Emotional Intelligence

### Overview

Research conducted over the past 25 years shows that Emotional Intelligence (EI) is essential for effective leadership and contributes to both professional and personal success. In this session, you will learn how the self, including mind, body, and emotions – shapes how we behave in the workplace and directly impacts results.

### Objectives

- To provide an environment for participants to practice strategies used by effective leaders to increase awareness, shift behaviors, and enhance relationships and work outputs.
- Participants will draw on their own experience and leave with a commitment to put the learning into practice.
- Participants will be able to Identify how emotional intelligence (EI) positively affects performance, and use EI strategies to increase awareness, shift behaviors and enhance work relationships and results.

### Content

- What is Emotional Intelligence?
- The Impact of EI
- Increasing Self-Awareness
- EI Strategies
- Reflection and Declaration

### Target Audience

Leaders and employees at all levels

### Length

90 minutes

## What is Emotional Intelligence?

*Emotional Intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.*

Reference: Travis Bradberry & Jean Greaves: [Emotional Intelligence 2.0](#)



Reference: Daniel Goleman, *Primal Leadership*

## *Course Title: Resilience and State of Mind*

### *Overview*

In *Resilience and State of Mind*, you will explore how you can be more effective and resilient, particularly during stressful, turbulent times. By increasing self-awareness and making shifts to adjust your state of mind, you will be better able to self-manage and collaborate with others. Participants will explore the impact state of mind has on work performance, relationships, and one's own well-being, and learn how to notice, shift, and share when working with others.

### *Objectives*

This course will help you to identify:

- The impact state of mind has on work performance, relationships, and our own personal well-being.
- The ways to notice and shift our states of mind.

### *Content*

- What is State of Mind?
- Impact of State of Mind
- How to Shift Your State of Mind

### *Target Audience*

Intact Teams, or Individual Leaders

### *Length*

90 minutes

## *Course Title: Finding Focus and Connection During Times of Uncertainty*

### *Overview*

*Finding Focus and Connection During Times of Uncertainty* is designed to support intact teams as they deal with unprecedented challenges resulting from COVID-19. This facilitated session will help teams strengthen their sense of connection while exploring the impacts of the pandemic through the lens of neuroscience. Participants will learn practical strategies for increasing focus and cultivating a sense of calm and connection while working remotely.

### *Objectives*

Help participants to:

- Reclaim calm by centering
- Find ways to connect with others
- Create new routines
- Focus attention and increase self-care

### *Content*

- Where Are We? Hardships & Highlights
- Why Is This So Difficult? Insights From Neuroscience
- What Can We Do?
- Centering
- Connection
- Routines
- Focus + Self-Care

### *Target Audience*

Intact Teams, or Individual Leaders

### *Length*

90 minutes

## Course Title: *Managing Boundaries @ Work and Home*

### Overview

In our hyper-connected work world, managing boundaries at work and home seems to require the discipline and dedication of a world-class athlete. The commitment toward desired performance and quality of life are easily derailed when boundaries are weak, splintered, or non-existent. During this interactive session, participants will explore their effectiveness at managing boundaries, examine four approaches to boundary management and discuss realistic strategies for creating physical, emotional, and social limits. Participants will identify one shift to make for strengthening their boundary management.

### Objective

Participants will learn to take steps to effectively manage boundaries at work and home.

### Content

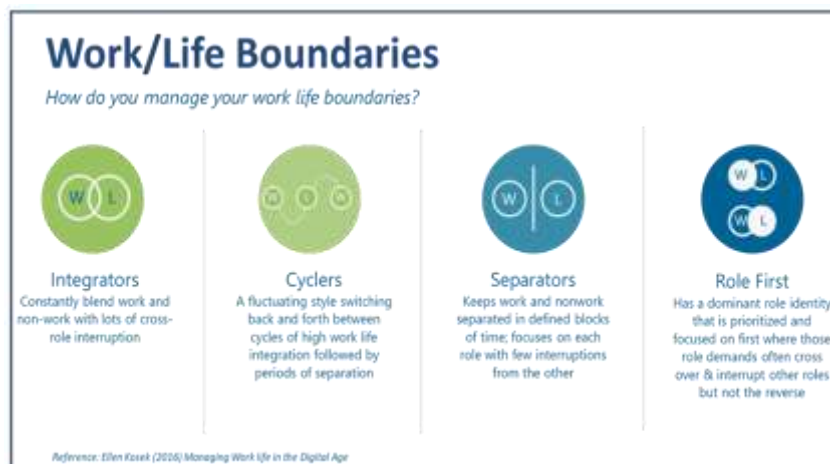
- What Makes Managing Boundaries Important?
- Four Approaches to Boundary Management
- Strategies for Managing Physical, Mental and Social Boundaries

### Target Audience

Intact Teams, or Individual Leaders

### Length

90 minutes



## Course Title: Introduction to Mindfulness

### Overview

Mindfulness is a practice of being aware and living fully in the present moment. This is more important than ever before for our individual and collective health and well-being. This engaging workshop will introduce mindfulness and the neuroscience behind it. You will also learn about mindfulness practices and the potential physical and mental health benefits.

### Objectives

For participants to ways to incorporate mindfulness into everyday life.

### Content

- What is Mindfulness?
- The Neuroscience of Mindfulness
- Benefits of Mindfulness
- Mindfulness Practice (Sitting Practice)
- How to Use Mindfulness in Your Life
- Reflection and Declaration

### Target Audience

Leaders and employees at all levels

### Length

90 minutes

### Mindfulness

*Mindfulness is awareness that arises through paying attention, on purpose, in the present moment, non-judgmentally. And, then I sometimes add, in the service of self-understanding and wisdom.*

*John Kabat-Zinn*

*Mindfulness means maintaining a moment-by-moment awareness of our thoughts, feelings, bodily sensations, and surrounding environment, through a gentle, nurturing lens.*

*Greatergood.Berkeley.edu*



## Course Title: Experiencing Happiness

### Overview:

Though there are many different definitions, happiness tends to be defined by positive emotions and life satisfaction. Participants will learn tips and ideas on how to experience happiness. The experiential learning exercises will help them to practice personal micro-habit shifts that they incorporate into their day-to-day personal and professional lives.

### Objectives

For participants to understand what makes them happy and how to experience happiness.

### Content

- How Do You Define Happiness?
- What Are The Signs of Happiness?
- Obstacles to Experiencing Happiness
- Ways to Boost Happiness
- Opportunities to Incorporate Happiness Into Your Daily Life

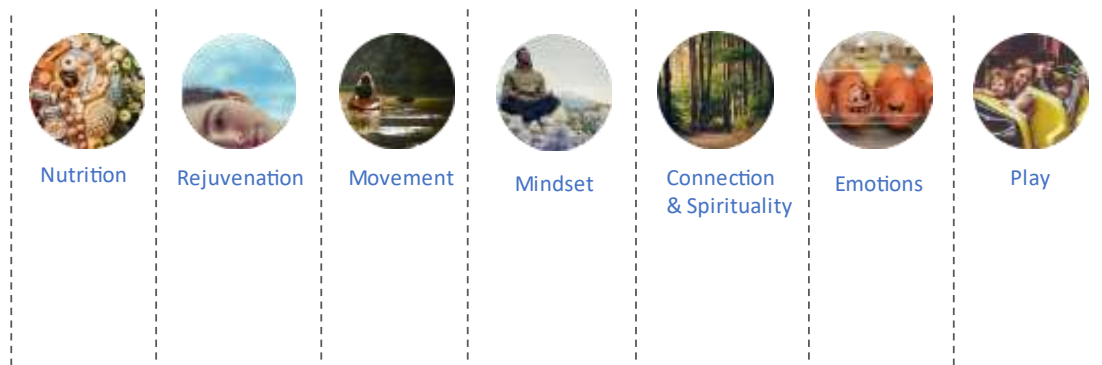
### Target Audience

Leaders and employees at all levels

### Length

90 minutes

## 7 Ways to Boost Happiness



Reproduced with permission from Monique Betty

## Course Title: Wellness @ Work Healthy Habits to Increase Productivity & Well-Being

### Overview

Are you interested in learning how small incremental changes can enhance your well-being and help you be more focused, energized, and productive at work? Find out which simple behavioral modifications can boost your mental outlook and help you engage more productively and thrive. It's no secret that your physical, mental, and emotional health are of utmost importance, no matter where you are or what you are doing. If you spend most of your day sitting at a desk, it's critical to consider how nutrition, exercise and stress-management routines can positively or negatively impact your work, as well as your overall health. This interactive session mixes health education tips with practical strategies for incremental change that will help you be more productive and move towards your health goals.

### Objectives

Learn to create Healthy Habits by:

- Identify strategies for implementing healthy habits in four main areas: Nutrition, Movement, Mindset, and Rejuvenation
- Plan to make healthy habit changes to be your best self
- Engage with others for accountability and support

### Content

Wellness and Productivity, including Healthy Habits:

1. Nutrition
2. Movement
3. Mindset
4. Rejuvenation
5. Changing Habits
6. Reflection and Declaration

### Length

Two 90-minute sessions, or one 3-hour session designed for virtual team retreats

### Target Audience

Leaders and employees at all levels or intact teams



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## Course Title: *Managing Anxiety to Avoid Burnout*

### *Overview*

Stress, anxiety, and burnout are on the rise and individuals, teams and organizations are feeling the associated challenges and are struggling to find a way forward that achieves both business success and an environment of well-being. Though we're experiencing unprecedented change alongside pressures to perform, we can build and leverage resilience to manage emotions associated with stress and change to alleviate anxiety and avoid burnout. Participants learn to recognize signs of stress and anxiety and how to build resilience with mindfulness practices. Participants walk away with new resilience-building habits to achieve greater well-being immediately.

### *Objectives*

This course provides you the tools to:

- Recognize optimal performance zones
- Understanding emotions and how to work with them
- Achieve a state of authenticity through congruence in mind, body, and emotions
- Learn about emotions and how they serve us in managing stress
- Build resilience through neuroscience-based mindfulness practices

### *Content*

- Optimal Performance vs. Anxiety and Burnout
- The power of Emotions
- Managing Anxiety to Avoid Burnout
- Mindfulness Practices
- Building Resilience Habits and Intention Setting

### *Target Audience*

Leaders and employees of all levels

### *Length*

1 ½ - 2 hours

## LEADING OTHERS COURSE DESCRIPTIONS



New Reality Workshops that Provide a Toolbox to Build Strong Foundations

**For All Levels of Staff, Managers, & Leaders**

All courses are interactive with experiential adult learning activities, breakout rooms, and group activities and discussions.

## *Course Title: Collaborating & Coordinating Together*

### *Overview*

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees coordinate. Increased reliance on technology and asynchronous communication can impede effective coordination. As organizations are comprised of networks of agreements, the best way to improve performance and results is to enhance the quality of agreements made throughout the organization.

### *Objectives*

- During this session, participants will review how to make effective requests, offers and agreements to coordinate action and manage agreements
- Identify steps for resolving broken agreements
- Identify one shift to implement immediately

### *Content*

- Effective Requests, Offers and Agreements
- Coordinate Action and Manage Agreements

### *Target Audience*

Leaders and employees at all levels

### *Length*

90 minutes

## Course Title: Decision Making and Role Clarity

### Overview

Making quality decisions and getting buy-in is an essential skill for leaders at all levels. In this workshop, learn the different types of group decision-making processes, when to use each, and why having a clearly defined process can be important for teams and organizations. Participants will learn to clarify roles and coordinate accordingly. Using real-work examples, participants will learn how to plan purposeful meeting agendas, facilitate collaborative conversations, and use different decision-making approaches. Special emphasis will be placed on framing meeting objectives, facilitating dialogue, and engaging group members using different decision-making methods.

### Objectives

- Open and frame meetings with clear purpose, outcomes, and process.
- Distinguish between different types of group decision-making processes (leader-made/directive, leader-informed/consultative, consensus and majority) and recognize when to use each.
- Practice facilitating different decision types.
- Clarify the roles of key players to distinguish between who should be accountable, responsible, consulted, or informed,
- Plan and facilitate conversations using different decision-making approaches.
- Practice coordinating for action by making clear requests and offers and negotiating shared agreements.

### Content

- Group Decision-Making Processes
- Key Roles and Responsibilities
- Planning and Facilitating Decision-Making Conversations
- Reflection and Declaration

### Target Audience

Leaders and employees at all levels

### Length

2 to 4 hour session

## Deciding How to Decide



Collaborative Thinking, LLC © 2020

## *Course Title: Offering and Receiving Effective Feedback*

### *Overview*

Giving feedback effectively is a core skill for collaboration, and in our rapidly evolving world of work, feedback is necessary to adapt, reinforce, or continually improve.

### *Objectives*

- During this session, participants will review how to give appreciative and developmental feedback effectively by focusing on the impact of key behaviors
- Participants will gain insight into how their state of mind impacts the way they give and receive feedback
- Participants will identify one shift to implement immediately

### *Content*

- Appreciative Feedback
- Developmental Feedback

### *Target Audience*

Leaders and employees at all levels

### *Length*

1 ½ - 2 hours

## Course Title: *Framing Conversations with Clear Purpose, Outcomes and Process*

### Overview

Whether you are sharing information, making decisions, coordinating work, or giving feedback—effective conversations at work begin with a clear purpose, outcomes, and process. During this session, participants will review how to frame conversations with three essential elements: purpose, outcomes, and process. They will review decision-making methods, and practice framing and facilitating conversations with POP (Purpose, Outcomes, Process). Participants will identify one shift to implement immediately.

### Objectives

- Learn the framework to define Purpose, Outcomes and Process (POP)
- Frame and facilitate conversations with Purpose, Outcomes and Process

### Content

- Planning With Purpose, Outcome, Process
- Practice: Idea Generation
- Decision Methods + Active Listening
- Practice: Leader-Informed Decision

### Target Audience

Leaders and employees at all levels

### Length

90 minutes



## *Course Title: Manager as Coach*

### *Overview*

In today's work environment, managers must know when and how to shift into the role of coach (vs. teacher or mentor) to meet the many challenges they face. In this interactive course, you will learn the essential skills managers use to coach people for improved performance and professional development. You will learn distinctions for holding conversations that build awareness and get results. You will practice communication skills to coordinate action with clear expectations and provide effective feedback. Participants will draw on their own experience, so examples are relevant, and leave with a commitment to put the learning into practice.

### *Objectives*

- To be able to distinguish between three leadership roles: coach, trainer, and mentor and when to step into each
- Practice communication skills such as active listening, making declarations, asking powerful questions, and grounding assessments which coaching others

### *Content*

- Leader as Coach Distinctions
- Communication Skills
- Listening, Asking Questions
- Speech Acts for Coordinating Action
- Providing Effective Feedback
- Reflection and Declaration

### *Target Audience*

Leaders and employees at all levels

### *Length*

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client's convenience

## *Course Title: Leading Up, Down, and Across*

### *Overview*

This five-part series focuses on incorporating skills for coaching your team, developing a collaborative leadership style for working with peers, and helping you develop skills for managing up. Traditionally we focus on managing our direct reports, yet, managing across and up is of major importance to leaders at all levels. Whether you are a new supervisor, experienced manager or member of a C-suite, these skills will support your ability to engage skillfully with stakeholders inside and outside your immediate team.

### *Objective*

Learn to embody a collaborative leadership style while engaging at any level within your organization.

### *Content*

- Manager as Coach
  - Part 1: Coaching Tools and Skills
  - Part 2: Communication and Coaching Skills
  - Part 3: Conversations for Accountability
- Managing Across: Being a Collaborative Leader
- Managing Up: The Larger Purposes

### *Target Audience*

Existing managers, project team managers, up and coming managers

### *Length*

Five part series, with each session being 2-3 hours in length



## *Course Title: Conversations for Accountability*

### *Overview*

Vital Accountability is a proactive approach to managing expectations based on understanding what motivators drive performance. Participants will learn how to have productive accountability conversations from the start by beginning with a common purpose, setting clear expectations, managing, and monitoring progress, and evaluating results to drive accountability in a positive way. This course will enhance participants' understanding of accountability whether they are delegating work to others, leading a project team, or negotiating with peers.

### *Objectives*

- Identify three motivators that drive performance
- Recognize how state of mind impacts performance and results
- Frame accountability conversations with clear purpose and outcomes
- Use collaborative communication skills to create a shared understanding and establish a common purpose
- Coordinate action effectively to set expectations for accomplishing tasks and working collaboratively
- Manage agreements, monitor progress, and adjust as needed
- Evaluate results and feedforward by owning your part and creating shared learning

### *Content*

- Setting Expectations
- Advocacy and Inquiry
- Requests, Offers and Agreements
- State of Mind

### *Target Audience*

Leaders and employees of all levels

### *Length*

Two 2.5-hour sessions. Scheduled on two consecutive days or at the client's convenience

## *Course Title: Being a Collaborative Leader*

### *Overview*

Never before has collaboration been more necessary or more challenging. Becoming a More Collaborative Leader is designed for managers and leaders who want to leverage collaboration within their unit, the organization and/or with external stakeholders and partners. Participants will examine how Collaborative Leadership differs from traditional approaches and explore how mindsets, ways of working and organizational culture can facilitate or impede collaboration.

### *Objectives*

- Distinguish between collaborative leadership and traditional leadership
- Identify shifts to enhance your Collaborative Leadership Skills
- Learn key elements and practices of Emotional Intelligence including somatic awareness
- Plan to increase and enhance collaboration through incremental changes

### *Content*

- What is Collaborative Leadership?
- Becoming a More Collaborative Leader
- Planning the Way Forward

### *Target Audience*

Intact leadership teams or open enrollment for leaders at any level.

### *Length*

1 ½ - 2 hours

## Course Title: Leading Others Through Turbulent Times

### Overview

Leading Others Through Turbulence is designed to explore how leaders can be more effective as they navigate more disruption as the workforce returns to the workplace. In this facilitated session, leaders will focus on prioritizing self-care as well as enhancing connectedness and flexibility while working remotely and managing others. Participants will learn practical strategies for holding empathic conversations to connect and check-in with staff while also providing support of their priority work.

### Objectives

At the completion of this course, you will be able to:

- Connect with each other
- Prioritize self-care
- Return to center
- Hold conversations to check-in, plan and provide support
- Identify ways to be flexible during change

### Content

- Self-Care and Centering Practice
- Conversations to Connect and Check-In
- Flexibly Responding to Change




### Target Audience

Intact leadership teams or open enrollment for leaders at any level

### Length

1 ½ to 2 hours

## Adaptive Leadership in Turbulent Times

- 
**Self-Care**  
 Creating space to care for ourselves, be resilient so we can lead others through turbulence
- 
**Connection**  
 Connecting with empathy in ways that support others and enables performance
- 
**Flexibility**  
 Aligning and realign to changing priorities



## *Course Title: Aligning Personal & Organization Values*

### *Overview*

Consider what more you want from your team and how are you currently supporting efforts to accomplish this. Are there things getting in the way? How are you currently modeling the way? We will take a different approach in this workshop. We'll create the environment for you to reflect and develop a plan to getting the most out of your team by modeling the way.

### *Objective*

Identify behaviors you will model to lead your team in alignment with your organizations goal and values.

### *Content*

- Values & Vision
- Behaviors that bridge the gap and manifest the vision and values
- Your Teams in Action
- How to Model the Way

### *Target Audience*

Leaders and employees at all levels

### *Length*

90 minutes

## *Course Title: Being Adaptive in the Current Reality*

### *Overview*

Being Adaptive in the Current Reality is designed to help leaders focus the collective efforts of their team/unit/organization as they deal with technical and adaptive challenges made more difficult by our current context and the COVID-19 pandemic. In this facilitated session, leaders will apply new distinctions and explore possibilities for change. Participants will apply insights to real-life issues.

### *Objectives*

For leaders to be able to apply new distinctions and explore possibilities for change. For participants to be able to apply insights to real-life issues.

### *Content*

- Technical and Adaptive Challenges
- Shifting Perspectives
- Conversations to Explore Possibilities

### *Target Audience*

Intact leadership teams or open enrollment for leaders at any level

### *Length*

90 minutes

## Course Title: From Conflict to Collaboration

### Overview

Navigating conflict successfully has become an essential skill in today's workplace. In this experiential session, you will explore how conflict, managed well, can be a source of creativity and lead to improved results, stronger relationships, and more collaborative workplaces.

### Objectives

- Participants will leave with increased self-awareness and practical strategies for managing triggers and defensive behaviors to engage in productive conflict conversations.
- By reframing conflict as a source of creativity, participants will work on shifting mindsets and using effective communication skills to surface underlying concerns and interests, gain cooperation, explore, and co-create collaborative solutions.

### Content

- What is Productive Conflict?
- The Stress Response
- Managing Triggers and Defensive Behaviors
- Conflict Styles and Communication
- Power of Deep Listening
- Advocacy and Inquiry
- Relationship Management
- Strategies for Productive Conflict Conversations
- Reflection and Declaration

### Target Audience

Leaders and employees at all levels

### Length

Two, 2 ½ hour sessions. Scheduled on two consecutive days or at the client's convenience

## From Conflict to Collaboration



Adapted from: Radical Collaboration by James W. Tamm and Ronald J. Luyet

## *Course Title: Understanding Conflict Styles Using the Thomas-Kilmann Conflict Mode Instrument (TKI)*

### *Overview*

Using the Thomas-Kilmann Conflict Mode Instrument, participants will identify their default conflict styles, and learn how and when to adapt. Five different conflict modes will be explored. Participants will walk away with increased self-awareness about their own tendencies, and practical techniques for how they can adapt their style to manage conflict more effectively.

### *Objectives*

- Identify your 'go to' conflict style(s) using the Thomas-Kilmann Conflict Mode Instrument (TKI)
- Recognize differences between conflict modes and identify when they are likely to be most effective
- Use strategies to adapt your conflict style in different scenarios

### *Content*

- Introduction to Conflict and the Thomas-Kilmann Conflict Mode Instrument
- Interpreting your Results
- The Five Conflict Modes
- Strategies for Adapting your Conflict Style
- Reflection and Declaration

### *Target Audience*

Leaders and employees at all levels

### *Length*

2 to 3 hours

## LEADERSHIP TEAM CONVERATIONS



### **New Reality Conversations that Help Teams Engage in Meaningful Dialogue**

#### **Conversations for Leadership Teams**

All sessions are interactive with experiential adult learning activities, breakout rooms, and group activities and discussions.



## Team Conversation: Creating a Sense of Team in the New Reality

### Overview

The rapid shift from co-located teams to a distributed, remote workforce, has affected how employees collaborate and has challenged the sense of community that teams typically need to thrive. The feeling of connectedness that comes from working in proximity and on shared purpose is not naturally present in a virtual setting, nor when some of the team is virtual and others are in person. Teams can fragment and prefer one group over the other. It is possible, however, to sustain an empowering sense of community and connectedness.

### Objectives

- Be able to address the challenges brought about by the remote/in-person work ecosystem
- Learn a simple approach to sustaining the sense of closeness that empowers effective collaborations
- Develop practical skills to cultivate a sense of team by staying aligned to what matters most, elevate, and sustain strong levels of connection and provide clear communication

### Content

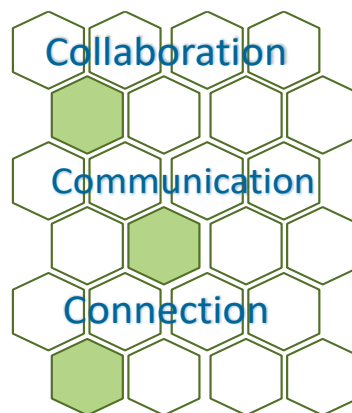
- Strategies for Building and Sustaining a Strong Sense of Team in Any Setting (virtual, onsite and hybrid)
- Communication, Collaboration, and Connection Protocols for Generating a Sense of Team and Working Toward a Shared Purpose

### Target Audience

Leaders and employees at all levels, or intact teams

### Length

90 minutes



## Team Conversation: Decision Making and Role Clarity

### Overview

Making quality decisions and getting buy-in is an essential skill for leaders at all levels. In this workshop, learn the different types of group decision-making processes, when to use each, and why having a clearly defined process can be important for teams and organizations. Participants will learn to clarify roles and coordinate accordingly. Using real-work examples, participants will learn how to plan purposeful meeting agendas, facilitate collaborative conversations, and use different decision-making approaches. Special emphasis will be placed on framing meeting objectives, facilitating dialogue, and engaging group members using different decision-making methods.

### Objective

- Open and frame meetings with clear purpose, outcomes, and process.
- Distinguish between different types of group decision-making processes (leader-made/directive, leader-informed/consultative, consensus and majority) and recognize when to use each.
- Practice facilitating different decision types.
- Clarify the roles of key players to distinguish between who should be accountable, responsible, consulted, or informed.
- Plan and facilitate conversations using different decision-making approaches.
- Practice coordinating for action by making clear requests and offers, negotiating shared agreements.

### Content

- Group Decision-Making Processes
- Key Roles and Responsibilities
- Planning and Facilitating Decision-Making Conversations
- Reflection and Declaration

### Target Audience

Leaders and employees at all levels

### Length

90 minutes or a more extensive four-hour session

### Deciding How to Decide



Collaborative Thinking, LLC © 2020

## *Team Conversation: Being a Collaborative Leader*

### *Overview*

This interactive workshop will prepare you to influence and motivate a team to work cohesively toward shared goals. You will learn how groups move through stages of development to become high performing teams. During this session, you will examine team roles and explore ways of defining on operating norms. Using real life scenarios, you will learn how to frame conversations with clear purpose and outcomes, how to coordinate for action by establishing shared agreements, and how to engage conversations using different decision-making methods.

### *Objectives*

- Describe the stages of team development.
- Clarify roles and norms for working collaboratively.
- Frame conversations with clear purpose and outcomes.
- Know when and how to use different group decision-making methods.

### *Content*

- Stages of Team Development
- Roles and Operating Norms
- Purposeful Conversations
- Declarations, Requests, Offers and Agreements
- Decision Methods

### *Target Audience*

Leaders and employees at all levels

### *Length*

2 to 3 hours

## *Team Conversation: Finding Focus and Connection in Uncertain Times*

### *Overview*

Finding Focus and Connection in Uncertain Times is designed to support intact teams as they deal with unprecedented challenges resulting from COVID-19. This facilitated session will help teams strengthen their sense of connection while exploring the impacts of the pandemic through the lens of neuroscience. Participants will learn practical strategies for increasing focus and cultivating a sense of calm and connection while working remotely.

### *Objectives*

Help participants to:

- Reclaim calm by centering
- Find ways to connect with others
- Create new routines
- Focus attention and increase self-care

### *Content*

- Where Are We? Hardships & Highlights
- Why Is This So Difficult? Insights From Neuroscience
- What Can We Do?
- Centering
- Connection
- Routines
- Focus + Self-Care

### *Target Audience:*

Leaders and their intact teams,  
 or open enrollment for leaders  
 and employees at all levels

### *Length*

90 minutes

## *Team Conversation: Leveraging Strengths in Our New Reality*

### *Overview*

To be successful in today's complex and uncertain world, individuals must prioritize self-care, build connections with others, and maintain focus and flexibility. Leveraging Strengths in Our New Reality provides intact teams an opportunity to connect with one another and share their strategies for working in the new reality. In this facilitated session, participants will learn how to overcome the negativity bias, and how to build new habits to help them thrive.

### *Objectives*

This course will provide you with ways to leverage the positive by:

- Sharing strategies for adapting to the new reality
- Taking in and seeing The Good
- Building new habits

### *Content*

- What is your State of Mind?
- Strategies for Adapting (Self-care, Connection, and Focus/Flexibility)
- Focus on the Positive
- Change One Thing – How to Form a New Habit

### *Target Audience*

Leaders and their intact teams, or open enrollment for leaders and employees at levels

### *Length*

90 minutes

## *Team Conversation: Returning Together – Managing Anxiety During Transition*

### *Overview*

Uncertainties and new disruptions related to returning to the workplace are creating anxiety. Self-management starts with being aware of our emotions which enables us to recognize anxiety and then manage it to avoid burnout. We manage relationships by connecting with more listening, empathy, and compassion. In this session, we will explore sound methods for self-awareness and regulation to minimize anxiety, and lead/operate from an optimal state. Participants will practice connecting with colleagues through listening with empathy and compassion.

### *Objectives*

- Understand the benefits of emotions including anxiety/stress
- Use strategies to avoid burnout
- Connect with empathy and compassion

### *Content*

- Self-Awareness
- Building On Success
- Preparing For More Change - Strategies for Managing Anxiety to Avoid Burnout
- Awareness of Others
- Supporting Others with Compassion, Empathy, and Listening

### *Target Audience*

Leaders and their intact teams, or open enrollment for leaders and employees at all levels

### *Length*

90 minutes

## *Team Conversation: Creating a Sense of Team – For Remote and Hybrid Teams*

### *Overview*

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees collaborate and has challenged the sense of community that teams typically need to thrive. The feeling of connectedness that comes from working in proximity and on shared purpose is not naturally present in a virtual setting, nor when some of the team is virtual and others are in person. Teams can fragment and prefer one group over the other. It is possible, however, to sustain an empowering sense of community and connectedness. This course addresses the challenges brought about by the remote/in-person work ecosystem and presents a simple approach to sustaining the sense of closeness that empowers effective collaborations. Participants will learn practical skills for building community in remote teams as well as how to leverage the innate resources we all must build rapport and connection in physical and virtual team settings.

### *Objective*

Empower collaboration and team effectiveness by improving the feeling of closeness among team members.

### *Content*

- Strategies for building and sustaining a strong sense of team in virtual settings
- Communication protocols, psychological principles of rapport building and co-regulation, and the skills for healthy virtual relationships

### *Target Audience*

Leaders and employees at all levels, or intact teams

### *Length*

60 to 90 minutes

## *Team Conversation: Understanding the Myers Briggs Type Indicator (MBTI)*

### *Overview*

The Myers-Briggs Type Indicator (MBTI) is one of the most widely used tools for personal and team development. This research-based self-assessment has been used in organizations for more than 40 years with very practical applications. Insights gained by understanding type preferences can be used to:

- Improve workplace communications
- Increase self-awareness
- Resolve conflict more efficiently
- Build team synergy and performance

Prior to the workshop, participants will complete the MBTI online. During the session, participants will engage in experiential activities to better understand the different preferences, and how these preferences combine to describe 16 distinctive personality types. Each person will receive a personal feedback report and identify their “best fit” type. With this insight, participants will reflect on their individual work context and identify opportunities where they might adapt their style to best suit situations.

### *Objectives*

- Use the MBTI to increase self-awareness of individual personality preferences
- Recognize differences in four areas of personality preferences
- Use the MBTI to understand and appreciate differences among self and others
- Recognize how awareness of personality preferences can bring benefit to workplace interactions including meeting management, individual and group decision- making and general communication
- Apply understanding of Type to their own work context and identify behavioral shifts and strategies that will have a positive impact

### *Content*

- Introduction to Type and the MBTI
- Four Preference Pairs and Interactive Exercises
- Interpreting Your Results from the MBTI
- Applying Type in the Work Context (How Type Shows Up in Meetings, Decision Making, and Communication)

### *Target Audience*

Leaders and employees at all levels

### *Length*

2 to 3 hours, or a series of 2-hour trainings that would benefit team integration and communication



## *Team Conversation: Develop Your Team's Talents into Strengths*

### *Overview*

This two-section program uses the Clifton Strengths online assessment for team members to learn their unique talents and those of their co-workers. Talents are the driving force behind an individual's performance. Talents influence a person's actions, biases, opinions, and choices. For a team to create sustained growth and success, its members must continuously invest in each other's strengths while building better relationships within the group. During times of change and transition, collaboration among team members is essential. People operating from their strengths are more collaborative and have more positive, creative, and innovative moments.

Prior to the workshop individuals will complete the Clifton Strengths online assessment and receive their *All 34 Strengths Insight Report* plus other online tools to learn more about their talents.

### *Objectives*

- Identify your own unique talents and the talents of others
- Learn to utilize talents to help others to grow, develop an improve workflow and collaboration

### *Content*

Section One – Individual – learning your unique talents

- Recognizing Different Talents
- Passion and Power of Talents
- Leveraging Talents to Drive Success

Section Two – Using your collective talents to work together

- Your Ideal Team
- Team Success
- Domains of Teams
- Your Unique Contribution
- Top & Lesser Strengths
- Moving Forward

### *Target Audience*

Leaders and Employees at all levels

### *Length*

Two, 2 ½ hour sessions. Scheduled on two consecutive days or at the client's convenience

## *Team Conversation: Trust & Triggers*

### *Overview*

Explore how well-managed conflict can be a source of creativity and lead to improved results, stronger relationships, and more collaborative teams.

### *Objectives*

- Recognize conflict as a potential source of creativity, greater relationships, improved results, increased collaboration
- Use self-awareness to set new intentions and practice collaborative behaviors
- Identify practical strategies for managing triggers and overcoming defensive behaviors

### *Content*

- Conflict to Collaboration Discussion
- Cohesive Teams and Team Life Cycle
- Collaboration Success vs Breakdown
- Conflict in Organizations
- Noticing and Managing Self
- Managing Triggers and Defensive Behaviors

### *Target Audience*

Leaders and employees at all levels

### *Length*

90 minutes to 3 hours

## *Team Conversation: Excelling in a Multi-Generational Workforce*

### *Overview*

While each generation has experienced different ‘shapers’ or key events that impacted the formation of their values. We can see these values playing out in the workforce and how each generation has tendencies to make decisions, lead and follow in way unique to them.

In this workshop you will reflect on the key societal events, technologies, and arts relevant to each generation. You’ll use this context to predict how each generation is driven and to identify ways you might best engage within your own generation and with each of the other three.

Today’s workforce consists of 51% millennials. This generation is often referred to as a global generation steeped in technology. Appreciating each generation and embracing their context is a helpful step toward managing cross generational relationships.

### *Objectives*

- Identify generational ‘shapers’ that each of four generations experienced during their formative years and the impact these shapers had on collective values
- Learn about your own and other generations relate to authority, commonly engage in the workplace, and how their decisions are informed
- Gain appreciation for each generation and identify ways to manage relationships across all generations

### *Content*

- What Are the Different Generations?
- What Shapers Impacted the Collective Values of Each Generation?
- How Each Generation Experiences Technology, The Arts, And Organizational Engagement
- Shifting One’s Self-Perspective to More Fully and Effectively Engage Across Generations

### *Target Audience*

Leaders and employees at all levels

### *Length*

2 to 3 hours

## *Team Conversation: Coordinating Work Effectively*

### *Overview*

The rapid shift from co-located teams to a distributed, remote workforce has affected how employees coordinate. Increased reliance on technology and asynchronous communication can impede effective coordination. As organizations are comprised of networks of agreements, the best way to improve performance and results is to enhance the quality of agreements made throughout the organization.

### *Objectives*

- Learn ways to improve performance
- Coordinate action and manage agreements

### *Content*

Effective Requests, Offers and Agreements

### *Target Audience*

Leaders and employees at all levels

### *Length*

60 minutes

## *Team Conversation: Managing Effective Meetings*

### *Overview*

The ability to plan and facilitate effective meetings is an essential leadership competency. Well-managed meetings lead to greater clarity of purpose, increased accountability, and improved performance and results. Leaders and staff desire meetings that are purposeful, participative, and result in meaningful mission-focused discussions and decisions. This interactive workshop will provide individual insight and group practice in meeting planning and facilitation. Participants will use results of a self-assessment to increase their self-awareness of their meeting management behaviors. They will identify personal skills they seek to improve when managing meetings.

While using real-work examples, special emphasis will be placed on preparing effective agendas including communicating meeting purpose, objectives, and outcomes, as well as facilitating efficient collaborative dialogue, and engaging group members using different decision-making methods.

### *Objectives*

- Identify and describe four fundamental elements of effective meetings-Planning, Opening, Facilitating, Closing
- Plan purposeful meetings with clear outcomes while using effective processes
- Model effective meeting behaviors using increased self-awareness of one's own meeting behaviors and habits
- Close a meeting and plan follow up steps
- Identify personal steps to practice when planning and facilitating meetings

### *Content*

- A Model for Effective Meeting Management
- Self-Assessment of Effective Meeting Management Behaviors
- Planning Purposeful Meetings with Clear Outcomes
- Opening Meetings Effectively
- Closing Meetings Effectively
- Action Planning—Putting It Into Practice

### *Target Audience*

Leaders and employees at all levels

### *Length*

60 to 90 minutes

## LEADERSHIP COHORT PROGRAMS



### **New Reality Programming that Grows Capability, Deepens Roots, and Reinforces Culture**

For Leadership Teams and Cohorts of 10-25

Select from individual courses or combine multiple courses into a 3-8 month Cohort Experience.

## Program Title: From Expert-Leader to Leader-Coach

### Overview

Intended for people managers at all levels, this program teaches leaders to augment traditional management techniques with the proven skills of professional coaches.

### Objectives

Learn to leverage coaching skills and the coaching approach in the context of critical conversations. Improve listening, ask more powerful questions, and share insights in a more productive manner.

### Delivery Method

- Independent Study with videos and reflection question
- 6 x 90-minute facilitated sessions
- Delivered in Cohorts of 6 to 18

### Content

- What It Means to be A Leader who Coaches
- Why Coach
- When Coaching Works Best
- The Coaching Mindset
- The Flow of Coaching Conversations
- Fundamental Coaching Skill: Listening to Understand
- Fundamental Coaching Skill: Asking Great Questions
- Fundamental Coaching Skill: Sharing Insights
- 1:1 Coaching Demonstration

### Length

~15 hours of total instruction spaced across 3 to 6 months, with 6 hours asynchronous and 9 hours live (in-person or Zoom)

### Target Audience

C Suite Executives, HR Executives, Middle Managers, Project Managers, Emerging New Leaders

## From Expert-Leader to Leader-Coach



## *Program Title: Collaborative Leadership and Executive Presence for Senior Leaders*

### *Overview*

As markets shift, some organizations are experiencing rapid growth while others are aggressively downsizing. Both situations create complexities and uncertainties related to cross-functionality and organizational agility. This two-day workshop, intended for groups of mid to executive level leaders, will help participants explore authentic ways to be collaborative as they manage up, down and across their organization. In this workshop, participants practice six collaborative leadership skills that build trust and improve individual and collective performance far exceeding the impact of traditional methods of leadership. They engage in cross-functional conversations, negotiate shared interests and establish shared commitments. Participants explore ways to manage relationships, embody executive presence, and communicate with clarity and purpose.

### *Objectives*

- Help accelerate employee growth
- Boost employee and team performance, accountability, and ownership

### *Delivery Method*

- Executive Coaching
- Leadership Development in person session – 2 days
- Delivered in Cohorts of 6 to 18

### *Content*

- Identify distinctions between collaborative and traditional leadership
- Practice 6 key collaborative leadership skills while managing up, down and across
- Deepen self-awareness and build your signature leadership presence
- Learn about behaviors that build and maintain trust
- Negotiate interest and establish shared agreements
- Collaborate cross-functionally

### *Length*

2 days full days and 6 months of 1:1 coaching

### *Target Audience*

C Suite Executives, HR Executives, Middle Managers, Project Managers, Emerging New Leaders





## *Program Title: Custom Designed Cohort on Leadership Team Alignment*

**Overview:** This is a custom program intended to build alignment for leadership, management, and front-line teams on mission, vision, and values. Teams that are aligned on these foundational elements perform better and experience less organizational friction. This workshop can be designed for new teams who are in their forming stage or for more long-standing teams that have become unfocused and need to re-create their norms together.

### *Objectives:*

Objectives will vary by program due to customization but will generally focus on building alignment, mission, vision, and values.

### *Delivery Method*

In-person Instructor-led; online; self-paced online; virtual instructor-led; blended

### *Content*

Custom designed to focus on your organizational mission, vision, and values. Previous content has included:

- Establishing and clarifying shared purpose so that all team members are aligning their efforts to an agreed on “true north”
- Shaping the work culture through cocreated, explicit and agreed upon values and norms that support effective teamwork
- Building and strengthening skillsets essential for effective interpersonal and team dynamics.

### *Length*

½ day to multiple days, facilitated monthly for up to 6 months

### *Target Audience*

New teams, teams with new members, long standing teams that are working on alignment