

- ▶ What do you all think of when you hear the word 'honesty'?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ For this week we are going to think of honesty as being clear and straight in your communication. When we are clear and straight in our communication, people know they can trust us. Often times being direct might seem impolite, but in a work setting, it can clear up a lot of misunderstandings. Imagine that you ask a co-worker to complete a task for you. If that person says, "I'll try", you aren't sure what that means. Will the task get completed? If the person says, "I just can't, I am slammed," then you might be disappointed, but at least they were honest with you and you can adapt your expectations and make a new plan.



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- ▶ Can you think of someone who communicates in a very clear and straightforward manner?
- ▶ Today as you go through your work, think about how you can communicate in an honest way. Think about how you can be clear and straight in your communication, and pay attention to how others are communicating in this manner.



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- ▶ Today's concept is intention. Intention is defined as an aim or a purpose. Thinking about intention can help us understand more clearly how to communicate honestly. When we speak with intention, we have a specific aim or purpose for what we are communicating. Sometimes it helps to just stop and consider what we want to get out of a conversation before we start one. Just a short pause can help.

- ▶ This week we will pay attention to the intention of our communication by asking three questions before we speak:
 1. *Is it true?*
 2. *Is it necessary?*
 3. *Is it kind?*

- ▶ Today as you go through your work, pay attention to the intention behind your communication. What are you hoping to achieve with your statements? What is your best intention?



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Before we move into today's concept, can anyone share an example of how they communicated with intention yesterday? Did anyone use the three questions? Can anyone remember what the three questions are?

(Allow a few people to answer and share your own experience.)

Today we will focus on the different elements of communication. When you hear the phrase, "It's not just what you say but how you say it," what comes to mind?

(Allow a few people to share.)

Only 30% of our communication is expressed verbally. That means the other 70% is shared non-verbally through our body language. Therefore, the majority of our messages come from eye contact, facial expressions, posture, and gestures.



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- ▶ In addition to body language, how we say what we say (tone, emphasis, pace, etc.) has a significant impact on the way our words are received. Consider this statement: A coworker asks you to help them with a task, you respond with an agitated tone: "Yeah, sure" OR a light, kind tone: "Yeah, sure."
- ▶ Despite saying the exact same thing - what was different about these two statements?
- ▶ So, when we are clear and straight in our communication, and we consider what intention we have before we speak, the outcome will be much more positive. When we make a goal to use communication to create positive outcomes, it can shape the culture around you for the better.
- ▶ Throughout the day pay attention to your body language and tone. Notice how it impacts the way in which your communication is received.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that honesty means being clear and straight in your communication.
- ▶ We learned to communicate with intention by asking three questions before we speak: *1. Is it true? 2. Is it necessary? 3. Is it kind?*
- ▶ We also learned that it is not just what you say but how you say it.
- ▶ Lastly, we discussed how positive communication can create a dynamic and supportive workplace.

(Ask the group, what stuck with you most and why?)

Open the floor for examples.



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- ▶ What comes to mind when you hear the word authenticity?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ For this week we are going to think of authenticity as just being yourself. How well do you know yourself? What are your greatest strengths in the workplace? What areas do you need the most support? Being aware of our strengths and weaknesses helps us know when to step up and take initiative, and when to ask for help.



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- ▶ The hardest part of authentic communication is being able to open up and share a weakness. For example, when we struggle with something at work, we often get defensive. It is easier to place blame elsewhere rather than to open up and say, 'this is hard.' Or even to say, 'I need help.' If you do open up and ask for help, you are doing something that shows strength-- adapting to your situation.
- ▶ Today as you go through your work, keep the concept of authenticity at the forefront of your mind. What does it mean to just be yourself? What are your greatest strengths and weaknesses and how do they impact your work and the people around you?



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Before we move into today's concept, can anyone share an example of how they communicated with authenticity?

(Allow a few people to answer; then share an example.)

You might wonder, how can I communicate with authenticity? Today's concept focuses on "I" vs "you" communication. When we communicate, we can only speak from our own perspective. I can clearly state what I feel or think, however, I can only assume what you feel or think. Despite this, we typically communicate in "you statements" which are often interpreted as blame or judgement and can lead to a defensive response.

For example, when someone drops the ball at work, it is easy to get frustrated and say, "you were supposed to get this done and you haven't." You can re-frame a tough situation like this by saying, "I know you are really busy. How can I help you with our project?"



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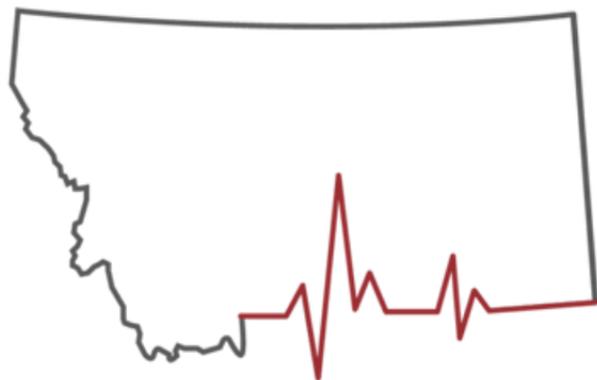
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- ▶ Consider how you felt when you heard the "you" statement compared to the "I" statement.
- ▶ Today as you go through your work day, practice using "I" statements over "you" statements and observe others doing so. Notice how it impacts the way your communication is received. Let's share examples tomorrow.



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- Before we move into today's concept, can anyone share an example, or comment on their experience using "I" vs. "you" statements?

(Let a few folks in the huddle answer.)

- Today let's focus on both components of communication: sharing information as well as receiving and understanding information. Needing to be right never works out. It stops you from being able to really listen.
- When someone communicates to you with a sense of urgency, it means that they want to be heard. You can show them that you are actively listening by stopping what you are doing, turning to them, and making eye contact. You can demonstrate that you understand by repeating important parts of the conversation back to them.



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- By actively listening, you show them that their emotions and concerns are important to you. This is an example of how you can be real with a person, and not just right.
- Today as you go through your work day, practice active listening. Think about how being real is part of being an authentic communicator and how it can improve your workplace relationships.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that authenticity means just being yourself.
- ▶ We discussed being comfortable with our strengths and weaknesses in the workplace and knowing when to step up and lead and when to ask for help.
- ▶ We also learned the importance of speaking from our own perspective.
- ▶ And finally, we discussed being real and not right.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- What comes to mind when you hear the word integrity?

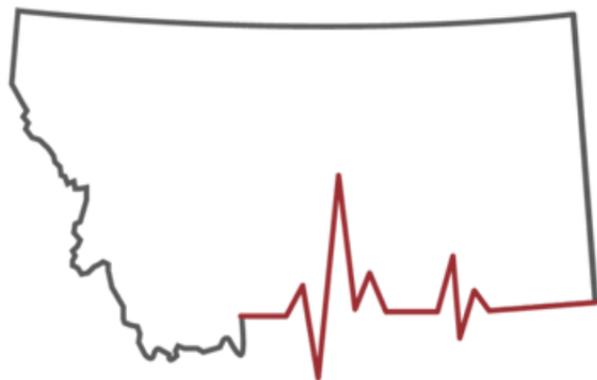
(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- For this week we are going to think of integrity as being your word, actually doing what you say, and being somebody people can trust. Today let's focus on the first part of the definition: being your word. How much of what you say do you really mean? By tuning in before speaking we can become aware of what we are communicating, because once we say it, we must own it.
- As you go through your day, think about how you can communicate with integrity and really mean what you say. Practice tuning in before speaking. Does anyone remember the three questions we ask ourselves before communicating?

Is it true?

It is necessary?

It is kind?



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- Before we review today's concept can anyone share an example of communicating with integrity and being your word? This can be something you experienced or witnessed someone else doing.

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- Today we are going to focus on the second part of the definition of integrity, doing what you say. This involves holding yourself accountable to your commitments and responsibilities and following through. Communicating with integrity involves not only doing what you say, but also communicating honestly and effectively when you know you won't be able to fulfill a commitment.



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- ▶ Doing what you say is important when it comes to building relationships at work. You know the saying, actions speak louder than words. When people see you holding yourself accountable and following through on your responsibilities, they know that they can trust you.
- ▶ As you go through your day, think about how you can communicate with integrity and follow through with your commitments.



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- ▶ Before we review today's concept can anyone share an example of communicating with integrity and doing what you say.
- ▶ Communicating with integrity strengthens relationships, prevents misunderstanding, and builds trust. By honoring our word, and doing what we say, we become somebody that people can depend on. In a team environment this is a great quality and contributes to positive outcomes for everyone. No one works in isolation. We work within a web of interactions--we are all connected. Don't you want to be connected to people you can trust? Be part of a web of trust.
- ▶ How do you build trust?
- ▶ As you go about your day practice building trust with your co-workers.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that integrity means being your word, actually doing what you say, and being somebody people can trust.
- ▶ We discussed honoring our word by tuning in before speaking.
- ▶ We also learned that doing what you say includes clearly communicating when you cannot complete a task.
- ▶ Lastly, we discussed how being someone of strong integrity builds relationships and trust in the workplace.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ For the purpose of this training we are going to define compassion as wishing people well and wanting the best for them.
- ▶ Compassion is such an important skill to hone. Someone with compassion thinks beyond the self. They can perceive a range of emotion in others and act accordingly. In order to be a compassionate person you must step outside of the self and connect with those around you.
- ▶ Can you think of a time when you acted with compassion toward someone? Can you think of a time when someone treated you with compassion? Do you remember what it meant to you?

(Open the floor for examples.)

- ▶ As you move through your week, practice being compassionate.



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- ▶ Before we review today's concept can anyone share an example of how they acted or witnessed someone being compassionate?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ Sometimes we are at a loss for how to be compassionate. One way of getting there is to practice empathy. We hear the word empathy a lot, but do we really know what it means? Empathy is the ability to understand and share the feelings of another. In other words, put yourself in their shoes.



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- ▶ Think about how you can be empathetic to a co-worker that you have frustrating interactions with. Think about someone at work that just bugs you. This happens in all work environments, to almost everyone. Instead of telling this person how you feel, or what they need to do to improve themselves, take a minute and put yourself in their shoes. Is there something driving their behavior? If you consider what this person's struggles might be, you can practice empathy, instead of just reacting to them.
- ▶ As you move through the day practice being empathetic towards that co-worker. Adapt instead of react.



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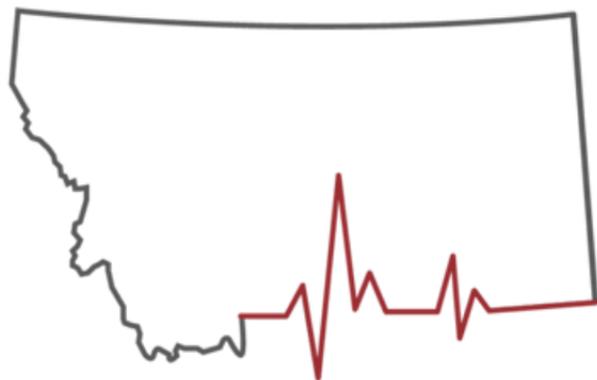
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- ▶ We have discussed where compassion starts--thinking beyond the self and putting yourself in someone else's shoes. Now, let's think about how we can act compassionately. What acts of compassion can we take in the workplace?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ One act of compassion is to make the effort to share a positive thought with someone. For example, you have always been impressed with a certain skill one of your co-workers has developed. You have never told them. Make the effort to express this. Part of acting with compassion has to do with making the effort.
- ▶ It is so important to feel valued, isn't? What makes you feel valued? How can you take action to make those around you feel valued? As you move through your day make the effort to act with compassion.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that compassion means wishing people well and wanting the best for them.
- ▶ We learned what it means to be empathetic, and to put ourselves in other people's shoes.
- ▶ And lastly, we practiced making the effort.

What stuck with you the most and why?

Open floor for examples.



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- ▶ What do you all think of when you hear the word professionalism?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ One of the main tenants of professionalism is being responsible. Simple, right? For the purpose of this training we are going to define responsibility as taking care of yourself so that you can contribute to your communities-- family, work, etc. We are responsible for our commitments, and because we care about ourselves as professionals, we follow through. While these are simple ideas, we must choose daily to show up.
- ▶ Are you a professional? In what ways? Think about this as you go through your day.



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- ▶ Today we are going to talk about being an advocate. What does that word mean to you? What does it have to do with being a professional?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers).

- ▶ To advocate is to support the best interests of another. If we see something that isn't right, we need to speak up, even if we aren't directly involved. It is not only our actions, but also our inaction that we are accountable for. When we hold ourselves accountable for both, we help create a safe and positive work environment.

(Share an industry specific example of being an advocate.)

- ▶ As you go about your day, think about what it means to be an advocate and how you can fully embody this.



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- ▶ Yesterday we discussed what it means to be an advocate. Can anyone share any example of something they did or witnessed others doing that demonstrated this concept?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ Earlier in the week we defined responsibility as taking care of yourself so you can contribute to your communities. This involves taking ownership and following through with your duties.



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- ▶ When we follow through, and are reliable, we gain a positive reputation with our coworkers. People with a positive reputation are more likely to be offered new opportunities, like extra training, and even promotions.
- ▶ Think about where you have a positive reputation at work. If so, what did you do to earn it? If not, how can you improve it? As you go through your day, think about what it means to fully follow through with your responsibilities and the positive outcomes that result.



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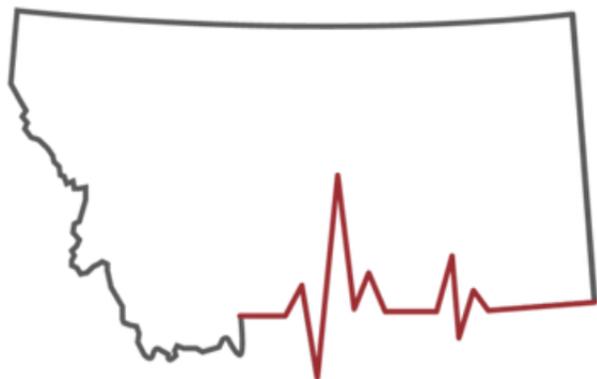
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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that responsibility means taking care of yourself so you can contribute to your communities.
- ▶ We discussed that it is not only our actions, but our in-actions that we are accountable for.
- ▶ We also learned the importance of being an advocate and always acting in the best interest others.
- ▶ And finally, we reviewed following through and being somebody that others can rely on.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ What does a culture of respect mean to you?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ A culture of respect refers to an environment where everyone is treated thoughtfully, no matter their role or rank in a workplace. Each employee's behavior contributes to the group norm and communicates what is acceptable in the workplace. Every action, no matter how small, creates a ripple effect and influences others' perceptions and behaviors. Therefore, respect is one of the pillars of professionalism.



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- ▶ You cannot be a great professional without maintaining the highest level of respect for yourself, and coworkers.
- ▶ Can you think of a time that you were disrespected at work? How did it make you feel? Now think about a time that you were treated with respect. How did that make you feel? If you apply these experiences to how you treat others, you can imagine that treating them with respect goes a long way.
- ▶ As you go about your day, remember how we all have an effect on the people around us. Make your's a positive one.



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- ▶ Yesterday we discussed what it takes to create a culture of respect in the workplace. Today we will think about *why* we chose to work in this profession.

Why did you choose to work in this field?

(Let a few folks in the huddle answer. There are no right or wrong answers.)

- ▶ When we are really busy it can be easy to get caught up in checking off boxes on our to-do list. For example, most of us know what our job is, and most of know how to do our jobs, but we don't spend a lot of time thinking about *why* we do what we do. Checking off items on a to-do list ensures we get our work done, but it removes us from the *why* behind the tasks we complete at work. When we are connected to the *why* behind our efforts we are able to maintain the utmost respect for everyone we interact with, and see the bigger impact of what we do. Let's consider how approaching tasks with the *why* in mind can enhance everyone's experience.



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- ▶ When we are connected to the *why* behind any action we can approach our work from a more meaningful place. Can anyone share an example of a professional that is connected to the *why*? A person who seems to thrive at work and handles stress well?

(Let a few folks answer.)

- ▶ As you are completing tasks at work today connect yourself to the *why* behind the action and come prepared to share about your experience tomorrow.



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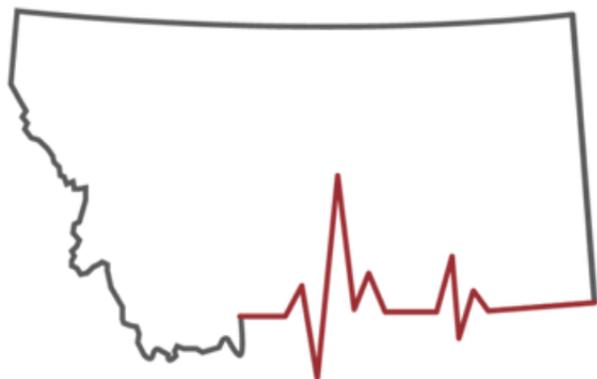
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- ▶ Yesterday we discussed approaching work with the *why* in mind. Can anyone share their experience integrating this into their work day?

(Let a few folks in the huddle answer. There are no right or wrong answers.)

- ▶ Today we are going to discuss self-care, self-care is investing in yourself so that you can take care of others. You can't pour from an empty cup, what do you do to keep your cup full?
- ▶ Part of being a professional has to do with our professional appearance and being prepared for work. This is easier to do when you have made a long-term investment in taking care of yourself, no matter how busy your life is. Think about how you can take care of yourself before you come to work everyday.



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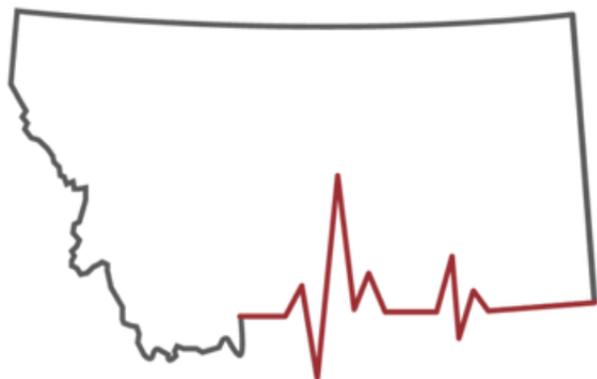
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- ▶ For example, make the most of the time you have during transitions. Use the time between dropping your children off at school and getting to work to mentally prepare for your day. Sit in the car for a minute and breathe deeply. Think about what you need to do to feel good. How you can sneak some rejuvenating time for yourself into the day?
- ▶ What are some self-care strategies you can share with the group?

(Let a few folks in the huddle answer. There are no right or wrong answers.)



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that a culture of respect refers to an environment where everyone is treated thoughtfully, no matter their role or rank in the facility.
- ▶ We discussed the importance of connecting to the why behind our work, instead of simply going through the motions.
- ▶ We also learned the importance of self care.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ What does accountability mean to you?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ Accountability is rising above one's circumstances and taking ownership for one's work. A true professional can separate their personal life from their professional life and show up to work ready to contribute. This is the essence of accountability.
- ▶ (Share an industry specific example of accountability, e.g. in healthcare showing up on time for your shift.)
- ▶ Remember a time in your life when things were challenging, making it difficult to be accountable at work. Think about how you got through it. Would it have helped to have support and tools?



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Here are a few tools to help you be accountable:

1. **Show up:** it is the hardest thing to do sometimes, but just showing up is a start.
2. **Focus on what you love:** look forward to things at work that you connect with--remember to keep the *why* in mind.
3. **Focus on relationships:** who do you look forward to working with or seeing at work? Do you have a supportive co-worker you can confide in and lean on?
4. **Reach out:** seek help from a co-worker or superior when you need it.
5. **Remember that you are not alone:** we all will face difficulties in life.

Hopefully these tools can help you in a tough spot. Can anyone share another tool to add to this list?



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- ▶ Can anyone share an example of being proactive?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ When we take accountability and ownership over our work we act proactively. This involves creating or controlling a situation by causing something to happen, rather than responding to it after it has happened. Instead of waiting for something to happen that can cause a problem, being proactive involves taking initiative to create positive outcomes.



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Here are some tools for being proactive:

1. **Predict:** Look for patterns. Do you see a negative event happening repeatedly?
2. **Prevent:** Learn from past experiences, and think about what would have changed the negative event into a positive event.
3. **Plan:** Look ahead and make plans. What action step can you take the next time you see this negative pattern unfolding?
4. **Participate:** Get involved, and be an active participant at work.
5. **Perform:** Take action.



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- ▶ Does anyone in the group take time to reflect on their professional lives? To think about how they got here and where they are going?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ One way that we can really embody this concept of accountability is to be accountable for our own learning and professional development. Spending time thinking about how you can grow as a professional is really important.
- ▶ One way to be proactive, which we talked about yesterday, is to explore your professional interests. As you move through your work week, take some time to reflect on your goals and how you can take ownership of them. Where do you want to go from here? How will you get there?



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that accountability is rising above one's circumstances and taking ownership for one's work.
- ▶ We discussed the importance of being proactive and taking initiative.
- ▶ We also learned the importance of taking time to reflect on our professional goals.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- What comes to mind when you think of work ethic?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- For the purpose of this training we are going to think of work ethic in relation to our ability to adapt, our attitude, and cultivating an appreciation of our work. The ability to adapt to changing dynamics in the workplace is perhaps the most important skill a professional can practice, which is what we will talk about today.

- Can anyone share an example of a recent change in your workplace? It could be a new employee, a change in regulations, a change in deadlines or a shift in a project. What was needed in order to adapt to this change?

(Let a few folks in the huddle answer.)



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- ▶ Here are some tools for adapting to change in the workplace:
 1. **Expect chaos.** Don't fight it. Chaos is part of any change. It can be aggravating, but it is part of the process.
 2. **Embrace the new normal.** Things are going to be different. Just accept it.
 3. **Seek opportunities.** When things change, new opportunities emerge. How can you get involved?
- ▶ As you go about your day, use these tools to help you manage and move through change.



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- ▶ Yesterday we discussed adapting to change. Today we are going to focus on attitude, the attitude we bring to our work is dynamic. That means it is part of a larger workplace culture, and our attitude, positive or negative, can impact the overall morale. When we display enthusiasm and passion for what we do it is contagious!

- ▶ Can you think of someone you have worked with who had a positive attitude? Describe this person.

(Let a few folks answer.)

- ▶ Someone with a positive attitude is encouraging, inclusive, and optimistic.

- ▶ As you go through your work week, choose to practice one of the characteristics of a positive attitude. How can you be encouraging, inclusive, or optimistic at work this week?



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- ▶ Almost all professions involve teamwork. Take a moment to consider how often you express appreciation and gratitude to your coworkers. Consider what their specific contributions are. What would your job be like without them?
- ▶ Can you think of a time when someone expressed appreciation for the work that you do? How did it make you feel?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ One way to show appreciation at work is to participate in a program like "We Caught You Caring". This is a way to observe and record workplace excellence. When we feel valued at work, we get motivated, and that is contagious.
- ▶ Take time this week to complete a We Caught You Caring card.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that change is inevitable and we must learn to positively adapt to new scenarios.
- ▶ We also discussed that our attitudes are contagious!
- ▶ Lastly, we discussed the importance of expressing appreciation and gratitude at work.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ What do you think of when you hear the word informal leader?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ An informal leader does not have an official role like a formal leader. So much of our hard work is undocumented and unacknowledged. But, there is a certain kind of person who can change and elevate the workplace through hard work and authenticity, even if they do not have a formal title. These people are informal leaders because they lead with their influence.



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- ▶ Can you think of an informal leader from work, school or your community that leads with their influence? What qualities do they have?

(Take a minute to listen to these examples. Have an example prepared yourself.)

- ▶ To summarize, an informal leader leads through their influence. These people are enthusiastic, approachable, and honest.
- ▶ As you go through your day, think about that inspired informal leader you identified, and ask yourself, what they would do in each situation you find yourself in.



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- ▶ How do we go about being an informal leader, which is often called an inspired leader?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ It starts with owning our own behavior. When our own behavior reflects that of our expectations of others, we know we are acting as an informal leader. In other words, be a person you would admire. This is important because informal leaders set the tone for their work environment. You can make where you work a better place through your influence.

- ▶ What actions can you take to influence the environment where you work?

(Let people throw out ideas. Have a discussion.)

- ▶ As you go through your day, think about how you can improve your work environment through your influence as an inspired leader. What can you do today that is admirable?



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- ▶ One way we can really influence our work environment is by doing things that benefit the whole group, instead of just you. When we adopt a we over me mentality at work, we can build relationships, a supportive culture of trust, open communication, and sometimes even fun. Can you think of an example of someone displaying a we over me attitude at work?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ So, how do you employ this we over me idea with your job? To be a good inspired leader, action is necessary. What actions can you take that help everyone at your work? For example, you are told a piece of very juicy gossip, and you know this information could have an effect on everyone's mood and could really hurt the person the gossip is about. What action can you take? How could you be like someone you admire?
- ▶ As you go through your day, think about what actions you can take from a we over me perspective.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned that an informal leader does not have an official role like a formal leader, but is a person who can influence the work environment through their example.
- ▶ We discussed that an informal leader walks the talk.
- ▶ Lastly we learned the importance a we over me perspective at work.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ Are you are gardener? That is a funny question isn't it? But think about what a gardener does...they create an environment where things can grow and thrive. How do they do that? Let's consider some tools gardeners use that can be applied to leadership.

- ▶ **1. Plant seeds.** What do you want to see happen around you? Planting seeds is about effort and patience. You might have to wait awhile for results, but you can begin to grow things in your workplace environment that are positive and productive. For example, think about how hard it is to be new at a job. If you took the time to help a new employee adjust and mentor them a little bit, you are planting seeds of success and productivity.

- ▶ **2. Weed your garden.** What can you remove from the workplace that is not productive? Gossip is a great example. Get that negativity out of there!

- ▶ **3. Reap what you sow.** The attention and energy you put into the task will be rewarded.



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- ▶ Does anyone have an example they can apply to these gardening tools?
Seeds? Weeds?

(Let a few folks in the huddle answer and discuss.)

- ▶ As you go through your day, think about what you plant and grow in your work environment. Observe how your peers through this lens as well. Do you try to help the people around you thrive?



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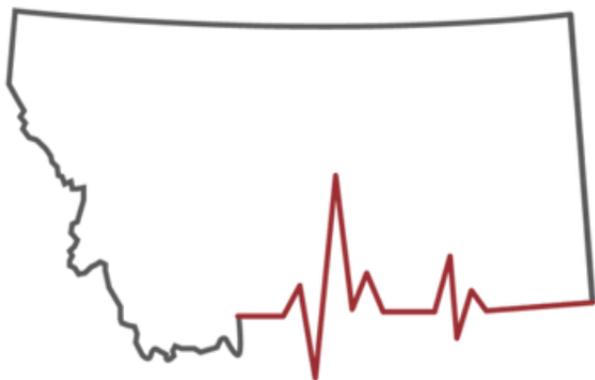
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- ▶ One way you can practice being a gardener is to let go of specific outcomes. A gardener puts a lot of time and effort into the process of growing things, but then has to sit back and wait for what they planted to grow. Sometimes things turn out as we planned, and other times they do not. How can you focus on your job and let go of what you cannot control in any given process?
- ▶ Practice being a gardener today while working with a difficult co-worker. We all have a co-worker that seems impossible to work with. Instead of focusing on their behavior, focus on your behavior. Be a gardener: think about what you can do to create a warm environment interacting with this person, while letting go of the outcome you desire from them.
- ▶ Can anyone think of a person that they have worked with who is a gardener?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)



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- ▶ You might be wondering why your individual efforts to become more of a gardener are important. Sure, you will feel better, but can you see how the change in your thinking and behavior could influence your entire workplace? When you let go of specific outcomes, the challenges that you face become easier for you, and you have more energy to devote positively to the work environment.
- ▶ When you see your workplace as a garden, it becomes an environment that you can influence drastically, and not a place that has control over you or your experience.
- ▶ Can anyone share an example of how one person, either negative or positive, impacted the overall workplace?

(Open the floor for examples.)
- ▶ This week challenge yourself to think about your workplace as an environment that you can influence drastically.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned about the role of gardeners in the workplace. Gardeners create a work environment where things can grow and thrive.
- ▶ We discussed how gardeners are able to let go of attachments to specific outcomes and make the best of the circumstances they face.
- ▶ Lastly we discussed how each of us can influence our workplace environment.

(Ask the group, what stuck with you the most and why? Open the floor for examples.)



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- ▶ What does stress management mean to you?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ In order to be a good leader, you have to be in a good place to lead from. You have to take care of yourself and handle the stress of the workplace. This requires you to be aware of what exactly stresses you out.
- ▶ Can anyone share an example of how they manage stress?

(Let a few folks answer.)



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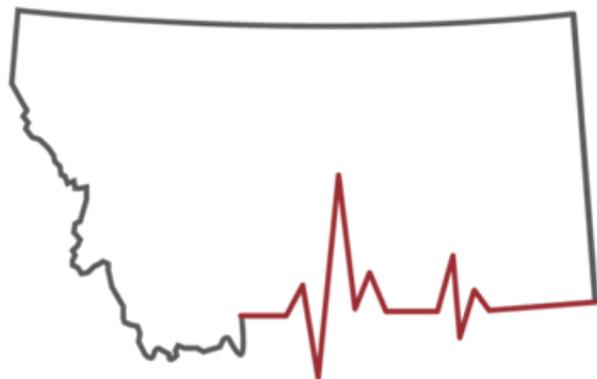
- ▶ One way to manage stress is to compartmentalize problems. Good leaders don't let problems bleed into each other. For example, if you have stress at home, you have to 'put it in a box' and not bring it to work, and vice versa. We all know that this is easier said than done.

- ▶ Here are a few tools to help manage stress in the workplace. When a specific stressful event happens, and you feel under pressure:
 1. Take a deep breath, focus on the first thing that you can control moving forward.

 2. Prioritize the work ahead so you can take action on one item at a time.

 3. Think about one thing you can do for yourself at the end of the day. Can you take a short walk? Can you call a friend? Can you get a little extra sleep?

- ▶ Next time you face stress at work, practice implementing one of these tools.



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- ▶ Ask the huddle the following question:
- ▶ What are the characteristics of someone who is perceptive or aware?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ A perceptive person has a sense of what is going on around them without being told. They are aware of the states of others--and can see the big picture of their workplace and also the small picture of their own specific job, and how these things are connected. A perceptive person is in touch with what is going on in their own hearts and minds. They know when they need to stop and take care of themselves, and they can show compassion to themselves and to others.



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Here is a tool to help you be perceptive:

Be present. When you are having a conversation with a coworker put all of your attention on the interaction. Notice when your mind wanders, and bring it back to the present. Consider what your coworker might be thinking and feeling. Is there something you can do to support them?

As you go through your day, pay attention to your coworkers. How are they doing? How can you be supportive?



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- ▶ Can anyone think of an experience they've had at work with an ally, which is someone who is approachable, trustworthy and supportive?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ A good leader is supportive and trustworthy, they can listen without judgement and help you get through a tough situation. A good leader is an ally. Being an ally helps create an atmosphere of teamwork which results in productivity and a real sense of connection at work.



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- ▶ How do you go about being an ally?

(Let a few folks answer).

- ▶ Here are ways to be an ally:

1. Engage with your coworkers. Is someone struggling? Reach out and suggest getting coffee or going for walk.
2. Be sure they can trust you with their information.
3. Be consistent. An ally shows up more than once and is dependable.

- ▶ Find an opportunity to be an ally today.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing)
- ▶ This week we learned about the role of stress management in leadership. In order to be an effective leader we must learn to identify our stress and find healthy ways to manage it.
- ▶ We also discussed how good leaders are perceptive to the states of their coworkers, and can step in and be supportive or proactive when needed.
- ▶ Lastly we learned that good leaders are allies in the work setting. They are trustworthy and nonjudgmental and help others navigate challenging situations.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ Do any of you have a mentor in your life who has played an important role in your personal and/or professional development?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ A mentor is a role model and someone we look up to. They are a more experienced employee who guides, supports, and teaches another as they develop their skill set. A good mentor is an ally. They help you sort through difficult times at work and celebrate victories.

- ▶ When you think of a good mentor, what characteristics come to mind?

(Let a few folks answer)



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- ▶ Mentors are knowledgeable and approachable. They are good listeners, and stay in touch with their mentees. Mentors are role models -- their professional image, the way they interact with others, and how they complete their tasks should be consistent with what they are teaching.
- ▶ As you go about your day, look for opportunities to serve as a mentor to others, or identify someone who could be a good mentor to you.



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▶ Yesterday we discussed the role of mentors, and the positive impact they can have on our lives.

▶ How can we become mentors?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

▶ The first step is to consider what we have to offer to others. How can we support our coworkers? Relationships are the foundation of effective mentoring. A key component of mentoring is to identify strengths in others and encourage them to build upon their successes. This can be achieved through affirming statements. Affirming statements are words of encouragement that increase mentees belief in themselves and their abilities. For example... I can see that you really connect with your clients. Or, you handled that challenging situation very well.

▶ As you go about your day, find opportunities to share affirming statements with coworkers.



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- ▶ Yesterday we discussed the importance of building a mentor/mentee relationship that is based on trust and mutual respect. Today we are going to consider the benefits of being a mentor.
- ▶ Has anyone served as a mentor before? If so, what value did you gain from this experience?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ The mentoring relationship benefits both the mentor and the mentee. As a mentor you have the opportunity to share your experiences and lessons learned on the job. This allows you to see the added value in challenges you have overcome, and reinforces the lessons you have learned.



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- ▶ In addition, mentoring builds your leadership and communication skills. However, it is not all about the teaching, the mentor often learns just as much from the mentee. Whether the mentee is younger or comes from a different background you will gain new ideas of how to approach tasks from stepping out of your usual circle of coworkers.
- ▶ As you go about your day, consider if you would benefit as the mentor or mentee and ask coworkers or management staff how you can engage in this process.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing.)
- ▶ This week we learned that mentors are knowledgeable, approachable, and role models.
- ▶ We discussed that relationships are the foundation of effective mentoring and that a key component of mentoring is speaking in affirmative statements.
- ▶ Lastly we reviewed the benefits of mentoring: sharing lessons learned, supporting a coworker, and learning new ways of doing things.

(Ask the group, what stuck with you most and why?)

Open the floor for examples.



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- Conflict is a part of every work setting. When we work and interact closely with others in a stressful environment, conflict will arise. Therefore, how we deal with conflict is immensely important for the overall success of an organization. Mindfulness, a certain way of paying attention, is a great tool for managing and responding to conflict. What comes to mind when you hear the word mindfulness?

(Let a few folks answer.)

- Mindfulness is defined as paying attention moment-by-moment to our thoughts, feelings, body, and environment. We want to witness our own mind thinking, rather than being lost in thought. The goal is to observe our thoughts and feelings without them controlling us.



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- ▶ As you go about your day, practice being mindful of your body. Notice your physical response when you have good interactions and negative interactions. Does your heart race, do your shoulders get tight, do you clench your fists, or do you feel at ease, calm, and light?



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- ▶ Does anyone want to share their experience from observing their body's response in different interactions (positive or negative), what did you notice?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers)

- ▶ The first step in practicing mindfulness in conflict is to notice when we are provoked. Tune in to what happens in your body when conflict arises. By becoming aware of our body's response, we can notice when we are upset and pause before saying or doing something we may later regret. It helps us step back from the situation and gain more clarity and perspective.
- ▶ The STOP tool helps to establish mindful awareness quickly and slow down our reaction in conflict. Think of yourself in slow motion, creating a moment of pause before responding in a conflict situation.



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- ▶ **STOP:**
 - Stop doing whatever you are doing
 - Take a breath
 - Observe your body, emotions, and, thoughts
 - Proceed with kindness and compassion
- ▶ As you go through your day, look for a moment to use the STOP tool. Use it, and tell us about it tomorrow.



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- ▶ Did anyone use STOP in a conflict yesterday? Can anyone share?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers).

- ▶ One thing to keep in mind is that it is important to feel your feelings in conflict situations. Being mindful doesn't mean not being mad, or expressing our frustrations. We want to develop tools to help us manage our feelings in the workplace and communicate effectively in difficult situations.



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- ▶ If we all work on mindfulness and use STOP, we create a workplace environment that is welcoming, comforting and supportive. In truth, when we work on ourselves, we help everyone around us.
- ▶ Can anyone share another tool that helps them get through conflict in the workplace?

(Discussion.)

- ▶ As you go through your day, think about your workplace. What is the environment like when there is a conflict? What is your contribution to this environment?



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing).
- ▶ This week we learned that mindfulness is defined as paying attention moment-by-moment to our thoughts, feelings, body and environment.
- ▶ We discussed that the **STOP** tool helps to establish mindful awareness.
- ▶ **S**top doing whatever you are doing
Take a breath
Observe body sensations, emotions and thoughts
Proceed with kindness and compassion
- ▶ Lastly, we learned the importance of feeling our feelings in conflict situations and expressing them calmly and clearly to others.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ Is there someone at work that is hard for you to get along with? Do you find yourself in a pattern of conflict with that person?

(Let a few folks in the huddle answer, without naming names, of course.)

- ▶ The only thing we can do when we find ourselves in a pattern of conflict is to change our part of the pattern. We can work on responding differently to the situation rather than immediately reacting. We can use STOP, which we learned last week, but afterwards we can consider what to do if the pattern of conflict repeats itself. Practice what you will say and do. Act it out with a friend or family member so that your response is prepared. You may feel less overwhelmed in the moment because you have a practiced response.
- ▶ As you go through your day, think about the repeated patterns of conflict you see in your workplace. What can you change about your reaction?



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- ▶ Conflict often persists because of the story we tell ourselves about the conflict, and our inability to let it go. Our mind creates all kinds of difficult thoughts and stories about what is happening, which can be exaggerations or worries that might not even be true. If a negative thoughts persist, so does our body's stress response. Have you ever had a bad argument and realized hours later that you are still replaying the confrontation in your mind with tight shoulders and clenched fists?
- ▶ Can anyone share their experience of replaying a conflict over and over in their mind?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)



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- ▶ When you catch yourself doing this, practice letting go of the story:
 1. Take a deep breath in and as you exhale imagine that you are releasing the mind-made story about the conflict, and any tension being held in your body.
 2. Feel the ground beneath your feet and find yourself in the present moment.
 3. Carry this clarity with you.
 4. If you catch yourself replaying the conflict, repeat this exercise.

As you go about your day, take note of how often you are replaying a past conflict, or worrying about an anticipated event. Notice how this impacts your ability to be present in your interactions with others.



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- ▶ Although we can't control what happens to us, we can control our response. This does not mean avoiding conflict or skimming over confrontation. Instead, we can choose to respond in a manner that is consistent with our values.
- ▶ Deliberately setting an intention of how you want to "be" at work can impact your ability to deal with conflict. For example, setting an intention to "be attentive" can encourage you to listen more deeply and be fully present with others. Or setting an intention to "be kind," can help you keep others' perspectives in mind and to empathize in the midst of conflict.
- ▶ Here is a tool to develop an intentional response in the workplace:
At the start of your day, write out an intention on a piece of paper and put it in your car, on your phone, etc. to remind you to align your actions with your intention. Can anyone share an intention that you want to bring into your work environment right now?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing.)
- ▶ This week we learned that when we find ourselves in a pattern of conflict, the only thing we can do is change our part of the pattern. Imagine your conflict as a dance--if you change your steps, the dance will change.
- ▶ We discussed the importance of letting go of the story we replay in our minds about a conflict.
- ▶ Lastly we learned how setting intentions can help us align our actions with our values. For example, writing out the intention to "be attentive" can remind us to listen in the midst of conflict.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- ▶ Asking the right questions in conflict can help us get to the root of the problem and past any personal issues.

- ▶ Here are some tools for asking the right questions:
 1. **Asking the right questions starts with tone.** Ask your questions calmly.

 2. **Ask open ended questions.** Open ended questions are productive in a conflict. They encourage people to share which helps get to the root of the problem.

 3. **Avoid asking "why" questions.** Why questions can come across as aggressive. For example, "Why did that bother you so much?" might trigger a defensive response.

 4. **Listen to understand what is said.**



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- ▶ Can anyone share questions they find helpful in a conflict?

(Open the floor for examples.)

- ▶ As you go about your day, both at work and at home, practice using open ended questions in conflict. Notice how this impacts the other person's response.



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- ▶ Take a moment to consider a recent argument you were involved in. As you go over the experience, consider how you were listening. Were you actively listening and taking in their perspective? Or were you listening solely to form an argument to prove you were right and they were wrong?
- ▶ We cannot move towards conflict resolution until each person involved feels that their perspective has been fully heard. Conflict escalates when we interrupt one another and undermine the other's point of view. Therefore, it is very important to listen fully in the midst of conflict. This requires the ability to remain calm and manage our emotions (great time for the STOP tool) so that we listen to understand, rather than to attack.
- ▶ Can anyone talk a little bit about how to be good listener? How to *listen to understand*?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)



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- As you go about your day, both at work and at home, put those active listening skills into practice, and listen to understand. When you find yourself in a disagreement, see if you can allow the other person to fully express their perspective before you speak.



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- ▶ Resolving conflict is hard, as conflict is usually not resolved in a way that is satisfying to us. One of the most important aspects of conflict resolution is to let go of your expectations for how the conflict should end. We might need to accept a little dissatisfaction, which can be frustrating. Often, we aren't in a position to solve workplace problems the way we would like, so we have to focus on what we can have an impact on and let the rest go.
- ▶ Try and think of a time when a workplace conflict was resolved in a way that you did not agree with. Looking back, how could you have adjusted your expectations?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

- ▶ As you go through your day, think about how you can let go of your expectations for conflict resolution and focus on what you do have control over.



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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing.)
- ▶ This week we discussed the importance of asking the right questions in conflict. Open-ended questions are productive because they prompt the other person to share, which helps get to the root of the conflict.
- ▶ We learned that you cannot move towards conflict resolution until each person involved feels that their perspective has been fully heard. Therefore, it is important to practice listening to understand.
- ▶ Lastly we learned the importance of letting go of our expectations, as conflict resolution rarely turns out exactly how we want it to.

(Ask the group, what stuck with you the most and why?)

Open the floor for examples.



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- Conflict escalates when an argument strays away from the issue and becomes personal. When this happens, it limits our ability to problem solve because our energy is devoted to defending ourselves.
- Consider the following scenario:

Scenario 1: You accuse your coworker of always leaving the work space disorganized.

Scenario 2: You share with your coworker that it is challenging to be productive in the disorganized space and ask what factors are contributing to the disorder.



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- ▶ When we depersonalize our comments and point solely at the issue we increase the likelihood we will solve the conflict.
- ▶ Think of a recent argument you were in, did you focus on the issue or personal differences? How could you switch it around to attack the problem and not the person? As you go about your day, when faced with conflict, practice focusing on the problem and not the person.



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- ▶ If we are working to attack the problem and not the person, it is really important to avoid assigning blame. If a person feels blamed or singled out, they are likely to check out of the conversation, or become very defensive, making it much more difficult to solve the conflict. Figuring out who is at fault is not productive if the goal is to solve the problem. For example, when we stop focusing on our particular view and focus on the shared end goal, we will be more open to hearing other's perspectives and finding collaborative solutions to the problem.
- ▶ When you find yourself in the midst of conflict, just remember the phrase, avoid the blame game.
- ▶ Has anyone experienced a situation where blaming others seemed more important than resolving a conflict? Can you also think of how listening and compromising could have resolved that same situation?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)



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▶ When we think about attacking problems and not people, and avoiding blame, we also prevent burnout. Burnout is when people feel like they have nothing left to give and they dread coming to work.

▶ Has anyone in the group ever experienced burnout at a job?

(Let a few folks in the huddle answer. The purpose is to activate prior knowledge of this concept. There are no right or wrong answers.)

▶ People who feel burnt out are not likely to be good contributors to a group effort. Burnout is caused by working in environments with unresolved conflict, poor leadership, and a lack of emphasis on the why--why you do what you do. You might have little control over some of those elements, but you can control some things to prevent burnout for you personally.



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- ▶ Here are some tools to prevent burnout:
 1. **Invest in yourself.** Think about what you need and how you can get it.
 2. **Think about the why.** Why do you do what you do? What are your long term career goals? Are you on your way?
 3. **Find joy.** Focus on the positive and invest in being positive to those you impact.
- ▶ As you go through your day, think about new ways burnout can be prevented where you work.



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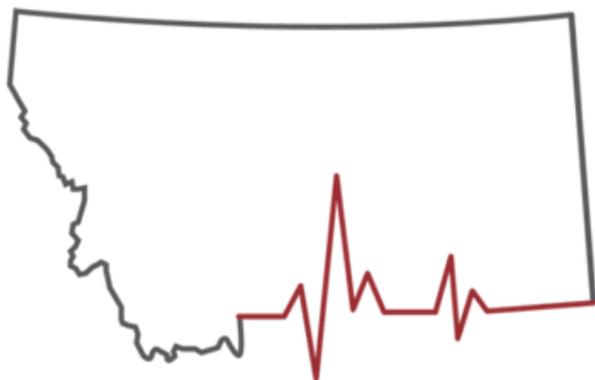
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- ▶ (Day 4 is a discussion day, review the concepts from the week and encourage interaction and sharing.)
- ▶ This week we learned to attack the problem and not the person. When we depersonalize our comments and point solely at the issue we increase the likelihood we will solve the conflict.
- ▶ We also discussed the importance of avoiding the blame game and focusing on the shared goal or outcome.
- ▶ Lastly we discussed the importance of preventing burnout.

(Ask the group, this week what stuck with you the most and why?)

Open the floor for examples.



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