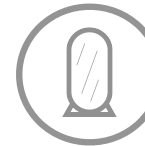




COMPANION

V2.1

TOOL TYPES



REFLECT

TELL ME ABOUT A TIME...



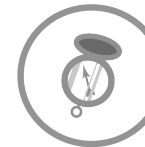
EXAMINE

ANALYZE THE CONCEPT
AND ITS POTENTIAL
APPLICATION.



DESCRIBE

CREATE A LIST QUALITIES,
FACTORS, ETC.



EXPLORE

WHAT WOULD YOU DO IN
THIS SITUATION?



APPLY

HOW DOES THIS EQUIP YOU
IN A CURRENT CHALLENGE?

MODULE 1

TRUST IN TEAMS



1

TRUST IN TEAMS

PREP PROMPT

Share an example of a highly cohesive team you've been a part of.

PRINCIPLES FOR TRUSTING TEAMS

- ADMIT weaknesses & mistakes
- ASK for help
- ACCEPT feedback and input
- GIVE each other the benefit of the doubt
- APPRECIATE each other's contributions
- AVOID politics
- OFFER and ACCEPT apologies

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
What's a high-trust team you see in our culture? What makes it so?	Talk about a team you've been a part of at BSWH that showed high levels of trust.	What's something your current team could do now to improve trust?	What's an aspect of trust that you want your team to remember for?

OVERVIEW

LO1: Identify actions and behaviors that build trust quickly
LO2: Apply trust building behaviors to teams and settings

Engagement Strategy:
Examination of the Five Dysfunctions of a team. Small group exercise using a successful teams/trusting teams checklist. Practical discussion about applying one of the suggested trust-building tools. Introduction to humble inquiry and an exercise practicing the approach.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	3:00	Main Intro / "Describe" Exercise	Take half the time to jot down the list and half the time to discuss
	3:00	7:40	Instructor / Topic Intro	Story from BA's research at BSWH & benefits of team trust
B	7:40	10:50	5 Dysfunctions of a Team	Overview of the model and ratings from her research
C	10:50	13:00	"Reflect" Exercise	With only 2 minutes to answer 4 questions, you can facilitate one example per question or have folks pair up in dyads to discuss
D	13:00	15:00	Successful/Trusting Teams	Bulletized list of successful, trusting team actions
E	15:00	18:30	"Describe" Exercise	We recommend a short-hand version of this exercise where folks just make a mark for any items they would say "no" to and then getting an average number of "no"s across the group. Then you can ask if there are any particular items folks would like to talk about from the list.
	18:30	22:20	Enhancing Concepts	Listing of additional items that can help build trust in teams
F	22:20	25:40	"Apply" Exercise	Recommend allowing team members to pick out the 1-2 items that they immediately could see quick application and discuss
G	26:15	29:45	"Examine" Exercise	Humble Inquiry Exercise. Have partners pick out a topic they'd like to inquire about on their teams and role play with each other how they'd ask the right questions with humility
	29:45	31:00	BA Conclusion	The rest of the story from BA's opening vignette.
H	31:00	33:30	"Examine" Exercise	Concluding Exercise ("Low Trust Team")
	33:30	34:40	Conclusion	Reinforcing that these modules build trust

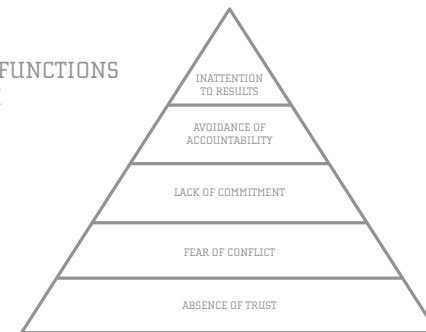
Sources:
Edmondson
Schein
White
Lencioni
Pentland

DISCUSSION GUIDE

A What factors contribute to trust in teams?



B THE 5 DYSFUNCTIONS OF A TEAM



C LACK OF RESPECT



1. Is this something you've witnessed?
2. Ever seen a team member not valued/trusted?
3. Have you been that team member?
4. How does a lack of respect affect future team interactions?

D SUCCESSFUL TEAMS ENSURE THE FOLLOWING

- Everyone on the team talks and listens in roughly equal measure
- Members face one another, and conversations are energetic
- Members connect directly with one another
- Members carry on conversations within the team
- Members bring information back to the team

DISCUSSION GUIDE

E TRUSTING TEAMS ENSURE THE FOLLOWING

- Members admit weaknesses and mistakes
- Members ask for help
- Members accept feedback and input
- Members give each other the benefit of the doubt
- Members appreciate each other's contributions
- Members focus on work, not politics
- Apologies are offered and accepted



SUCCESSFUL TEAMS	YES	NO
Everyone on the team talks and listens in roughly equal measure		
Members face one another, and conversations are energetic		
Members connect directly with one another		
Members carry on conversations within the team.		
Members bring information back to the team		
TRUSTING TEAMS		
Apologies are offered and accepted		
Members admit weaknesses & mistakes		
Members ask for help		
Members accept feedback and input		
Members give each other the benefit of the doubt		
Members appreciate each other's contributions		
Members focus on work not politics		
Hold each other accountable		
Speak up with concerns		
Members focus on team results/success		
Members take responsibility		

"Psychological safety is the shared belief that a team is safe for interpersonal risk."

DISCUSSION GUIDE

G BUILDING BETTER TEAMS



TIPS FOR BUILDING BETTER TEAMS	APPLICATION TO YOUR TEAM
Psychological Safety	
Mutual Respect	
Shared Vision	
Shared Language	
Curiosity (Humble)	
Articulating a Challenging Target	
Passion	
Empathy	
Vulnerability	

H HUMBLE INQUIRY



If you listed something on the previous exercise you'd like to humbly inquire about, take a couple of minutes to craft the language you'd use to do that.

If you were put into a low-trust team, what one concept (from the list above) would you use for the first 30 days to build trust in your team?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record personal reflections prior to discussions. Update notes during the conversation.

I	Culture	What's a high-trust team you see in our culture? What makes it so?	
II	BSWH	Talk about a team you've been a part of at BSWH that showed high levels of trust.	
III	Now	What's something your current team could do now to improve trust?	
IV	Legacy	What's an aspect of trust that you want your team to remember for?	

MODULE 2

TRUST, ONE PERSON AT A TIME



2

TRUST, ONE PERSON AT A TIME

PREP PROMPT

Describe the most trusting relationship in your life.

PRINCIPLES FOR TRUST

1. Consistent Behavior
2. Clear, Courageous Communication
3. Integrity
4. Think in "We" terms

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Who would you consider to be the most trustworthy person in our culture?	Who do you think is the most trustworthy person at BSWH?	Pick a relationship where you'd like to build trust and have a conversation about how to do it.	What's an aspect of trust that you personally want to be remembered for?

2

OVERVIEW

- L01: Be able to describe trust, and understand why trust matters
 L02: Describe the core principles of trust

Engagement Strategy:
 Introducing the fundamentals of trust. Familiarization with the concept of Empowered Execution. Discuss behaviors that build trust/empowerment. Exercise on the personal interpretations of trust. Personal reflection on a trusting relationship. Explore the concepts of relational goodwill. Explore a case study on interpersonal conflict at work.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	3:30	Main Intro / "Describe" Exercise	This would be a great opening dialogue for all team members
B	3:30	9:15	Instructor/Topic Intro	Trust is a concept, a currency, an effect, a behavior
C	9:15	11:00	VUCA	Empowerment essential in Volatile, Uncertain, Complex, Ambiguous environment
D	11:00	13:25	"Examine" Exercise	What trust is and Why it matters...works well as a group discussion
E	13:25	15:40	What Trust Is	Relationship, Have Each Other's Back, Doing What's Right, Be Vulnerable
F	15:40	18:30	Why Trust Matters	Creates Goodwill, Creates Engagement, Enables Creativity, Collaboration, Happiness
G	18:30	21:10	"Reflect" Exercise	Someone who trusted you... How'd it make you feel? How'd it impact your life? This exercise probably works best where everyone can share, so put the group into pairs (dyads)
H	21:10	24:00	Trust Principles	Consistent, Courageous Communication, Integrity, "We" Terms
I	24:00	29:35	"Explore" Exercise	Case-Ex of Dr. Aval Green dealing with conflict in her team. Watch the video ahead of time, think of how you would've handled the situation if you were in her shoes (Dr. Green's). Allow the team members to write down how they would've handled the situation, then discuss the concept of relational goodwill as a group. Did the team members here have goodwill in their relationship? How do you know? What would a good relationship have done to prevent this situation or mitigate the issues?
	29:35	31:00	Conclusion	

Sources:
 LeBoeuf
 Lampley
 Tunji
 Zak
 Kasson

2

DISCUSSION GUIDE

A Where do you place your trust?



B TRUST

1. Is a Mental & Emotional Concept
2. Is a Currency
3. Is an Effect

"Leadership Training requires ATTENTION and INTENTION."

C Volatile
 Uncertain
 Complex
 Ambiguous

D • What is Trust?
 • Why does it matter?



E TRUST

1. A Relationship
2. Having Each Other's Back
3. Doing What's Right, Not What's Easy
4. Willing to Be Vulnerable

DISCUSSION GUIDE

F TRUST MATTERS

1. Creates Goodwill
2. Encourages Engagement
3. Allows for Creativity
4. Encourages Collaboration
5. Sets Conditions for Happiness

- G**
- Think of a person who trusted you.
 - How did being trusted make you feel?
 - How did being trusted impact your life?



H TRUST PRINCIPLES

1. Consistent Behavior
2. Clear, Courageous Communication
3. Integrity
4. Think in "We" terms

- I**
- How might the concept of "relational goodwill" explain the issue we see here?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

2

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record personal reflections prior to discussions. Update notes during the conversation.

I	Culture	Who would you consider to be the most trustworthy person in our culture?	
II	BSWH	Who do you think is the most trustworthy person at BSWH?	
III	Now	Pick a relationship where you'd like to build trust and have a conversation about how to do it.	
IV	Legacy	What's an aspect of trust that you personally want to be remembered for?	

MODULE 3

MAKING MESSAGES MEMORABLE



3

MAKING MESSAGES MEMORABLE

PREP PROMPT

What's a memorable message you gave to someone outside of work?

PRINCIPLES FOR MEMORABLE MESSAGES

C onnection
E motion
N eeded
T wist

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Describe a notable or memorable message from an event in our nation's history.	Examine a message that had an impact in the BSWH System.	What's a message your team needs to communicate and to whom?	How can you be intentional about delivering the right kind of messaging on a consistent basis?

OVERVIEW

LO1: Understand the main variables that influence a message's memorability
LO2: Use memorable message strategies to increase the likelihood of message retention

Engagement Strategy:
 Recall a meaningful conversation and its impact. Describe the qualities of memorable messages, as well as the pitfalls that lead to poor messages. Understand strategies for creating memorable messages. Create a plan for crafting and delivering a memorable message.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:00	Main intro / "Examine" Exercise	This is a good time to discuss and/or jot down a list of ways that BSWH communicates with you.
	4:00	6:30	Instructor/Topic intro	Introduction of Geoff Tumlin and a memorable message from his professor.
B	6:30	9:40	"Reflect" Exercise	What was a time somebody said something that stuck with you? Work in groups or brainstorm on your own.
C	9:40	14:30	CENT	Connection - Emotion - Needed - Twist
D	14:30	18:20	Real Life Example Pt. 1	This section walks through the first part of a real life example that happened between a doctor and a patient and her family.
	18:20	21:50	"Create a Memorable Message" Exercise	This is a good exercise to practice formulating messages that stick with patients.
	21:50	25:40	Real Life Example Pt. 2	Real life example continued.
	25:40	26:30	CENT Recap	More useful techniques and tips on how to use CENT to give memorable and meaningful messages to patients/families.
E	26:30	29:40	"Examine" Exercise	This is a useful exercise to examine the qualities of the memorable message you discussed earlier.
F	29:40	34:30	4 L's of Lousy Messages	Length, Lecture, Loaded, and Lashing.
G	34:30	43:50	4 Strategies for Memorable Messages	Question with their answers, story with their moral, tight organization, create an experience.
H	43:50	47:00	"Apply" Exercise	This exercise lets you apply what you've learned in this module about creating memorable messages.
	47:00	49:43	Conclusion	Concludes the overall topic of making impactful messages as Geoff gives one final example of how it has impacted his life.

Sources:
 Daly
 Knapp

DISCUSSION GUIDE

- A**
1. How does BSWH communicate with you?
 2. What are the best communication experiences? What are the worst?
 3. Why?



EXAMINE

- B** DESCRIBE A CONVERSATION OR A PIECE OF ADVICE THAT STUCK WITH YOU



REFLECT

1. Who was talking?
2. Why was the message memorable?

- C** CENT

C onnection
 E motion
 N eeded
 T wist

- D** Using Geoff's principles (CENT), craft a message for this patient. What would you say to her?



EXPLORE

DISCUSSION GUIDE

E Analyze your Memorable Messages from the case study earlier, using the four principles of Connection, Emotion, Needed, and Twist to give each other feedback on the messages you crafted.



Which of the CENT principles were present?

F 4 L'S OF LOUSY MESSAGES

1. Length
2. Lecture
3. Loaded
4. Lashing

G 4 STRATEGIES FOR MEMORABLE MESSAGES

1. Question with their answers
2. Story with their moral
3. Tight Organization
4. Create an Experience

H What's a Message you'd like to make stick for someone who needs it? How will you do it?



Use the 4 Strategies above to craft your Memorable Message.

TAKE-AWAYS

INSIGHTS:

ACTIONS:

3

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Describe a notable or memorable message from an event in our nation's history.	
II	BSWH	Examine a message that had an impact in the BSWH System.	
III	Now	What's a message your team needs to communicate and to whom?	
IV	Legacy	How can you be intentional about delivering the right kind of messaging on a consistent basis?	

MODULE 4

PRAISE'S PERVASIVE POWERS



4

PRAISE'S PERVASIVE POWERS

PREP PROMPT

Do you have a particular "praise artifact" that you keep and cherish?
[Like an award you were given, a letter from someone, etc.]

PRINCIPLES FOR PRAISE

- Reward effort and intention
- Be specific
- Be spontaneous
- Be encouraging

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Can you describe an example of someone in the US or world being publicly praised?	Can you describe any system-wide examples of individuals or groups being praised?	Make a list of five people on your team you will praise this next work week and why.	How can you be intentional about programming "praise" into your life?

OVERVIEW

L01: Identify the key positive impacts of timely and relevant praise on people
L02: Deploy best practice praising techniques to motivate and encourage people

Engagement Strategy:
Reflection on personal experiences receiving and giving praise. Examine the benefits of praise. Understand principles of effective praise. Plan to give praise in the near future.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	3:30	Main Intro / "Describe" Exercise	Describe things you naturally want to talk about—things you value and admire
	3:30	5:40	Intro to praise	Nate and Geoff describe how praise can be very powerful
B	5:40	9:00	"Reflect" Exercise	Reflect on the impact of a time when you received praise
C	9:00	14:45	5 Benefits of Praise	Increases commitment, improves productivity, reduces turnover, increases persistence, encourages discovery
D	14:45	18:10	"Reflect" Exercise	Good group or individual exercise to recall a time when you praised somebody, and remember the effects
E	18:10	23:00	4 Strategies for Powerful Praise	Effort and Intention > Outcome Specific > General Spontaneous > Scheduled Encouragement > Delegation
F	23:00	26:25	"Apply" Exercise #1	Think of a group or person that might need praise more often and some of the tips Geoff shared that might help in doing so
	26:25	30:30	Review of Praise	Praise can have a long lasting impact on people Praise people at every opportunity
G	30:30	33:00	"Apply" Exercise #2	Think of somebody in your <u>personal life</u> you can praise today
	33:00	33:50	Conclusion	One final example on how praise can go a long way

Sources:
Dweck

DISCUSSION GUIDE

- A**
1. What are some things you naturally talk about without being prompted?
 2. What do you value and admire?



- B** A TIME YOU RECEIVED PRAISE
1. What were you doing?
 2. Who praised you?
 3. What was the impact?



- C** 5 BENEFITS OF PRAISE
1. Increases commitment
 2. Improves productivity
 3. Reduces turnover
 4. Increases persistence
 5. Encourages discovery

- D**
1. Can you recall a time when you praised someone and it made a difference?
 2. Whom did you praise?
 3. How did you know it made a difference?
 4. What lesson, if any, did you learn from that incident?



DISCUSSION GUIDE

E 4 STRATEGIES FOR POWERFUL PRAISE

1. Effort and Intention > Outcome
2. Specific > General
3. Spontaneous > Scheduled
4. Encouragement > Delegation

F ANSWER THESE QUESTIONS

1. What individual or group would you like to praise more?
2. How can you use these strategies to offer that praise?
 - Reward effort and intention
 - Be specific
 - Be spontaneous
 - Be encouraging



G APPLY WHAT WE LEARNED

1. Who is someone in your personal life you can praise today?
2. Take this time to send them a message of praise.



TAKE-AWAYS

INSIGHTS:

ACTIONS:

4

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Can you describe an example of someone in the US or world being publicly praised?	
II	BSWH	Can you describe any system-wide examples of individuals or groups being praised?	
III	Now	Make a list of five people on your team you will praise this next work week and why.	
IV	Legacy	How can you be intentional about programming "praise" into your life?	

MODULE 5

DECISION MAKING STYLES



5

DECISION MAKING STYLES

PREP PROMPT

Describe a big decision you've made in the past year.
Which of the 4 Decision Making Styles below best describes you?

4 DECISION MAKING STYLES

- Analytical
- Behavioral
- Conceptual
- Decisive

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Can you think of public decision makers in the world in each of the 4 Decision Making Styles?	What do you think is the dominant Decision Making Style within BSWH?	Looking at the members of your team, can you identify each person's Decision Making Style?	What should your team do moving forward to balance the DM Styles people have and leverage everyone's strengths?

OVERVIEW

L01: Identify personal decision making styles

L02: Understand the strengths and limitations of decision making styles, to include situational factors

Engagement Strategy:

Examine individual decision-making styles through the use of a short self-assessment. Understand the strengths and limitations of each style. Utilize short scenarios in multiple domains to identify decision making styles in action. Reflect on recent life decisions and evaluate those decisions based on the decision making styles framework.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:00	Intro / "Explore" Exercise	Opening exercise about a big decision you have upcoming
	4:00	7:05	Topic Intro	Introduction of Jen Morgan and decision making
B	7:05	9:00	"Examine" Exercise	This is a short assessment to help determine your dominant decision making style
C	9:00	16:27	4 Decision Making Styles	Directive / Analytical / Conceptual / Behavioral
D	16:27	20:00	"Explore" Exercise	What decision making style does each scenario best describe?
E	20:00	26:00	Which style is best?	Walk through which situations suit each decision making style
F	26:00	32:40	"Describe" Exercise	Describe the strengths and weaknesses of the approaches taken in the provided scenarios
	32:40	34:12	Reflect on the Your Short Assessment	Reflect on the outcome of the short assessment you took at the beginning of the module
G	34:12	36:55	Benefits of Using DM Styles	Knowing yourself, Influencing others, Dealing with conflict
H	36:55	38:16	Conclusion + "Apply" Exercise (Action Item)	Find someone whose DM style is different than yours. Partner and Coach each other on Decisions the next month.

Sources:

Boogaard
Kinicki & Williams
Miller

DISCUSSION GUIDE

A

Is there a big decision you and/or your team has to make in the next couple of months? What is it, who is involved, how is the decision made, and what's at stake?



EXPLORE

B

ANSWER THE FOLLOWING QUESTIONS AND
ADD UP YOUR SCORES FOR EACH LETTER:

- I ENJOY JOBS THAT:**
 - ARE TECHNICAL AND WELL DEFINED.
 - HAVE CONSIDERABLE VARIETY.
 - ALLOW INDEPENDENT ACTION.
 - INVOLVE PEOPLE.
- IN MY JOB, I LOOK FOR:**
 - PRACTICAL RESULTS.
 - THE BEST SOLUTIONS.
 - NEW APPROACHES OR IDEAS.
 - A GOOD WORKING ENVIRONMENT.
- WHEN SOLVING A PROBLEM, I:**
 - RELY ON PROVEN APPROACHES.
 - APPLY CAREFUL ANALYSIS.
 - LOOK FOR CREATIVE APPROACHES.
 - RELY ON MY FEELINGS.
- WHEN USING INFORMATION, I PREFER:**
 - SPECIFIC FACTS.
 - ACCURATE AND COMPLETE DATA.
 - BROAD COVERAGE OF MANY OPTIONS.
 - LIMITED DATA THAT'S EASILY UNDERSTOOD.
- I AM ESPECIALLY GOOD AT:**
 - REMEMBERING DATES AND FACTS.
 - SOLVING DIFFICULT PROBLEMS.
 - SEEING MANY POSSIBILITIES.
 - INTERACTING WITH OTHERS.
- WHEN TIME IS IMPORTANT, I:**
 - DECIDE AND ACT QUICKLY.
 - FOLLOW PLANS AND PRIORITIES.
 - REFUSE TO BE PRESSURED.
 - SEEK GUIDANCE AND SUPPORT.
- I WORK WELL WITH THOSE WHO ARE:**
 - ENERGETIC AND AMBITIOUS.
 - SELF-CONFIDENT.
 - OPEN-MINDED.
 - POLITE AND TRUSTING.
- OTHERS CONSIDER ME:**
 - AGGRESSIVE.
 - DISCIPLINED.
 - IMAGINATIVE.
 - SUPPORTIVE.
- MY DECISIONS TYPICALLY ARE:**
 - REALISTIC AND DIRECT.
 - SYSTEMATIC OR ABSTRACT.
 - BROAD AND FLEXIBLE.
 - SENSITIVE TO THE NEEDS OF OTHERS.

YOUR HIGHEST SCORE REPRESENTS YOUR DOMINANT DECISION-MAKING STYLE.
A = DIRECTIVE STYLE B = ANALYTICAL C = CONCEPTUAL AND D = BEHAVIORAL



EXAMINE

C

4 DECISION MAKING STYLES

- Directive
- Analytical
- Conceptual
- Behavioral

DISCUSSION GUIDE

- D** MATCH EACH WRITTEN SCENARIO TO ONE OF THE 4 DECISION MAKING STYLES (Directive / Analytical / Conceptual / Behavioral)



Scenario	Style?
A leader is aware their current patient service structure is innovative for its time, but competitors will eventually catch on and create cheaper carbon copies. To keep their clinic profitable, they analyze where the demand is heading and research how to reinvest their money into the clinic to establish a Research and Development department. Instead of focusing on short-term financial goals, they spend most of their week learning how to pivot and develop other great services years before their best practice loses steam.	
When closing a deal, the lead physician notices their new partner's founder looks visibly nervous as the two talk numbers. The lead physician instantly realizes this energetic shift and asks the founder what's troubling them. The founder communicates they feel the deal is too financially risky. The lead physician begins quelling the founder's fears by pointing out how the deal will serve the patients and staff. Yet, the founder still seems emotionally unready to sign off on the deal. To not lose the relationship, the physician leader offers a 90-day trial to gain more trust and build a better relationship with the founder.	
The regional manager of a national chain pharmacy needs ideas for a new pharmacy display they're pitching to. They schedule a brainstorming meeting with their team to come up with a great concept to present to their potential client. After the leader briefs the group on the client's needs, they partner everyone into pairs. They explain each group has an hour to come up with three unique ideas. Once the hour is up, each team shares its ideas with the others. After this process is over, the entire group votes on which idea will move forward.	
The supervisor of a nursing staff finds themselves swamped with unfinished tasks. They know they need to eliminate some of their busywork so they can spend more time ensuring patient and staff satisfaction. To do this, they decide to delegate duties to two upcoming leaders in the hospital. Before speaking with the team members, they figure out a clear process for how these additional duties will be implemented. After this, they schedule a time to talk with each individual, communicate the plan, ask if they're willing to be accountable for these tasks, and direct them on how to properly perform these duties as they would.	

DISCUSSION GUIDE

- E** SITUATIONS FOR EACH DM STYLE

DIRECTIVE	ANALYTICAL	CONCEPTUAL	BEHAVIORAL
WORKS WELL WHEN: - IMMEDIATE DECISION - THERE'S 1 PATH FORWARD DOESN'T WORK WELL WHEN: - OTHERS NEED TO FEEL HEARD - LACK OF EXPERIENCE	WORKS WELL WHEN: - NEED CREATIVE ANSWERS - THERE ARE MULTIPLE "RIGHT" OPTIONS DOESN'T WORK WELL WHEN: - NEED SWIFT DECISIONS - LACKING DATA	WORKS WELL WHEN: - YOU HAVE MORE TIME - EXPERIMENTAL SOLUTIONS ARE OKAY DON'T WORK WELL WHEN: - NEEDING TRIAL & ERROR - LOW PSYCHOLOGICAL SAFETY	WORKS WELL WHEN: - LOW CHANCE OF CONFLICT - CHOOSE POPULAR ANSWER DOESN'T WORK WELL WHEN: - CONFLICT IS POSSIBLE - HARMONY OVERSHADOWS CREATIVITY

- F** Identify each leader's potential pros and cons with each style in these scenarios:



Directive decision-making style in action:

Muhammed wants to plan a retreat for his team. He starts early to ensure he can plan the best outing possible. He sends out a survey to his team to collect their opinions, asks other leaders for their own experiences with company retreats, and gathers as much online advice (in the form of articles and videos) as he can. Once a tentative plan is ready, he collects more feedback from his team before finalizing the retreat itinerary.

Analytical decision-making style in action:

Jason is tasked with determining the next feature his development team should add to their patient care service. He pulls the team together for a brainstorming session and encourages them to brainstorm features without limitation — what would they add if money and time weren't an issue? From there, Jason lands on an ambitious option that they'll pursue. But, he leaves flexibility to change course if the team needs to.

Conceptual decision-making style in action:

Irene leads the customer service team at her hospital and is made aware of an issue with an unhappy patient. Irene reviews the past interactions with the patient, references their team's policies for dealing with similar scenarios, and issues the patient an apology and a billing adjustment. Afterward, she sends an email to her team to update them about the resolution.

Behavioral decision-making style in action:

Mae needs to choose a new healthcare CRM for her team. She provides her team with three different software options to test, then hosts a session where everyone can chime in with their experiences, opinions, and frustrations. After that, she identifies the software she plans to move forward with and asks her team, "I think we're going to go with XYZ. What do you think?" Again, she listens to their feedback. If there is vocal disapproval, she'll revisit her options.

DISCUSSION GUIDE

G BENEFITS OF USING DM STYLES

1. Knowing Yourself
2. Influencing Others
3. Dealing with Conflict

H ACTION ITEM

Find someone whose Decision Making style is different than yours. Partner and coach each other on decisions for the next month.



TAKE-AWAYS

INSIGHTS:

ACTIONS:

5

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Can you think of public decision makers in the world in each of the 4 Decision Making Styles?	
II	BSWH	What do you think is the dominant Decision Making Style within BSWH?	
III	Now	Looking at the members of your team, can you identify each person's Decision Making Style?	
IV	Legacy	What should your team do moving forward to balance the DM Styles people have and leverage everyone's strengths?	

MODULE 6

PRACTICAL DECISION MAKING



6

PRACTICAL DECISION MAKING

PREP PROMPT

When do you feel most vulnerable in decision making?

TIPS DURING DECISIONS

1. BREATHE
2. DELAY
3. AFTER ACTION REVIEW (AAR)
4. HAVE A PROCESS

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
What's a movie or book that has had an impact on your professional life by seeing others' experiences?	Can you think of a decision at BSWH that was made too quickly? What about one that took too long?	When do you feel your team is most vulnerable in decision making?	Discuss how your team could incorporate the AAR concept in your current rhythm to improve learning.

OVERVIEW

L01: Recognize and distinguish strengths and weaknesses in their own decision-making
L02: Employ techniques to make and support better decision-making

Engagement Strategy:

Personal story of decision making challenge. Reflection on the personal strengths & weaknesses as a team member, as well as vulnerabilities (rushing, fatigue, emotion). Understand and apply tools to improve decision making before (stories), during (breathe), after (evaluate/review).

Synch Matrix:

	Start	End	Activity	Facilitator Notes
	0:00	6:30	Main/Instructor Intro	Jamey Gadoury introduces himself as well as the topic of practical decision making by sharing a story
A	6:30	8:30	"Describe" Exercise	Exercise to list strengths about yourself and your team
	8:30	10:10	Effects of Strengths and Weaknesses	Jamey explains the effects of knowing our strengths and weaknesses and how that can affect decision making
B	10:10	12:15	"Examine" Exercise	A chance for each person to evaluate personal traits (rules vs flexibility and passion vs steadiness)
	12:15	14:15	Thinking, Fast and Slow	Jamey gives "driving" illustration as an example of Kahneman's "Thinking, Fast and Slow" concept
C	14:15	17:20	"Reflect" Exercise	Think of times when "fast" thinking led to a good decision and a poor decision, as well as areas where slowing down would be good
	17:20	18:50	Experience & Expertise	Jamey describes the benefits and risks of experience and expertise.
	18:50	21:30	Decision Fatigue	Jamey describes "hangry"
D	21:30	24:30	"Reflect" Exercise	When were your decisions vulnerable to the effects of fatigue?
E	24:30	29:10	3 Ways to Improve Decision Making	Jamey gives some methods to improve decision making
F	29:10	30:11	"Apply" Exercise	Jamey gives some homework
G	30:11	35:30	Tips During Decisions	Breathe, Delay, After Action Review, Model
	35:30	38:22	Conclusion	

Sources:
Kahneman
Klein
Nibbelink & Brewer

DISCUSSION GUIDE

A STRENGTHS



- What strengths do you bring to your current role
- Which ones help you make good decisions?
- What strengths do you see in your teammates?
- What about your team as a whole?

B RULES VS. FLEXIBILITY



- Are you more comfortable when there are clear rules or when there are not?
- How has this affected your Decision Making?

PASSION VS. STEADINESS

- Would you describe yourself as more "passionate" or more "steady"?
- In what situations this trait give you an advantage in Decision Making?

DISCUSSION GUIDE

C FAST THINKING EXERCISE

- Think of a time when fast, reflexive thinking has helped you make a good decision.
- Think of a time when you saw fast thinking lead to a poor decision.
- Are there some areas where slowing down your thinking could benefit you?



D DECISION MAKING VULNERABILITIES

- Can you remember a time when you were worn out from making decisions?
- What things could you standardize to reduce the number of decisions you make in a given day?
- Who can you lean on when the risk of decision fatigue is high?
- What other vulnerabilities are unique to your situation?



DISCUSSION GUIDE

E 3 WAYS TO IMPROVE DECISION MAKING

1. Seek out new experiences for yourself
2. Read or listen to stories of others' experience
3. Poll the Audience

F ACTION ITEM

- Think of a challenging situation you commonly encounter.
- Ask your colleagues how they approach the situation and how they make the decision.
- Make a list of your colleagues' answers and share it with all of them.



G TIPS DURING DECISIONS

- Breathe
- Delay
- After Action Review
- Process
 1. State the Dilemma
 2. Present Considerations
 3. Present Options

TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	What's a movie or book that has had an impact on your professional life by seeing others' experiences?	
II	BSWH	Can you think of a decision at BSWH that was made too quickly? What about one that took too long?	
III	Now	When do you feel your team is most vulnerable in decision making?	
IV	Legacy	Discuss how your team could incorporate the AAR concept in your current rhythm to improve learning.	

MODULE 7

BILLBOARD INNOVATION



7

BILLBOARD INNOVATION

PREP PROMPT

What habit, practice, or place provides you with the most creative energy?

4 DIMENSIONS OF EMOTIONAL CREATIVITY

1. EFFECTIVENESS
2. NOVELTY
3. AUTHENTICITY
4. PREPARATION

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
What's the most innovative company in the world? Why?	What is one innovation BSWH has introduced to effect positive change in our world?	What big challenge does your team face that needs innovative, new approaches?	What problem(s) can you solve on behalf of the next generation of leaders in your organization?

OVERVIEW

L01: Describe the components of effective emotional creativity
L02: Employ techniques to promote greater creative persuasion

Engagement Strategy:
Reflect on experiences with interpersonal creativity. Relate those experiences to components of effective, emotional creativity. Understand the fundamental strategies for persuasion. Practice using the creative medium of songwriting to craft a creative, persuasive message.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
	0:00	1:15	Main Intro	
A	1:15	3:30	"Examine" Exercise	Examine what techniques work for you to get "unstuck" when you're at what an author may call a "writers block".
	3:30	7:30	Instructor/Topic Intro	Introduction of Jokia Williams, and she talks about creativity in songwriting.
B	7:30	10:30	Emotional Creativity	Jokia explains what emotional creativity is and gives some techniques to promote it.
C	10:30	15:45	"Explore" Exercise	Useful exercise for finding creative solutions for current situations.
	15:45	17:45	Good Ideas Need Persuasion	Jokia walks through how even if you have a great idea, you need to persuade others that it is a great idea.
D	17:45	20:00	"Describe" Exercise	Good exercise for finding out what persuades you.
E	20:00	21:20	The Key Factors of Persuasion	Ethos, Logos, Pathos, and Kairos.
F	21:20	24:35	"Describe" Exercise	How does each jingle apply the Ethos, Logos, Pathos & Kairos concepts?
	24:35	30:00	Real Life Story of Persuasion Pt. 1	Dr. Ray Harrison shares a story of how he had to persuade people into changing medical records from paper to digital.
G	30:00	32:00	"Examine" Exercise	This exercise helps with using Ethos, Logos, Pathos, and Kairos concepts to create a jingle.
	32:00	34:55	Real Life Story of Persuasion Pt. 2	Dr. Ray Harrison shares a story of how he had to persuade people into changing medical records from paper to digital. (Part 2)
H	34:55	38:20	"Apply" Exercise	Write a jingle to persuade someone about why you need a vacation.
	38:20	41:11	Conclusion/"Rise" Performance	Jokia Williams performs "Rise"!

Sources:
Arnheim Aristotle
Sundararajan Buckley

DISCUSSION GUIDE

A LET'S EXAMINE YOUR EXPERIENCES



EXAMINE

- When you get stuck trying to solve a problem, something a novelist or a songwriter would call "writers block," what do you do to get unstuck?
- What techniques work for you?

B EMOTIONAL CREATIVITY

The capacity to feel and express unique, appropriate, and honest mixtures of emotions.

4 DIMENSIONS OF EMOTIONAL CREATIVITY

1. Effectiveness
2. Novelty
3. Authenticity
4. Preparation

TIPS FOR PROMOTING EMOTIONAL CREATIVITY

1. Buddy Up
2. Go Outside
3. Brainstorm Wall
4. Disconnect from the Problem

DISCUSSION GUIDE

- C** Get into groups of 2 or 3 and have one member provide a current situation that needs a creative solution.



EXPLORE

Remember that the solution should include the 4 dimensions of emotional creativity: effective, novelty, authentic, and preparation.

D THE PERSUASIVE POWER OF MUSIC

- Write down 2 songs that persuade you the most? (Motivate, calm, energize, etc.)
- Why do these songs have that effect?



DESCRIBE

E EPLK MODE

- Ethos = Character
- Pathos = Experience
- Logos = Word/Logic
- Kairos = Timing

DISCUSSION GUIDE

F PERSUASION JINGLE MATCH

Fill in the blank and connect each jingle to one of the EPLK modes.

1. Nationwide is on your _____.
2. The best part of waking up _____.
3. Ba-da ba-ba-ba, _____.
4. Every kiss begins with _____.
5. Arby's. We have _____.
6. Give me a break. Give me a break. Break me off a piece of that _____.



DESCRIBE

G CREATIVE JINGLE EXERCISE

Help sell this idea by creating a jingle.

What's the big idea or billboard wording that gets the attention for this innovation?



EXAMINE

H VACATION JINGLE

Write a personal jingle on the topic of "Why I Need a Vacation!"

Remember to tailor your message using the EPLK Mode tool we just learned.

Share this jingle with your group.



APPLY

TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	What's the most innovative company in the world? Why?	
II	BSWH	What is one innovation BSWH has introduced to effect positive change in our world?	
III	Now	What big challenge does your team face that needs innovative, new approaches?	
IV	Legacy	What problem[s] can you solve on behalf of the next generation of leaders in your organization?	

MODULE 8

CREATIVE JAMMING



8

CREATIVE JAMMING

PREP PROMPT

If you could recreate one aspect of your daily work, with no limit on resources or technology, what would it be and why?

1. MASTER YOUR CRAFT
2. SUSPEND JUDGMENT

The hidden payoff in team innovation is joy.

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Who's someone in our culture today who is a master in their field?	What do you think BSWH is "known for" in the medical profession?	Discuss an area of possible innovation where your team needs to "suspend judgment" to explore solutions.	Moving forward, how can your team highlight the joy that comes from teamwork?

OVERVIEW

L01: Understand the foundational components that enable improvisation
L02: Apply creative jamming techniques to increase creative outputs

Engagement Strategy:
Reflect on experiences with interpersonal creativity. Relate those experiences to components of effective, emotional creativity. Understand the fundamental strategies for persuasion. Practice using the creative medium of songwriting to craft a creative, persuasive message.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:25	Main Intro / "Reflect" Exercise	Main Introduction and reflection exercise about a time when you had to creatively solve a problem.
	4:25	7:30	Why would you want constant innovation?	Nate Self talks about how the correct balance of innovation is most optimal for success.
B	7:30	15:20	Master Your Craft/ "Describe" Exercise	Nate Explains how you can't dream up new ideas if you don't first have a solid foundation of skill in that area and assigns a good exercise for listing things you are good at and credible for.
C	15:20	18:40	"Reflect" Exercise	What were your first impressions of the organization you work for?
D	18:40	27:20	Suspend Judgment/ "Apply" Exercise	Nate explains that it is important to withhold judgment and let ideas grow and nurture, and implements a helpful exercise to practice this attitude.
	27:20	30:00	Real Life Story Pt. 1	A real life story of how suspending judgment and mastering your craft can lead to the best outcome.
E	30:00	33:50	"Explore" Exercise	Discuss the question about what happened in the story.
	33:50	37:15	Real Life Story Pt. 2	A real life story of how suspending judgment and mastering your craft can lead to the best outcome. (Part 2)
	37:15	39:17	Conclusion	

Sources:
Csikszentmihalyi
Kahneman
Levitin
Torrance

DISCUSSION GUIDE

A CREATIVE PROBLEM SOLVING



REFLECT

- Talk about a time you creatively solved a problem.
- What was the problem and solution?
- How did you discover your solution?

B SKILLS T-CHART



DESCRIBE

Left Column: Work Skills/Experience

Right Column: Extra-Domain Skills/Expertise (Outside of Work)

C RECALL WHEN YOU FIRST ARRIVED AT BSWH



REFLECT

- What was your first impression?
- What surprised you? What didn't?
- What concerned you?
- Most importantly, what did you do with those insights?

DISCUSSION GUIDE

D "YES, AND" EXERCISE

- What is a current idea you have for improving your workplace?
- Take turns with a partner using "Yes, and..." to come up with a solution.
- Don't forget to "suspend judgment" as you explore the benefits.



E PAGER PA PROBLEM

- After hearing the story, was this a problem with not working the issue hard enough?
- Or, was the problem not being open enough in exploring solutions?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

8

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Who's someone in our culture today who is a master in their field?	
II	BSWH	What do you think BSWH is "known for" in the medical profession?	
III	Now	Discuss an area of possible innovation where your team needs to "suspend judgment" to explore solutions.	
IV	Legacy	Moving forward, how can your team highlight the joy that comes from teamwork?	

MODULE 9

COMPASSION SATISFACTION



9

COMPASSION SATISFACTION

PREP PROMPT

Describe the perfect day that would leave you feeling renewed. Where would you go? What would you do (or not do)?

THE 3 R'S OF SELF-CARE

REFRESH
REFUEL
REJUVENATE

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Describe where you feel most cared for as a customer.	Who do you admire at BSWH for their ability to care for others & themselves? What habits do they practice?	How can you help cultivate compassion satisfaction for teammates at BSWH?	How might our profession look different if self-compassion was more widely practiced?

OVERVIEW

L01: Understand the steps to improve your compassion satisfaction

L02: Apply the steps to create a daily compassion intention and renewal practice

Engagement Strategy:

Lecture on the importance of compassion satisfaction and the signs of compassion fatigue. Discussion of best practices/strategies for renewal, refreshment, and rejuvenation. Reflection on personal experiences with compassion fatigue. Develop ways to promote/increase compassion satisfaction.

Synch Matrix:

Start	End	Activity	Facilitator Notes
0:00	2:00	Main Intro/Instructor Intro	
2:00	4:15	Topic Intro	Kelley Russell-DuVarney introduces the topic of compassion satisfaction.
A 4:15	6:35	3 R's of Self-Care	Refresh, refuel, rejuvenate.
B 6:35	8:40	"Describe" Exercise	Share some of the ways you already use the three R's of self care.
8:40	9:50	Compassion Fatigue	Kelley shares a story about overcoming compassion fatigue
C 9:50	13:00	"Apply" Exercise	Create a self-care plan for your work week that uses the 3 R's.
D 13:00	15:40	More on Compassion Fatigue	Symptoms of compassion fatigue and ways to refresh & refuel.
E 15:40	18:50	"Reflect" Exercise	Share a time when you felt compassion fatigue and also share some ideas about managing stress at work.
18:55	21:45	Compassion Satisfaction	Kelley highlights the rewards of showing compassion.
F 21:45	28:30	Self-Compassion / "Examine" Exercise	Kelley walks through strategies about self-compassion. Reflect as a group on some of the ways you have cared for someone.
G 28:30	30:45	"Apply" Exercise	Make some compassion intentions for the week and ways you will stay accountable to these intentions.
30:45	32:15	Summary	
H 32:15	36:20	"Apply" Exercise	Share a time where you were compassionate and the rewards.
36:20	37:02	Conclusion	

Sources:
Hurley
Kolts
Sinclair
Stevens

DISCUSSION GUIDE

A THE 3 R'S OF SELF-CARE

- REFRESH
 - Stretching
 - Breathing
 - Doodling
- REFUEL
 - Hydrate
 - Snack
 - Take a Walk
 - Quiet Time
- REJUVENATE
 - Hike
 - Enjoy the Water
 - Share a Meal
 - Hobbies
 - Religious Service

B COMPASSION FUEL TANK

- Write down some of the ways you already refresh, refuel, and rejuvenate.
- Next, share your list with the group. Add to your list any new ideas you gain from the group.



DISCUSSION GUIDE

C SELF-CARE PLAN

- Write a basic self-care plan for your work week that includes activities that allow you to refresh, refuel, and rejuvenate.
- Share your plan with your group. Again, add to your plan any new ideas you gain from the group.



D COMPASSION FATIGUE SYMPTOMS

- Feeling more angry and irritable than usual
- Being less tolerant of yourself, other people, or situations
- A greater difficulty focusing
- An increase in conflict in your relationships
- Greater difficulty sleeping
- Feeling less accomplished, dissatisfied with work

IF YOU'RE HAVING A TOUGH DAY

- Focus on what you did well
- Pray, meditate, and take time to relax
- Change something in your workday and go for novelty
- Embrace humor, tell a joke, or watch a funny video
- Support or compliment a colleague or friend

DISCUSSION GUIDE

E MANAGING COMPASSION FATIGUE

- Share about a time when you felt the onset of compassion fatigue and what you did to recover.
- Also, share a couple of ideas for managing stress at work.



F BENEFITS OF SELF-COMPASSION

- Motivation and Self-Care
- Wellbeing, Confidence, and Resilience
- Improved Relationships
- Humility, Self-Care, and Courage
- Models Behavior for Others

GROUP EXERCISE

- What are some of the positive experiences you've had caring for someone?
- List a few ways you could begin to acknowledge and celebrate your stories of caring at work.



DISCUSSION GUIDE

WAYS TO INCREASE COMPASSION SATISFACTION AT WORK

- Learn to say “No” or “Yes” more
- Delegate more often
- Share challenges and solutions with others
- Set aside time to prioritize challenges and difficulties
- Be intentional about transitioning between work and home

G

COMPASSION INTENTIONS

1. What is one compassion intention for your week?
2. Share your compassion intention with the group.
3. How will you stay accountable for this compassion intention?



H

COMPASSION STRUGGLES

Share a time when you were walking alongside someone during a struggle and it left you with great meaning or a form of satisfaction.



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Describe where you feel most cared for as a customer.	
II	BSWH	Who do you admire at BSWH for their ability to care for others & themselves? What habits do they practice?	
III	Now	How can you help cultivate compassion satisfaction for teammates at BSWH?	
IV	Legacy	How might our profession look different if self-compassion was more widely practiced?	

MODULE 10

DIVERSITY OF HOPE



10

DIVERSITY OF HOPE

PREP PROMPT

What are your sources of hope in this life?

2 FUNCTIONS OF HOPE

1. Helps people cope with negative situations
2. Motivates people to pursue positive outcomes

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Name an organization that projects the most hopeful outlook for our world.	In what specific ways does BSWH foster hope within our communities?	What patient or teammate most needs hope from you right now?	Can you design a habit for your team that will consistently promote hope?

OVERVIEW

L01: Explore intersectionality of compassion and hope
 L02: Understand effective strategies to diversify hope

Engagement Strategy:
 Introductory distinctions of empathy and compassion. Group reflection on how the team shows compassion daily. Vision-casting exercise about making current care even better. Explore the fundamental research and concepts on the concept of hope. Group conversation about goal-achievement in the future.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:30	Main Intro / "Reflect" Exercise	When did someone give you hope by showing you compassion?
	4:30	5:45	Topic/Instructor Intro	Introduction of Alton McCallum and diversity of hope.
	5:45	11:25	How Hope and Compassion are Connected	Alton shares a story about how hope and compassion are connected.
B	11:25	14:35	"Examine" Exercise	Work in a group to connect your answers to the story.
C	14:35	19:00	Hope	Hope is a belief and desire in a possible positive future outcome.
D	19:00	23:30	"Reflect" Exercise	Reflect on major achievements in your life and how you got there.
	23:30	26:45	Hope Through Tough Times	Alton and Nate share how hope can get you through the toughest of times.
E	26:45	32:05	"Reflect" Exercise	Share with your group an experience that prepares you to help someone at a very vulnerable time in their life.
	32:05	32:58	Conclusion	

Sources:
 Dollwet
 Gulliver
 Passmore
 Young

DISCUSSION GUIDE

A HOPEFUL COMPASSION

Describe a time when someone's compassion for you gave you a sense of hope or a positive result in you.



- B**
- How does your team show compassion daily?
 - Try to connect your story to the example of Sir Ludwig Guttman.



C HOPE

- Positive
- Capability
- Motivation

WHY IS HOPE IMPORTANT?

- Well-being
- Self-esteem
- Fulfilling relationships
- Life satisfaction

DISCUSSION GUIDE

2 FUNCTIONS OF HOPE

1. Helps people cope with negative situations
2. Motivates people to pursue positive outcomes

D HOPEFUL GOALS

- Take some time to reflect on 3-5 peak achievements in your life.
- What do you remember about that moment? Do you remember setting that goal and the motivation it provided to get to the peak?



- ### E
- What life experiences have prepared you to serve people when they are at their most fragile, vulnerable, raw, or broken times in their lives?
 - Share your story with as much detail as you are comfortable with your group.



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Name an organization that projects the most hopeful outlook for our world.	
II	BSWH	In what specific ways does BSWH foster hope within our communities?	
III	Now	What patient or teammate most needs hope from you right now?	
IV	Legacy	Can you design a habit for your team that will consistently promote hope?	

MODULE 11

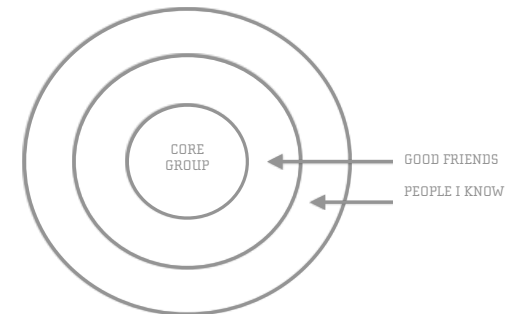
CONNECTION'S RESILIENCE CONNECTION



11

CONNECTION'S RESILIENCE CONNECTION

PREP PROMPT
Who's in your "Core Group" at work?



CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
Can you think of a core group of entertainers that have been together for multiple decades?	What's a strong example of a "connected team" at BSWH?	What's an activity your team can do in the next week to build cohesion?	How can you better help new team members feel connected at work?

OVERVIEW

L01: Understand how interpersonal connection promotes resilience
L02: Apply strategies to enhance relational connections

Engagement Strategy:

Personal story of BSWH care team's care for a family member and the importance of connection and its connection to resilience. Lecture to outline factors of resilience. Conduct a social inventory exercise. Explore the ways to expand and strengthen the core group. Group exercise to develop ways to bring work teams closer to increase resilience capacity.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	4:00	Main Intro / "Examine" Exercise	Evaluate the resilience of your team.
	4:00	5:40	Topic / Instructor Intro	Nate introduces Skeeta Jenkins and the topic of resilience.
B	5:40	18:15	How Connections Fuel Resilience	Skeeta shares a touching story and explains how connections can fuel resilience
C	18:15	22:00	"Examine" / "Explore" Exercises	Take a moment to think about and write down your relationships.
D	22:00	25:10	How do I Create Deeper Relationships / "Explore" Exercise	How can you transition somebody to your core group?
	25:10	26:35	The Need For Connection	Skeeta explains how a fulfilling life must contain meaningful relationships.
E	26:35	29:00	"Apply" Exercise	How can you develop a better connection with someone you work with?
	29:00	36:40	Final Words From Skeeta Jenkins	Skeeta reiterates the point that you must have a close group of people to get you through tough times in life.
F	33:25	42:05	Conclusion / "Examine" Exercise	Think back to a past challenge and who was there for you. What was the result?

Sources:
Burgess
Coute
Valliant

DISCUSSION GUIDE

A RESILIENCE SELF-EVALUATION



EXAMINE

- On a scale of 1-10 (with 10 being the highest), how resilient would you rate your team?
- What makes your team resilient?
- What areas does your need to improve upon to be more resilient?

B RESILIENCE

Recovering quickly from difficulties

CONNECTION

A relationship in which a person, thing, or idea is linked or associated with something else

FROM MARGARET WHEATLEY

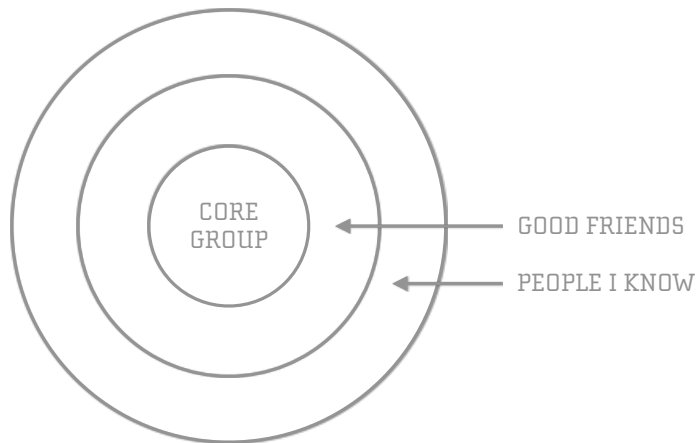
"Relationships are all there is. Everything in the universe only exists because it is in relationship to everything else... We have to stop pretending we are individuals who can go it alone."

DISCUSSION GUIDE

5 COMPONENTS OF RESILIENCE

1. Self-awareness
2. Self-regulation
3. Optimism
4. Mental agility
5. Connection

C List people in your life who belong in each group. Describe what you're doing to regularly cultivate and maintain these relationships. Identify any gaps in your practices with these groups.



DISCUSSION GUIDE

D ACTIONS THAT DRAW PEOPLE INTO YOUR CORE GROUP

1. Initial valuable interactions
2. An invitation to participate
3. Meaningful shared experience
4. Deepening role

CORE GROUP EXERCISE

What would you do to help transition someone to your Core Group (using the principles listed above)?



E WORK CONNECTIONS

- Describe what you can do to develop a better connection to someone you work alongside.
- If that person is in the room with you, discuss it together.



DISCUSSION GUIDE

F EXAMINE A PAST EXPERIENCE

1. Examine a particular challenge.
2. Who was there for you, and what did they do for you?
3. What resulted from that interaction?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	Can you think of a core group of entertainers that have been together for multiple decades?	
II	BSWH	What's a strong example of a "connected team" at BSWH?	
III	Now	What's an activity your team can do in the next week to build cohesion?	
IV	Legacy	How can you better help new team members feel connected at work?	

MODULE 12

BOUNCING FORWARD



12

BOUNCING FORWARD

PREP PROMPT

If you made a movie about a time in your life when you showed resilience, what would the title be?

TIME-IN TIPS

- SET YOUR INTENTION
- DAILY MEDITATION
- 3 GOOD THINGS
- JOURNALING
- GRATITUDE
- EXERCISE
- SPEND TIME OUTSIDE
- LEARN ONE NEW THING
- MIND-BODY CONNECTION
- RESONANCE BREATHING
- PURPOSE AND MEANING

CASCADE CHATS

I	II	III	IV
Culture	BSWH	Now	Legacy
In what ways does our modern world encourage gratitude?	What's an example of BSWH as a culture "bouncing forward" from a tough time?	What habit can your team start to improve the most stressful times?	At the end of your time in healthcare, what do you want to be known for?

OVERVIEW

L01: Explore resilience and the factors that influence it
L02: Understand effective strategies to build resilience

Engagement Strategy:
Lecture demonstrating the benefits of positive response to life events, with a check for comprehension. A reflection to classify responses to life events as "Guard" Brain or "Guide" Brain responses. A series of stress management exercises—cognitive behavioral therapy, gratitude, and breathing/resonance.

Synch Matrix:

	Start	End	Activity	Facilitator Notes
A	0:00	3:50	Main Intro / "Reflect" Exercise	Think back to a tough experience that made you stronger.
	3:50	10:20	Topic / Instructor Intro	Nate introduces Seema Desai, who shares a short story.
B	10:20	12:35	"Describe" Exercise	Describe how resilience can help you in your role at work.
	12:35	17:50	Foundations of Resilience	Seema discusses the foundations of resilience and how to build it.
C	17:50	20:00	"Examine" Exercise	Consider how your "Guard Brain" might be dictating your life.
	20:00	21:00	Guard Brain vs. Guide Brain	The benefits of listening to the "Guide Brain" over the "Guard Brain."
D	21:00	23:10	"Reflect" Exercise	Discuss a stressful time that had a positive outcome.
E	23:10	31:25	Overcoming the Guard Brain	Using the guide brain when it's natural for the guard brain to kick in.
F	31:25	34:30	"Reflect" Exercise	Share 3 positive things about your work
G	33:10	34:55	"Reflect" Exercise	Record and Share things for which you are grateful.
	34:55	37:55	Resonance Breathing	A peaceful exercise that allows you to find the current state of your mind.
	37:55	39:55	Final Words from Seema	Keep your Guide Brain active & silence the Guard Brain.
	39:55	43:10	Real Life Story	A pediatrician's story about workload.
H	43:10	45:20	"Explore" Exercise	Explore your own work-life balance.
	45:20	46:31	Conclusion	

Sources:
Brown Chamine Simon-Thomas
Desai Oliver

DISCUSSION GUIDE

A SELF-REFLECTION



REFLECT

- Think of a time when you grew through a tough season.
- How did this experience make you a stronger person? In what ways did you grow? (skills, goals, etc.)

B PRACTICAL RESILIENCE



DESCRIBE

- What are some specific examples of resilience and its value in your role and in your team?

DISCUSSION GUIDE

C GUARD BRAIN EXERCISE

- Consider the emotions you have at work.
- How many of those emotions are guard emotions?
- What is your guard brain "barking" about?
- What might be another way of looking at that message?



D Tell your group about a time at work that a situation seemed stressful or unfavorable to you at first, but later turned out to be an opportunity or a gift.



E OVERCOMING GUARD BRAIN

1. Stop
2. Take a Time-In
3. Choose Guide Mode

DISCUSSION GUIDE

TIME-IN TIPS

- Set Your Intention
- Daily Meditation
- 3 Good Things
- Journaling
- Gratitude
- Exercise
- Spend Time Outside
- Learn One New Thing
- Mind-Body Connection
- Resonance Breathing
- Purpose and Meaning

F THREE GOOD THINGS EXERCISE

- Think of three good things about your work or with the people you serve.
- Write them down or share them with your group.



G GRATITUDE EXERCISE

- How do you feel right now?
(Scale of 1-10, 10 being the best you've ever felt)
- Take a minute to think about something you are truly grateful for.
- Now, re-evaluate how you feel. (Same scale of 1-10)



DISCUSSION GUIDE

H WORK-LIFE BALANCE

- How do you relate to this story?
- How have you managed your work life alongside all the other things outside of work?



TAKE-AWAYS

INSIGHTS:

ACTIONS:

CASCADE CHATS

These exercises are meant to deepen the learning and experience between modules for participants and their teams. Use blank spaces to record your personal responses prior to discussions. Update your notes based on the conversation.

I	Culture	In what ways does our modern world encourage gratitude?	
II	BSWH	What's an example of BSWH as a culture "bouncing forward" from a tough time?	
III	Now	What habit can your team start to improve the most stressful times?	
IV	Legacy	At the end of your time in healthcare, what do you want to be known for?	



Pass it Down.

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