



## Team Equipping Program



# EXECUTIVE SUMMARY

## PRIMARY USE CASE NEEDS

- Need to sustain leader development efforts over time
- Need to scale leader & team development principles throughout an organization
- Need to connect organic teams to build cohesion and communication
- Need to build conversation spaces for distributed teams
- Need to give leaders an asynchronous, self-paced learning platform

## SOLUTION

- Cascade fundamental leader and team topics to teams across the organization
- Propagate common curriculum to operational teams & administrative staff
- Vision: essential language and behaviors integrated across the organization
- Primary Form: periodic half-hour small group sessions (face-to-face, hybrid)
- Secondary Form: individual experience online
- Function: online video modules with exercises tailored to job series
- Organizational leaders can serve as an expert network to support and facilitate

## OVERVIEW

- Module = roughly 20-min instruction + 10-min group exercises
- Delivery: Small group experience; mix of instructor videos + group exercises
- Learning Objectives map to Continuing Education Credit
- Embedded measures for engagement and efficacy
- Instructional design developed under Dr. Joe LeBoeuf (West Point / Duke professor)

## INSTRUCTIONAL DESIGN OVERVIEW

Modules are taught by a variety of instructors from the Praevius consulting team. The video modules in this solution will be roughly 30 minutes in length (roughly 50% video instruction and 50% small group exercises/discussion). The video modules are intended to be experiences in small groups with periodic alternations between content presentation from our instructors and on-screen prompts for discussion and reflection among the participants.

### **Fundamentals:**

We intend for every session to answer some fundamental questions:

**WHAT:** clearly define the concepts we're presenting

**WHY:** state a case that the concepts matter in the workplace and beyond

**HOW:** offer tools and exercises to solidify understanding in the concepts and their application in life (professional and personal)

### **Learning Objectives:**

We use Bloom's Taxonomy as guiding language in our Learning Objectives (LOs):

Bloom's Level	Key Verbs (keywords)
<b>Create</b>	design, formulate, build, invent, create, compose, generate, derive, modify, develop
<b>Evaluate</b>	choose, support, relate, determine, defend, judge, grade, compare, contrast, argue, justify, support, convince, select, evaluate
<b>Analyze</b>	classify, break down, categorize, analyze, diagram, illustrate, criticize, simplify, associate
<b>Apply</b>	calculate, predict, apply, solve, illustrate, use, demonstrate, determine, model, perform, present
<b>Understand</b>	describe, explain, paraphrase, restate, give original examples of, summarize, contrast, interpret, discuss
<b>Remember</b>	list, recite, outline, define, name, match, quote, recall, identify, label, recognize

## **Content Principles:**

Here are the foundational **Principles** we employ as we work toward a unified brand/tone (module guidance):

1. **Novelty**: No cliches. Original. Creative. Use your stories that no one else knows. Unique. Intriguing. Fun.
2. **Grounded**: Built on reputable academic literature that demonstrates some of the following a) evidence that the problem exists, b) evidence that the concepts, c) evidence that the strategy/tool will reliably generate results
3. **Practical**: Concepts learned can be applied at work and likely in other domains of life. Accessible, simple, powerful ways to immediately see change in relationships, performance, and/or well being.
4. **We-based**: Engage participants in a way that they see how they fit into the broader mission/service/community. Exercises should be conversation-based, experience-based, and encourage engagement with others.
5. **Growth**: Encourage a positive outlook/belief in their ability to improve themselves, their teams, and the organization

## **Module Structure/Flow:**

Our process for developing these modules to be enriching and engaging opportunities for connection with team mates includes the following guidelines/flow:

- A. Story Open/Hook: start with something unique, interesting, related to the topic at hand (Novel)
- B. Content Overview (Grounded)
- C. Concept/Tool/Exercise: (Practical/We-based) each concept/tool flow:
  1. introduced
  2. brief explanation
  3. applicable tool
  4. relevant exercise
  5. Repeat as necessary
- D. Close (Growth): tie the concepts into an aspiration closing, an encouragement



# DOCUMENTATION

The following provides an overview of topics, respective instructors, and corresponding pillars:

Module	Leader Pillar	Module Title	Instructor
1	Trust	Trust, One Person at a Time	Joe LeBoeuf
2	Trust	Trust in Teams	BA Adair White
3	Communication	Making Messages Memorable	Geoff Tumlin
4	Communication	Praise's Pervasive Powers	Geoff Tumlin
5	Decision Making	Four Decision Styles	Jen Morgan
6	Decision Making	Practical Decision Making	Jamey Gadoury
7	Innovation	Billboard Creativity	Jokia Williams
8	Innovation	Creative Jamming	Nate Self
9	Compassion	Compassion Satisfaction	Kelley Russell-DuVarney
10	Compassion	Diversity of Hope	Alton McCallum
11	Resilience	Connection's Resilience Connection	Skeeta Jenkins
12	Resilience	Bouncing Forward	Seema Desai



# LEARNING OBJECTIVES

The following section includes a narrative of each module, sources, and additional references.

Module	LO1	LO2
1	Be able to describe trust, and understand why trust matters	Describe the core principles of trust
2	Identify actions and behaviors that build trust quickly	Apply trust building behaviors to teams
3	Understand the main variables that influence a message's memorability	Use memorable message strategies to increase the likelihood of message retention
4	Identify the key positive impacts of timely and relevant praise on people	Deploy best practice praising techniques to motivate and encourage people
5	Identify personal decision making styles	Understand the strengths and limitations of decision making styles, to include situational factors
6	Recognize and distinguish strengths and weaknesses in their own decision-making	Employ techniques to support better decision-making
7	Describe the components of effective emotional creativity	Employ techniques to promote greater emotional creativity
8	Understand the foundational components that enable improvisation	Apply creative jamming techniques to increase creative outputs
9	Understand the steps to improve your compassion satisfaction	Apply the steps to create a daily compassion intention and renewal practice
10	Explore intersectionality of compassion and hope	Understand effective strategies to diversify hope
11	Understand how interpersonal connection promotes resilience	Apply strategies to enhance relational connections
12	Explore resilience and the factors that influence it	Understand effective strategies to build resilience



# TRUST

**Module Title: Trust, One Person at a Time**  
**Instructor: Joe LeBoeuf, PhD**

LO1: Be able to describe trust, and understand why trust matters  
LO2: 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.

**Sources:**

LeBoeuf  
Lampley  
Tunji  
Zak  
Kasson

**Module Title: Trust in Teams**  
**Instructor: BA Adair White, PhD**

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.

**Sources:**

Edmondson  
Schein  
White  
Lencioni  
Pentland



# COMMUNICATION

## **Module Title: Making Messages Memorable** **Geoffrey Tumlin, PhD**

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.

### **Sources:**

Daly  
Knapp

## **Module Title: Praise's Persuasive Powers** **Geoffrey Tumlin, PhD**

LO1: Identify the key positive impacts of timely and relevant praise on people

LO2: 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.

### **Sources:**

Dweck





# JUDGMENT

## **Module Title: Decision Making Styles** **Jen Morgan, PhD**

LO1: Identify personal decision making styles

LO2: 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.

### **Sources:**

Boogaard  
Kinicki & Williams  
Miller

## **Module Title: Practical Decision Making** **Jamey Gadoury**

LO1: Recognize and distinguish strengths and weaknesses in their own decision-making

LO2: 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).

### **Sources:**

Kahneman  
Klein  
Nibbelink & Brewer



# INNOVATION

## **Module Title: Billboard Creativity** **Jokia Williams**

LO1: Describe the components of effective emotional creativity  
LO2: 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.

### **Sources:**

Arnheim  
Sundararajan  
Aristotle  
Buckley

## **Module Title: Creative Jamming** **Nate Self**

LO1: Understand the foundational components that enable improvisation  
LO2: Apply creative jamming techniques to increase creative outputs

### **Engagement Strategy:**

Personal reflection of an innovative solution. Lecture describing the fundamentals of improvisation. Discussion of bases of expertise (intra-domain and extra-domain). Group exercise application of creative jamming techniques to a current problem set.

### **Sources:**

Csikszentmihalyi  
Kahneman  
Levitin  
Torrance



# COMPASSION

## **Module Title: Compassion Satisfaction** **Kelley Russell-DuVarney**

LO1: Understand the steps to improve your compassion satisfaction

LO2: 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.

### **Sources:**

Hurley  
Kolts  
Sinclair  
Stevens

## **Module Title: Diversity of Hope** **Alton McCallum**

LO1: Explore intersectionality of compassion and hope

LO2: 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.

### **Sources:**

Dollwet  
Gulliver  
Passmore  
Young



# RESILIENCE

## **Module Title: Connection's Resilience Connection** **Skeeta Jenkins**

LO1: Understand how interpersonal connection promotes resilience  
LO2: Apply strategies to enhance relational connections

### **Engagement Strategy:**

Personal story of medical 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.

### **Sources:**

Burgess  
Coute  
Valliant

## **Module Title: Bouncing Forward** **Seema Desai**

LO1: Explore resilience and the factors that influence it  
LO2: 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.

### **Sources:**

Brown  
Chamine  
Desai  
Oliver  
Simon-Thomas



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