

Leading the A-dec Way 2.0

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ORGL 551: Advance Team Building

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Leading the A-dec Way Version 2.0

Session 1 – Creating Team Trust: Monday, August 21st 11:00-4:00

Session 2 – Building Authentic Connections: Monday, August 28th 12:00-4:00

Session 3 – Creating a Caring Culture: Monday, September 25th 1:00-4:00

Session 4 – Courageous Conversations: Monday, October 16th 1:00-4:00

Session 5 – Commitment to Quality: Monday, November 27th 1:00-4:00

Session 6 – A-dec Business Essentials: Monday, January 8th 1:00-4:00

Graduation – Monday, January 22nd 1:00-4:00

ASSESS

Program Introduction: Leading the A-dec Way is a series of workshops that helps leaders gain the skills they need to build strong relationships with team members and create the right environment for high-performing teams to thrive. Each segment is closely linked to our company values “The A-dec Way”. Understanding our values and how they affect leaders, and their teams is foundational to knowing A-dec and being a successful leader. The A-dec Way is an important part of the secret sauce that makes A-dec a special place to lead. This program is a blend of in-person classroom activities, asynchronous online material, readings, peer accountability partners, and small discussion groups.

Audience: New leaders (frontline leaders to directors). A wide range of ages, experience levels, and diversity. Leaders are enrolled based on time in their role and recommendations from the higher leadership team and HR Business Partners. This is required for all new leaders (new to the organization or promoted). There is a large backlog of leaders who need to complete this program because most training was paused during part of the pandemic.

Most leaders are excited to participate. A few are enrolled as part of their performance improvement plan or because they struggle with ‘soft skills’ in their departments – they are a small percentage of the group. There is one non-leader auditing who is a facilitator in a different area of the organization.

Cohort: This is a multi-month program with a cohort of leaders who will be attending the sessions together. The August 2023 cohort will be 20 people.

Program Objectives: At the end of this series of workshops participants will be able to answer these questions and demonstrate appropriate skills and behaviors associated with *The A-dec Way*.

- What does it mean to live our values each day?
- Why is the A-dec Way important to me as a leader and why should my team care about it?
- What behaviors demonstrate *The A-dec Way* values?
- How can I use *The A-dec Way* in my day-to-day activities?
- How do I help my employees understand and apply A-dec values in their work?
- What specifically can I do to create a culture of caring, connection, and commitment?

PLAN

Session 1 – Creating Team Trust

Duration: 5 hours including lunch

Objective: Experience what building trust feels like. How does it feel to be on a great team? Build relationships with peers/cohort. Gain knowledge and skills to take back to departments. Establish a full-value contract that can be used throughout the program.

Time	Activity
11:00-11:45	Intro – Maryanne Visual Explorer Activity- CCL Images
11:45-12:30	Lunch with What’s on Your Plate Activity
12:30-1:00 (outside)	Action Name Game Ball in the Air Celebration Partners
1:00-1:10	10-minute break
1:10-1:30	Permission Slips
1:30-3:00	Full Value Contract
3:00-3:20	Review Next Steps
3:20-4:00	Celebration Partner Share Your Artifact

PREPARE

Detailed Plan

<p>11:00 – 11:45</p> <p>Intro - Why LTAW – A-dec’s purpose: to provide opportunities and care for people. Investment in each leader here.</p> <p>Visual Explorer Activity- CCL Images Introduction: Name – Role at A-dec. Select an image that Answers: <i>What defines me as a leader? Or How do I contribute to my team?</i></p>	<p><i>CCL Printed Images</i></p>
<p>11:45-12:30</p> <p>What’s on Your Plate Activity– Table groups eat and explore what are the competing things that take up our time <u>and</u> energy. 12:15 Debrief Q: What things did you have in common? Surprises? How does this inform us working together?</p>	<p><i>(Send What’s on Your Plate Activity as pre-work)</i></p> <p>-</p>
<p>12:30-1:00</p> <p>Pump Up the Energy Outside activities in the park by the Quonset Hut</p>	<p><i>Beach Ball</i></p>

<p>Action Name Game Gather in large circle. Share name and action alliteration while performing the action (Fishing Frank, Swimming Susie) (10 minutes)</p> <p>Ball in the Air Group is tasked to keep the beach ball in the air Rules – call the name of the person you are sending it to Each person must touch it at least once. Count each touch. Have the group set a goal for the number of touches. Watch for and note problem-solving techniques! (10 minutes)</p> <p>Celebration Partners Create a fun deluxe high-five sequence with a partner. Each time we say celebrate find your partner and perform the sequence. Each pair has time to create their sequence and then share it. Lots of cheering/applause. (Should this be peer partner?) (10 minutes)</p>	
<p>1:10-1:30</p> <p>Permission Slips – explore vulnerability. Sometimes the first step in getting started is giving ourselves permission. Permission slips help us identify what might get in the way when learning or practicing new ways of showing up. For example, maybe you need permission to: Stay open-minded – Ask for what you need – Pass during group sharing – Ask for more time – Be a learner, not a knower. Q: What do you need to give yourself permission to do, feel or not do in order to show up for this learning experience? Write on sticky notes. Place on flip chart... Write as many as you need. Gather around – invite sharing only what they would like – ones that stand out to them, “me-toos” (20 minutes)</p>	<p>Post-its Flip Chart Sharpies</p>
<p>1:30-3:00</p> <p>Full Value Contract Gather in small teams (4-5 people). Create LTAW Cohort #2 Team Values Contract. Q: What are our commitments to one another and ourselves during this learning and team-building experience? What will our group norms be? What things are important to the group? How do we want to show up here together? Show example(s) from class. Heather’s examples. Each group will present their list. Work to distill a new list pulling from all the input.</p>	<p>Markers Flip Paper/Easels</p>

<p><i>Ask someone from the group to facilitate distilling it from many to one. (90 minutes)</i></p>	
<p>3:00-3:20 Review Next Steps – after-class assignments Asynchronous learning tools access – how to get support Teams channel for files and Team’s chat Peer Partners</p>	<p><i>MS Team site FranklinCovey Site</i></p>
<p>3:20-4:00</p> <p>Share Your Artifact with your peer partner- <i>Is your peer partner the same as your celebration partner?</i> Directions: Listen to your partner’s story about their artifact without questions or interruptions. Once they have finished sharing – ask open-ended questions. Practice active listening. This is all about them/their story. <i>(25 minutes for sharing)</i></p> <p>Debrief <i>(10 minutes)</i></p> <p>End with one last celebration partner moment</p>	<p><i>(Send Artifact request as pre-work)</i></p>

After-Class Assignments

Assignment	Location/Source	Due
<p>Read the A-dec Way. Reflect and Note: What values are easy for you and which ones do you have questions about or have a harder time linking to your work? What questions do you have? Are there any you would change or remove? How might you introduce what The A-dec Way means to you as a leader during a 2-minute elevator ride?</p>	<p><i>The A-dec Way</i> booklet</p>	<p>8/28/23</p>
<p>Complete: Franklin Covey 4 Essential Roles Part 1: Introduction (Week 1) <ul style="list-style-type: none"> Module (30 minutes) </p>	<p>FranklinCovey – OnDemand Courses</p>	<p>8/28/23</p>

Session 2 – Expectation Setting (LTAW) and Building Authentication Connections

Duration: 4 hours

Objective: Part 1: Why have this program? WIIFM? How is it important to A-dec’s future?

Objective Part 2: Deep dive into A-dec Way #1 Concern for People. What is it and what is it not? In what ways does AW#1 guide us toward building authentic connections? What behaviors help us build authentic relationships?

Time	Activity
12:00–1:30	Marv (President) and Mariah (VP of GP&C)
1:30-1:40	10-minute break
1:40-2:20 (outside)	Revisit Full Value Contract Celebration Partners Have you ever?
2:20-3:00	Connection before content – Peter Block FC- Curiosity + Empathy = Connection The Big Question Activity
3:00-3:20	Review Next Steps
3:20-4:00	Walk and Talk

Detailed Plan

<p>12:00-1:30 <i>Marv and Mariah – Expectation setting and AW#1</i></p>	Marv & Mariah slides?
<p>1:40-2:20 <i>Pump Up the Energy</i> Outside activities in the park by the Quonset Hut</p> <p><i>Review Full Value Contract (5 minutes)</i> <i>Celebration Partners (5 minutes)</i> Reconnect and then celebrate!</p> <p><i>Have you ever?–</i> Each participant is on a colored spot in a circle. One spot short for the entire group. Someone stands in the middle and asks “have you ever...”If you have had that experience, you find a different spot. The person in the middle is who didn’t find a spot fast enough. They ask the next question (20 minutes) Debrief: Did we get to vulnerability? Why or why not? (10 minutes)</p>	Laminated paper spots
<p>2:20 – 3:00 <i>Connection before Content - Video</i> <i>5 Questions</i> Q: Do you notice content before connection? Why does that happen? Does it happen in life outside of A-dec? Why? How can we use this? (15 minutes)</p>	Peter Block video

<p>Introduce FC – Curiosity + Empathy = Connection model Use the FC dig deeper cards and write down (2) questions on index cards. (15 minutes)</p> <p>Big Question Activity Each person finds a partner and answers the question on their index cards. Swaps cards and finds a new partner Q: Could you go as deep as you wanted to in this? What’s your curiosity level? (10 minutes)</p>	<p>Index Cards Pens</p>
<p>3:00-3:15 Review Next Steps – after-class assignments Peer Partners Celebration Partners</p>	
<p>3:15-4:00 Walk and Talk – what behaviors/actions exemplify AW 1? What gets in the way? How can you bring this concept to life for your teams? (25 minutes – return at 3:40)</p> <p>Debrief Q: In what ways does AW#1 guide us toward building authentic connections? What are behaviors/skills that help us do that? (20 minutes)</p>	

After-Class Assignments

Assignment	Location/Source	Due
<p>Activity: Curiosity Ruler Reflect and Note: Who on your team do you have a lot of curiosity about? Who do you have less towards? Are you more curious about higher performers? Reflect on how curiosity can affect employee engagement. Commitment: Select one or two people on your team and bump up your curiosity – note the outcomes. Complete: the curiosity ruler activity and share with your peer partner.</p>	<p>PDF</p>	<p>9/25/23</p>
<p>Complete: Franklin Covey 4 Essential Roles Part 1: Introduction (Week 2)</p> <ul style="list-style-type: none"> • Write a personal leadership statement – print and bring to 9/25 session • (2) articles <p>Franklin Covey 4 Essential Roles Part 2: Inspire a Culture of Trust (Week 3)</p> <ul style="list-style-type: none"> • Module (30 minutes) 	<p>FranklinCovey- Microcourses</p>	<p>9/25/23</p>

(Week 4) <ul style="list-style-type: none"> Choose your challenge activity. (2) articles 		
Listen: Brené Brown and Barret Guillen – Building Braves Spaces Connect: with your peer partner (<i>before the next in-class session</i>)		9/25/23
LinkedIn Learning module: Having Powerful, Advanced Conversations (~35 minutes)	LinkedIn Learning	9/25/23

Session 3 – Creating a Caring Culture

Duration: 3 hours

Objective: Understand how AW2-4 enables us to build a caring culture. What is a leader’s role in culture creation? Identify the behaviors and skills important to creating an atmosphere encouraging self-satisfaction and pride (AW#3). Examine opportunities where we can assist in self-development (AW#2) and how we can model and encourage team effort (AW#4).

Time	Activity
1:00-1:30	Revisit Full Value Contract Helium Stick Activity Bandana Island
1:30-2:00	Marv (President)
2:00-2:10	10-minute break
2:10-3:10	What is culture? Full Value Contract Tuckman Model Team Performance Model Levels of engagement (FC)
3:10-3:25	Review Next Steps
3:25-4:00	Character Cards – Culture Words

Detailed Plan

<p>1:00-1:30 Note that we will be reviewing our FVC a little later... not forgotten</p> <p><i>Helium Stick Activity</i> Groups stand facing each other with index fingers held out in front of them. A tent pole is placed on their fingers. The goal is to lower the pole. Debrief: Why does it go up? What did they observe about team dynamics? (10-15 minutes)</p>	Tent poles Bandanas Coins
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<p><i>Bandana Island</i> Bandana is placed on the floor – 4 coins are randomly dropped on the bandana. Groups of 4 stand on the bandana, so no part of their shoes are off the bandana. Then they must each retrieve a coin without any part of their bodies touching the floor. Debrief: What groups were most/least successful? What did you observe? How might this apply in real life? (10-15 minutes)</p>	<p><i>Bandana Island – Unity, Community and Connection, page 147</i></p>
<p><i>1:30-2:00</i> <i>Marv– Culture of Caring</i></p>	
<p><i>2:10 – 3:10</i></p> <p><i>What is Culture</i> (FC Content and The Culture Code) “I’m a valued member of a winning team doing meaningful work in an environment of trust.” Table groups list as many characteristics of A-dec’s culture Distill and create a consolidated list (40 minutes)</p> <p><i>Tuckman Model</i> <i>Team Performance Model</i> <i>Levels of engagement (FC)</i> <i>Group Discussion:</i> Q: Using these models and thinking about the activities we did at the start of today, where is our cohort at in the model? Why might that be? Resolved/Unresolved categories and creating v sustaining. How could you use this model with your team? (20 minutes)</p>	
<p><i>3:10-3:25</i> <i>Review Next Steps</i> – after-class assignments</p>	
<p><i>3:25-4:00</i></p> <p><i>Character Cards – Culture Words</i> Divide into 4 teams. Each team has 20 cards (4x5 grid on the floor). Goal is to match the words. Each player can turn over 2 words per turn. If they don’t match, they can show the words to their team and then return them to their original position. Only one person can touch the words at a time. (Competition)</p> <p>After each team finishes, have them select the top 3 words that are ‘most important’ to culture. Debrief: Compare team selections and discuss similarities and differences. (35 minutes)</p> <p><i>Celebration Partners</i></p>	<p><i>(4) sets of 5x7 cards with matching ‘culture’ words (need to create)</i></p>

After-Class Assignments

Assignment	Location/Source	Due
Watch: Celeste Headlee: 10 Ways to have a better conversation – TED (11:21) Brené Brown: Anatomy of Trust (21:58)		10/16/23
Franklin Covey 4 Essential Roles Part 3: Create a Shared Team Vision and Strategy (Week 5) <ul style="list-style-type: none"> • Module (30 minutes) (Week 6) <ul style="list-style-type: none"> • Choose your challenge activity • (2) articles Franklin Covey 4 Essential Roles Part 7: Unleash your team’s potential through coaching (Week 13) <ul style="list-style-type: none"> • Module (30 minutes) (Week 14) <ul style="list-style-type: none"> • Choose your challenge activity • (2) articles 	FranklinCovey – OnDemand Courses	10/16/23

Session 4 – Courageous Conversations

Duration: 3 hours

Objective: Understand how AW5, 6, and 8 help us to have courageous conversations. Identify the behaviors and skills important for positive and instructive feedback. Examine how communication is vital for leaders to maintain complete fairness, honesty, and integrity (AW#5). What are ways that we can model these critical skills?

Time	Activity
1:00-1:30	Full Value Contract Who’s in the Chair?
1:30-2:30	Mariah (VP of GP&C) and Stacey (Director of OD) – insights into courageous conversations
2:30-2:40	10-minute break
2:40-3:15	Lencioni – Inviting conflict in
3:15-3:20	Review Next Steps
3:20-4:00	Practice being comfortable with being uncomfortable.

Detailed Plan

<p>1:00-1:30</p> <p><i>Who's in the Chair?</i> Set up 5 chairs per team. Hand out worksheets and post-its. Ask everyone to remain silent and read their worksheet. Explain the rules of communication. (20 minutes)</p> <p>Debrief: Q: Do you notice anything like this happening here? Your department/outside your department? Why does that happen? Does it happen in life outside of A-dec? Why? How can we use this? (10 minutes)</p> <p><i>Celebration Partners</i></p>	<p><i>Who's in the chair worksheets</i></p>
<p>1:30-2:30</p> <p><i>Mariah and Stacey – Deep Dive into Courageous Conversations.</i> (Stacey will lead the conversation)</p>	<p>(2) chairs, water bottles</p>
<p>2:40 - 3:15</p> <p><i>Introduce The 5 Dysfunctions of a Team</i> (high-level) (10 minutes) Share Lencioni video What are ways we can invite 'healthy' conflict in Discuss at table groups (15 minutes) Debrief: Does conflict happen much here at A-dec? Why or why not? What have you observed? How can we use this? (10 minutes)</p>	<p><i>Lencioni video</i></p>
<p>3:15-3:20</p> <p><i>Review Next Steps</i> – after-class assignments</p>	
<p>3:20-4:00</p> <p><i>Simon Sinek Video</i> (FBI – How I 'feel', when specific 'behavior' and its 'impact') <i>Practice being comfortable with being uncomfortable.</i> <i>Awkward/difficult conversations (Rumble Tools)</i> Handout Rumble Tool/conversation starters Find a new partner and practice a challenging conversation (30 minutes)</p>	<p><i>Simon video (LinkedIn)</i> <i>Rumble cards</i> <i>Clear is kind signs</i> <i>Practice scenarios</i></p>

Debrief: What do you currently do to get ready? Is there value in practice? What rumble tools seem most useful to you? (10 minutes) <i>Celebration Partners</i>	
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After-Class Assignments

Assignment	Location/Source	Due
Marble Jar Activity Use the marble jar PDF to reflect on who you trust and why. Share this with your peer partner	PDF (Needs to be created)	11/27/23
Watch: LeeAnn Renninger – The secret to giving great feedback: https://www.ted.com/talks/leeann_renninger_the_secret_to_giving_great_feedback (04:49) Adar Cohen – How to Lead Tough Conversations https://www.youtube.com/watch?v=LZu16ZaLgJM (15:44)		11/27/23
Read: 13 Guiding Principles for Courageous Conversations: 13 Guiding Principles For Courageous Conversations (forbes.com)		11/27/23
Teach Back: Share a feedback technique that interests you with your leader. Practice a difficult conversation scenario together.		11/27/23
Franklin Covey 4 Essential Roles Execute Your Team’s Strategy and Goals Part 2: (Week 9) <ul style="list-style-type: none"> • Module (30 minutes) (Week 10) <ul style="list-style-type: none"> • Identify and track a lead measure activity • (2) articles 	FranklinCovey – OnDemand Courses	11/27/23

Session 5 – Commitment to Quality

Duration: 3 hours

Objective: Understand my part, as a leader, in creating a Quality and Continuous Improvement MINDSET in my department and at A-dec. How do I help my employees understand how critical quality is to A-dec’s brand reputation? How do I foster an environment where employees can own mistakes (not hide or ignore)-- learn from them, share ideas for improvement, AND be deeply invested in creating products that help people around the world.

Time	Activity
1:00-1:30	Full Value Contract Zoom
1:30-2:30	Panel Discussion
2:30-2:40	10-minute break
2:40-3:10	LEAN Tools
3:10-3:20	Review Next Steps
3:20-4:00	Arrowhead Puzzle

Detailed Plan

<p>1:00-1:30 <i>Full Value Contract</i></p> <p>Zoom Game Goal – to put the story together in the correct sequence from start to finish. Each participant has a page that they cannot share with anyone, they can verbally share what’s on their photo. (15 minutes)</p> <p>Debrief: Q: What difficulties did you face? What communication methods did you use? Was there anything that frustrated you? Did everyone agree on the sequence? What is something you can take away from this task? (10 minutes)</p>	<p><i>Zoom sheets</i></p>
<p>1:30-2:30</p> <p>Panel Discussion with Ciaran Hynes (Director of Quality Assurance) Steve Bourque (regional sales manager), Loren Blanchard (Director of MFG), Danielle Farmer (MFG Engineer) <i>(make sure to leave Q&A time with the panel)</i></p>	<p><i>Send Questions ahead of time to the panelist</i></p>
<p>2:40-3:10</p> <p>LEAN Tools (Kelly DePaolo facilitating) Kelly for details</p>	<p><i>Find out what Kelly needs</i></p>

<p>3:10-3:20 <i>Review Next Steps</i> – after-class assignments</p>	
<p>3:20-4:00 <i>Arrowhead Puzzle</i> Are there ever times when we don't have enough resources? This puzzle helps teams understand synergy. This has a great tie in to continuous improvement. (25 minutes) <i>Celebration Partners</i> Debrief: Q: What did you notice during this activity? Why does that happen? Does that happen here at A-dec? Outside of A-dec? Why? How can we use this? (15 minutes)</p>	<p><i>Graphic from "Essential Staff Training Activities, page 65"</i> <i>Arrowhead puzzle pieces</i></p>

After-Class Assignments

Assignment	Location/Source	Due
<p>Watch: The Super Mario Effect – Tricking Your Brain into Learning More – Mark Rober: https://www.youtube.com/watch?v=9vJRopau0g0 (15:08)</p> <p>Read: The Power of Small Wins (HBR) The Culture of Quality: (Forbes Insights) Creating a Culture of Quality: Seven essential actions (ETQ) Embedding 'smart quality' culture and capabilities in the culture (McKinsey & Co.)</p> <p>Teach Back: Share something quality or CI related with your team.</p>		1/8/24
<p>Franklin Covey 4 Essential Roles Execute Your Team's Strategy and Goals Part 3: (Week 11)</p> <ul style="list-style-type: none"> • Module (30 minutes) <p>(Week 12)</p> <ul style="list-style-type: none"> • Initiate a process to publicly track team goals activity • (2) articles 	FranklinCovey – OnDemand Courses	1/8/24

Session 6 – A-dec Business Essentials

Duration: 3 hours

Objective: Understand principles 12-15 of the AW. Identify the behaviors and skills important for those principles. Consider how AW#12 Keep things simple and basic can seem counter to AW#14 Attention to detail. How do we talk about these AW principles with our teams?

Time	Activity
1:00-1:30	Full Value Contract Cross the river activity
1:30-3:00	4DX – 4 Disciplines of Execution
2:30-2:40	10-minute break
3:00-3:10	Review Next Steps
3:10-4:00	Body Part Activity Toss the Yarn Closing Activity

Detailed Plan

<p>1:00-1:30 <i>Full Value Contract</i></p> <p><i>Cross the River Activity</i> Goal – everyone crosses the river, divide into two teams (15 minutes) Debrief: Q: What difficulties did you face? What communication methods did you use? Was there anything that frustrated you? What is something you can take away from this task? (10 minutes) <i>Celebration Partners</i></p>	<p><i>Cross the river details</i></p>
<p>1:30-3:00</p> <p>4DX – Overview and Activity (Partner with Debbie) Brainstorm to create a wildly important goal. Determine lead measures and make a weekly commitment. (80 minutes)</p>	<p><i>Post-its, Flip chart</i></p>
<p>3:00-3:10 <i>Review Next Steps</i> – graduation expectations</p>	
<p>3:10-4:00</p> <p><i>Body Part Activity</i> Select a body part and talk about your experience not just today but throughout our time together. The ‘heart’ might be something you felt, the ‘hand’ might be to give someone a hand, the ‘ear’ how you heard something differently or for the first time etc. (20 minutes)</p>	<p><i>Body part squishies</i> <i>Ball of yarn</i></p>

<p><i>Toss the Yarn – Closing Activity</i> Toss the yarn to someone in our cohort, sharing something you have learned from them or appreciated about them. Keep hold of the yarn and toss to the next person, until everyone has been recognized. <i>(20 minutes)</i></p> <p><i>Wrap-Up</i> - Final thoughts and thank yous before graduation</p>	
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LEAD:

When facilitating this program my focus is really on being intentional. I want each experience or topic we discuss to link back to our values in a way that leaders can easily understand. In the past, I have struggled with having clear objectives. This plan helps me stay clear on what is important for each session. I've also put in a lot more debriefing time, understanding that is where people make connections and learn from shared experiences. There are also fewer guest speakers in this version of the program. I'm hoping that by cutting back on some of that we will have more time to actively learn together.

EVALUATE:

This program 2.0 is a big pivot from my previous version. I'll be closely monitoring how it is going and if it 'feels' right. I want to be providing useful tools and experiences for my participants.

After each session, a survey will be sent to participants. Halfway through the program and at the conclusion I will send a survey to each participant's leaders. I also try to pulse check throughout the session – on out-of-class assignments workload.

Once the program is complete my team will do a project wrap-up where we evaluate the data and talk through changes we want to consider before the next cohort.