



Open & Transparent Communication Facilitated Workshop Leader Guide



Welcome!



The following facilitated workshop guide will walk you through a series of activities aimed at helping you and your team improve their ability to communicate with leaders, peers and other colleagues.

Start by reading the entire guide to give you an understanding of all of the activities and flow. Activities may be completed with your team in a 2.5 hour workshop or sectioned into parts over several meetings. By familiarizing yourself with the guide in advance, you will have a better idea of the approach you would like to take.

Prior to completing these activities with your team, leaders should complete the Individual Tools for Open & Transparent Communication.

Here are a few things to keep in mind:

- It's important to explain the "why" for this session. Explain to your team that this session is intended to improve team work, communication and enhance overall performance.
 - Allow everyone time to discuss their point of view and suggestions for improvement.
 - Ask your team to take a positive approach and to remember we all share the same business goals.
 - Remind your team that the focus is to improve open and transparent discussions, so we will start by practicing now.
-

At the end of the workshop, you and your team will:

- have a better understanding of how to develop and maintain an environment that is open and transparent.
 - understand the basics of Psychological Safety, Trust and Appropriate Transparency.
 - have specific actions to adopt and commit to for an open and transparent culture.
-

Using the Guide

Start by reading the entire guide. This will give you an understanding of what your facilitated team workshop will entail. This guide is for your use and to take notes on during the workshop. Utilize the PowerPoint slides to help guide the discussion with your team.

This guide is set up in three sections:

- 1 Preparing the Workshop (30 minutes)**
Understand your role as the workshop leader and learn tips on how to best facilitate
- 2 Facilitating the Workshop (2.5 hours)**
Detailed plan for leading your team through the workshop
- 3 Post-Workshop Follow-up (30 minutes)**
Creating a follow-up plan to ensure sustainment

You will find the exercises are sequenced to develop understanding and build a shared approach for improvement.

Workshop Guide

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Section 1: Preparing for your workshop

Complete the Individual Tools for Open & Transparent Communication



Open and transparent communication is a complex topic. We strongly recommend that you complete the individual guide as your own pre-work to the session.

[The Open & Transparent Individual Tools can be found here.](#)



Communication as the leader – 🕒 15 minutes



Active Listening

Active listening helps maintain the focus on the speaker, builds trust and ensures you receive the speaker's message the first time, saving time in the long run.

Here are seven key active listening skills:

- **Don't be the first person to offer ideas** in a meeting. Employees often see suggestions from their leaders as direction, and this can limit discussion and idea sharing.
- **Be attentive.** Eliminate distractions and don't start formulating your response while the other person is speaking.
- Ask open-ended and **probing questions for clarity.**
- **Request clarification** if you don't understand.
- **Paraphrase to ensure you understand** the other person, and they know you understand.
- **Be attuned** to and reflect feelings.
- **Summarize the conversation** so everyone knows what comes next.

Non-verbal Communication

Fostering open and transparent communication is not just about what you say. It is also about what you do, how you react, and how the team interacts with each other.

Non-verbal communication has a significant impact on people's perception. If you agree with someone, but your posture or bearing indicates you don't agree, at best, you will send mixed signals. At worst, you will erode trust and safety. Make sure you avoid negative physical reactions.

Example:

Two team members are debating the pros and cons of two different approaches to solve a problem. They stop and ask you if you have a strong opinion either way.

You say you don't and one of your team members says, *"Every time John spoke, you swiveled back and forth in your chair, but when Jane spoke, you were sitting still."* They tell you that you always swivel your chair when you disagree.

You may not realize you have done it in the past, but you have given your team a non-verbal queue that indicates you disapprove. This may not be an accurate viewpoint, but it is important to be aware these perceptions may exist.



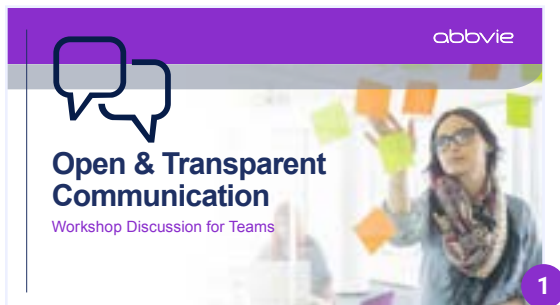


Section 2: Facilitating Your Workshop

Focus on Open & Transparent Communication

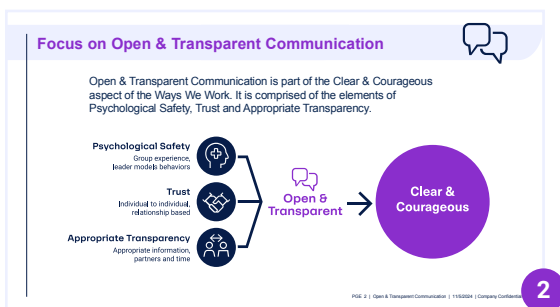


Begin with an introduction to Open & Transparent Communication by sharing why the team is investing time in this workshop and setting the foundation.



DISPLAY COVER SLIDE AND WELCOME TEAM:

Welcome your team and share “why” we are investing time in Open & Transparent Communication. Commit your team to building an action plan resulting from this workshop.



DISPLAY SLIDE 2:

Say: Open & Transparent Communication is a part of the Clear & Courageous aspect of the Ways We Work. It is comprised of the elements of Psychological Safety, Trust and Appropriate Transparency.

Open and transparent communication requires information, both positive and negative, to be shared upward, downward, and laterally.

Open and transparent discussion and debate held in a respectful way allows for differing points of view to be shared between team members without fear of negative consequences.

Open & Transparent Communication and the Ways We Work

Clear & Courageous

We model open, honest and candid dialogue.
Open, honest, and candid dialogue is core to our work and how we act with others. Knowing that courtesy can be both friend and foe, we collaborate while asking "why"—to achieve more than we thought possible. We share information freely and continuously, because insights and solutions can come from anywhere and ultimately serve us all. We admit mistakes and move on to what works better. Even in disagreement, we grow stronger by putting the courage of our convictions to the test.

Leadership Attributes:

- Acts respectfully yet courageously; says what needs to be said.
- Manages conflict and difficult conversations in a constructive, transparent way.
- Uses mistakes, failure, and reflection as vehicles for learning and improvement.
- Communicates openly and honestly with all colleagues.

People Leader Attributes:

- Respectfully provides and is open to transparent, accurate and timely feedback to help direct report improve performance.
- Generates confidence and momentum through times of change.
- Fosters a willingness and ability to have inclusive conversations by creating a trusting environment and demonstrating a commitment to listening and considering all points of view.

3

DISPLAY SLIDE 3:

Say: Let's review the Clear & Courageous behavior of the Ways We Work and see what connections we can make to Open & Transparent Communication.

Do: Ask a volunteer to read the definition of Clear & Courageous. Then ask for a volunteer to read the Leadership Attributes and a second volunteer to read the People Leader Attributes.

Say: A few things to know about Clear & Courageous:

- It is foundational to the Ways We Work at AbbVie and is included as part of our annual review.
- One key element of being open and transparent is having the psychological safety to feel safe and speak up.
- As your leader, I want to ensure we are fostering an open and transparent environment, and appreciate your active participation today.

Share the Clear & Courageous video and discuss the connections between open and transparent communications to the Ways We Work

Clear & Courageous

Providing you an overview of Clear & Courageous

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DISPLAY SLIDE 4:

Say: Open & Transparent Communication is part of the behaviors that make Clear and Courageous an impactful element of the AbbVie Culture. Let's watch a video on Clear & Courageous at AbbVie.

Do: Play video. It will open and play in a web browser.

Benefits of Open & Transparent Communication



Discuss and brainstorm the benefits of open and transparent communication.

Benefits of Open & Transparent Communication

- Increased collaboration
- Increases the sharing of ideas
- Allows for a more informed workforce
- Encourages trust
- Increases commitment
- Builds performance from individual and teams
- Reduces frustration, rivalry

Activity 5

DISPLAY SLIDE 5:

Say: There are many benefits to having open and transparent communication. On the slide, you will see seven examples. Take a moment to review the list and write down additional benefits in your participant guide. I will ask for a few examples from the team.

Do: Provide a few minutes for participants to complete the activity. Have a few volunteers share their additional benefits.

Note: most of the benefits listed are for the benefit of teams and the company. Encourage employees to think of individual benefits.

Trust and Psychological Safety



Complete a quick exercise to help team members understand if they have trusting relationships or feel psychologically safe.

Trust and Psychological Safety

When this happens...	I respond by...	or I respond by...
Example one: A new idea is shared and you strongly disagree.	Holding back my opinions.	Provide constructive feedback and ask questions respectfully.
Example two: An idea is shared, but it doesn't make sense to you for a variety of reasons.	Concluding my colleague is misinformed or has ulterior motives.	Understanding my colleague is working to the best of their ability with the resources and knowledge at hand.
Example three: A new program is implemented. You find challenges with the new ways of working.	Not applying or completing tasks in the new way.	Sharing my concerns but accept if it is determined to be the best path forward for the team.

Activity 6

DISPLAY SLIDE 6:

Say: We will now complete an individual activity to see how you may feel about trust and psychological safety on our team. For each element, in your participant guide, circle which statement best aligns how you would normally feel or behave.

Do: Read each scenario and corresponding statements. Team members indicate, on their own, which statement applies to them.

Note: this activity is for self-reflection only, not group discussion.

Reference note: example one is tied to consensus or commit, example two is tied to best interests and example three is tied to disagree and commit.

Say: Take a look at your answers. If you aligned to items mostly in the middle column, you may not have trusting relationships with the people that you work with, or you may not feel psychologically safe to speak up. As a team today, we will learn to develop an understanding of trust and psychological safety.

Key Terms and Concepts

Consensus:
A general agreement about something

Best Interests:
Believing our coworkers are working with us to the best of their ability with the resources and information they have now

Commitment:
A promise to do or give something

Disagree and commit:
We don't have to hide the fact that we disagree, but open and transparent communication allows us to move past debate and work with others rather than against them

Often, teams build consensus without commitment because they are not willing to commit to an idea they disagree with. The key to success here is ensuring everyone has been included in the discussion, all ideas are honored, and the team moves forward together.

Disagree and commit allows each person to value the importance of commitment to the team goal despite our differences. It supports unity, allows us to maintain our identity while supporting others even when we disagree. We don't have to hide the fact that we disagree. Commitment allows us to know when it's time to move past the debate and work with others rather than against them.

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DISPLAY SLIDE 7:

Say: Let's start by defining a few terms and concepts. These terms may help you consider what it means to be open and transparent and how you might play a larger role in open and transparent communication.

Do: Have a volunteer read each definition.

Say: Let's define psychological safety, a core focus of our session today.

Understanding Psychological Safety

Define what is psychological safety.

What is Psychological Safety?

Psychological Safety is a belief that the workplace is safe for speaking up, with ideas, questions, concerns and mistakes. It's a sense of confidence that your voice is valued.

 Trust is between two individuals

 Psychological safety is a group experience

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DISPLAY SLIDE 8:

Say: Psychological Safety is a belief that the workplace is safe for speaking up, with ideas, questions, concerns and even mistakes. It's a sense of confidence that your voice is valued.

You can think of this as a sense of permission for candor. That the workplace is somewhere you can count on your voice being heard. It is a trust between two individuals. Psychological safety is a group experience.

In order for open and transparent communication to exist in the workplace, colleagues must feel psychologically safe, that they share a trusting relationship with those that they are communicating with.

Let's take some time to dive into this deeper. Let's watch Amy Edmondson's 11-minute TedTalk on psychological safety. Amy is a world-renowned researcher and expert on this topic.

Amy Edmondson Video



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DISPLAY SLIDE 9:

Say: As you watch the video, write down one or two key takeaways that might improve psychological safety on your team or at AbbVie.

Do: Play Video. It will open in a web browser.

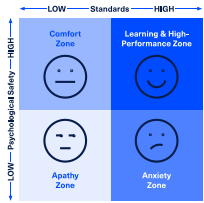
Say: Take a moment to finish collecting your key takeaways, then we will have a few volunteers share their thoughts.

Do: Ask for volunteers to share with the team. Not everyone needs to share but encourage people to share anything that has not been covered as people reveal their observations.

Say: Thank you for sharing.

Psychologically safe environments improve performance

- Enables candor and mutual respect, setting the stage for a more honest environment
- Enhances employee engagement which promotes a more effective workplace
- Creates a climate of sensible risk taking – pushing employees into new challenges



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"The Fearless Organization", Amy Edmondson, Figure 1.1

DISPLAY SLIDE 10:

Say: Psychologically safe environments improve performance by:

- enabling candor and mutual respect, setting the stage for a more honest environment.
- enhancing employee engagement which promotes a more effective workplace.
- creating a climate of sensible risk taking – pushing employees into new challenges.

While these safe environments improve performance, we do not lower performance standards.

- When you have low standards and low psychological safety, employees are apathetic and have a lack of motivation, which stalls performance.
- When you have high standards and low psychological safety, employees can feel a sense of anxiety causing undo stress. Ultimately, this zone is not sustainable for engagement or performance.
- When you have low standards and high psychological safety, employees settle in the comfort zone. This causes complacency in work performance.
- The goal is to have high standards and high psychological safety which promotes a high learning aptitude and increased engagement and performance.

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Do: Ask for a volunteer to read each column.

- This may mean addressing inappropriate comments or aggressive, competitive behavior, either in the group or individually.
- It is also important to call out behaviors that reflect a “silo mentality,” where members focus on their own self-interest or their group or team’s agenda, rather than the interests of the entire team.

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- admit they've made a mistake, or don't understand something and need it clarified.
- bring up a topic and feel comfortable they can share concerns or mistakes without fear of humiliation or retribution.
- be confident they will not be judged, punished, or embarrassed.
- take calculated risks, respectfully speak their minds, and offer ideas.
- Psychologically safe environments are known to improve performance and engagement.

Understanding Psychological Safety on Our Team



Complete several activities with your team to understand your team's psychological safety and the best behaviors for demonstrating psychological safety.

Understanding Psychological Safety on Our Team

Activity

Complete the psychological safety chart on page 7.

After completion, using Post-It notes indicate on the flip chart your response to each statement.

The team leader will leave the room while you complete this activity.



13

DISPLAY SLIDE 13:

Say: Now we will take a moment to reflect on your own team's psychological safety and team environment. Take a moment to complete the rating activity on page 7 of your participant guide. Read each statement and assign a value to each statement on a scale of one to five, with one being strongly agree and five being strongly disagree.

Once you have completed your assessment, mark your rating on the corresponding flipchart for each statement. I will leave the room and return in 5 minutes to debrief the results.

Do: After each team member provides their team rating, return to the room. Review each statement and note the distribution of answers from the team. Identify three areas with the most opportunity.

This will be the statements that have the most responses in the four to five ratings. You will return to these areas at the end of the session for action planning. Highlight these items in your participant guide for reference.



If you make a mistake on this team,
it is often held against you.

1 _____ 5

It is safe to take a
risk on this team.

1 _____ 5

No one on this team would
deliberately act in a way that
undermines my efforts.

1 _____ 5

People on this team sometimes
reject others for being different.

1 _____ 5

It is difficult to ask other
members of this team for help.

1 _____ 5

Working with members of this team,
my unique skills and talents are
valued and utilized.

1 _____ 5

Actions to Create Psychological Safety



Complete several activities with your team to understand psychological safety of the team and understand the best behaviors for demonstrating psychological safety.

Actions to create psychological safety

Activity

For your groups assigned statement, **identify and suggest actions** you could take to improve psychological safety.

Write your actions on Post-It notes.



14

DISPLAY SLIDE 14:

Say: While leaders set the stage for psychological safety, as a peer you have a lot of influence and impact in the day-to-day environment, in how you collaborate, and how can you bring your best self and behaviors to work to help foster the environment of psychological safety.

Next, we will break into small groups and review a statement. Identify what actions you would take to respond in a psychologically safe way.

For example, consider this statement: ***“if you make a mistake on this team, it is often held against you.”***

Do: Break team into smaller groups and assign a statement. Participants should write their response on Post-It notes. During this time, write “Statement 1-6” on a flip chart in a single column, save the right side of the flip chart for participants to place their Post-Its.

While reflecting, work together to provide ideas and actions on you could respond or address the situation in a psychologically safe way. In this example, you may suggest to:

- Ask open ended questions to help them reflect on why the decisions were made the way they were.
- Work collaboratively to correct the problem to limit impact
- Highlight the logic of the decision-making process to show empathy and demonstrate support for the competence of the individual.

Review each one.

As you review them, ask the team if there are any additional actions that may also be considered. Discuss with the team if any of these actions should be adopted as expected behaviors.

Note or highlight the actions identified to use as a reference when you create the team action plan at the end of the session.

Actions to Create Psychological Safety	
1	
2	
3	
4	
5	
6	



The Role of Trust in Our Relationships



The Role of Trust



Building trust and relationships helps to **create the environment for open and transparent communication.**

Trust is between two individuals

15

DISPLAY SLIDE 15:

Say: We have just completed learning about and reflecting on psychological safety. Now, let's look at the role of trust and how it integral for open and transparent communication.

The Trust Inventory

Activity

Complete Trust Inventory and identify which category is your **area of opportunity.**



16

DISPLAY SLIDE 16:

Say: To begin, we will start by having you complete the Trust Inventory. Take a few moment to complete the inventory on page 9 of your participant guide. This will help you identify where to focus your actions for improvement. Once complete, identify which category (credibility, reliability, intimacy or self-orientation) you would prioritize. This will be the section in which you have the most "sometimes or rarely" responses.

Do: Allow participants time to complete the inventory and identify the category with the greatest area of improvement.

The Trust Inventory- Enabling Actions

Activity

Let's explore actions we could do as team to improve in each area:



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DISPLAY SLIDE 17:

Say: As a team, let's talk through key actions we could take to facilitate trust.

Each person will identify 2-3 actions that build trust. Write these actions in your participant guide on page 9.

Do: Create one flip chart divided into four quadrants – one for each of the four areas. Ask participants to share their ideas for each area and document their responses.

Say: Take a moment to identify the one thing you will personally commit to based on your area of opportunity and the proposed actions we just discussed. Document this in your participant guide. After the session, share your commitment with a trusted colleague to provide feedback on your practice.

Building Trust Through Curiosity

Curiosity /noun/
A strong desire to know or learn something.

Curiosity is:

- Asking powerful questions that can ignite awareness that leads to learning
- Seeking out new and challenging information to lead to innovative ideas
- Suspending your judgement, and embracing the beginner's mind (letting go of ego and point of view)

18

DISPLAY SLIDE 18:

Say: We just highlighted several actions we can take to build our trust. A great place to start, is to lead from a place of curiosity. When you foster a mindset of curiosity, you lead from a place of being open with a desire to explore and learn more. When you exhibit these behaviors, others feed off this energy and are more comfortable and willing to share ideas and co-create. As you demonstrate your curiosity in a productive way, you will organically foster trust and respond in a psychologically safe manner.

Say: What is meant by being curious? Curiosity is a strong desire to know learn something.

Curiosity is:

- asking powerful questions that can ignite awareness that leads to learning.
- seeking out new and challenging information to lead to innovative ideas.
- suspending your judgement, and embracing the beginner's mind, letting go of ego and point of view.

Be Genuinely Curious

Use any variation of these statements to model curiosity rather than judgment:

- "I like your way of thinking, and your ideas are usually very creative, but I am really struggling with your current suggestion. What am I missing here?"
- "I'm having difficulty understanding the idea you just offered. Here are some considerations I have. Can we explore those together?"
- "Right now, I don't fully understand the thought. Would you help me understand why it makes sense for us?"

19

DISPLAY SLIDE 19:

Say: Now let's look how you can model curiosity.

Henry Evans and Colm Foster coauthors of *Step Up: Lead in Six Moments that Matter* explain that asking questions in a certain way *"allows others to feel that you respect them and are debating their ideas rather than judging them because of their ideas. Doing this promotes healthy conflict, and others will not hesitate bringing seemingly wacky ideas that prove to be invaluable."* It takes a humble approach to be curious.

Here are a few questions you can use to demonstrate curiosity.

Do: Ask a participant to read the questions. Ask what other ways can you model curiosity.



Share what is meant by transparency in the workplace.

Transparency in the Workplace

Transparency is the act of **sharing information with the appropriate people at the appropriate time.**

Best practices for being transparent:

- **Speak honestly:** explain how you feel and what you are thinking in a general manner
- **Disclose information:** let others what you mean to the fullest extent
- **Ask questions:** encourage others to explain and share knowledge
- **Stay professional:** share truthful information with tact and respect
- **Respect privacy:** don't push people to be transparent if they are not ready

FIG. 20 | Open & Transparent Communication | 1103004 | Company Confidential

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DISPLAY SLIDE 20:

Say: Before we start to practice open and transparent communication, let's explore how to be transparent in the workplace.

Transparency is the act of sharing information with the appropriate people at the appropriate time. Having transparency in the workplace enables colleagues to complete their work to the best of their abilities on time. As always, use your discretion when being transparent and appreciate that there might be underlying factors which may inhibit full transparency.

Ask: What are the benefits of transparency?

Do: As team members share, write down the benefits on a flip board. Reinforce and include the following benefits if missed in discussion. Benefits of transparency include:

- Fosters genuine relationships
- Creates clear communication
- Improves productivity
- Establishes trust
- Prepares employees
- Enhances high performing teams

Do: Ask for a volunteer to read the best practices for being transparent from the slide.

Say: As a leader, you can anticipate I will demonstrate the following best practices for transparency, which includes providing feedback, making time for questions and explaining decisions made.



Benefits of Transparency



Practicing Open and Transparent Communication

Activity

Let's practice our open and transparent communication now.

Split into pairs and take **5 minutes** to practice the exercise on page 13 in the participant guide.

Afterwards, we'll have a group discussion for **10 minutes**.



21

DISPLAY SLIDE 21:

Say: Now is the time to put it all together. We have the opportunity to practice what we have learned.

Do:

- 1) **Separate the team into partners with each person being designated either A or B.**
- 2) **Give each pair a group of statements from the list in their participant guide.**
(Some pairs will get the same set of statements.)
- 3) **Person A from each pair says their practice statement to person B**
 - Person B responds using one or more of the techniques learned today.
 - Person A tells person B if the response made them feel safe enough to want to continue the conversation.
- 4) **Then switch and have Person B from each pair read their practice statement to person A**
 - Person A responds using one or more of the techniques learned today.
 - Person B tells person A if the response made them feel safe enough to want to continue the conversation.
- 5) **Have everyone rejoin the main group.**
 - Ask people to share responses that made them feel engaged and safe to continue the conversation.
 - Ask people to share responses they gave, that upon reflection, could have been better. Ask them what they wish they had said instead.

As the team practices, you can use the ideas below as suggestions.

 Situation	 Quick response	 Safer response	 Better response
Someone comes to you with a risky idea and no plan or ability to mitigate the risks.	"That's not a great idea."	"I think we would have to consider the significant risks before moving forward."	"What are some of the risks you see, and how we might mitigate them?" "Can we talk about some of the risks I see and how we may mitigate them?"
Someone fails to meet a deliverable on time.	"You should have completed this by now."	"I know we are all busy, but I would have expected an update in advance if you were going to miss this deadline."	"I may be able to help you consider your work and prioritization for the future. Help me understand what happened to cause you to miss the deadline?"
The team is discussing options to move a project forward. One person keeps pushing for a different approach.	"The rest of the team is ready to go. Why can't you get onboard?"	"I appreciate the passion you show for your point of view, but we are running out of time to act."	"I see you feel strongly about your approach. Do you see a critical failure in the plan the team has come up with? Can you get behind us moving forward and adjusting along the way?"

Team Action Planning: Selecting Our Commitments



Align and commit team actions to improve open and transparent communication. At the end of this section, the team will have an action plan of 3-5 items.

Team Action Planning: Selecting Our Commitments

- Identify 3-5 planned activities and actions for the team to prioritize
- Complete the following chart as a team using the example

Planned Activity	What does "good" look like?	What are you committing to?	How will we know it worked?
Each person is given specific time during team meetings to share new ideas without judgement	Asking questions to fully understand the idea, how it might help the team or the company, and sharing balanced feedback (pros and cons) about the feasibility of the idea.	Being willing to speak up with your ideas. Being willing to share positive and negative feedback on ideas without evaluating the person.	We will be able to see an increase in the number of ideas we generate to improve our processes, our performance, and our quality.

22

DISPLAY SLIDE 22:

Say: Now that we understand all the elements of Open & Transparent Communication: psychological safety, trust and appropriate transparency, we will align on a few core areas of improvement and commit to actions we can take together as a team.

Do: Refer back to the Understanding Psychological Safety on Our Team activity on page 12 of the participant guide where 2-3 team opportunities were identified. Include any additional actions identified in Actions to Create Psychological Safety exercise on page 13 of the participant guide. Write these items on a new flip chart.

Say: We previously identified these areas as opportunity for the team. Based on our continued discussion, are there any other opportunities we should consider prioritizing?

Do: If there are additional items, add them to the flip chart.

Say: Now we are going to identify 3-5 planned activities or actions we can take to improve our teams open and transparent communication. For each activity, we want to write down and commit to the following items: What does 'good' look like? What we are committing to? And how we will know it worked?

Do: Write on a flip chart the planned activity and actions. As you discuss, document the desired outcomes and benchmarks that must be met in order to be considered successful. After the session or as you go, be sure to capture these elements in the chart on page 14 of the participant guide.



Areas of Opportunity

Planned Activities

Note:

- Best practices and reminders for brainstorming are on the next slide, if needed before action planning.
- Too few commitments is unlikely to make the team feel action is being taken and more than five may be too many to act on and track. Target 3-5 actions.

Brainstorming Ideas for Improvement

Moving ahead, teams should consider using these techniques:

Develop and Model Curiosity Use statements that start "Yes, and..." to engage in conversation and explore options	Tell people what you like about the idea and then respectfully challenge risks and concerns Follow up on every suggestion with a yes, or a no with an explanation of why not, or why not now
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SLIDE 23:

Use these reminders to set the tone for the team on how to best brainstorm ideas for improvement.

Wrapping Up

-  **Begin Now**
-  **Team check-in**
-  **One-on-one check-ins**

24

SLIDE 24:

Say: Thank you for your participation today. Before concluding our session, I want to confirm our commitments to each other and the follow up actions we'll take.

We have created great momentum from our time today. Refer to our team commitments and your individual trust actions from your participant guide to start modeling these behaviors daily. Remember, we are all in this together.

Immediately after our session today, I will check in with you individually to gather feedback.

30-days after our session, we will gather as a group to check-in our progress.



Section 3: Post-Workshop Follow Up

Part 1

Purpose: Immediate follow-up with individuals on the team.

Check-in with each person on your team to get a sense of how the meeting went and if they have any additional ideas or suggestions that may not have come up during the meeting.

Here are some suggested questions you can use to follow-up with your team:

- What do you feel went well during the team discussion about Elevate and Empower?
- What could have gone better during that discussion?
- What can I do to support you and the team as we work to improve in these areas?

Part 2

Purpose: 30-days post-workshop check in with your team.

During a team meeting, take **30 minutes** to ask the following questions:

- Review commitment chart from workshop.
- Tell me what is going well with our Open & Transparent Communication initiatives?
- What do you think could be going better with our Open & Transparent Communication initiatives?
- Does anyone have specific individual or team examples of successes that indicate progress toward the goal?
- Let's review the specific actions we committed to – How are we doing against the success measures we defined in the workshop?

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