

## Leadership Development/Team Skills Development Courses

### Current Custom Offerings for 2019

#### **Team Learning & Communication (one day; 10 – 25 participants)**

How can we recognize behaviors that inhibit learning and communication within teams or groups? Then, what skills can we learn and what behaviors can we practice that will increase our capacity to learn, our effectiveness, and our satisfaction? This highly interactive workshop is based on the Mutual Learning Model, a theory of organizational behavior developed by Chris Argyris and Donald Schon. Participants will work with tools and practices such as the Ladder of Inference, Left Hand Column, Knower-Learner Survey, Mental Models, Open & Clean Questions, and Double Loop Learning. During the workshop, participants will experience solo reflection, conversations in pairs and small groups, whole group interactions, role-playing, and somatic learning.

**Performance Objectives:** Upon completion of this course participants will:

- Experience greater self-awareness
- Be familiar with specific values and ground rules that enable more effective team behavior
- Know how to engage with conflict that arises within teams
- Understand the value of skilled inquiry
- Be able to help their team learn

**Competencies covered in this course:** Effective communication, feedback, conflict engagement, and genuine inquiry.

**Intended Audience:** Teams, as well as Supervisors and Managers of Teams, and HR Professionals.

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#### **Systems Wisdom (1/2 day to full day introductory workshops; two-day problem-solving workshop; 10 – 25 participants)**

Do you find that you or your team continually react to “brush fires,” or “solve” the same or similar problem over and over? Are you plagued by unintended consequences resulting from well-meaning actions? Would you like to better understand the complex dynamic systems in which you work? This interactive and experiential workshop introduces principles, concepts, and tools of systems thinking, and explores what it means to bring a systemic perspective to one’s work and relationships. Participants will use systems thinking to deepen their understanding of a complex challenge or issue. This workshop is for anyone who wishes to become more effective in addressing complex challenges. Each participant will receive a deck of “Habits of a Systems Thinker” cards.

**Performance objectives:** Upon completion of this course participants will:

- Understand the “Habits of a Systems Thinker”
- Be able to use the Iceberg model to decide where to intervene in a system

- Appreciate their interdependent relationships with others
- Be familiar with the “plots” of recurring system stories (archetypes)
- Understand how they might be contributing to the very problem they are trying to solve

**Competencies covered in this course:** The Habits of Systems Thinkers, “Lowering the Waterline” to deepen one’s understanding, feedback, leverage points, inquiry.

**Intended audience:** Teams, as well as Supervisors and Managers of Teams, and HR Professionals.

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### **Wise Action for Sustainable Change (two days; 15 – 30 participants)**

Leading in “powerful times” requires us to show up in our world differently than in the past. This interactive workshop helps leaders and leadership teams by supporting three interrelated capacities: leaders must develop and exercise *systems intelligence*; they must learn to recognize and respond to *adaptive challenges*; and they must set an example that encourages *mutual learning*. When these three capacities are present, *wise action* is possible.

The purpose of this workshop is to increase the capacity of leaders and aspiring leaders to take wise action. When we take “wise action” we increase the likelihood of getting what we want, and decrease the likelihood of undesired unintentional consequences. Wise action leads to sustainable change.

**Performance objectives:** Upon completion of this course participants will:

- Be grounded in the three interrelated capacities that make wise action possible
- Know how to create a container for practicing authentic leadership
- Have experience working on a particular, personally meaningful challenge

**Competencies covered in this course:** Systems thinking, adaptive & authentic leadership, the Mutual Learning Model

**Intended audience:** leaders and aspiring leaders

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### **Meaningful Meetings & Other Conversations (one or two days; 15 – 50 participants)**

It makes a difference how we convene ourselves to work on issues that matter. This experiential workshop explores multiple methodologies for designing meetings and convening other conversations in organizations and communities. One of the key roles of the leader facing complex challenges is to name and convene the conversation.

**Performance objectives:** Upon completion participants will:

- Have experience with and an appreciation for different conversational structures
- Have skills to begin to design and facilitate more effective meetings
- Have insights to shaping powerful questions

Competencies covered in this course: Meeting design, facilitation/hosting, shaping powerful questions, Circle Way, World Café, Open Space, and other structures.

Intended audience: leaders and aspiring leaders

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Other workshops being developed:

- Collective Impact – a workshop to teach the basics of this approach to addressing complex community challenges
- Embodying Systems – learning/practicing exercises from the Systems Thinking Playbook
- The Learner’s Path – based on book by the same name, a workshop about shifting from the stance of a *Knower* to the stance of a *Learner*