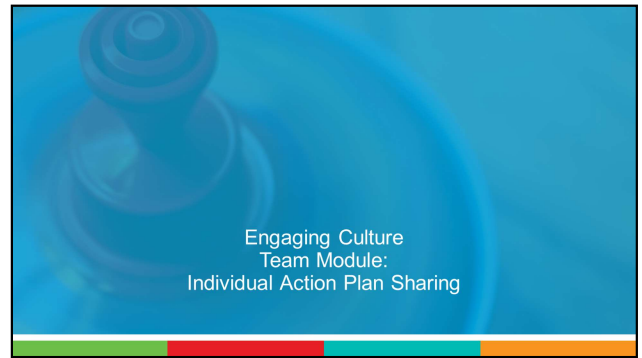


FACILITATOR NOTES:

IMPORTANT: Select **View / Notes Pages** to see all of the facilitator the notes.

Facilitate an Engaging Culture Individual Action Plan Sharing meeting if:

- You want to Build All Players.
- You want your team to further integrate Engaging Culture behaviors into team dynamics and strategy.
- Your team has completed the Engaging Culture Team Overview Module and Engaging Culture Self Assessment and is seeking more resources to #workdifferently as a team.
- The team wants to align on specific behaviors that have the greatest influence on delivering results.
- You want to identify and build on your team's greatest strengths and opportunities from an Engaging Culture perspective.
- You're looking to integrate Engaging Culture behaviors into a team offsite.
- You want your team to be accountable to each other and build trusted relationships within your team.



ADDITIONAL NOTES:

Before you facilitate

- **Review** this entire guide.
- **Adjust** the slide deck as needed.
- **Add** your own notes.

To print the facilitator guide

1. Click on **File**.
2. Click on **Print**.
3. Click on the drop down next to **Full Page Slides**.
4. Select **Notes** (at top under Print Layout).
5. Click on **Print**.

FACILITATOR NOTES:

Before Meeting

1. Define Purpose and Preparation
 - Explain the purpose of the meeting to your team in an email or team huddle session.
 - Remind team members to complete the assessment and send you the one behavior they're focusing on as a result of the assessment.
2. Schedule Meeting
 - Approximately 45-60 minutes.
3. Gather Supplies, if necessary.
 - Obtain material you'll need for the meeting – printed copies of the Engaging Culture Behavior Map, flipcharts, markers, post-it notes, etc.

During Meeting

1. Leader welcomes team and sets expectations and tone for the day.
2. Team shares EL focus behavior from Engaging Culture Self Assessment.
3. Team collaborates to become accountable to each other and build trusted relationships.
4. Team defines a plan for tracking progress.

After Meeting

1. Send out meeting summary.
2. Schedule informal individual check-ins.
3. Schedule formal entire team check-ins to discuss progress.



ADDITIONAL NOTES:

Email text:

Adjust the email text as needed.

You've recently completed the Engaging Culture Self Assessment where you identified one behavior that's key to your everyday work that you need to develop.

We're going to meet as a team to share our focus behavior and how we can support each other to grow our skills. We want to be accountable to each other and build trusted relationships within our team.

(Add additional context here so your team knows why this is important and why you are spending time on Engaging Culture together as a team.)

In preparation for the meeting:

- Please complete the Engaging Culture Self Assessment ***insert link***.
- Please email me the one behavior you're focusing on from the assessment.

Thank you for committing time to prepare for our conversation.

FACILITATOR NOTES:

TIME: 2 minutes

Step 1: Set

Say: Here’s the format for today:

- We’re going to discuss our meeting goals and expectations.
- We’ll each share the one behavior from the assessment that’s key to our everyday work that we need to develop.
- We’ll discuss how we can collaborate and assist each other with skill development, making us accountable to each other and building trust relationships.
- Then, we’ll plan actionable steps we can take to track progress.

Adjust the timing as necessary:

Set expectations:	5 minutes
Share:	15 minutes
Support:	15 minutes
Plan:	10 minutes
Total	45 minutes



ADDITIONAL NOTES:

To save time

- Ask your team members to submit their one focus behavior to you ahead of time.
- Capture (see slide 6) and share focus behaviors at the start of the meeting.
- Begin the discussion by asking each team member, “Why was working on this behavior important to you?”

Meeting facilitator options

- The team leader can facilitate the meeting.

-or-

As an opportunity to Build A Team, a team member can facilitate the meeting.

- Team members are closest to the issues.
- Encourages ownership.
- You can ask for a volunteer or select a person that’s looking for leadership development opportunities to lead meeting.

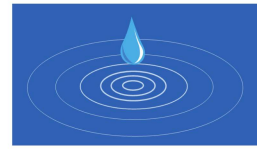
FACILITATOR NOTES:**TIME: 3 minutes****Step 1: Set**

SAY: Let's remember a few key points from the videos.

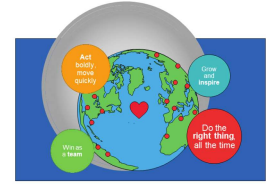
- Small changes make a big difference. We all have the same opportunity to use Engaging Culture and help spread the behaviors across the organization.
- We can all have direct and truthful conversations and become more self-aware.
- We need to help each other grow and develop so we can all engage.
- We can all lead every day from every seat.

Let's talk about expectations for today's meeting.

- During this meeting, we're going to be sharing something personal, a behavior that we want to strengthen.
- That's makes us all vulnerable so, let's be sure to practice candor and authenticity, and show confidentiality and trust.

Key Messages

Small changes make a big difference.



We can all lead every day from every seat.

ADDITIONAL NOTES:

FACILITATOR NOTES:

Step 2: Share

Say: Just as reminder, the Engaging Culture Action Plan has a space where you identified the behavior you will focus on.

I'd like to have you share your focus behavior.

Engaging Culture Action Plan

Engaging Leader Action Plan

1

If you haven't yet, [review the Behavior Map](#), and [take the assessment](#).
Print the results and reflect on them.

2

Create an action plan below:

ENGAGING LEADER BEHAVIOR that I will focus on:

REFLECT: What does it look like when I do this behavior well?

COMMIT TO CHANGE:

✓ Actions that I will start or continue:

✗ Actions that I will avoid or let go of:

What's your focus behavior?
Why is it important?

ADDITIONAL NOTES:

FACILITATOR NOTES:

TIME: 15 minutes

Step 2: Share

- 1. Recommendation: Manager sets the tone by sharing his/her focus behavior.
 - This is my focus behavior and here’s why it’s important to me...
- 2. Ask each team member to clarify:
 - Why did you select this behavior as your action item?
 - Why is it important?

Share Focus Behavior

Behavior	Focus Behavior for these People
Lead by example	Explicit Strategic Intent
	Ensure Work Matters
	Explicit Understanding of How to Work
Work smart, manage smart	Provide Freedom to Operate
	Apply Appropriate Effort
	Got you Covered
Win together	Create Team Rituals
	Build All Team Members
	Know & Appreciate Each Team Member
Grow & motivate	Foster Continuous Growth
	Be Self Aware
	Encourage Productive Discourse

Set the tone:

This is my focus behavior and here's why it's important to me...

Ask each team member to clarify:

Why did you select this behavior as your action item?

Why is it important?

ADDITIONAL NOTES:

Reminder: To save time, have team members email you their focus behavior before the meeting so you can capture it on this slide or in another format you prefer.

FACILITATOR NOTES:**TIME: 15 minutes****Step 3: Support**

1. Ask team members to share strategies for how they can support each behavior. Is this behavior a strength for anyone? What are strategies have you've used to successfully apply the behavior?
2. Ask team members to be a resource to each other to establish accountability and build trusted relationships within our team.
3. Document for each behavior (optional):
 - Team members who identified it as an action item.
 - Strategies for how can the team can support the behavior.

Support			
	Behavior	Focus Behavior for these People	How can we support?
Play to win	Explicit Strategic Intent		
	Ensure Work Matters		
	Explicit Understanding of How to Work		
	Provide Freedom to Operate		
Act with integrity & respect	Apply Appropriate Effort		
	Got you Covered		
	Create Team Rituals		
Work as a team	Build All Players		
	Know & Appreciate Each Player		
Grow & improve	Foster Continuous Growth		
	Be Self Aware		
	Encourage Productive Discourse		

ADDITIONAL NOTES:**Documenting the meeting**

- The **value** of the meeting is in the **conversation**.
- It's up to you whether you want to document the discussion.
- However, if you capture the dialog, you can email the summary to the team after the meeting and refer to it during your progress check-ins.

FACILITATOR NOTES:**TIME: 10 minutes****Step 4: Plan**

Discuss how to hold ourselves accountable and check-in on progress.

- How often should I meet with you individually to discuss progress?
- How often should we meet as a team to discuss progress? Can we simply add it as an agenda item to our existing meeting?

Obtain everyone's input.

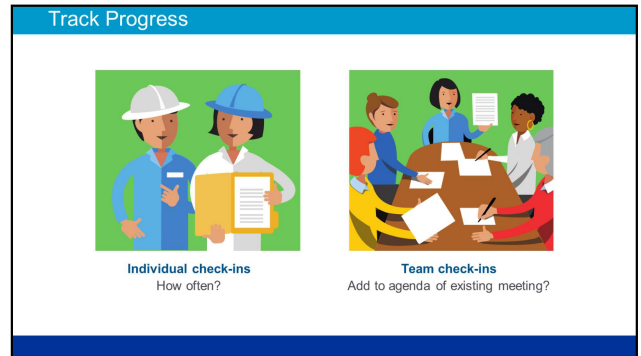
- Be sure that your more vocal team members do not dominate the conversation.
- You can go around the room and ask for each person's feedback.
- For virtual sessions, you can use the participant panel, going top to bottom, to ask for everyone's input or ask everyone to comment in chat.

Close the meeting.

- Thank you for being present and active today. I'm looking forward to seeing these behaviors lived out on our team. These behaviors will have a real impact on how we work.

Share the meeting notes,

1. Send out a meeting summary and check-in schedule.
2. Schedule informal individual check-ins with team members. Recommend first check-in is a few weeks after the meeting.
3. Schedule formal entire team check-ins to discuss progress. Recommend first team check-in is about a month after the meeting.

**ADDITIONAL NOTES:**

Tips for individual check-ins:

- Review the action item for the individual before the check-in.
- Tell me about your progress.
- Tell me about your challenges.
- Did you reach out to other team members for guidance?
- How can I help?

Tips for entire team check-ins:

- Review the action items for the entire team before the meeting.
- Ask for kudos and a-ha moments.
- What is working?
- Share one of your wins.
- What is getting in the way?
- Where do you need help?

Recommendation

- Continue the check-in process for this first behavior for about 90 days.
- Then, ask the team to select a new behavior to develop.
- Suggest that they may want to retake the assessment.