



INTEGRATIVE
INQUIRY



LEADERSHIP & MANAGEMENT

COURSE CATALOG

2020 TRAINING & DEVELOPMENT RESOURCES



COMPANY BACKGROUND

Integrative Inquiry provides strategic planning, training, and development services that help organizations become more inclusive and equitable, both with employees and with clients they serve. We help teams meet diversity and inclusion compliance requirements, tackle complex interpersonal conflicts, and work in more productive and collaborative ways. Our services increase employee engagement, optimize workflows, and create resilient teams, which saves your company time, money, and frustration. To ensure organizations achieve the best results, we integrate foundational training into systems to create a sustainable framework for continued operational improvement and a thriving organizational culture.

Purpose | To provide a strategic approach to transforming your team's effectiveness, leadership, & culture.

IN THIS CATALOG

This Leadership and Management Course Catalog is designed for those in positions of leadership, both formal and informal, within your organization. It showcases content we have delivered and can be customized to fit your company's needs. Browse our workshops to gain insight into how we structure training programs at Integrative Inquiry. We recommend customizing long-term courses and curricula around identified competencies based on a needs assessment. However, individual workshops can be selected from this guide as an introduction to our process. Workshops provide the tools to help leaders adapt their work cultures, build trust with team members, and integrate new ideas, skills, and approaches into the workflow.

WHAT'S INSIDE

A Development Framework: Integrative Inquiry's Approach to HRD

5

The Nature of Teams: The Fundamentals of Team Development

Facilitation 101: Engaging Teams for Optimal Performance

Transforming Teams: Creating Inclusive & Equitable Work Environments

Unpacking Bias in the Workplace: Addressing & Acknowledging Power Dynamics

Redefining Inclusion: Creating Communities of Trust, Transparency, & Collaboration

The Art of Facilitation: Master Class

WORKSHOP LISTINGS

Foundational Concepts

What is Organizational Culture?
Transforming How We Work Together

Improving Workplace Culture: A Strategic Approach to Change

Leadership Across Cultures: Working in Intercultural Teams

Transformative Leadership: Optimizing Organizational Culture

Inclusion & Connection

Self-Awareness: The Foundation of Effective Leadership

Beyond Cultural Competency: Reimagining Diversity, Equity, & Inclusion Work

Understanding Psychological Safety: Investing in Team Building

Overcoming Equity Fatigue: A New Approach to Managing

Invisible Bias: Addressing & Acknowledging Micro-Aggressions

Leadership for Diversity: Cultural Capital, Code-switching, & Empowerment

6

7

Direction & Purpose

9

The Power of Positivity: A Strengths-Based Approach to Management

A Guiding Hand: Coaching to Support the Growth of Others

Who is at the Table? Authentic Engagement in Visions, Goals, & Planning

The Right Foot Forward: Best Practices in Onboarding New Team Members

Leading for Growth: Implementing Coaching & Mentorship models

Creating Inclusive Cultures: Hiring, Promoting, & Retaining Great Employees

Cultivating Engagement: Fostering Meaning, Purpose, and Connection at Work

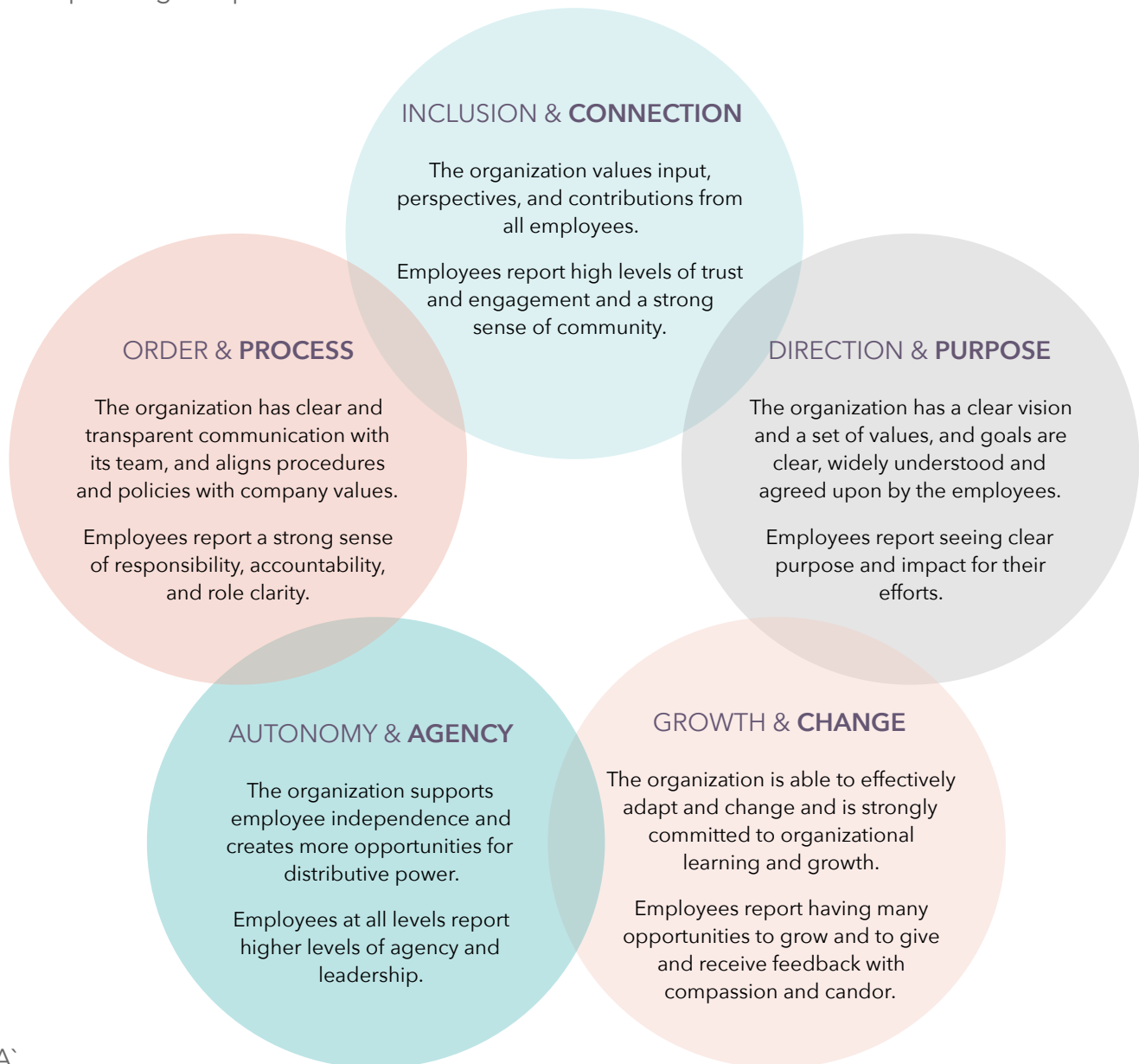


Growth & Change	10	Order & Process	12
Fostering Growth: Implementing a Culture of Feedback		Meeting Management: Optimizing Communication & Workflows	
Champions of Change: Creating Cultures that Thrive in Transition		Behind Closed Doors: Addressing Transparency in the Workplace	
Fostering Growth: Professional Development & Promotion Processes		From Output to Outcome: Results-based Accountability	
Laying the Foundation: Building Policy to Support Change		Building Process into Culture Change Initiatives	
Why Feedback is Failing: Leadership, Culture, & Process		Institutional Transformation: Policy, Process & Leadership	
Conflict as Opportunity: Transforming Challenges into Growth		Evaluation & Assessment in Practice	
Embracing Change: Guiding Teams through Transitions		Walking the Walk: Bringing Equity Policies into Practice	
Mediating Conflict: Transforming Interpersonal Challenges on your Teams			
Autonomy & Agency	12		
Learning to Delegate: Management to Empower Others			
An Open Door: Cultivating Emerging Leaders			
Distributive Power Models: Understanding Power Dynamics in the Workforce			
Transformative Leadership: Inspiring Innovation			

A DEVELOPMENT FRAMEWORK

INTEGRATIVE INQUIRY'S APPROACH TO HUMAN RESOURCE DEVELOPMENT

Workshops are organized by the Integrative Inquiry framework for human resource development. This framework identifies **five key aspects of** optimal work environments and their corresponding competencies:



A`

WORKSHOP LISTINGS

FOUNDATIONAL CONCEPTS

Foundation Workshops (1-3 h)

What is Organizational Culture? Transforming How We Work Together

This workshop introduces key concepts and best practices for improving organizational culture and how managers can help reinforce and ultimately transform work environments to increase employee engagement, retention, and productivity.

Skill-building Workshops (1 day)

Improving Workplace Culture: A Strategic Approach to Change

Research shows that teams with a positive work culture have better morale and higher success rates. Individuals are more likely to speak up, take on leadership roles, and make the improvements needed to ensure the highest quality teamwork possible. This workshop focuses on how to shift your team's culture to improve workflow, increase productivity, and reduce turnover. We will explore the 5 components of optimal work cultures and learn practical ways to implement immediate changes on your teams.

Leadership Across Cultures: Working in Intercultural Teams

How do we envision an organizational culture that is inclusive and acknowledges a wide range of cultural perspectives? This workshop is designed for managers who work with multinational teams and who are looking for clear strategies for integrating company values and culture with the needs and perspectives of their employees.

Intensives (2.5-5 days)

Transformative Leadership: Optimizing Organizational Culture

Transformative Leadership creates a workplace environment where employees are inspired and engaged. Through our three-pronged approach to transform organizational culture, participants in this intensive will learn how to increase innovation, productivity and satisfaction in their teams and shape the future success of the company. Dive deeply into the 5 components of optimal work cultures and develop a strategic action plan for implementing, managing and assessing this work moving forward.

INCLUSION & CONNECTION

Foundation Workshops (1-3 h)

Self-Awareness: The Foundation of Effective Leadership

Self-awareness is perhaps the most important quality in leaders, helping us perceive not only our strengths and weaknesses, but our biases, assumptions, and habits. It is through this lens that we are able to make intentional and strategic decisions, to manage teams with integrity and transparency.

Beyond Cultural Competency: Reimagining Diversity, Equity, & Inclusion Work

In many organizations, diversity work boils down to numbers: a quota of "bodies in seats," a checklist of cultural differences to memorize, compliance assessments, etc. But this does not help achieve innovation, the primary benefit of a diverse workplace. We have to move past numbers to shift organizational culture to be more inclusive and innovative, to grow and evolve by engaging employees and embracing diverse perspectives.

Understanding Psychological Safety: Investing in Team Building

Team building is about taking deliberate actions to build camaraderie, trust, and candor among team members. It prioritizes both team success and satisfaction, and is a foundational step to creating environments in which team members are ready and eager to engage in collaborative work.

Overcoming Equity Fatigue: A New Approach to Managing

Today, a lot of equity and inclusion work can feel like an endless list of compliance requirements, punitive measures and new guidelines and policies. This workshop explores how we can reclaim equity work to be more holistic.

Skill-building Workshops (1 day)

Invisible Bias: Addressing & Acknowledging Micro-Aggressions

Bias is a natural human tendency, but failure to unpack and understand bias can have disastrous effects when managing teams. Discover how individuals and organizations subtly communicate bias through indirect and often subconscious means and learn how to take action to address, own, and transform these biases in the workplace.

Leadership for Diversity: Cultural Capital, Code- switching, & Empowerment

An exploration of what creates cultural capital, the unspoken tools and resources that help us succeed in our society. Participants will unpack the ways in which we benefit from these cultural advantages and explore ways we can help support others as they arrive in this country.

The Nature of Teams: The Fundamentals of Team Development

Teams, like individuals, go through stages of development. Explore the natural development of team dynamics and learn preventions and interventions you can make to increase communication and collaboration throughout each stage.

Facilitation 101: Engaging Teams for Optimal Performance

Facilitation is a leadership skill often overlooked and is seldom acquired prior to promotion to management positions. Yet effective facilitation is essential to optimizing communication and collaboration across teams, running effective meetings, and proactively addressing interpersonal conflict. Learn the basics of facilitation and how it applies to your role.

Intensives (2.5-5 days)

Transforming Teams: Creating Inclusive & Equitable Work Environments

Creating truly equitable workspaces requires understanding and acknowledging the presence of bias, power and privilege in the workplace and in society as a whole. This workshop is for organizations interested in building awareness about power dynamics, micro-aggressions and biases within a group and coming up with new approaches and skills to work with others. It provides resources and techniques for both managers and employees to address equity head on in their organization.

Unpacking Bias in the Workplace: Addressing & Acknowledging Power Dynamics

Creating truly equitable workspaces requires understanding and acknowledging the presence of bias, power, and privilege in the workplace and in society as a whole. This workshop is for organizations interested in building awareness about power dynamics, micro-aggressions and biases within a group and coming up with new approaches and skills to working with others. It provides resources and techniques for both managers and employees to address equity head on in their organization.

Redefining Inclusion: Creating Communities of Trust, Transparency, & Collaboration

What does it mean to truly create a truly inclusive work environment? Over the course of this intensive, gain techniques and conceptual frameworks that help you build teams that communicate and collaborate more effectively.

The Art of Facilitation: Master Class

Delve deeply into the skills and framework around effective facilitation. Learn how to generate collaboration and innovation and inspire your team to new heights. Build tactical skills to engage employees through different styles of learning and communication.

DIRECTION & PURPOSE

Foundation Workshops (1-3 h)

The Power of Positivity: A Strengths-Based Approach to Management

Strengths-based leadership is an approach to management that focuses on identifying and developing individuals strengths in order to help them excel in their current positions. This session explores how this model applies in your context and what changes in processes and procedures you can make to better support your teams.

A Guiding Hand: Coaching to Support the Growth of Others

What does it mean to coach in a work environment? In this session, we explore a model to help support and guide others in setting their own goals, acknowledging challenges, and innovating new solutions.

Who is at the Table? Authentic Engagement in Visions, Goals, & Planning

When preparing to establish new missions, goals, or strategic plans, it is important to consider who is involved at each step of the way, and to find ways to create goals with input from across the team using collaborative techniques. Learn more about how to design this process to build buy-in, passion and value in your work.

The Right Foot Forward: Best Practices in Onboarding New Team Members

The domain of orientation has long been confined to human resources, to a series of seminars or compliance requirements. However, this strategy alone fails to set up the new team member for success because it does not engage the current team members. In this session we explore best-practices in on-boarding and how to help build a stronger work culture through orientation.

Skill-building Workshops (1 day)

Leading for Growth:
Implementing Coaching &
Mentorship models

Managerial coaching and mentorship has been a growing trend in the last few decades as managers are visioning their role as a place to help employees achieve excellence. In this session we introduce a coaching framework and discuss how to implement strengths-based leadership into your business model.

Creating Inclusive Cultures:
Hiring, Promoting, &
Retaining Great Employees

Optimizing work culture not only attracts employees to your business, it keeps employees engaged, committed and passionate about their work. Learn best practices in developing inclusive work cultures and how that can transform your company.

Intensives (2.5-5 days)

Cultivating Engagement:
Fostering Meaning, Purpose,
and Connection at Work

In today's competitive climate, it's essential that your employees are engaged. Engaged employees form the foundation of a healthy thriving company culture by dedicating themselves to the company mission and working harder and longer to help it succeed. In this intensive, we dive into the concepts of engagement and best practices to transform policies, practices and behaviors.

GROWTH & CHANGE

Foundation Workshops (1-3 h)

Fostering Growth:
Implementing a
Culture of Feedback

This workshop focuses on building a team's confidence, communication, and trust through implementing policies and behaviors to build a culture of transparent, compassionate feedback and a growth mindset. Participants learn a framework for giving and receiving feedback to use in their workplaces.

Champions of Change:
Creating Cultures that Thrive
in Transition

The only constant is change. Organizations that fail to embrace change are constantly battling challenges, unprepared for each change that always seems to arrive abruptly. Embrace change to learn from it rather than trying to fight or "manage" it. This will allow us to find ways to increase flexibility and agility to meet new needs as they

Fostering Growth: Professional Development & Promotion Processes

Employees are seeking opportunities to grow and develop new skills within their companies now more than ever. Businesses looking to ensure retention and increase satisfaction on their teams must be innovative. This session explores best practices for implementing professional development opportunities and promotion processes to increase employee retention.

Skill-building Workshops (1 day)

Laying the Foundation: Building Policy to Support Change

How do we create systems that are simultaneously clear and structured but still allow for change and adaptation? In this workshop we will look at policies and procedures that can be implemented to better prepare for change.

Why Feedback is Failing: Leadership, Culture, & Process

Feedback is foundational in most companies, yet it is not working as it should. This is because feedback is a complex process that requires retraining teams to rethink how information is collected and used to drive change. In this session we explore the 3 approaches to feedback and how to maximize its effect on your organization.

Conflict as Opportunity: Transforming Challenges into Growth

Much of our resistance to change stems from our mindsets. In this workshop we will learn more about a growth mindset and how it can be used to fundamentally transform how we approach change, failure, and obstacles. Develop curiosity and excitement around change today.

Embracing Change: Guiding Teams through Transitions

In this ever-changing world, organizations must prepare to transition with intention, and with commitment to sustainability. This workshop introduces a framework for change and offers procedures and recommendations for guiding teams through organizational, leadership, or culture change.

Intensives (2.5-5 days)

Mediating Conflict: Transforming Interpersonal Challenges on your Teams

Every manager at some point encounters conflict on their teams. This intensive helps prepare managers to mediate between groups or two individuals. Hold the space for dialogue and compassionate communication on your teams.

AUTONOMY & AGENCY

Foundation Workshops (1-3 h)

Learning to Delegate:
Management to Empower
Others

Employees that report more autonomy and responsibility are much more likely to be engaged, productive, and satisfied in their work. Learn how to avoid pitfalls of micro-managing and distribute leadership more evenly on your team.

Skill-building Workshops (1 day)

An Open Door: Cultivating
Emerging Leaders

This workshop helps managers develop leadership across their teams, create opportunity for emerging leaders to flex their skills and take on greater responsibility while still providing structure and supervision for projects.

Distributive Power Models:
Understanding Power
Dynamics in the Workforce

Power is a complex concept that is crucial to understanding and improving team dynamics. Discover a framework to examine power dynamics at play and your own connection to formal and informal types of power. Gain practical skills to help you transform your leadership style from "power over" to "power with."

Intensives (2.5-5 days)

Transformative Leadership:
Inspiring Innovation

Transformational leadership encourages, inspires and motivates their teams to innovate and help grow and shape the future success of a company and project. Be a champion of change and guide your employees to take ownership and pride in their work.

ORDER & PROCESS

Foundation Workshops (1-3 h)

Meeting Management:
Optimizing Communication &
Workflows

Despite spending a high percentage of time in meetings, most organizations struggle to collaborate in ways that are meaningful and effective. Our ability to facilitate and organize meetings is a critical part of a company's success. This workshop introduces the foundational principles of facilitation and provides straight-forward easy to use tools and templates to implement in your organization.



Behind Closed Doors: Addressing Transparency in the Workplace

Transparency is a common issue in businesses for a variety of reasons. While some fields require certain levels of clearance for information sharing, much of it has to do with how we use and approach power. This session asks managers to reflect on how transparent their departments are and why that may be the case. It then offers structure to be more intentional about when and how information is shared.

From Output to Outcome: Results-based Accountability

Assessments are only useful if we can use them to make meaningful change. In this workshop we will discuss results based accountability, focusing on not just the work we are doing, but on what impact it is actually having. By setting our goals correctly we can make sure to collect the appropriate data.

Building Process into Culture Change Initiatives

Companies that have “culture committees” or HR initiatives that aim to address culture challenges within the organization but don’t have authority to make policy or procedure changes are going to have limited effect on the culture. In this session, we will help your business move cultural initiatives forward by implementing processes that reinforce desired changes.

Skill-building Workshops (1 day)

Institutional Transformation: Policy, Process & Leadership

In this workshop, participants will understand the three-pronged approach to institutional transformation and how their roles are significant in impacting the overall success of these initiatives by promoting and incorporating these policies and processes in their teams.

Evaluation & Assessment in Practice

Are the evaluation and assessment strategies we’ve put into place working? This workshop will allow participants to bring in real projects and analyze how effective the evaluation and assessment strategy is for effecting real change and bringing about improvements.

Intensives (2.5-5 days)

Walking the Walk: Bringing Equity Policies into Practice

As organizations with equity and inclusion values, it’s essential that our managers understand and are able to apply models for imbedding equity principles into policies, processes, and procedures at all levels of the organization. In this intensive, participants will explore how to move beyond punitive compliance models and think more about how to incorporate equity values into the work culture.

