![Integrative Inquiry logo]

INTEGRATIVE INQUIRY

TEAM DEVELOPMENT

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**

The Team Development Course Catalog is designed to be taught across hierarchy within intact teams that work together on a regular basis. 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 you and your colleagues develop new practices, build communication within the team, and integrate new ideas, skills, and approaches into your workflow.
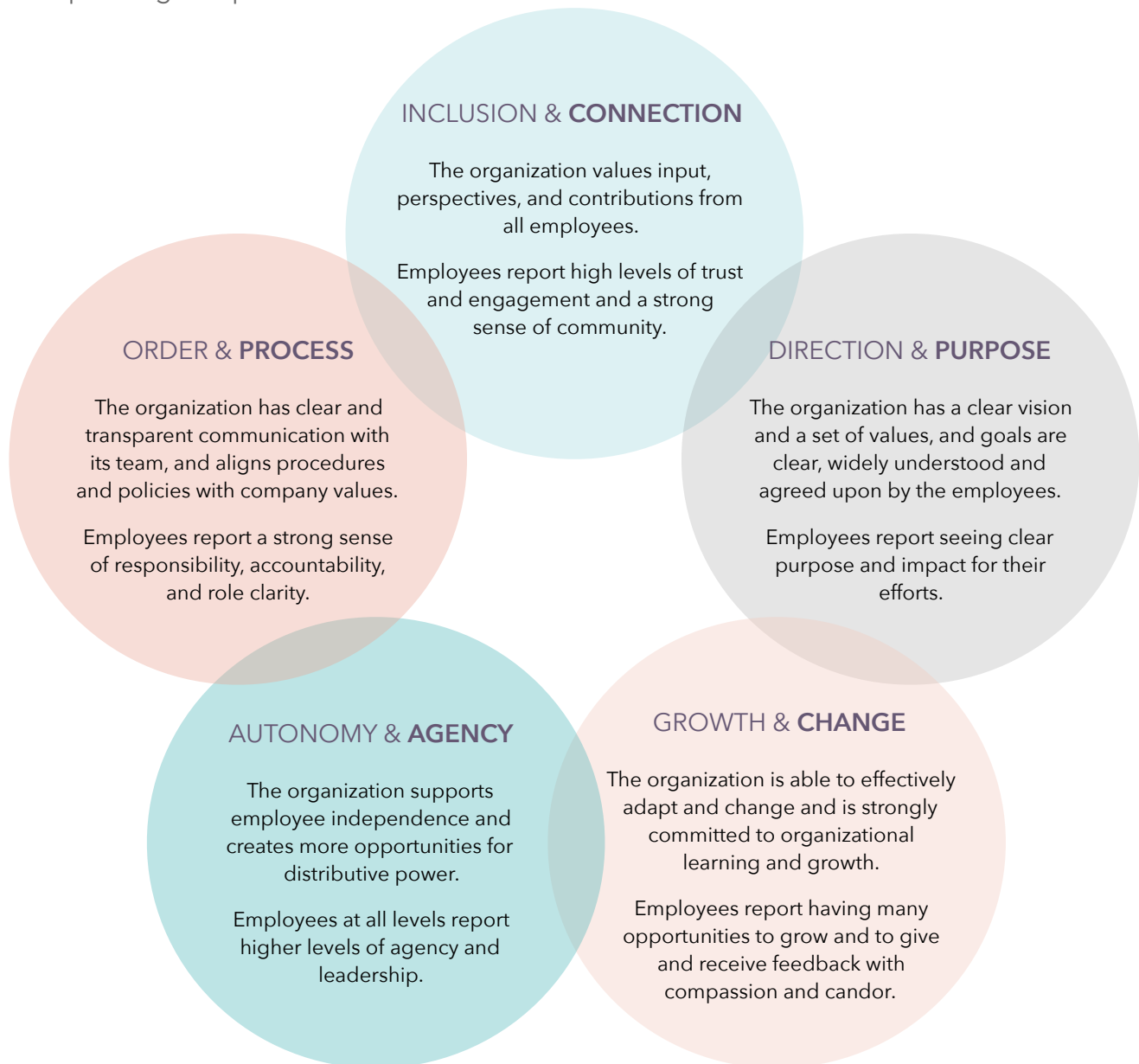
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WHAT'S **INSIDE**

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:

INCLUSION & **CONNECTION**

The organization values input, perspectives, and contributions from all employees.

Employees report high levels of trust and engagement and a strong sense of community.

ORDER & **PROCESS**

The organization has clear and transparent communication with its team, and aligns procedures and policies with company values.

Employees report a strong sense of responsibility, accountability, and role clarity.

DIRECTION & **PURPOSE**

The organization has a clear vision and a set of values, and goals are clear, widely understood and agreed upon by the employees.

Employees report seeing clear purpose and impact for their efforts.

AUTONOMY & **AGENCY**

The organization supports employee independence and creates more opportunities for distributive power.

Employees at all levels report higher levels of agency and leadership.

GROWTH & **CHANGE**

The organization is able to effectively adapt and change and is strongly committed to organizational learning and growth.

Employees report having many opportunities to grow and to give and receive feedback with compassion and candor.

For more information about the academic resources and validity of the framework, see our white paper on the subject (Stitham, 2019).

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WORKSHOP **LISTINGS**

FOUNDATIONAL **CONCEPTS**

Foundation Workshops (1-3 h)

What does Organizational Culture mean to me?

As a team member, it's important to understand your workplace culture and what role you play in reinforcing or transforming it. How can we all take more responsibility to create a culture we want to work in?

Skill-building Workshops (1 day)

From Vision to Action: Transforming Organizational Culture Together

During this day-long session, teams will work together to understand and map out changes that they would like to make in their organizations to optimize company culture and to inform policies, procedures, and attitudes.

INCLUSION & **CONNECTION**

Foundation Workshops (1-3 h)

From Me to We: Self Awareness to Transform Teams

To understand how our opinions and perspectives are shaped, we must first examine the social, political, and personal contexts we come from. Dig in and examine the multiple and ever-changing identities that form us as individuals and how our community both impacts them and is impacted by them. To change society, we must first explore how it changes us.

Working Better Together: How Team Dynamics Impact Performance

Teams have a physiology, a life cycle that evolves as individual members get to know one another and establish a working rapport. Explore the theories of team dynamics to help better prepare and support one another through transitions, obstacles, and conflicts.

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Active Listening: Being Present with Others

With technological advancements, globalization and intercultural collaboration is more accessible and prevalent than ever before. Yet increased methods of communication have diminished our abilities to be present with one another. Discover the simple, yet lost art of active listening. Engage in deeper dialogues and connect with others authentically.

Skill-building Workshops (1 day)

Bringing Teams Together: Collaborative Decision-Making

Teams often need to come together to address complex challenges that require innovation and creative problem solving. Collaborative decision making at organizations has been shown to increase team engagement, efficiency, and effectiveness. In this workshop, learn process tools needed to help guide your team in creating transformative solutions together.

The "I" in team: How Identity Impacts Team Effectiveness

In this workshop, we examine the multiple and ever-changing identities that form us as individuals and how this impacts how we perceive others and how we are perceived by others. Understanding the ways in which our identities influence how we approach working with others is an integral component of transforming team cultures and creating more equitable workplaces.

Intensives (2.5-5 days)

The Science of Teaming: Improving How We Work Together

Discover how we as individuals each approach learning, work and collaboration differently and then use this knowledge to improve the way your team works. Over the course, teams will explore several frameworks to help them better assess their own dynamics and come up with action steps to improve their processes and outcomes as a collective.

DIRECTION & **PURPOSE**

Foundation Workshops (1-3 h)

Plans for the Future: Goal Mapping and Career Planning for Growth

How can we plan for success? In this workshop, participants will get tools and techniques for career planning and develop an action plan for how to move their goals forward.

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A Common Goal: Creating a Shared Vision, Plan, & Strategy

Strategic planning sets the goals and work plans for a team moving forward. Co-constructing these collectively as a team lays the foundation for efficient and successful collaboration by making sure all members feel a sense of ownership and responsibility for the mission, have a shared vision and clear strategies, tactics and initiatives on which to base their plan. Get a brief overview of best practices to set up strategic planning for success.

Skill-building Workshops (1 day)

My Strengths: Maximizing Productivity, Meaning & Satisfaction at Work

In this all day workshop, participants will explore their own strengths and areas of opportunity to learn how to maximize these strengths and expand their range in their current roles.

GROWTH & CHANGE

Foundation Workshops (1-3 h)

Cultivating A Growth Mindset: The Lifelong Pursuit of Learning & Opportunity

How can we work together better? Research shows that teams with a growth mindset and culture of feedback have better morale and higher success rates. This workshop focuses on how to shift your team's culture to improve workflow, increase productivity, and reduce turnover. We will discuss effective implementation of tools for feedback and how to move towards a culture of transparent, compassionate communication.

Embracing Change: Understanding the Theory of Resistance

Much of our resistance to change stems from our mindsets. In this workshop we will learn more about what barriers we all have towards change and how we can intentionally work to overcome them.

Skill-building Workshops (1 day)

Transforming Conflict 1: Self Awareness

Part of what makes conflict so challenging is that it is often multifaceted and complex. It is also deeply influenced by the stories we tell, which are colored by our assumptions, biases, and beliefs about how people are or what their motivations may be. Dive into a workshop all about unpacking conflict in order to change how we approach it.

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7

Transforming Conflict 2: A Problem-Solving Approach	This workshop introduces key concepts and techniques that can be applied for tasks and processes conflicts occurring in organizations and teams. Explore how your team can work more effectively and collaboratively through challenges to transform the way you work together.
Transforming Conflict 3: Difficult Dialogues	This workshop helps participants hold difficult conversations to address interpersonal conflicts that are deeply impacting relationships between colleagues. In this model, participants will be given tools to help approach the situation from a place of compassion and connection.

Intensives (2.5-5 days)

Master Class: Conflict & Communication in the Workplace	In this intensive we will introduce conflict and how to diagnose the underlying causes, values, and needs and then create a strategic approach for how to handle them. We will introduce several possible approaches to resolving or transforming the conflict. Participants will have ample time to practice these tools and discuss how and when to use each framework.
A Culture of Change: Strategies to Optimize Organizational Growth	From theory to practice, explore how embracing change can transform the processes and culture of your team. Engage in an intensive that will provide hands on tools and techniques to address change, failure, growth, and innovation in new ways.

AUTONOMY & **AGENCY**

Foundation Workshops (1-3 h)

Leading from Where you Stand	What gives us power and how do we use it? Learn more about informal leadership and how we can apply our power to help accelerate change and innovation in our organizations.

Skill-building Workshops (1 day)

Being an Agent of Change: Influencing Decision-Makers	Learn skills to help you communicate more effectively with decision makers to create more opportunities for leadership and agency in your teams or gain momentum for a new project or idea. Over the course of the workshop, participants will discover how to use techniques of narrative and strategic planning to build buy-in and support.

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Intensives (2.5-5 days)

Organizational Advocacy: Accelerating Innovation & Change

Over the course of this intensive, participants will take a real challenge in their organization and plan for how best to approach the situation. Participants will use tools and frameworks to map out an action plan for change and practice some of the skills that may be required to take it on.

ORDER & **PROCESS**

Foundation Workshops (1-3 h)

Who Does What? Determining Roles, Responsibilities, and Expectations

Role clarity is one of the most common sources of conflict, decreased productivity, redundancy and frustration. In this workshop we will help set a foundation for role clarity. Using tools like RACI charts, we ask participants to identify how teams work together, decisions are made, and responsibilities are delegated.

Working Together: Increasing Meeting Productivity

Despite spending a high percentage of time in meetings, most of us are frequently in meetings that aren't effective. This workshop introduces best practices for meeting productivity and provides straight-forward easy to use tools and templates to implement in your organization.

Intensives (2.5-5 days)

Action Planning: Assessing & Implementing Project Change

Over the course of this intensive, participants will take a real upcoming project and help bring it to life. They will assess needs and establish an action plan using tools and techniques to map out their next steps.

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ORDER & PROCESS

For more information and resources, go to:

www.integrativeinquiryllc.com