

Team Building Retreat Final Project

Christine M. Purviance

Organizational Leadership, Gonzaga University

Organizational Leadership 551: Advanced Team Building & Leadership

Dr. Josh Armstrong

July 10, 2020

Abstract

After completing assigned course materials and the immersion sessions of Organizational Leadership 550 and 551 Team Building courses, my final project was to plan for a team development retreat that I would facilitate at some point. As it happens, I became the leader of a newly organized team one year ago and finished hiring the final three positions for that team in March 2020. Over the last year I had planned to hold a team retreat once the hiring was complete. These team building courses, as well as the other Organizational Leadership courses, have helped inform the structure for this retreat, which occurred on June 24, 2020. This paper lays out the assessment, planning, and preparing for the retreat, as well as the actual facilitation and subsequent evaluation.

Team Building Retreat Final Project

Assess

Gonzaga University's Associate Vice President for Human Resources reorganized the functional areas shortly after he arrived in 2019, which created a combined team of Human Resource (HR) Partners, Employment Staff, and our Compensation Analyst into a Client Services Team. About the same time one team member resigned, the International Employment function was transitioned into our department from another division, and we were approved for an additional HR Partner, resulting in new three positions. By March of 2020, our last new employee started, and I had gained insight into what was needed for our team building retreat, as well as leadership areas I needed to strengthen based on the Student Leadership Profile Inventory (The Leadership Challenge, 2019).

Six team members report up through me on the Client Services Team. An additional team member is part of the front office team, and his work is so closely integrated and critical to the flow of the employment functions that it was important to include him as an extension of our functional team for this retreat. Of the eight of us, three have been at Gonzaga for over three years, while the other five are new within the last fifteen months. As a new team, with so many new team members to the university, I had several goals for this retreat including:

- team development: where team members could get to know one another better (one member started as the Washington State Governor issued the ‘Stay-home, Stay-healthy’ order);
- high team participation: as the past several months highlighted, via Zoom meetings, that I have several quiet individuals on the team;
- sharing of my own leadership philosophy, vision, and expectations; and
- engaging around our values, HR team norms, and HR team goals.

This was a lofty goal given the logistical constraints of time and location. Our department is heavily engaged in responding to the COVID-19 pandemic and preparing the university for reopening, so time was a limiting factor and I knew I could not get more than one day set aside. A brainstorming session with a colleague helped me narrow the purpose of the retreat to team development to increase trust and engagement with two outcomes of sharing my leadership philosophy and working on our HR team goals as they apply to the Client Services Team.

I perceived location to be a limiting factor because the Washington State Governor was not releasing us to Phase III to allow options for an in-person retreat. However, the immersion courses for 550 and 551 modeled how this could be carried out successfully in a virtual

environment. After three months of working virtually, I knew my team struggled with long virtual meetings. So, this was a challenge I had to overcome.

Plan

Planning the logistics was a critical step for the success of this retreat with attempting an all-day virtual session. Based on feedback from my team over three months of working remotely I needed to incorporate and adhere to multiple breaks in both the morning and afternoon sessions. I also needed to provide advance notice to enable the team to make alternate arrangements for children, pets, and conflicting work meetings.

Another piece of the logistics was facilitating activities in a virtual environment. The organizational leadership class provided the platform to learn and practice new techniques with Zoom as well as a virtual white-boarding / collaboration tool in miro.com. My team, however, had no experience with miro.com and I didn't want to dedicate time to learning a tool during the retreat. So, I planned a pre-introduction assignment and practice with miro.com.

As I have several quiet team members, I was intent upon high engagement activities focused on team development and increased participation within their comfort level. As the team has mostly been together between six months and one year, I didn't feel icebreakers were necessary, but energizer activities were. Cain (2017) references warm-up activities not only as icebreakers, but also as energizers which I felt were a better fit for our team at this moment in time. I chose the Interview & Introduce activity (Appendix E) as a fun way to get to know each other a bit better while allowing for some fun and creativity to start the day (Armstrong, 2020).

Finally, I tend to overpack meeting agendas. Being aware of this, my planning was intentional with less activities and over-estimating time, knowing I would probably still have too much. I planned for three blocks in the morning to cover three hours, and three in the afternoon

for three and one-half hours. As I wanted as little presenting as necessary and as much team engagement as possible, I invited a couple team members who are more outspoken to lead parts of the best teams and team norms activities in the morning on the suggestion of a colleague. Then I invited our AVP of Human Resources to introduce and close the HR Team Goals Session.

Finally, I planned to end both the morning and afternoon sessions with a sharing activity on how they were experiencing the retreat.

Prepare

I adapted a Client Services Retreat Planning Sheet (see Appendix A) from a needs assessment tool in *Teamwork & Teamplay* (1998) to begin to formalize all the ideas floating around in my head and on various sheets of scribbled notes. This tool allowed me to capture the basic agenda, tools, supplies, website links, instructions, and estimated times in a table format. At the bottom, I added checklists of pre- and post-event items I needed to complete.

To prepare my team, I reserved the date a month out so they could be dedicated to our retreat while working from home. I sent a tentative agenda a week in advance with homework assignments to create a miro.com account, paste a note on a practice board, and find an artifact to share. In these communications I generally spoke to the purpose of the day, asked them to come prepared to engage (not listen to me all day), and my commitment to breaks every 60-90 minutes. Two days before the retreat, I sent them the full agenda (Appendix B) with reminders on the preparation needed, and a request to join the meeting a few minutes early.

Other preparation activities revolved around logistics and session topics. I set up Zoom morning and afternoon sessions and created the miro.com boards for the pre-assignment and then for each of the session activities. For activities without any engagement on miro.com, I provided copies of the instructions on our miro.com board.

The bulk of the preparing was finalizing the activities and adapting them for use at this retreat. For the primary session on teams, I planned three topics/activities and then invited two employees to assist with this session. I invited my newest team member to source a few fun short video clips on teams to introduce this session. She found several, one of which was a great introduction into what often feels like team chaos, and another was a clip on how great teams work like cells of a healthy system. We decided to use both clips with the team-chaos video as an opener and the other as a closer to this session (links in Appendix A & E). After the opening video clip, I planned to facilitate a session on characteristics from the best teams or groups they had been on, splitting the first part of the discussion into three breakout rooms, with a full group discussion on the final characteristics to close. From this activity, I adapted my leadership philosophy from the Organizational Leadership 605 course to a short PowerPoint presentation (see Appendix C) and prepared to pull elements from the best team exercise to connect to my leadership philosophy. I asked my Senior HR Partner to facilitate the closing activity for this session on our HR Team Norms as she was involved in helping create them. In addition to facilitating this activity, she was also to debrief it. We brainstormed how to tie to the prior two activities together with this one.

I planned a final morning activity on the importance of communication by using the chairs activity which I adapted from five participants to seven participants as none of my team members had participated in or facilitated this activity, see Appendix D (Armstrong, 2020). The debrief plan was to tie to our internal HR communications and to the importance of transparent communications organization wide as we are seeing the impacts of both good and poor examples of communication during this pandemic.

For the afternoon sessions, I invited our AVP to facilitate the HR Team Goals session by introducing the goals to the team, as some of the newest members had not yet seen them, and then to have an assignment for us to engage those goals. To close the day, I had to find a source for free photos on the internet in order to use a photo closing activity as demonstrated during the Organizational Leadership 550 course, and adapted from *Virtual Team Building Activities: 30 Experimental Activities for a Virtual Audience* (2020, p. 14).

Finally, I gathered related documents from our department for activities involving HR Team Norms and HR Team Goals.

Lead

My reason for holding the retreat was to set up the newer Client Services team, with a mix of established and new employees, for success. I've had miserable failures when not setting up employees and new teams for success by allowing the crisis of the moment to override employee and team development. So, in the midst of responding to the COVID-19 pandemic, I only delayed the retreat for a couple months which fundamentally made it better because I was able to learn from these team building courses. With the great preparation from 550 and 551 Team Building & Leadership courses and the subsequent retreat preparation, I knew I was set up for success. But I needed to lead this retreat by paying attention to what was happening during the retreat.

I tend to be agenda driven for meetings and longer retreats regardless of the conversation. So, I challenged myself to “plan tight and hang loose” as Dr. Armstrong shared during our immersion session (2020). After the energizer activity in the morning, we had a break and then moved into the team building session involving activities on characteristics of the best teams each of us had been in, my leadership philosophy, and our HR team norms. This entire session

was planned for an hour. However, we finished the energizer activity more quickly than I had estimated so we had almost 90 minutes for this team session. The engagement and conversation went so well, that I intentionally let it continue. To hold myself accountable, at the scheduled 11:00am break, I acknowledged my tendencies to stick to an agenda, wanted to honor the break time, and asked for permission to continue this conversation through its conclusion rather than move to the last challenge activity of the morning. I really wanted to do that challenge activity as I spent a lot of time preparing it and felt the lessons were very important. However, so were the conversations my team was actively engaged in, and I knew I could use the challenge activity another time. So, we came back after the break and finished the conversations on teams, and they got an extra ten minutes for lunch which everyone appreciated.

I had another opportunity to follow their lead in the afternoon, stemming from part of the morning conversation on best teams. While I felt the vulnerability discussion we had in our immersion class, and the related readings, were very powerful, I wasn't sure the team was ready to go to that level; so I did not plan an activity, nor did I seek to introduce it into the teams discussion. But in all three breakout rooms, they brought it forward, both using the word "vulnerability" directly and describing it in other ways. So over my lunch break, I used the Quotes In Order exercise I put together for class on vulnerability and created the exercise on our miro.com board, hoping to use it in the afternoon if we had time (Cain, 2017, p. 155). When we finished the artifact sharing activity early, I connected back to the conversation on vulnerability from the morning and introduced the Quotes in Order teamwork challenge. The debrief was interesting and caught them off guard. With continued waiting and prompting, they began to talk about how it went, what they observed, and how they each process a challenge or new task differently. We then transitioned into how it applies to work situations.

Two weeks before the retreat I began to work with my leadership team to reset norms for Zoom meetings, which primarily meant we were setting the standard to have cameras turned on. During the retreat I had 95% compliance throughout the day and allowed for momentary resets or stepping away with the camera off as this was a new standard, but the team really upheld it for the most part. Only once did I have to text a reminder after I felt too much time had gone by and she immediately apologized and turned it back on.

After the retreat ended, I captured all miro.com board content into one document and sent it to the team, along with my leadership slide deck (Appendix E, C).

Evaluate

Throughout the day, I evaluated pacing and engagement. If individuals were quieter in large discussions, I found a way to invite them into the discussion. When activities were taking longer, I adjusted the schedule to allow the productive conversation and engagement. When the team hit on an idea I didn't expect, I pulled a new activity for later in the day to come back to the concept. I have never 'scheduled tight and hung loose' when facilitating a retreat like this and it was very freeing.

At the end of the retreat, my team made numerous comments about how their expectations were far exceeded, and there had not been any space to have these discussions at other retreats, much less at work, and they valued the time and space that day for those conversations. They had not been looking forward to a day-long Zoom meeting. My newest employee sent me a text stating she felt like she was part of the team now. They also expressed a desire to meet a couple times a year and to find a way to incorporate these activities and discussions at least monthly.

As a formal follow up, I sent an anonymous survey to the team asking for their feedback on the day. The core, qualitative questions asked on the survey included (1) what about the day was most valuable, (2) what would have worked better, (3) what would you do differently next time, and (4) what topics would you like to see in future meetings. I also asked questions to produce quantitative information including rating the two primary technologies used during the retreat, and the frequency of future meetings desired.

As a team we developed next steps from several of the activities. The team member who facilitated the Team Norms activity will continue to facilitate this process by assigning out a reflection on how we will focus on the norms we identified as wanting to grow for our next meeting. From the HR Team Goals, we provided feedback and recommendations to the AVP of Human Resources who will take it to our HR leadership team for updating for the coming academic year, and then will bring those updates back for our review. My commitment is providing a draft schedule to the team by mid-July on how we will make these development opportunities a priority. Additionally, they will each have opportunities to facilitate activities or full engagements as they would like to take on that challenge by their own choice.

Finally, I plan to debrief this event with my supervisor and Organizational Development colleague.

References

- Armstrong, J. (2020, June). Chairs Activity. Professor. *Team Building & Leadership*. Presented during 2020 immersion weekend at Gonzaga University, Spokane.
- Armstrong, J. (2020, June). Interview and Introduce. Professor. *Team Building & Leadership*. Presented during 2020 immersion weekend at Gonzaga University, Spokane.
- Cain, J. (2017). *100 activities that build unity, community & connection*. Monterey, CA: Healthy Living.
- Cummings, M. (2020). *Virtual team building activities: 30 experiential activities for a virtual audience*. Retrieved June 2020 from https://learn.gonzaga.edu/ultra/courses/_954978_1/cl/outline.
- Gonzaga University. (n.d.) A.P.P.L.E. facilitation model: Five steps to adventure leadership. [PDF]. *Gonzaga University ORGL 551: Team Building & Leadership*. Retrieved June 2020 from https://learn.gonzaga.edu/ultra/courses/_954978_1/cl/outline.
- The Leadership Challenge (2019). Student Leadership Practices Inventory. Retrieved October 2019 from <https://www.lponline.com/adminmgmt/adminapp/login/secureHome>.

Appendix A

Client Services Retreat Planning Sheet

Date: 6/24/2020
 Times: 7-7.5 hours: approximately 8:30 – 11:45 a.m., lunch, 1:00 – 4:30 p.m.
 Location: Zoom meeting
 # of Staff: 8, including leader/facilitator

Purpose:

- Team Development; increase trust and engagement

Objectives:

- Leadership charge & philosophy
- HR Team Goals

Morning Session:

Activity	Equipment / Basic Instructions	Approx. Time Required
Zoom meeting opens 8:15am, no agenda – socializing	Computer cameras, Zoom technology	15 minutes (8:15 – 8:30)
Welcome & Introduction <ul style="list-style-type: none"> • Purpose • Zoom tips / reminders 	None	15 minutes total (8:30 – 8:45)
Energizer Activity: <ul style="list-style-type: none"> • Interview & Introduce 	Split into Zoom break rooms accordingly: <ul style="list-style-type: none"> • Nicole & Randie • Heather & Jan • Kari & Luis • Chris & Kristina Provide interview questions via Miro Bring back to introduce	45-55 minutes: <ul style="list-style-type: none"> • 3 min instructions • 12 min to interview • 5 min intro prep • 25 min to introduce with 3 min limit per intro (8:50 – 9:45 am)
Break		10 minutes
Chris share Leadership Philosophy & Direction	<ul style="list-style-type: none"> • Randie Intro Video: Leadership Execution & Teamwork • Engagement activity on Best Team they have been a part of. - Chris <ul style="list-style-type: none"> ○ Small group ○ then large group share. • Chris response and philosophy: PPT simple with graphics/images 	35 minutes (9:55 – 10:30)
HR Team Norms Review & Activity	Heather: Transition from above “Best Teams” to HR Team norms	30 minutes (10:30 -- 11)

	Supplies: Miro.com board, HR team norms PDF <ul style="list-style-type: none"> • What team norms were part of the above best team discussion? • Which of these team norms do we do well? • Where do we need to focus in the coming year, six months? Randie -- Closing video: Teamwork with a cause	
Break		5 minutes stretch
Communication Exercise: Chairs Activity (for 5, need 6 minimum)	<ul style="list-style-type: none"> • Chairs instructions • Debrief 	40 minutes (11:05) 2-minute intro 2 minutes pick roles 3 minutes facilitators send instructions 15 minutes to play 15 minutes debrief
Waterfall chat - departure for lunch	Zoom chat Pick 1 word or phrase to describe thought or energy on morning	2 minutes (end 11:45)

Lunch Break:

- 11:45 am – 1:00 pm

Afternoon Session:

Activity	Equipment	Approx. Time Required
Trust Energizer: Artifact sharing	None	45 minutes (8 staff * 5 min)
HR Team Goals	Tom as guest presenter HR Goals spreadsheet	30 minutes (1:45 – 2:15)
Break		10 minutes
HR Team Goals Actions in Client Services Team	HR Goals Spreadsheet Miro Board small groups (2) Then debrief and add to with large group	2:25 – 3:40 Activity 30 min Debrief – Plan 40 min
Break		10-minute stretch
Closing Activity: Photo Meaning	www.pixabay.com Choose photo that describes one of the following: <ul style="list-style-type: none"> • How you felt about the day • Biggest learning/take away • Your vision for our team/HR Place your photo on Miro Board	3:50 – 4:20 10 minutes to choose photo 20 minutes to share

	Group Engagement: Explain why you chose photo	
Closing: Next steps with goals, retreats, participation as facilitators of next retreat or elements in next retreat		10 minutes, end 4:30

Pre-Retreat Team Preparation Required:

- Sign up for free Miro.com account
 - Complete practice exercises
- Bring Artifact Instructions
- Have Zoom cameras available & on (or come to office if needed)

Chris preparation:

- Set up Miro Boards
- Decide on HR Team Norms activity
- Prepare leadership sharing
- Tweak Chairs exercise to 1-2 more people
- Send out instructions to team on Friday for preparation
- Work with Tom on HR Goals presentation

Biggest Challenge for this event:

- High team engagement with a very quiet group

Post Retreat Actions:

- Share any deliverables or Miro boards with Team as identified during retreat
- Evaluate retreat via feedback and review with Tom/Sherry
 - Survey: Biggest learning, most value element, what went well, what didn't go well or could be improved
- CS team actions related to HR goals

How will I know if this met the objectives and needs of the group?

- Balanced engagement from each team member
- Learning from Team Norms project
- Actionable steps to work towards HR team goals

Links to videos before and after morning team building session:

Intro teamwork video: <https://www.youtube.com/watch?v=FGFVL19AaGA&feature=youtu.be>

Closing teamwork video:

https://www.youtube.com/watch?time_continue=192&v=itf8IJJeIXU&feature=emb_logo

Appendix B
HR Client Services
Team Retreat Agenda
June 24, 2020

Location: Zoom (see Outlook Calendar for morning and afternoon session Zoom links)

Purpose: Team Development

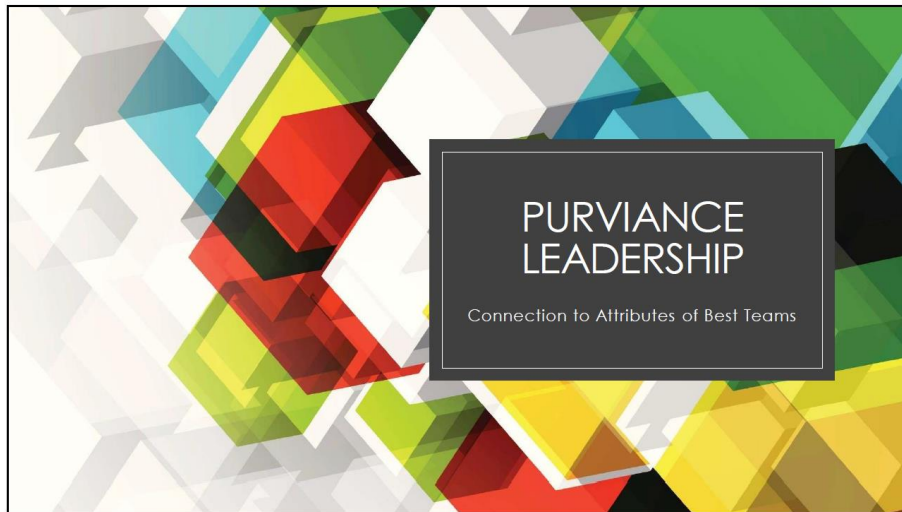
Note: Times are estimates. Some activities may take shorter or longer than anticipated. I will allow the conversation to help identify transitions.

Event	Lead – Guest – Notes	Time
Zoom Meeting Opens	Socializing Ensure cameras and audio are working	8:15 AM
Welcome and Introduction	Chris	8:30 AM
Energizer Activity	Chris Be prepared to engage!	8:45 AM
Break	About 10 minutes	
What Makes Best Teams Activity	Chris	10:00 AM (approx.)
HR Team Norms	Chris	
Break	5-10 minutes	
Challenge Activity	Chris	11:00 AM (approx.)
Break for lunch		11:45 AM (approx.)
L u n c h		
On your own		
Artifact Sharing	Think about if you would like to go first. The order of sharing is voluntary.	1:00 PM
HR Team Goals	Tom	1:45 PM (approx.)
Break	5-10 minutes	
HR Teams Goals Feedback & into Action in Client Services	Small group then large group activity.	2:30 PM (approx.)
Break	5-10 minutes	
Closing Activity		3:50
Close meeting		4:30











Please remember you have preparation assignments before Wednesday morning (see email I sent Thursday evening 6/18 for link and artifact attachment):

- Log into Miro.com to create an account
- Read the Artifact instructions and bring an important artifact to share with the team

Appendix C



Values Connected to Teamwork

 LIFELONG LEARNING	 HONOR COMMITMENTS	 HONESTY & TRANSPARENCY	 COLLABORATIVE WORKING	 REPEATABLE & DOCUMENTABLE PROCEDURES WHILE BEING FLEXIBLE	 IDENTIFY THINGS TO BE DONE AND DO THEM
 WHEN GOING GETS TOUGH, WE STICK BY OUR CLIENTS TO CLOSURE	 REFLECT & DISCERN PATTERNS & ALTERNATE PATHS	 FINDING A WAY TO YES	 WORK-LIFE BALANCE		

What you can expect from me:

 MODEL THE WAY Professional Development Honor Commitments Collaborate	 SHARED VISION How our jobs connect to GU Mission, HR team goals & functions	 IMPROVEMENT & EMPOWERMENT Process Improvements Customer Service Upholding Curas Enabling You to Act
---	--	---

Appendix D

Chairs Challenge Activity, scheduled for 11:00 AM

Instructions for Chairs Activity with 7 players:

Team members decide what “chair” they will be sitting in, courage to choose levels they are not currently in.

1. Teammates to rename their Zoom profile to reflect their chair (i.e. A , C. E)
2. Give instructions:
 - a. Managers A and B may exchange private chats messages
 - b. Employees C, D, E, F & G may exchange chat messages with Manager B only
 - c. Mute your Audio, stop your video -- only communication is through private chats
 - d. You may not give or show your instructions to any other person
3. Send Chair instructions links via OneDrive Share feature to each person.

Chair Instructions:

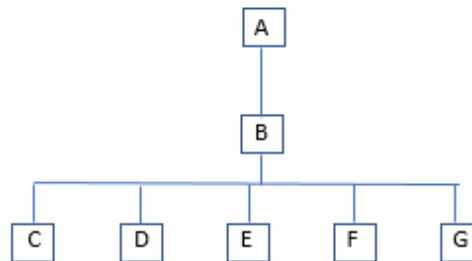
Chair Instructions were all provided on individual sheets for Chairs A, B, C, D, E, F, G. The instruction sheet for Chair A follows on the next page. The only difference between the Chair A and the rest of the instruction sheets for the other chairs was that the symbols on the bottom of the page were different, and only Chair A had the text in blue between the two blue lines. No text was replaced on the other instruction sheets. The symbols for the other chairs on their instructions were:

B	% & # ? =
C	% & = @ ?
D	= & % @ #
E	& % * # >
F	? * # & >
G	# > * & @

WHAT CHAIR ARE YOU IN?

General Instructions Chair A

Your group is arranged according to the following organizational diagram:



Managers A & B may exchange private chat messages.

Employees C, D, E, F, G may exchange chat messages with Manager B only.

No other communication is permitted.

You may not give or show your instructions to any other person.

If you have questions, raise your Zoom hand or message Chris.

Instructions A:

You are the box of Manager B. Manager B has 5 people working for them: Employees C, D, E, F, G.

Each of you has five symbols printed on the instruction sheet. There is a total of six familiar symbols used in this exercise. Your job is to find out which one of the six symbols is held in common.

You may pass notes back and forth to Manager B only.

@ = # & ?

Appendix E

Client Services Retreat Post Retreat Miro Board Snips

Note: Document sent to team included larger images so they could read them easily. I reduced the size of some images for inclusion in this final project paper.

Intro exercise:

Interview & Introduce

Interviews and Introductions:

Your partner has been asked to give a substantial address to a crowd of 1,000 at the Kennedy Center – you have been asked to give the introduction to your partner –

Please prepare a short (about 2-3 minute) introduction of your partner that must include the following:

- 1) Your partner's name
- 2) Your partner's occupation
- 3) Your partner's hometown and birthplace
- 4) The name of your partner's favorite pet of all time
- 5) Your partner's favorite game, food, and color
- 6) Some detail about your partner's family
- 7) Your partner's favorite music genre
- 8) The best book you partner read recently
- 9) Your partner's childhood wish for an occupation: "When I was little I wanted to be a..."
- 10) Your partner's most significant accomplishment
- 11) One other detail you find interesting about your partner
- 12) Your partner's biggest dream for their own future

And of course...

- 13) The title of the speech your partner will give tonight

Best Teams Exercise:

Best Team Characteristics

Questions:

1. Identify the best teams you've been on?
2. What made those teams successful? Why were they the best?
3. Name the characteristics or attributes or values of that team that made it work well.

Write those down on post it notes for further team discussion & reflection.

Breakout Room 1

- Deep trust between people
- Really getting to know each other
- People driven not process driven
- Appreciate each other's differences and use it to benefit the common goal
- Focus on a common goal
- Encouraging and constructive feedback
- Feeling of safety to promote honesty and discussion
- Identifying strengths and being able to be honest in weakness
- Showing up/intrinsic motivation
- Giving grace and recognizing the whole person

Breakout Room 2

Same values

Communication

Bonding

Trust

Appreciate differences

Showing the ropes

Talented teammates

Collaboration

Breakout Room 3

Invested in the goal (everyone seeing the impact)

Shared success & recognition

-Relationship Building
-Being vulnerable

Cura Personalis

Shared Struggles & working through them together

Time spent together to strengthen bond

Backing each other up

Step 2: Shared Best Teams Characteristics from all 3 breakout rooms

Trust

Relationships & Bonding

Valuing differences

Shared experiences, recognition

Empathy/Cura Personalis

Being vulnerable

Shared Goals and Objectives

Self Awareness

Opening & closing videos to team development session (Best Teams & HR Team Norms):
Presented by Randie

Opening: [Leadership Execution & Teamwork](#)

Closing: [Teamwork with a cause](#)

HR Team Norms: Going Well & Opportunities to Develop; Presented by Heather

Going well

- Considerate/Cura porsanalis
- Very flexible
- Reliable & Present
- Collaborative
- Recognition

Opportunities

- Trusting: Bonding/Relationship building
- Could be more considerate
- No Team Norm that perfectly aligns to Self Awareness

Respectful and Professional

appreciative of each other and work we do

communication - kept in the loop

flexible and team oriented. adapt to each other and who we work for

we help each other out!

considerate of each other, workload, etc.

conflict avoidance - sometimes too nice!

respectfully honest

considerate and polite

grace and accountability, ex: changing priority

Lunch break!

Afternoon Session:

Artifact Instructions

Meet My Artifact

Please bring an "artifact" to share with the whole group.

An "artifact" can be defined in many ways. It is something significant or symbolic in your life. Something that might be chosen to be removed from a burning home after all family members and pets were safe. Examples might include a family heirloom, a photo, clothing, a book, a keepsake, a piece of jewelry, etc.

You will be asked to share your artifact with the class and tell the story of what make this artifact important and meaningful in your life.

Quotes in Order Teamwork Exercise (quote by Dr. Brene Brown)

Vulnerability	is	not	winning	or	losing;	
it's	having	the	courage	to	show	up
and	be	seen	when	we		
have	no	control	over	the	outcome.	

HR Team Goals Session:

Guest presenter: Tom Chester and HR Team Goals spreadsheet found on SharePoint:

HR Team Goals
• Are these the right goals?
• What are the best metrics?
• How do we gather the right Data?
• How can we share responsibility?
• Recommendations?
• How do we keep it visible over the next year?

Breakout room 1 - Strategic Goal 1

1.5.1: Change objective from PBI to Opp NE

- How can we promote through Wellness Challenge & pull for tracking?
- #tag / social media
- Metrics, rec'd fine, but it says promote and we are tracking usage.
- Rec'd Track # & effectiveness of promotions / onkig
- Promotion ideas:
 - NE
 - 90 day (checkins) pull to direct share
 - GI gives site promotion
 - Quarterly morning meals
 - SPHR newsletter highlighting individual site of volunteer hours
 - Team building volunteer event
 - have Volunteer wall at Benefits Fair (invite vendors, highlight stories)
- What looks do we need:
 - date of year (monthly), calendar
 - step effort

1.2: Combine the two objectives into one:

1.2.3: change PIQ to PDQ. Will be able to drop next year

1.2.5: Finish filling this one out for this next year

Add 1.2 Objective on Performance evaluation

- Track completion of annual performance reviews
- Track effectiveness of corrective action processes by retention

What does it mean by mission readiness?

Breakout room 2 - Strategic Goal 2

2.7.1 & 2.7.2 are exact same. Delete one.

Add veterans metric

- Add international metric.
 - then have total metric of federal categories & international
- 2.7.4: can take this metric off, since it is now mandatory
- 2.7.3 how to promote diversity.edu and other trainings
- 2.7.2 edit to have both diversity categories.
- Add retention metric, who is leaving and why
- Track exit interviews & qualitative data
- Track demographic data
- Track exit interviews & qualitative data
- Need to see if person leaving and the environment. Students need to know we are engaged in this environment.
- Need to impact microaggressions training

Photo Closing:

Pick a photo from pixabay.com that represents how you felt about our time together today.

Photo Closing



More to come!

- Draft schedule to continue this work (Chris to present by 2nd week of July)
- Next steps on HR Team norms work for our Client Services Team (Heather to send something via email).

Thanks to you all for today!