

Everyone A Leader®

Lead Where You Are

Approach

Action

Empowerment

Thinking Together

Big-Picture

Lead Where You Are



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Opening Context

History of Everyone A Leader

Nearly 30 years ago, a TeamTech client had a simple request: "Can you teach our staff the skills you're using to help us think and take action together?" Several months later, TeamTech's founders returned with a curriculum that eventually became "**Everyone A Leader.**" The client's enthusiastic response to that first set of workshops encouraged TeamTech to offer the curriculum to all of its clients and a groundbreaking leadership-training model was born.

TeamTech CEO Kathleen Harnish McKune is one of the founders responsible for creating EAL, but the curriculum she helped create captures the insights and experiences of her mentors. In 1991, Harnish McKune interned with Dr. W. Deming at General Motors and Ford. Considered the father of the quality management movement, Dr. Deming impressed upon her: 1) the power of making data-driven decisions; 2) seeing systems rather than discrete processes; 3) the amazing results from empowering front-line employees to make decisions; and 4) the power of the question to help shape new rivers of thought.

Soon after her internship, Harnish McKune found her next two mentors that would eventually join her to co-found TeamTech – Joel Wright and Priscilla Wilson. Joel and Priscilla had spent over 20 years working for the Institute of Cultural Affairs, a nonprofit organization akin to the Peace Corps that helps individuals, organizations, and communities create and realize their destinies. Their work took them from small villages in developing nations to the strategic planning units of Fortune 500 companies. Periodically, those in the Institute gathered together from across the globe to step back and engage in a deliberate and systematic effort to determine the effectiveness of their work. Specifically, they wanted to know how people can best think and act together. Those lessons and insights have informed such features of EAL as its Life Methods and Facilitative Tools.

As much as the EAL curriculum is built upon the experience and wisdom of Dr. Deming, Wright, and Wilson, it continues to evolve. Nearly 30 years of facilitating for nonprofits, businesses, government agencies, and two Kansas governors have connected TeamTech to many different systems and organizations, allowing TeamTech and its EAL curriculum to keep pace with contemporary work environments. We now draw on the latest in mind-body science to help people maximize their potential. However, through these changes, the core beliefs (see opposite page) that guide EAL have held strong. These have been, and will remain, the core beliefs that guide our work into the future. We share these beliefs, methods, and tools with you and hope that they will help you be a more effective leader, citizen, and person—no matter where you are in your life's journey.

From villages to Fortune 500 companies

As happened over and over, when Joel was working in a third world village, large American firms would take notice. They would see the people coming together, formal and informal leaders stepping up and change moved into action. For example, when working in the villages around Jakarta, an employee of a large American company--in this case Shell Oil--heard about the work. The employee came to see and found themselves captivated by the process and progress. As a result, Joel would next find himself and his colleagues working in the gas plant in Jakarta. Someone there would then get promoted to Bakersfield, CA and those working for the Institute in the U.S. would find themselves working for Shell Oil in California. That is how the methods and tools moved from villages in developing nations to Fortune 500 companies.

Three Core Beliefs of Everyone A Leader

Belief #1: Leadership is a decision, not a job description. You can—and are in a position to—be a leader from anywhere in the organization. Leadership springs from how you approach the tasks you accomplish and how you choose to work with others. Not from a title.

Belief #2: Everyone needs to know how to lead. In our new organizational environments, work is accomplished by collaborating and partnering across teams, departments, divisions and even organizations – not just up and down the organizational hierarchy.

Belief #3: Trust comes when you lead where you are with intentionality and authenticity. Leaders are people you need to be able to trust. When you do what you say, say what you do and bring purposeful direction to your actions, you demonstrate the intentionality and authenticity that builds trust.

Reflection

The words intentionality and authenticity are in Belief #3. When you hear these words, what do these mean to you?

Everyone A Leader: Lead Where You Are is built on the three beliefs above. We cannot stress enough, however, that it is the intentionality and authenticity you decide to bring to the situation, to the team, to your leadership that helps others see you as a leader.

- When we think of **intentionality** in *Everyone A Leader*, we are talking about bringing purpose, pre-thinking, and the “why” to every interaction. Be purposeful and mindful in all you do. Take time to listen and ask so others can speak their purpose and their why.
- When we think of **authenticity** in *Everyone A Leader*, we are talking about an approach to all you do that strives to match what you say with what you do. It is through this demonstration of authentic leadership that others will see you as a leader.

Finally, *Everyone A Leader* teaches **A Facilitative Approach** to leadership – that is a style that demonstrates methods and tools that help others think and take action together.

Opening Context

EAL Life Methods

Life Methods are like the physics of how things get done. We use them every day and they sit in our subconscious. When we reveal a Life Method, you'll say "Oh yes, of course. I recognize this."

That is the beauty of Life Methods. They are familiar. They work. They are easy to learn and easy to remember. In *Everyone A Leader*, we illuminate a Life Method so it can move out of your subconscious and into an intentional space. It is like breathing. You do it, without thinking about it, and once we mention it—once we illuminate that it is, in fact, happening—you're aware of it and can become more intentional if you want, i.e. deep breathing.

We move Life Methods from the sub-conscious to the conscious, then add intentionality and authenticity – using Life Methods either as a Framework to get started or as a Pair of Eyeglasses when you are stuck.

Life Methods: A Framework; A Pair of Eyeglasses

A Framework: To start with



Life Methods provide the framework you use to achieve a desired outcome.

Use Life Methods when you pre-think or pre-plan a meeting, event or interaction. They provide the framework for thinking and taking action together.

A Pair of Eyeglasses: To get unstuck



Use Life Methods as a pair of eyeglasses to SEE HOW to get stuck situations unstuck.

Life Methods can also help you analyze a stuck situation in order to see how to get the team, group or project unstuck.

From Stuck to Unstuck!

EAL Facilitative Tools

Throughout the *Everyone A Leader* series, we share Facilitative Tools that help people think and act together. With the Life Methods as your framework or eyeglasses, Facilitative Tools provide you with different “how’s” that help facilitate people thinking and acting together.

Facilitative Tools Serve a Specific Facilitative Purpose	
	- Increase participation - Organize ideas - Move teams to action - Ease new responsibilities - Broaden, expand, deepen and spark thinking - Orchestrate change

EAL Bits of Wisdom

We close each EAL Module by sharing with you what we call “Bits of Wisdom.” Like many of you, I have had the great fortune of learning from several important mentors through the years. During these times, I have made notes and collected what I have come to fondly call “Bits of Wisdom” which have helped me along the way to quickly discern, step back and reflect, move on, or gain a new perspective.

I share these as a way of passing on the insights I was so fortunate to benefit from as these incredible people journeyed me through my own facilitative leadership development. A special thank you to three of those mentors, Joel Wright and Priscilla Wilson, co-founders of TeamTech and my business partners, mentors and colleagues for over 26 years and Dr. W. Edwards Deming as his intern in 1991.

Approach



Everyone A Leader[®]
Lead Where You Are

Approach: A Facilitative Approach

A Facilitative Approach to Leading Where You Are

The Being	The Knowing	The Doing
Your Approach to Involving and Relating to People	The Life Methods and Facilitative Tools You Learn	Your Practice of What You Learn
Practiced with Intentionality and Authenticity		

Directions:

As we move through the seven Elements...

Circle the word “Strong” to mark the elements that are your strong suit

Circle the word “Improve” to mark the elements that you would like to improve

Complete the reflection at the end where you will select two Elements to focus on

Being Facilitative: The Seven Elements

Element #1: From “positioning” to “striving to understand”

What this means	Why this is important
Seek to understand what is behind comments that people make and perspectives that they share; Avoid the tendency to just take a stand when it is not necessary	Understanding what others are thinking is the starting point for learning and creating solutions together
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • Decide you can learn from others. • When you or others make comments, invite further inquiry or explanation rather than moving on or just assuming everyone knew what was meant. <i>“Could you say a little more?” “Is this what you meant when you said...?”</i> • When a difference of opinion arises, avoid the debating mode. Strive for understanding by asking, <i>“Can you help us understand your thinking behind that?” “It is helpful to hear different perspectives, could someone summarize the various perspectives shared?”</i> • Be open to different perspectives and approaches to how things get done.	

Approach: A Facilitative Approach

Element #2: From “authoritative” to “empowering”

What this means	Why this is important
When thinking together, adopt an approach that shares information, seeks diverse views, asks questions and believes in the insights of people in all functions and at all levels; avoid a “know it all” stance.	Sharing information, inviting questions and allowing participation eases the way for people to think and take action together.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • Ask, <i>“help me understand...would you mind...have you thought about?”</i> instead of stating <i>“you need to...we must...you will.”</i> • When giving tasks to others, ensure clear and appropriate expectations and accountability as well as an open door for questions and insights. • Use mistakes as a learning opportunity. • Balance process and results: ○ The goal of thinking together is to get results. Make sure up front that everyone agrees on the results trying to be achieved. ○ Understand that a successful implementation process involves those that will be impacted by any changes made. • Believe in the power of the insights of people in all positions and roles; those doing the work often know the most about how to improve it. Ask, listen, and empower implementation. • Believe you can learn from others.	

Element #3: From “in charge” to “in service”

What this means	Why this is important
“In service” is about orchestrating a way for people to share their thinking, push for deeper understanding and insight, and take ownership for implementation. “In service” is not about being subservient, rather is about working on behalf of what is best for the group or team.	An “in service” approach brings a style that indicates you are willing to roll up your sleeves and do what is needed on behalf of something bigger than yourself; “In service” recognizes organizations that engage and empower people at all levels have the greatest potential for success.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • Put the common task or problem, rather than yourself, at the center of the activity. • Trust that the wisdom can come from the people gathered around the table provided you have shared the appropriate information and have relevant people in the room. • Look for the gifts people bring to the situation. It is easy to see the negative. Seeing others’ gifts takes more effort. Make the effort. • Let go of <i>“I need to have all the answers.”</i> Recognize the power of the inviting question. • Honor and affirm people; Thank people for their contributions. • Decide to care about people; Get to know others and what is important to them.	

Element #4: From “telling” to “asking”

What this means	Why this is important
Resisting the urge to respond first; Cultivating the habit of asking others what they think and know, then sharing your insights.	Asking uncovers other people’s insights and can reveal new information; this creates buy-in for what you create together.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • Check your approach. An inviting approach creates a comfortable and trusting situation. An interrogating approach triggers defensiveness and resistance. • Get comfortable with silence. People need time to collect their thoughts when you ask a question. If the silence persists, ask if you need to repeat or rephrase the question. • Match your body language and voice inflection with the situation at hand. For example, if the question requires contemplation, model this in how you ask the question. • Ask open-ended questions or follow-up a closed-ended question with “<i>why or why not?</i>” • Ask with the intent of listening, affirming participation, caring for emotions shared, seeking connections between insights and looking for edges of innovation and points of action or decision.	

Element #5: From “criticizing” to “being creative”

What this means	Why this is important
Focusing first on the creative (building on what has been said) rather than on criticizing (tearing down what has been said).	Being creative helps the thinking process and supports innovative thinking; Criticizing can stop the thinking process and dampen new insights.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • It is easy to see “what is wrong with an idea.” Balance this with taking the insight and help the person/team build on it, “<i>Have you considered...?</i>” “<i>What might happen if...?</i>” “<i>With this as a starting point, what else needs to be considered?</i>” • “But that didn’t work before.” Balance this with thinking about how today’s situation is different from the situation “before” and what can be learned from the past. • Ask for or provide an alternative model rather than invalidating another person’s contribution – build on the contribution whenever possible. • Stay non-defensive if anger, frustration or criticizing starts. Raise questions like, “<i>What happened? What is needed? What can we learn from this? How should we proceed?</i>” • Expect answers and creativity to come from others. When a question comes from the group, when appropriate, direct it first back to the group to answer. • Consider, “What can we try or pilot and learn from?” This helps counter the debate about what might happen. Try it on a small scale and see what is learned.	

Approach: A Facilitative Approach

Element #6: From “reacting” to “reflecting and acting”

What this means	Why this is important
Resisting the reflex action of reacting and in its place pausing long enough to step back and think about what has been said and what you think.	Reflecting and acting builds reflective capacity in yourself and others – that important ability to pause, step back, think about your thinking and perhaps gain a new perspective or take a different approach.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • Probe thinking to see what can be discovered about what is needed next. • Ask yourself “why?” If upset about a situation, think about why. If delighted by an event, ask yourself why. Become more aware of your own experiences and what is behind your feelings. • Take a pause before you say anything and think about what is needed to help the team or person step into what is being asked of them. • Encourage reflection by asking, in an inviting style, questions like, <i>“Can you help me understand more about...?”</i> <i>“If we also consider X, how does that inform what we might do?”</i> • Share information with the person that they may not be aware of and see if that provides a new perspective.	

Element #7: From “winging it” to “being intentional”

What this means	Why this is important
Taking the time to pre-think about the why, what and how of bringing people together; Being facilitative starts and ends with being intentional.	Honoring people’s time by using it with intention and purpose is the surest way to bring people back around the table; people want to make a difference – intentional pre-planning provides the avenue for them to do so.
My ability to practice this element: Circle “Strong” or “Improve”	
How to improve if needed: • If you are running the meeting or event, take time to pre-think about the agenda – why are we getting together, what do we need to accomplish, what do people need to experience as a result of getting together, how does the agenda need to flow so we can reach the intended outcome? • Pause and think before you talk or take action – does what I’m about to say or do align with who I want to be, who I say I am? • Know the intended purpose and outcome for every interaction. If you don’t know these, ask. Chances are, you are not the only one in the room needing these clarified. • Don’t ask if you don’t really want to know. Asking questions is about seeking input, insight, new ideas, new perspectives – not about fishing for the right answer or your answer. People can tell the difference. Make your question-asking authentic. • Plan ahead, “What will I do if...?”	

Reflection on A Facilitative Approach

- 1) Which two elements will you choose to focus on and why?
- 2) What 2 – 3 key steps can you take to incorporate these two elements into the Facilitative Approach you will bring to your leadership – that is leading where you are?
- 3) What would your organization, team, project be like with A Facilitative Approach to leading where you are?

Empowerment



Everyone A Leader[®]
Lead Where You Are

EMPOWERMENT: The Life Method for Empowerment

Revealing A Life Method

You are going to make dinner tonight. What are some of the things you will need to do and consider?

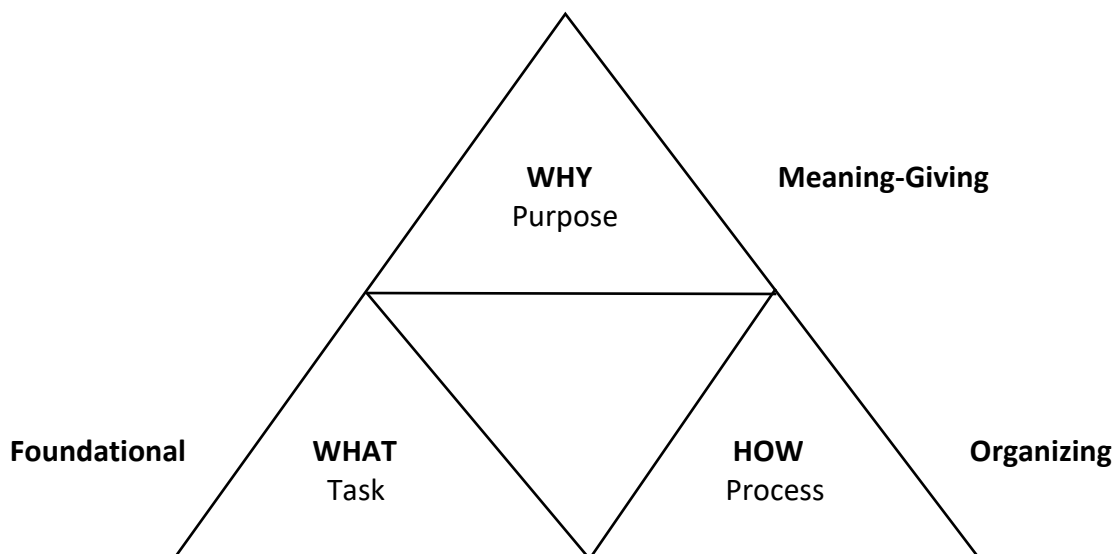
Given the new information, what additionally will you need to do and consider?

EMPOWERMENT: The Life Method for Empowerment

Small Group Reflection

- 1) In our group activity about making dinner, what did knowing the why do to your thinking?
- 2) Given this, how would you talk about the role the WHY plays in any situation?

In EAL, the Life Method of What, Why and How is captured in a triangle.



In many situations we are quick to share the What (Task) and the How (Process). We often skip providing the Why (Purpose).

If empowering people is your goal,
“Get out of the HOW and into the WHY.”

EMPOWERMENT: The Life Method for Empowerment

Revealing Another Method

Take a minute and think about a personal change you made or a time you pushed yourself to learn and grow. Here are some examples that might spark your thinking:

- You took a new approach with your children
- You decided to try a new exercise program or a new way to eat healthy
- You saw the need for new knowledge or a new skill and you acquired it

Write the personal change or situation where you pushed yourself to learn and grow here and WHY you did this:

Please answer the questions below and on the next page.

Awareness:

How did you become aware of the need for the change?

Learning:

What new learning or skills were required?

Practice:

What did you try out or practice to help you be successful?

Support:

What type of support did you get along the way?

Individual Reflection

In this personal situation,

- 1) What role did the WHY play in helping you make the needed change?

- 2) What role did Awareness play in helping you make the needed change?

- 3) What role did Learning play in helping you change?

- 4) When you think back on your Practice (or things you tried out), how was that helpful to you?

- 5) What difference did the Support you received make?

The Life Method of ALPS is the way we move through change, the way we journey ourselves and others to empowerment. When people have the WHAT and WHY, sometimes they need some help with HOW. When that is the case, use ALPS as a framework for empowerment and change.

ALPS Journey Through Change

Facilitative Tools Serve a Specific Facilitative Purpose



Use the ALPS Journey Through Change to:

- Empower yourself and others to navigate through change
- Transition through the “messy middle” of change
- Ease the way for changes to move into action
- Provide a framework for moving through change proactively and with intentionality

The What: A facilitated tool based on the Life Method of Awareness, Learning, Practice and Support (ALPS) that helps ease the way forward through change

The Why: Change can be hard; Easing the way through it is an act of facilitative leadership

The How: The ALPS Journey Through Change rests on the Life Method of ALPS – how we naturally move through change.

Additionally, the next two pages provide an overview of some of the ways to create Awareness, generate Learning, encourage Practice and provide Support. Pull from these resource pages as you work through the exercises that illustrate the Facilitative Tool of the ALPS Journey Through Change.

“The first step toward change is awareness.”

Nathaniel Branden

EMPOWERMENT: The ALPS Journey

ALPS

Awareness

What is said and done that wakes people up to the possibility and responsibility

How:

- Ensure the WHY is known
- Illustrate the gap you see between “what is” and “what is needed”
- Reflect together on what is possible
- State clear expectations
- Provide honest feedback
- Point out positively what they can do and opportunities for growth

Learning

What is said and done that provides the knowledge, tools and capabilities people need to do what is being asked

How:

- Ask them what they need
- Provide information and insights you believe would be helpful
- Think together by facilitating reflective conversations
- Set up mentoring opportunities
- Uncover training opportunities
- Demonstrate or model what is needed



Practice

What is said and done to encourage and allow people to put their new awareness and learning into action

How:

- Create an atmosphere of experimentation and learning
- Ask “what if?”
- Allow for and reflect on mistakes
- Think about boundaries so mistakes are not catastrophes
- Encourage small pilots to see how it goes and what is learned
- Ask how current actions can be changed to align with new learning

Support

What is said and done to reinforce the progress made and provide feedback for continuous improvement

How:

- Ask “what is/is not working?”
- Ask “How can I be of help and support?”
- Provide honest, constructive feedback
- Allow for more learning
- Provide reassurance and affirmation
- Provide minor assistance as needed
- Take time to reflect with them on progress and what they are learning

Sharing Approaches That Work about ALPS during EAL Workshops

Pull insights from this page as you think in the exercises that follow about how to journey through change with the ALPS Life Method in mind.

What **Awareness** raising approaches work best for you?

- Knowing the why
- Discovering the gap between Vision and Reality
- Data/Surveys
- Feeling stagnant
- Am I happy/satisfied with what I'm doing now?
- Thinking about, where do I want to be in 1 year? 3 years?
- Recognizing when venting turns into complaining
- Recognizing emotional triggers
- Knowing expectations
- Being aware of passion levels
- Upfront honesty
- Ask open-ended questions

What type of **Learning** approaches do you prefer and why?

- Jumping into situations and being able to ask questions while doing so
- Training opportunities
- Quizzing/Talking to others
- Reading – research
- Shadow opportunities
- Hands-on
- Provide a training/learning plan
- What has/hasn't worked before?
- Written material
- Mentorship opportunities
- Identify the needed information
- Know versus not know
- Demonstration
- Ask what is needed
- Observing others

What type of **Practice** approaches work for you?

- Examples
- Opportunities to ask questions
- Removes pressure of perfection
- Allow enough time/space to become comfortable with new process/idea/technique, etc.
- Pilot projects
- Ask what if/looks at alternatives
- Try it out
- Allow for mistakes/opportunity for growth
- Thinking about boundaries
- Allow for mistakes
- Just jumping in

What types of **Support** do you find most helpful when trying something new?

- Honest feedback
- Consult with trusted support/mentor
- Time to reflect
- Reassurance
- Support, reassurance when wanted
- "Let me figure it out"
- Affirmation
- Room/ability to vent
- Coaching – "smart trust"
- Open door policy
- Who do I know that has done this before?

EMPOWERMENT: The ALPS Journey

Individual Exercise: The ALPS Journey Through Change

Jot down an upcoming change or a change you are currently experiencing. Here are a few examples to help your thinking:

- Learning something new
- Revising a key work process
- Expanding the types of clients which you serve
- Working collaboratively with a new community group or non-profit
- Launching a new service delivery model
- Providing a new evidence-based treatment approach
- Challenging yourself to take on a new role
- A shift in your family dynamics, i.e. you are an empty-nester for the first time, your child is stepping up into a new role within the family, you are taking on a new role

The change I'm thinking of:

Thinking Through The ALPS Journey Through Change (Empowering Yourself):

"FROM "The change managing you." TO "You managing the change."

- **Awareness** (*what is said and done that wakes people up to possibility and responsibility*)
What Awareness do I need? Be sure and think about the WHY.

- **Learning** (*what is said and done that provides the knowledge, tools and capabilities people need to do what is being asked*)
What Learning would be empowering?

- **Practice** (*What is said and done to encourage and allow people to put their new awareness and learning into action*)
What Practice would increase my confidence?

- **Support** (*What is said and done to reinforce the progress made and provide feedback for continuous improvement*)
What Support do I need to ask for?

Reflection: How did the Life Method of ALPS help you think through your journey of change?

EMPOWERMENT: The ALPS Journey

ALPS Coaching Process

Facilitative Tools Serve a Specific Facilitative Purpose



Use the ALPS Coaching Process to:

- Pre-think about an upcoming coaching session
- Create the conversation you believe would help someone learn from an experience or action
- Correct or remediate actions or behaviors early in the process before formal discipline becomes necessary
- Affirm and reinforce the positive aspects of someone's action or behavior

The What: Combines the Life Method of A L P S (Awareness, Learning, Practice and Support) with open-ended questions or a probing statement wrapped in a Facilitative Approach to help coach colleagues, staff and even yourself as you step back and reflect on an experience or action.

The Why: Having a structured process that rests in a Life Method of how people move through change or through taking on new responsibilities can ease the way for helping learn, change and grow from the experience or action.

The How:

Step One: Keep their Personal Needs in Mind

Coaching starts with keeping the person in mind that you are coaching. Plan your approach with the **T E E S** in mind:

Trust: The concept that you want to build trust during the process should be your guide. You will strive to make them feel respected and valued. State appreciation for what they bring to the team and provide a specific example.

Engage: It is always helpful for coaching to be a two-way dialogue. Unleash ideas and insight with open-ended questions.

Empower: No surprise this is here. Look for opportunities during the coaching session to give them the authority to be part of the solution.

Strengths: People want and need to know that they have strengths as well as areas for improvement. Acknowledge the things they do well.

Step Two: Address the Practical Needs

- 1) **Start with the Why.** Share the purpose of the coaching including why this is important and the benefits to or impact on the person, team and/or organization.
- 2) **Coach with the ALPS Model.** Write a statement or two you could make as well as 2 – 3 open-ended questions you could ask to seek information and check for understanding for each of the elements of A L P S.

Awareness: Seek and share information about the situation/task. Identify issues and concerns.

Learning: Seek and discuss ideas; Explore needed resources, knowledge and training.

Practice: Specify actions they can take; What will they be doing or saying that is different and will require practice; Consider a contingency plan if needed.

Support: Confirm how to measure their change/progress, Ask about support they need; Confirm your confidence in them; Seek commitment.

- ✓ Check for understanding after each A L P S element.

EMPOWERMENT: The ALPS Journey

ALPS Coaching Process: To Correct or Learn

Following are some sample questions or probing statements that may help you with your pre-thinking as you...

- Create the conversation you believe would help someone learn from an experience or action
- Correct or remediate actions or behaviors early in the process before formal discipline becomes necessary

Awareness: Seek and share information about the situation/task. Identify issues and concerns.

- *As you think back on _____, what was your understanding of what was expected (or of what occurred)?*
- *Share with me your understanding of appropriate behavior in that situation.*
- *From your perspective, what has led to this issue or change in performance?*
- *Please share with me what you were thinking as this happened or during this time.*
- *From your perspective, why is accuracy/good outcomes/a complete and respectful response (etc.) important?*
- *What issues, if any, are you concerned about that are impacting your performance?*
- *What changes in routine or work assignment might be impacting you?*
- *What are the expectations around this effort as you understand them?*
- *Are there any personal issues that may be impacting your performance at work that we could possibly explore together? If yes, would you be comfortable sharing with me and/or referring to EAP?*

✓ Check for understanding

Please share with me your understanding of why we are having this conversation.

Learning: Seek and discuss ideas; Explore needed resources, knowledge and training.

- *What ideas do you have that can help prevent errors like this in the future?*
- *What ideas do you have that might improve how this is currently done?*
- *The recent change of ____ was implemented, what questions do you have about that?*
- *When you think back on the situation, what are two to three learnings you are taking away from what happened?*
- *What kind of additional training or mentoring do you think would be beneficial to you?*
- *Tell me about what additional knowledge you would find helpful.*
- *What do you feel like you don't know but need to know?*
- *Tell me about your confidence level in being able to appropriately carry out your responsibilities.*

✓ Check for understanding

Let's summarize the key ideas we discussed.

Practice: Specify actions they can take; What will they be doing or saying that is different and will require practice; Challenge them to align their actions with their new awareness and learning; Consider a contingency plan, if needed.

- *How will you make the time to double check your performance or work?*
- *Let's brainstorm additional actions you could take if you continue to struggle with this.*
- *What other specific steps can you take to ensure a more positive outcome or result?*
- *When you learn new information, what approaches do you use to incorporate that new knowledge into what you are doing?*
- *When you find yourself in a similar situation, how will you approach it next time?*
- *What thought processes will you utilize in a similar situation to catch yourself before you take action?*
- *Share with me your thoughts on how to implement what we have been discussing.*
- *Once you have finished the additional training we are talking about, how do you see yourself utilizing your new skills or knowledge?*

✓ Check for understanding

Can you share with me your understanding of the steps or actions we have decided on?

Support: Confirm how to measure their change/progress, Ask about support they need; Confirm your confidence in them; Seek commitment.

- *What kind of support, resources or follow-up would you like from me?*
- *In summarizing today's conversation, what would be some of your key points?*
- *Do you feel we have developed a plan for success, why or why not? If not, probe further with questions related to Awareness, Learning, and Practice.*
- *How can I or the team best support you moving forward?*
- *How are you feeling about the plan we developed together? Any concerns? I have confidence in your ability to move forward from here!*
- *I would like to follow up with you periodically to see if there is anything else we need to think through together, how often would be helpful and what does that follow-up look like to you (stop by, send you an email, give you a call, etc.)?*

✓ Check for understanding

As I understand it, here are the key things you need from me...is there anything I forgot?

EMPOWERMENT: The ALPS Journey

ALPS Coaching Process: To Affirm

It is just as important to use the ALPS Coaching Process to affirm and reinforce the positive aspects of someone's action or behavior. Although less complex, using the ALPS Coaching Process to do your pre-thinking can help add structure and intentionality to your feedback.

Following is an example of the ALPS process for positive feedback.

Awareness: Share information about the situation/task. Identify the specifics and why you feel this was so positive.

- *I want to make sure you are aware of what I saw, heard, or observed. Share with them as many specifics as you can including time and place. This caught my attention because...*

Learning: Convey how you see this reinforces our values and operating principles.

- *I'd like to learn from you so I'm curious about how you are doing this?*
- *What about this situation stood out to you?*
- *Here is what stood out for me. This was a great illustration of one of our shared values - creating a positive environment for how we work together as a team.*

Practice: Reinforcing the likelihood of repetition on their part.

- *Where else do you use this skill or practice?*
- *I see this type of behavior or spirit of working together from you a lot and want you to know that it is appreciated by myself and the leadership.*

Support: Assure them you will continue to reinforce this same type of behavior and action throughout the team, department or organization.

- *How could I further support you in these efforts?*
- *Thank you and we will continue to emphasize how important it is to create a positive environment for how we work together as a team.*

On the following two-pages is a blank ALPS Coaching Form that you can use when doing your pre-thinking for coaching a colleague, employee or even for self-reflection.

Facilitative Tool: A L P S Coaching Process Form

Step One: Keep their Personal Needs in Mind

Plan your Approach with T E E S in mind:

- **T**rust (ensure they feel respected and valued)
- **E**ngage (unleash ideas with questions)
- **E**mpower (give them the authority to do things)
- **S**trengths (acknowledge the things they do well)

Use this space to plan your approach

Step Two: Address the Practical Needs

1. Start with The Why: *Share the purpose of the coaching including why this is important and the benefits to or impact on the person, team, and/or organization*

2. Coach with the A L P S model for change in mind

Awareness (*Seek and share information about the situation/task; Identify issues and concerns*)

Write 1 – 2 statements you could make

Write 2 – 3 open-ended questions you could ask

✓ Check for understanding

Learning (*Seek and discuss ideas; Explore needed resources, knowledge, training*)

Write 1 – 2 statements you could make

Write 2 – 3 open-ended questions you could ask

✓ Check for understanding

Pactice (*Specify actions they can do; What will they be doing or saying that is different and will require practice; challenge them to align their actions with their new awareness and learning; consider contingency plan if needed*)

Write 1 – 2 statements you could make

Write 2 – 3 open-ended questions you could ask

✓ Check for understanding

Support (*Confirm how to measure their change/progress, Ask about support they need; Confirm your confidence in them; Seek commitment*)

Write 1 – 2 statements you could make

Write 2 – 3 open-ended questions you could ask

✓ Check for understanding

Your Personal Reflection on the Coaching (Action without Reflection misses the opportunity for learning)

What is one thing that went well that you would do again?

What is one thing you could do to improve your coaching?

The trauma-informed approach to facilitative leadership



What are some of the things you would do the same or differently as a trauma-informed leader? This is one of the questions that arise as organizations dive into trauma, resilience, and what it means to be a trauma-informed organization. I have intuited the answer to that question since my deep dive into learning about trauma given my sisters and my lived experience.

My intuition was validated in December 2022 when I had coffee with Dr. Andy Blanch, PhD, a well-known national trauma-informed expert. She was familiar with the work of the Institute of Cultural Affairs - a sort of "private Peace Corps" - and the place where my business partners and mentors, Joel Wright and Priscilla Wilson, honed their facilitative leadership skills.

Joel and Priscilla had worked around the world with the Institute in economically disadvantaged villages and communities. They helped local people and volunteers **come together in an environment that honored each person and their unique perspective, ensuring each person felt safe, heard, and supported through empowerment and voice.** They took time to get to know the local culture, community, and leaders so their approach was always customized and artfully crafted...no cookie-cutter approaches or formulas. And what they came to see again and again was always the same – **great things happened when those closest to the problem were brought together in a facilitated environment to solve it.**

The day I first experienced being in a room with Joel and Priscilla leading a group was a turning point moment in my young life. I was 27. I had never experienced that kind of care, energy, trust, depth, insight, support, and empowerment created in a matter of an hour. **Looking back, it was the beginning of what we now call trauma-informed leadership,** we just didn't have a name for it. It was unforgettable, and I knew I wanted to learn to do that too.

And I did. I spent the next 30 years learning and working beside these two incredible individuals absorbing every insight. We would debrief what was in their heads after we finished working with a group and soon we found we had the models, the life methods and the facilitative tools articulated so that we could pass them on to others. **We developed a curriculum for this facilitative leadership and named it "Everyone A Leader®."**

Facilitative leadership is an approach to leading others that honors the five principles of trauma-informed environments articulated by SAMHSA (Substance Abuse and Mental Health Services Administration): **Safety, choice, collaboration, trustworthiness, empowerment, and cultural humility.** **As Dr. Blanch said after our conversation,** "It's so interesting how the values we hold, if we work hard to maintain and apply them, keep turning up in different contexts over the course of our lives."

Creating a Trauma-Informed Environment

Directions: We started EAL by sharing the article on the opposite page. Review the article if you would find that helpful. With the EAL Summary in mind (pages 257 – 259), list key takeaways from EAL that can help you create a trauma-informed environment, as defined by SAMHSA’s five principles, as you Lead Where You Are.

SAMHSA’s Principles	One or two takeaways from EAL that can help the work environment reflect the trauma-informed principles
Safety	Ex: When all voices are welcome and encouraged, you create psychological safety.
Choice	Ex: Involve those impacted. Don’t create plans for someone else to do – make sure they are in the room.
Collaboration	Ex: Creating a thinking together environment creates a collaborative atmosphere.
Trustworthiness	Ex: When you approach leading where you are with intention and authenticity, you build trust.
Empowerment	Ex: A facilitative approach shifts from an authoritative approach to an empowering one.
Cultural Humility	Ex: Actively listening, Inviting in all perspectives

About the Author

Kathleen Harnish McKune

CEO and Co-founder of TeamTech, Kathleen's professional passion is to help organizations move their people and ideas into action. She helps groups get unstuck by customizing TeamTech's proven methods to fit their needs, goals – and culture. An expert strategic facilitator, Kathleen has been helping groups big and small identify and reach their goals for nearly 30 years. She interned with Dr. W. Edwards Deming, widely acknowledged as the architect of the quality management movement.

Kathleen follows Dr. Deming's core philosophy that the way organizations become high-performing is through their people. At the core of TeamTech's work is a fundamental belief that people want to lead – and can lead – if they're empowered and prepared to do so. Her particular expertise is helping organizations leverage diverse opinions to move forward. Instead of seeing divisions among people, Kathleen sees opportunities to connect, align and leverage efforts – and emerge even stronger. Facilitating strategic planning processes for non-profit organizations and governmental entities is another area of expertise. Among her accomplishments:

- Co-created and facilitated The Kansas Collaborative whose Pharmaceutical Collaborative project won the Council of State Government's Innovation Award and saved over \$7 million annually for state and local governments.
- Facilitated Johnson County's Juvenile Cross-System Collaboration involving over 50 organizations and over 100 people over two years toward the common aim of earlier intervention in order to help families avoid touching the child welfare and correctional systems.
- Is well known in the Kansas City community as an organizational coach and facilitator that is "not like a consultant" but is a partner who stays with the project until the outcomes are reached and who facilitates strategic plans that move into action staying relevant through TeamTech's EAL strategic rhythm process.

Kathleen has an MBA with an emphasis in Finance. Her early career was spent working as an investment manager providing middle stage capital to growing organizations. Kathleen also earned the Chartered Financial Analyst (CFA) designation.

Kathleen coauthored the 1993 top-selling video, *Implementing Total Quality Management*, which was produced and marketed by CareerTrack® and was a coauthor of the 2003 book, *The Facilitative Way: Leadership That Makes the Difference*. Kathleen is also the coauthor of the 2006 booklet, *Making Dollars & Sense: The Kansas Collaborative*. Most recently Kathleen rewrote TeamTech's *Everyone A Leader®: Lead Where You Are* curriculum – teaching facilitative leadership skills to leaders at all levels of organizations. She has co-authored two articles on the Neuroscience of Trauma as well as the book, *Remarkably Resilient®: Community Matters* and the Remarkably Resilient Together® materials.

About Your Second Presenter

Andrea Routh, JD

Andrea Routh is an attorney who led multiple state agencies and non-profit organizations in Missouri over her 35+ year career. She created her business, The Leading Impact, LLC, in 2020 and now works as a facilitator for non-profit organizations and state agencies. She also provides workshops to educate individuals and organizations about trauma, toxic stress, and resilience. She has helped numerous individuals and organizations become trauma-aware and trauma-informed.

Andrea has been collaborating with TeamTech, LLC, for 10 years, providing facilitation services for organizations in Kansas, Missouri, and Florida. She is certified to teach TeamTech's trauma-informed leadership curriculum, *Everyone A Leader*®, which is based on the methods developed by the Institute of Cultural Affairs to help communities think and take action together to solve their challenges and problems. With this certification, Andrea has fine-tuned her facilitation skills.

Andrea served as Executive Director for three non-profit organizations in Missouri and Kansas from 2007 to 2020. In 2007, she was hired as the founding Executive Director of the Missouri Health Advocacy Alliance, a collaboration of over 50 organizations in Missouri. At the Alliance, Andrea worked closely with hundreds of other Missouri leaders to improve health care access in the state and advocate for the Affordable Care Act and its implementation at the federal and state levels.

Andrea has over three decades of experience in health policy and senior issues. Prior to moving to the nonprofit sector, she served in research, policy, and senior management positions in Missouri state government, including two years as Governor Mel Carnahan's Director of Policy Development. In the late 1990's, she led the Missouri Division of Aging, managing a staff of 800 employees statewide with an \$80million budget. From there she went on to become a Deputy Department Director of the Missouri Department of Insurance, where she was responsible for Market Conduct and Consumer Affairs.

Andrea brings a unique background of public and non-profit sector understanding and expertise to her clients, with a passion for community engagement and trauma-informed approaches.



Check out these other TeamTech opportunities



Interested in becoming a Certified Everyone A Leader facilitator?

Certification is available both for individuals embedded in organizations as well as for independent entrepreneurs. Contact kathleen@teamtechinc.com for more information.

Available on Amazon.com

Remarkably Resilient: Community Matters by The Harnish Sisters: Karen Dickson, Sharon Border and Kathleen Harnish McKune with Kelly Young, LMSW, LMAC

The Facilitative Way: Leadership That Makes the Difference; Priscilla Wilson with Kathleen Harnish and Joel Wright

Available at www.teamtechinc.com

Moving the Neuroscience of Trauma Into Action; Kathleen Harnish McKune and Marsha Morgan

Making Dollars & Sense: The Kansas Collaborative

Available at www.remarkably-resilient.com (a non-profit organization co-founded by Kathleen Harnish McKune)

Printed materials

Remarkably Resilient Together®: Regulation and Self-Care

Remarkably Resilient Together: Response, Recovery and Healing

Online workshops

Remarkably Resilient Together: Regulation and Self-Care (**approved for 1.5 Nursing Contact Hours** by VTL Center for Professional Development, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.

For questions or additional information , please reach out to Kathleen Harnish McKune
kathleen@teamtechinc.com or 913-706-8797



TeamTech's Everyone A Leader®

Trauma-Informed Leadership Training

The Six Module Descriptions

Everyone A Leader® (EAL) is a 30-hour leadership training program, consisting of 15 two-hour workshops grouped into six modules:

The Approach Module	2
A Facilitative Approach	2
Preparing Yourself	2
The Action Module	2
The Life Method for Action	2
Planning Together	2
Moving Plans Into Action	2
Sustaining Momentum	2
The Empowerment Module	3
The Life Method for Empowerment	3
The ALPS Journey	3
The Thinking Together Module	3
The Life Method for Thinking Together	3
Reflective Conversations	3
Revealing Insight	3
More Thinking Together Tools	3
The Big Picture Module	4
The Life Method for Big-Picture Perspective	4
Aligning During Change	4
Lead Where You Are Module	4
Your Everyone A Leader Journey	4



Scan the QR code to learn more about Everyone A Leader training — including upcoming virtual sessions and how to register. In-person training for your organization is also available.

TeamTech's Everyone A Leader®

Trauma-Informed Leadership Training

The Approach Module

A Facilitative Approach

The **Approach** module lays the foundation for your **Everyone A Leader** journey through two fundamental workshops: **A Facilitative Approach** and **Preparing Yourself**. These workshops are prerequisites for the remainder of the **Everyone A Leader** course and serve as the starting point for developing your natural leadership abilities.

Throughout the module, you'll begin a self-reflective process designed to uncover and strengthen your natural leadership qualities. Each workshop introduces core elements essential to your leadership approach, offering opportunities to explore and enhance your strengths while identifying areas for growth.

Preparing Yourself

By the end of the **Approach** module, you will:

- Begin growing your reflective capacity, encouraging deeper self-awareness and insight.
- Gain a clearer understanding of your natural leadership qualities and identify opportunities for further development.
- Be equipped with foundational concepts and tools that will support you throughout your **Everyone A Leader** journey, both in the classroom and in real-world applications.

The **Approach** module sets the stage for your **Everyone A Leader** journey that lies ahead, empowering you to lead with intention, authenticity, and confidence.

The Action Module

The Life Method for Action Planning Together

The **Action** module takes you from conceptualizing a plan to putting it into motion, helping you develop actionable strategies that drive real progress. Through four key workshops — **The Life Method for Action, Planning Together, Moving Plans Into Action**, and **Sustaining Momentum**, you'll gain practical tools and techniques to transform your approach to planning and implementation.

This module guides you through the process of intentional planning, ensuring that your action plans are well-designed and have the buy-in from all involved. You'll learn how to move from planning to actual implementation, while also maintaining relevance and sustaining momentum to ensure continued progress.

Moving Plans Into Action Sustaining Momentum

By the end of this module, you will:

- Be equipped to turn your vision into action with greater intention, focus, and alignment from all participants.
- Feel more confident and empowered, with a stronger sense of agency over the work you're leading.
- Possess the tools and strategies to support others in moving their plans into action, fostering collaboration and forward momentum.
- Learn how to engage, listen, and incorporate a variety of voices.

The **Action** module sets you up for success in building your plan with others and moving it into action, ensuring that both you and your team stay motivated and on track throughout the process.

TeamTech's Everyone A Leader®

Trauma-Informed Leadership Training

The Empowerment Module

The Life Method for Empowerment

The **Empowerment** module invites you to embrace a leadership approach that moves beyond traditional top-down models. In this module, you will explore the critical role of context in leadership, understanding the “What,” “Why,” and “How” of moving plans into action and collaborating effectively with others.

As you progress, you will also confront the inevitable concept of change that arises whenever plans are implemented. Through two workshops: **The Life Method for Empowerment** and **The ALPS Journey**, you will explore the importance of clarifying context by examining the foundational elements of what you're doing, why you're doing it, and how you're doing it. You will also learn a process that empowers you to meet people where they are, guiding them through the transformation that accompanies change.

The ALPS Journey

By the end of the **Empowerment** module, you will:

- Gain a deeper understanding of the critical importance of the What, Why, and How in leadership initiatives.
- Develop greater empathy and insight into the change process, with the tools to guide yourself and others through it with confidence and compassion.
- Feel empowered to facilitate collaboration, creating a strong sense of unity and shared purpose as you help people work together toward common goals.

The **Empowerment** module equips you with the mindset and skills to lead with empathy, resilience, and a deep understanding of the human-to-human side of leadership and change.

The Thinking Together Module

The Life Method for Thinking Together Reflective Conversations

The **Thinking Together** module serves as the heart of your reflective leadership journey. Building on the reflective elements already embedded throughout the **Everyone A Leader** course, this module focuses on harnessing the power of collective reflection to create deeper learning, collaboration, and growth. Through the four workshops of this module: **The Life Method for Thinking Together**, **The Reflective Conversation**, **Revealing Insight**, and **More Thinking Together Tools**, you will gain tools and methods to encourage intentional curiosity and create meaningful dialogue among individuals and teams.

This module teaches you how to create a space where everyone feels seen, heard, and valued, inspiring collaboration in an environment that fosters belonging and mutual support. With each workshop, you'll develop new ways to approach reflection as a tool for learning

Revealing Insight More Thinking Together Tools

and action, equipping you to align teams and individuals through the shared process of reflective thinking.

By the end of the **Thinking Together** module, you will:

- Develop a more intentional approach to facilitating reflective conversations that allow people to feel truly heard and understood.
- Gain a deeper appreciation for the power of reflection and its role in promoting learning, growth, and progress.
- Be able to create alignment within your teams through reflection, ensuring collective understanding and shared purpose.

The **Thinking Together** module equips you to lead with empathy, encouraging collective reflection that drives action and nurtures a strong sense of connection and engagement.

TeamTech's Everyone A Leader®

Trauma-Informed Leadership Training

The Big Picture Module

The Life Method for Big-Picture Perspective

The **Big Picture** module invites you to expand your perspective, building on the foundational concepts of the What, Why, and How from the **Empowerment** module. This module encourages you to move beyond traditional conflict-driven thinking (i.e., “me vs. them”) and instead explore the interconnected dynamics that define any system, starting with the individual system and extending to the organizational system.

In two workshops: **The Life Method for Big Picture** and **Aligning During Change**, you will continue to develop your skills in intentional curiosity and reflective thinking. These workshops guide you through the process of examining systems dynamics, exploring how various elements interact and what happens when these dynamics are disrupted by change.

Aligning During Change

By the end of the **Big Picture** module, you will:

- Gain a broader understanding of the individual and organizational systems and the critical role they play in working together and driving progress.
- Be equipped to shift from conflict-oriented thinking to alignment thinking, encouraging collaboration and shared purpose.
- Feel a deeper connection to yourself, others, and the larger system in which you work, gaining insight into the needs of each component to support effective progress.

The **Big Picture** module empowers you to think systemically, enabling you to navigate change, cultivate alignment, and create an environment where collaboration and growth thrive.

Lead Where You Are Module

Your Everyone A Leader Journey

Congratulations on reaching this point in your **Everyone A Leader** Journey! After completing the foundational work of the previous modules, you are now ready to transition into the phase where the real work of leadership begins. In this final session, you will take the time to personalize your journey and solidify your commitment to practicing Facilitative Leadership from wherever you currently stand.

Throughout the course, you've mapped the application of the tools and methods you've learned, and now, you will have the opportunity to dive deeper into your leadership practice. You will focus on, at least, two exercises of your choice listed in the **Everyone A Leader** book to apply your learning directly to your context. The exercises include:

- Finalizing Your Back Pocket Questions
- Where You Are Challenged to Lead

- Thinking About Your Approach
- Creating a Trauma-Informed Environment

This session will conclude with a reflective conversation with your cohort, providing you the opportunity to share your experiences, insights, and the impact the course has had on your leadership so far. You will also receive information on how to continue your learning journey and stay connected with ongoing support from your **Everyone A Leader** facilitator.

Remember, this is just the beginning. As you put your learning into practice, the methods and tools you've gained will continue to uncover your natural leadership qualities, helping you inspire and guide others to think and take action...together!