



Track: Training & Delivery

Trainers: Are You a Presenter or a Facilitator of Learning: How to Increase Participant Engagement By Doing Less Work

Presenters

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Today's Agenda – A Case Study of Enhancing Learner Engagement

- Welcome & Introductions
- What sparked your interest in this session?
- What's your biggest challenge around learner engagement?



Food for Thought:

As facilitators of learning, we can increase learner engagement by doing less work in ILT.
(Sweet!)



Audience Participation: Please Applaud Now!

Today's Agenda – A Case Study of Enhancing Learner Engagement

The Opportunity

- **Great Opportunity** to Partner with a Member of Sr. Leadership – Tom approached Learning & Development
- Growing our Leadership Development Curriculum

The Challenge: Meeting the Needs of our New Target Audience

- **Original Session:** ILT Training Sessions: Levering Emotional Intelligence (EQ) for Adaptive Leadership
- **Interim Pilot:** Conducted ILT Session, Condensed Version
- **New Approach:** To Offer an Enterprise-wide Leadership Development Course Countywide

Highlights: Our Evolutionary Process

- **Key Considerations:** Assess What Makes Sense for our New Target Audience
- **Our Approach:** Rethinking Course Logistics & Agenda/Tools & Techniques
- **Outcome/Results:** Where Are We Now & Where Do We Go From Here

Original Session: Awareness Training & Discussion Sessions

Background:

Topics: Leveraging EQ with a foundation of Servant Leadership for Adaptive Leadership

Target Audience: Cross-function Participants, including , First-line Employees, Midlevel & Sr. Leader

Participant Outreach: Tom's Team: 300+blue & white collar employees

Time: 4 (1-hour) sessions

Course Logistics & Format – 4 (1-Hr) Sessions

- Day 1: Overview EQ 2.0, Servant Leadership, Adaptive Leadership
- Day 2: Earnest Shackleton Expedition EQ/Adaptive Leadership
- Day 3: FISH! Philosophy Relationship to EQ
- Day 4: EI Assessment Overview
- Scheduled Sessions: 30

Participant Feedback: Very positive & Appreciative

Note: Course is still available upon request



Attitude: "Finally I'm
in charge! So now
you all need to *adapt*
to me"

Focus: Adaptive Leadership

Interim Pilot: Conducted Condensed Version of Original

Original Session: Awareness Training & Discussion

Topic: Leveraging EQ with Foundation of Servant Leadership for Adaptive Leadership

Target Audience: Tom's Team

Participant Outreach: 5-10 participants per session

Time: 4 (1-hour) sessions

Course Structure: 1 Presenter

Agenda:

- Day 1: Overview EQ 2.0, Servant Leadership, Adaptive Leadership
- Day 2: Earnest Shackleton Expedition EQ/ Adaptive Leadership
- Day 3: FISH! Philosophy Relate to EQ
- Day 4: EI Assessment Overview

Outcome: Very Positive

- Appreciated leadership investment, to include the book
- Welcomed the discussion & engagement
- Felt all staff should attend at every level

Interim Pilot: Condensed Version of Original Session

Topic: Leveraging EQ with Foundation of Servant Leadership for Adaptive Leadership

Target Audience: Hillsborough County Leaders (900+)

Participant Outreach: 15-20 per session

Time: 1 (3.5) hour session

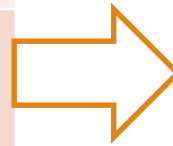
Course Structure: 1 Presenter

Agenda:

- Overview EQ 2.0, Servant Leadership, Adaptive Leadership
- Earnest Shackleton Expedition EQ/Leadership Discussion
- FISH! Philosophy Relate to EQ
- Tying it all together: EQ & Adaptive Leadership
- No EI Assessment Used: Book Provided (Referenced Only)

Outcome: Good with Challenges

- Were all topics covered effectively: Feedback indicated "no"
- Had Good Discussion without any planned activities
- Lost attendee preparation with just a ½ -day session



New Approach: Re-thinking our Strategy & Focus - Learner Engagement

Interim Pilot: Condensed Version of Original Session

Topic: Leveraging EQ with Servant Leadership Foundation for Adaptive Leadership

Target Audience: Hillsborough County Leaders (900+)

Participant Outreach: 5-10 per session (Over 300 to date)

Time: 1 (3.5) hour session

Course Structure: **1 Presenter**

Agenda:

- Overview EQ 2.0, Servant Leadership, Adaptive Leadership
- Earnest Shackleton Expedition EQ/Adaptive Leadership
- FISH! Philosophy Relating to EQ
- Tying it all together: EQ & Adaptive Leadership
- No EI Assessment Used: Book Provided (Referenced Only)

Transition



Focus:

**EI – Specific
Learner-Centric**

New Approach: Experiential Learning & Engagement

Topic: What is EQ & Why It Matters

Target Audience: Hillsborough County Leaders

Participant Outreach: 900+ Leaders

Time: 1 (3.5) hour session

Course Structure: **2 Co-Facilitators**

Agenda:

- Emotional Intelligence - Why It Matters
- Emotional Intelligence - Understanding Self & Others
- Emotional Intelligence - 4 Core Abilities
 - What it looks like
 - What a lack of ability looks like
- Servant Leadership – Alignment to Service Excellence
- Adaptive Leadership and Leveraging EQ
- Strategies for Change - Promoting Employee Engagement
- Reflections & Call to Action

Where Are We Now – What’s Working

Evolution Towards Continuous Improvement

Karen & Tom’s 1st Session

Agenda: 1st Iteration of Updated Version: Co-facilitated Karen & Tom

- **Primary Focus: Emotional Intelligence 2.0 (Intro to Adaptive Leadership)**
- **Deeper Dive into the 4 Core Abilities of EI - Primary Learner-Centric Activity**
- **Small & Large Group Activities**
- **Video: FISH! Philosophy® Video**

Agenda: 2nd Iteration: Co-facilitated

- **Primary Focus: Emotional Intelligence 2.0 (Intro to Adaptive Leadership)**
- **Deeper Dive into the 4 Core Abilities of EI – Primary Learner-Centric Activity**
- **Small & Large Group Activities**
- **Video: FISH! Philosophy® Video - **Eliminated****

Highlights – Karen & Tom

- **Course Evaluations:** Average 95%+ Overall
- Received **Very Positive Written Feedback:**
 - Participants noticed & appreciated how **transparent & “real”** we were, particularly around leadership challenges we all face
 - Participants commented around **activities, interaction and book**

Highlights – Subsequent Sessions

- Course Evaluations remain very positive
- Participants want more time for the session



Reference – Handout

Tools & Techniques:

Examples of How to Increase Participant Engagement By Doing Less Work

Tools & Techniques – Enhancing the Learner Experience by Doing Less Work

Consideration – Pre-planning	Benefit: Active Learner Engagement
<p>Partnership with Senior Leadership</p> <ul style="list-style-type: none"> • Opportunity to Co-facilitate with Tom Fass <div style="border: 2px solid orange; border-radius: 15px; padding: 5px; display: inline-block; background-color: yellow; margin: 10px 0;">Thank you Tom!</div>	<ul style="list-style-type: none"> • Huge Win! • Value-add: Letting employees see Executive Leaders in a different light: <i>They are approachable</i> • Opportunity to have frank discussions around challenges & what’s working • Taking time out to conduct training: <i>Showing that you care</i>
<p>Communications Strategy & Logistics</p> <ul style="list-style-type: none"> • Pre-determined Yearly Schedule: Once per Quarter • Formal Leadership Announcement & Course Flyer • Enrollment: Enterprise LMS 	<ul style="list-style-type: none"> • Consistency: Incorporated a <i>Standardized Process</i> • <i>Repeatable</i>
<p>Course Material: Established a Course Color Scheme & Logo</p> <ul style="list-style-type: none"> • Announcements, Course Flyer & LMS Course Description Page • Participant Workbook • PowerPoint • Supplemental Reading Material 	<ul style="list-style-type: none"> • Creates a <i>professional brand</i> • Overall enhanced “look & feel” of Product & Delivery • Impact on Version Control: <i>Keeps Curriculum Organized</i> • Quality of presentation, marketing & communication strategy

Examples: Effectively Branding Your Product Delivery – Color Theme & Logo



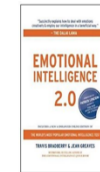
Participant Workbook



Emotional Intelligence 2.0

Co-Facilitators

- Karen McCombs – HR Business Partner, Leadership Development
- Tom Fass, Assistant County Administrator, Asset Management & Knowledge Commons



Emotional Intelligence – Why It Matters

Emotional Intelligence is ...

"Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships."

Drs. Travis Bradberry and Jean Greaves

Next-Level Thinking

- As a leader, why would emotional intelligence matter?
- How might this be advantageous to your credibility & business acumen?

Participant Workbook

PowerPoint Front Page

PowerPoint Slide

Tools & Techniques – Enhancing the Learner Experience by Doing Less Work

Consideration

Benefit: Active Learner Engagement

PowerPoint Presentation

- **Reduced the number of slides from 31 to 16**
- Key Information focused specifically around Emotional Intelligence 2.0 (book)
- **Created graphic representations**

- Concept of *less is more*
- Creates a meaningful “visual” representation
- **Easy to “grasp” at first glance**



Examples: PowerPoint Graphic Representation

Original

The How--Emotional Intelligence

Self-Awareness

- *Emotional self awareness:* the ability to read and understand your emotions as well as recognize their impact on work performance, relationships and the like.
- *Accurate self-assessment:* a realistic evaluation of your strengths and limitations.
- *Self-confidence:* a strong and positive sense of self-worth

Self-Management

- *Self-control:* the ability to keep disruptive emotions and impulses under control.
- *Trustworthiness:* a consistent display of honesty and integrity.
- *Conscientiousness:* the ability to manage yourself and your responsibilities.
- *Adaptability:* skill at adjusting to changing situations and overcoming obstacles.
- *Achievement orientation:* the drive to meet an internal standard of excellence.
- *Initiative:* a readiness to seize opportunities.

Social Awareness

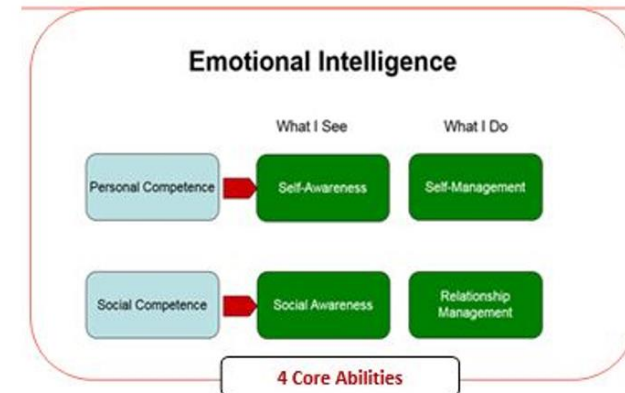
- *Empathy:* skill at sensing other people's emotions, understanding their perspective, and taking and active interest in their concerns.
- *Organizational awareness:* the ability to read the currents of organizational life, build decisions networks, and navigate politics.
- *Service orientation:* the ability to recognize and meet customer's needs.

Social Skills

- *Visionary leadership:* the ability to take charge and inspire with a compelling vision.
- *Influence:* the ability to wield a range of persuasive tactics.
- *Developing others:* the propensity to bolster the abilities of others through feedback and guidance.
- *Communication:* skill at listening and at sending clear, convincing, and well-tuned messages.
- *Change catalyst:* proficiency in initiating new ideas and leading people in a new direction.
- *Conflict management:* the ability to de-escalate disagreements and orchestrate resolutions.
- *Building bonds:* proficiency at cultivating and maintaining a web of relationships.
- *Team and collaboration:* competence at promoting cooperation and building teams.

New Approach

Emotional Intelligence – Understanding Self & Others



Tools & Techniques – Enhancing the Learner Experience by Doing Less Work

Consideration

Participant Workbook

Instruction Design: Instead of having the Participant Workbook “mirror” the exact same information in PowerPoint presentation, incorporate:

- **Thinking for a Change** Sections: Participants write their thoughts down
- **Fill-in-the-Blank Sections:** For definitions and key points

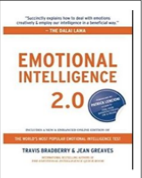
Benefit: Active Learner Engagement

- **Writing it down tends to increase retention**
- When participants return to their jobs, ***we want them to use their Participant Workbook as a resource***



Example – Participant Workbook

PowerPoint Slide



Emotional Intelligence – Why It Matters

Emotional Intelligence is ...

“Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.”

Drs. Travis Bradberry and Jean Greaves

Next-Level Thinking

- Shift in Focus
- How might this be advantageous to your credibility & business acumen?

Fill-In the Blank

Emotional Intelligence – Why It Matters

WHY
*emotional
intelligence*
MATTERS

Emotional Intelligence is ...

“Emotional intelligence is your ability to recognize and understand emotions in yourself and others, and your ability to use this awareness to manage your behavior and relationships.”

Drs. Travis Bradberry and Jean Greaves

Next-Level Thinking ...

As a leader, why would emotional intelligence matter? How might this be advantageous to your credibility and business acumen?


Tools & Techniques – Enhancing Learner Engagement

Consideration	Benefit
<p>Prepare a Resource Table - Include hard copies of:</p> <ul style="list-style-type: none">• White Papers & Relevant Articles• Laminated Key Cards & Small Posters• 1-Page Executive Summaries• List of relevant books, websites & key experts on this topic	<ul style="list-style-type: none">• Tangible take-away Items• Additional resources have the potential to reinforce the learning• Reference an article as an ice-breaker in future or subsequent sessions







Tools & Techniques – Enhancing Learner Engagement

Consideration: During the Session	Benefit
<p>Welcome & Introductions</p> <p>Immediately following introductions, ask an open-ended question:</p> <ul style="list-style-type: none"> ○ What sparked your interest in this course? ○ What’s the biggest challenge (or top 2 or 3) you face in this area? ○ What do you want to get out of today’s session? ○ What needs to be different for you to feel more competent, confident in your role? 	<ul style="list-style-type: none"> • Provides a quick assessment of your target audience • Sets the “tone” for the session & helps you “read” your audience • Quickly puts the focus on them * • Gets participants thinking • Responses can be referenced throughout the session <p> Immediate learner engagement</p> <p>* This may calm your nerves as it takes the focus off you</p>
<p>Book: Emotional Intelligence 2.0</p> <ul style="list-style-type: none"> • Individual Activity: Utilized Book in the Session • Encourage participants to bookmark certain pages 	<ul style="list-style-type: none"> • Great Take-Away – Use it in the session! • Bookmarked Sections: Easy reference when they return to work • Retention: Potential to reinforce & sustain the learning

Tools & Techniques – Enhancing Learner Engagement

Consideration: During the Session	Benefit
<p>The “Tell”: When you find yourself <u>doing a lot of talking or explaining...</u></p> <p> Turn this information into a Learner-Focused Activity: Instead of presenting definitions & key information, guide participants through their own learning & discovery by incorporating:</p> <ul style="list-style-type: none">• Individual Activities: Self-Reflection: Thinking for a Change; Brief Reading Assignments• Small-Group Presentations <u>by Participants</u>• Large-Group Open Discussion: <u>Conducted Walking Presentations</u>	<p> Key to Doing Less Work as a Facilitator</p> <ul style="list-style-type: none">• As soon as we incorporate more of this, <i>we are doing “less work” as a presenter</i>• That is, we are doing less talking & “telling” & <i>getting participants actively engaged in learning</i>• Creates an active learning environment that is learner-centric & interactive• <i>Puts the responsibility of learning in the hands of learners themselves</i>• Supports Adult-Learning Theory & Blended-Learning Approach• Readily decreases the number of PowerPoint slides• <i>Subtle way of increasing learning engagement by 100%</i>• <i>Gets Participants moving around</i>



Tools & Techniques – How to Increase Participant Engagement by Doing Less Work


Typical Approach: Presenter

- **Focus: Presenter & PowerPoints**
- **Risk: Passive Learning**
- **Who's Doing the Work: Presenter**

Tendency:

- Definitions & key points are typically summarized with bullet points & paragraphs of information
- One definition per slide or too much information on one slide

New Approach: Facilitator

- **Focus: Learners**
- **Benefit: Interactive & Engaging**
- **Who's Doing the Work: Participants** 

Effective Facilitation:

- **Guiding them through their own learning & discovery**

Tom's Take – Insights on the Evolution of New Course & Moving Forward

Preplanning Process – Saw the need to modify the course given a single session format. However, still a challenge for me to “give up” on including materials I had previously relied upon for relevancy.

Fear/Concern: Giving up a “product” that was working and a nice “blend” of leadership topics which were all relevant

New Course Materials: Creating Overall Course Theme, Updated PowerPoint, New Participant Workbook

Interim Pilot Session: Well received but rushed with insufficient time to introduce all topics & course material, especially given no participant preparation

Co-facilitating: vs Out There on My Own:

Lessons Learned: Work in Process

- Not enough time to introduce all of the material from the 4 (1-hr) sessions
- Attendees remain very appreciative of my participation and openness
- Realization: It's about making the topic relevant for the audience so the more they are involved the better

What's Happening Now – Use of multiple facilitators is working effectively; We allow for flexibility and *free flow* of ideas based on those that attend each session, which works well and still allows for reinforcing relevancy of the topic

- I transitioned from the presenter to the “color commentator”
- I found myself connecting with the attendees as we discussed topics which reinforced the relevancy of EQ



Comments & Questions



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Thank You!