

BRAVE

Leadership:

Advanced certificate
program in workplace
mental health and
wellbeing

Module 2: The team
climate

Participant guide

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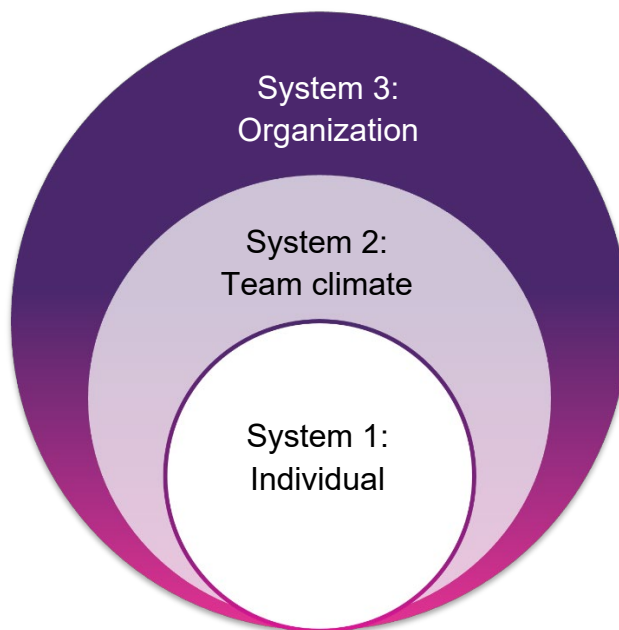
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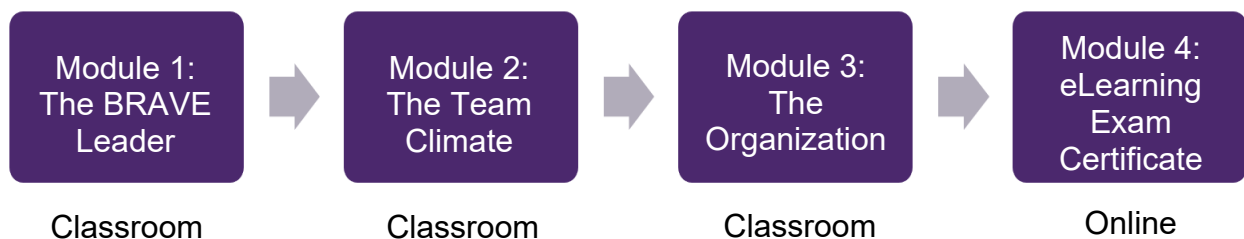
Program overview

The BRAVE Leadership program takes a systems' approach to promoting workplace mental health and wellbeing in these times of change and uncertainty. Leaders build their BRAVE Leadership toolkit with skills and practices for proactively cultivating wellbeing at the individual level, within teams, and in the wider organizational context.



Program structure

- **Module 1 classroom:** The BRAVE Leader – Mental health & wellbeing at the individual level (Half-day instructor-led workshop)
- **Module 2 classroom:** The team climate – Cultivating conditions for wellbeing within the team (Half-day instructor-led workshop)
- **Module 3 classroom:** The ecosystem of organizational wellbeing (Half-day instructor-led workshop)
- **Module 4 online:** eLearning review, exam & certificate



Key program concepts

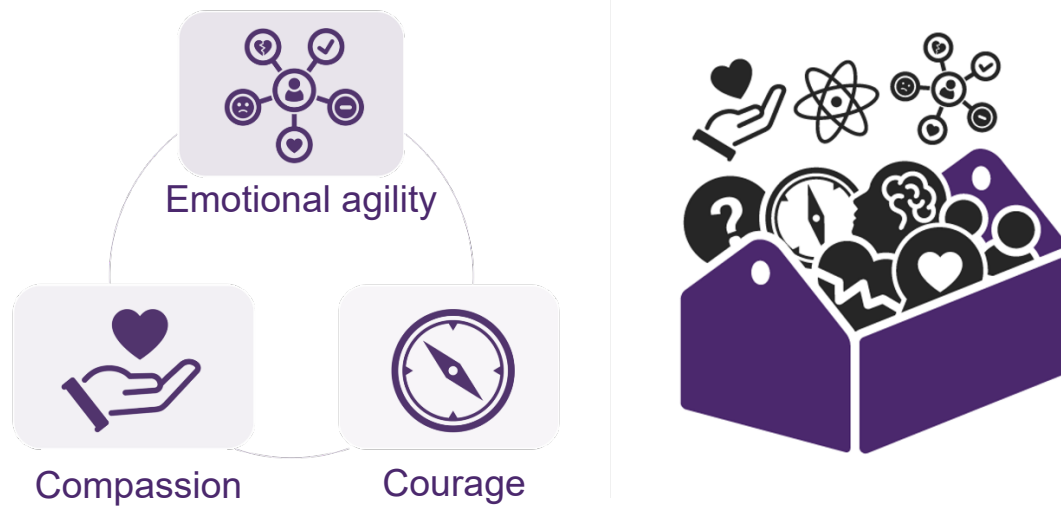
BRAVE Leadership



BRAVE leaders are:

- **Bold:** BRAVE leaders have the courage to act according to values & business needs
- **Regulated:** BRAVE leaders manage their own feelings, thoughts, and behaviours
- **Agile:** BRAVE leaders think and behave flexibly in times of intense emotions or crisis situations
- **Vulnerable:** BRAVE leaders admit to not having all the answers, acknowledge their mistakes, share appropriately, and ask for help when needed
- **Engaged:** BRAVE leaders direct energy and attention into productive action

BRAVE Leadership toolkit

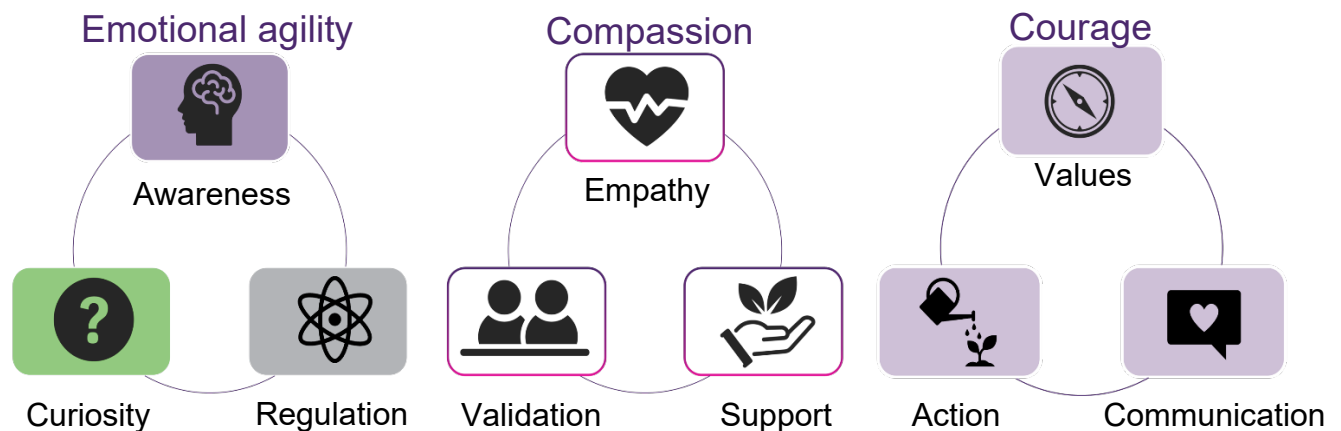


BRAVE leaders need to acquire skills in three areas:

- Toolkit #1: Emotional agility
- Toolkit #2: Compassion
- Toolkit #3: Courage

Each toolkit has specific skills and practices explored throughout the program:

Toolkit	Skills
Emotional agility	Awareness - Curiosity - Regulation
Compassion	Empathy - Validation - Support
Courage	Values - Courageous Action - Courageous Communication



1: The Team – Creating a climate of wellbeing

Definition: The team climate

The team climate is the shared perception of what life is like on the team.

The quality of the team climate is shaped by a range of factors, including:

- How people feel valued, included, belonging
- The quality of relationships and level of care among team members
- Input and engagement with how the team carries out their work
- Ways of working that promote flourishing or amplify stress or overwhelm

Idea recap: The team climate can be an **additive factor** or **depleting factor** for mental health and wellbeing.

The biopsychosocial model of mental health demonstrates the range of factors that impact everyone's wellbeing, including individual characteristics such as biology and psychology, as well as the immediate and broader social environment.

Additive factors are those that help bolster wellbeing, resilience and help people to thrive. Depleting factors are those that erode wellbeing.

Discussion: What are some examples that demonstrate a healthy team climate?

Discussion: What are some examples that demonstrate an unhealthy team climate?

Cultivating collective wellbeing in the team

Definition: Collective wellbeing refers to the overall health of a community.

Five areas¹ that collectively measure wellbeing within a community, including the team context, include: **vitality; inspiration; contribution; opportunity; and connectedness.**

Area:	Meaning:
Vitality	Team members' perception of their overall physical and emotional health.
Inspiration	Engagement in activities that bring a sense of fulfillment, are mentally stimulating, stoke creativity, build strengths, enhance motivation and perseverance.
Contribution	How engaged and involved team members feel within the climate and organization. A sense of contribution builds meaning, purpose and belonging.
Opportunity	How team members feel about their career situation, finances, and their ability to achieve professional and life goals.
Connectedness	How connected each team member feels within their workplace community. Based on the presence of reciprocal relationships, feelings of interdependence, belonging and social connection.

¹ These five domains were identified by Yale researchers: Roy, Riley & Sears (2018)

Activity: Collective wellbeing in VUCA times



In a context that is characterized by volatility, uncertainty, complexity and ambiguity, it is easy to fall into a reactionary mindset. But we can build collective wellbeing in VUCA contexts. In fact, challenges can even be leveraged to enhance wellbeing.

Activity: Explore an example of a “VUCA” situation in your workplace and discuss the questions below.

1. What opportunities does a VUCA context present for fostering mental health and wellbeing?

2. How can you leverage one of the areas of collective wellbeing (vitality, connectedness, inspiration, opportunity or contribution) to ease some of the depleting impacts of a VUCA situation?

3. Choose one of the five areas of collective wellbeing and list additive factors a leader can foster to boost wellbeing in that area.

Domain:	Meaning:	Additive factors in the workplace
Vitality	Refers to team members' perception of their overall physical and emotional health.	
Inspiration	Refers to engagement in activities that bring a sense of fulfillment, are mentally stimulating, stoke creativity, build strengths, enhance motivation and perseverance.	
Contribution	Refers to how engaged and involved team members feel within the climate and organization. A sense of contribution builds meaning, purpose and belonging.	
Opportunity	Indicates how team members feel about their career situation, finances, and their ability to achieve professional and life goals.	
Connectedness	Indicates how connected each team member feels within their workplace community. Based on the presence of reciprocal relationships, feelings of interdependence, belonging and social connection.	

Kindness and its impacts on collective wellbeing

Definition: Kindness is the quality or act of being generous, helpful and caring towards other people. Kindness includes actions or behaviours that support healthy connection.

Reflection:

- Kindness at work is a must have, not a nice to have. Why do you think that is?
- What may make it difficult for a leader to practice kindness?

Kindness boosts collective wellbeing

Acts of kindness impact us on a biological and social level, making it a critical ingredient in supporting optimal individual and collective mental health in the workplace.



- Kindness stimulates feelings of happiness and calm, which can feed a sense of **connectedness and inspiration**
- Kindness stimulates feelings of reward and productivity, which can feed a sense of **opportunity and contribution**
- Kindness also stimulates our body's natural painkillers and mood boosters, which can boost a sense of **vitality**

Kindness in the team climate: The data speaks

It's science: Witnessing acts of kindness has been shown to stimulate the release of hormones that create feelings of warmth and connection, as well as the release of antibodies in our immune system that reduce inflammation.²

Researchers³ have found that acts of courtesy, helping, and praise in an organization were predictive of productivity, efficiency and lower turnover rates.

Data⁴ also shows that teams who work in a respectful, kind environment:

- Report having 26% more energy
- Are 30% more likely to feel motivated and enthusiastic
- Express 36% more job satisfaction
- Express feeling 44% more committed to their organizations

Behavioural demonstrations of kindness in the team climate for leaders

Area	Examples
Demonstrate respect	<ul style="list-style-type: none">• Treat everyone with dignity• Role model gratitude and appreciation• Ask for input from those with different perspectives or experiences; “Interrupt the interrupter”• Allow autonomy: clear guidelines and resource access
Provide support	<ul style="list-style-type: none">• Intervene/reframe blame• Support reprioritizing or reframing expectations to help meet work demands• Encourage team members to leverage each other's skills• Be available to listen, check in regularly with team members
Create optimism	<ul style="list-style-type: none">• Celebrate hard-fought accomplishments• Tell and invite success stories• Remind people of the importance and impact of their work• Reframe challenges into opportunities
Show understanding	<ul style="list-style-type: none">• Focus on lessons learned from mistakes• Focus on situational factors, behavioural events, debriefing• Apologize when you make a mistake and encourage others to do the same

² Siegel, Mayo Clinic, 2023

³ Sezer et al, Harvard Business Review (2021)

⁴ Ibid; and Levy, workhuman (2021)

2: Impacts of workplace practices on mental health and wellbeing

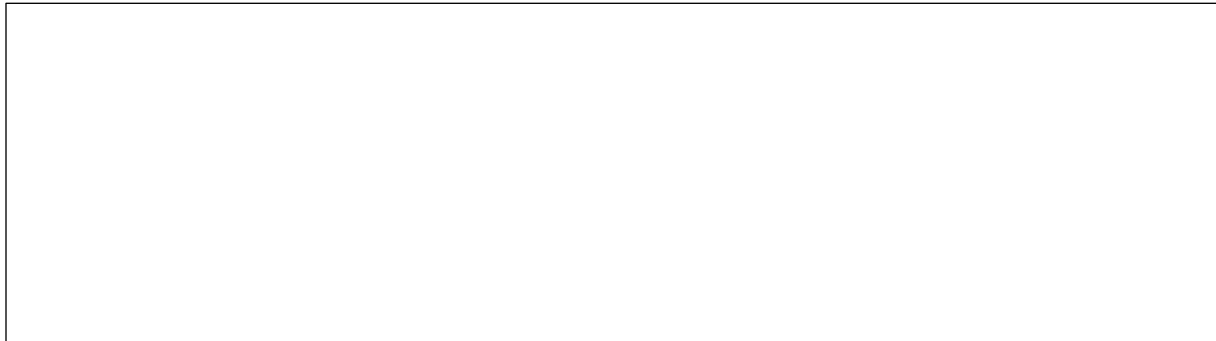
The “3 traps” in the team climate

The world of work can be an additive and/or depleting factor for mental health and wellbeing. The daily patterns and practices of how we work, and how we think and feel at work are a significant factor that impacts the collective wellbeing of the team. Recognizing and working constructively to address endemic patterns that deplete wellbeing is part of BRAVE leadership.

Reflection:

What are some of the ways of working that you feel are impacting your mental health and wellbeing, and that of your team?

What are ways of thinking, mindsets or assumptions we hold about ourselves and others that can be harmful for the team climate at work? What about emotions?



What are the traps?

Behavioural traps: patterned ways of working that may be normalized in the workplace that contribute to people’s experiences of exhaustion, alienation, stress, and burnout.

Cognitive traps: common thought patterns and ways of thinking that can create unhealthy mindsets and adversely impact both individuals and teams.

Emotional traps: the feelings we have and how we work with, feed, suppress or avoid them in ways that can erode individual and collective wellbeing.

Behavioural traps

Type	Depleting effects
Constant connectivity	<ul style="list-style-type: none">• Interferes with ability to disconnect and decompress from work-related pressures
Overscheduling	<ul style="list-style-type: none">• Too many activities back-to-back results in insufficient time to think, process, and take effective actions• Impedes ability for self-care
Technology fatigue	<ul style="list-style-type: none">• Too much time spent staring at screens can lead to fatigue which can impact our ability to think and work effectively.
Time vs. energy management	<ul style="list-style-type: none">• Working on the clock rather than prioritizing how to work effectively and balancing type and intensity of work
Reactionary leadership	<ul style="list-style-type: none">• The age of urgency, speed, and the quick fix
Status quo dependency	<ul style="list-style-type: none">• Fatigued or stressed workers don't have the resources to innovate

Reflection: Which of these behavioural traps do you think is most challenging for team wellbeing in your workplace?

Cognitive traps

Type	Depleting effects
Perfectionism	<ul style="list-style-type: none">• Creates unrealistic expectations; drives unhealthy levels of effort towards work; feeds into judgment & negative self-talk/attitudes towards others
Binary thinking	<ul style="list-style-type: none">• Creates rigid mindsets that inhibit relationships; reduces ability to adapt and innovate
Urgency/speed	<ul style="list-style-type: none">• Inability to prioritize effectively creates stress, confusion, strain and negatively impacts overall wellbeing as well as performance outcomes
Fix vs. understand mindset	<ul style="list-style-type: none">• Focus on finding quick solutions or fixes to problems without understanding the root cause or underlying issues
Minimization and/or gaslighting	<ul style="list-style-type: none">• Erodes trust between team members and prevents people from getting support they need• Gaslighting is a tactic to invalidate others' experiences, especially concerning marginalization or discrimination

Reflection: Which of the cognitive traps do you think is most operative in your team? What impacts is it having?

Emotional traps

Type	Depleting effects
Fear/anxiety	<ul style="list-style-type: none">• Anxiety can have significant mental, physical and psychological impacts on our wellbeing• Being trapped in anxiety can make us risk-averse, defensive, suspicious, less open to change and so on
Isolation	<ul style="list-style-type: none">• Social isolation negatively impacts wellbeing and is linked to many mental health challenges• Individuals who work on teams that collaborate report more positive mental health outcomes than those who work mostly in isolation
Helplessness	<ul style="list-style-type: none">• Feeling helpless in the work environment can lead to stress, anxiety, and a sense of powerlessness that diminishes motivation and engagement
Frustration	<ul style="list-style-type: none">• Frustration at work can strain relationships
Unresolved anger	<ul style="list-style-type: none">• When a situation that sparks anger is not resolved productively, anger can fester and deplete wellbeing for individuals and undermine positive team relationships
Pessimism	<ul style="list-style-type: none">• Creates a negative team environment that reduces energy, synergies and decreases collective morale

Addressing the traps

These traps are derailers that everyone has and that exist within every team, and are amplified in times of stress and uncertainty. If left unaddressed, these traps can deplete the energy and resources of the team and the leader.

Leaders can address these traps by:

- Being BRAVE in exploring and acknowledging them
- Working together with the team to address them
- By employing skills from the BRAVE Leadership toolkit to foster a climate of wellbeing



Activity: Discuss one of the “traps” and how to respond BRAVEly

Example 1: What steps can you take as a leader to support your team’s mental health and wellbeing in a workplace context characterized by a consistent sense of urgency (whether genuine or perceived)?

Example 2: What steps can you take as a leader to reduce heightened reliance on the status quo when fatigued or stressed workers don’t have the resources to innovate?

Example 3: What can you do when a team member goes on and off leave frequently for valid reasons, but the workload juggling created by the situation is creating frustration on the team that is growing and worsening over time?

In the example, what would it take to be:

BRAVE component	Examples
Bold	
Regulated	
Agile	
Vulnerable	
Engaged	

Psychological safety in the team climate

In order to work with your team on “the traps” and to actively promote collective wellbeing, a team environment that supports psychological safety is a must.

Definition: A psychologically safe work environment is one in which each individual member feels accepted, supported and respected, able to contribute and show who they are without fear of negative consequences to self-image, status or career.

An environment where: Diversity of all forms is valued as an asset, conflict and challenges are addressed, and active measures are taken to support everyone’s full participation in all aspects of team engagement.

Below are some examples that demonstrate psychological safety in the workplace.

Reflection: Which of these are active in your team and workplace? Can you think of concrete examples of how each is, or could be, demonstrated? Which need work?

- ☐ Being able to speak up and raise concerns without fear of rejection or persecution.
- ☐ Being able to take risks because failure is not punished – it is used for learning.
- ☐ Feeling safe being yourself; feeling included and accepted in all aspects of who you are.
- ☐ Being willing to challenge the status quo because diversity of thought is valued and rewarded.
- ☐ Conflict is used constructively.
- ☐ Open lines of communication and proactive measures of support are enabled in the workplace.
- ☐ Mental wellness is actively promoted and supported.

What are some examples?

Reflection activity: Psychologically safe leadership in the team climate

Reflect:

- What are some indicators of a lack of psychological safety in the workplace?
- What might you see, hear, or not see?

Scenario Discussion:

If you ask for feedback in a meeting, and only 1 or 2 out of 10 team members speaks up, what might be the reason(s)?

1. What might this indicate about psychological safety on the team?

BRAVE leaders consider factors such as:

- Are any of the “traps” operative? How might they impact a team member’s energy to engage?
- Is the team under stress? Is there latent conflict?
- Are ideas shared in meetings positively reinforced? Followed up on?

2. What would it mean to be bold, agile and engaged in this context?

Cultivating psychological safety in the team climate

BRAVE leadership within the team climate requires being aware of and taking actions to challenge:

Biases: Mental shortcuts or patterned ways of thinking that prejudice one towards/away from one person or groups of people

- Example: Affinity bias

Stigma: Negative, rigid beliefs or assumptions about people and human experience that can result in harmful behaviours towards self or others.

- Example: Stigma against mental illness

Marginalization: People/groups prevented from participating in areas of social/work life.

- Example: Social exclusion and/or creation of a hostile environment for some people, such as sexist or homophobic jokes

Discrimination: When people receive unjust or prejudicial treatment due to aspects of their social identity

- Example: Promotion not accessible to racialized employees

Impacts of marginalization and discrimination in the team climate

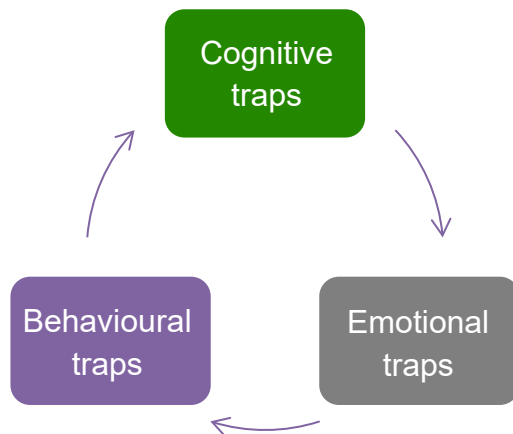
What will you see when marginalization and discrimination are at work?

Facing discrimination at work⁵ can lead to:

- Depression
- Disengagement
- Lower productivity
- Isolation
- A range of negative physical and mental health outcomes
- Workplace violence
- Resignation (or “quiet quitting”)

⁵ Glassdoor Survey (2020); Maynard (2022), Spring Health.

Inclusive workplaces and the “3 traps”



Reflection: In a workplace where the three traps are operative, this can make it harder to address bias and discrimination.

Why do you think this could be the case?

- **Cognitive traps** can result in fatigue, overload, and stagnation.
- **Behavioural traps** lead to reactivity, protective and defensive behaviours.
- **Emotional traps** can result in stress, anxiety, and conflict.

Consider:

- When we are stressed, we are more likely to feel threatened by change. This can result in resistance, clinging to the status quo, minimization – behaviours that can further alienate or reinforce the problems.
- If emotions are high or unregulated, people may be more reactionary.
- When the traps are active, psychological safety to speak out, share experiences, and work on challenges may not exist in the workplace.

Activity: Recognizing challenges to psychological safety and inclusivity

Psychological safety requires not only the absence of bias, stigma, marginalization and discrimination, but also the presence of BRAVE leadership.

- **Bold:** The courage to act according to values & business needs
- **Regulated:** BRAVE leaders manage their own feelings, thoughts, and behaviours, and positively influence others' emotional self-regulation
- **Agile:** Thinking & behaving flexibly in times of intense emotions or crisis
- **Vulnerable:** Admitting to not having all the answers, acknowledging mistakes, sharing appropriately, and asking for help when needed
- **Engaged:** Directing energy and attention into productive action



Explore a workplace scenario and discuss:

1. Is bias, stigma or marginalization present in the scenario?
2. What are the impacts on the wellbeing of the individual and team climate?
3. How are the “traps” at play?
4. What would REACTIONARY leadership look like in this situation? What would BRAVE leadership look like in this situation?

Scenarios:

Scenario 1: Your team member, Prasad, was given a big project. After his presentation to a key client, you are told by upper leadership that while his performance was excellent, he needs to work on his “presence” and “communication skills”. They say that he appeared “stressed” and overly “excited” when presenting due to his fast rate of speech, and variability of tone. Prasad speaks multiple languages. He studied in English – his home country dialect.

Scenario 2: Jules is talking to her team about a big and complicated project she is working on and describes her own behaviour as “so OCD!”

Scenario 3: Jonas, the only racialized employee on his team, is asked to give a presentation to the team about diversity, equity and inclusion.

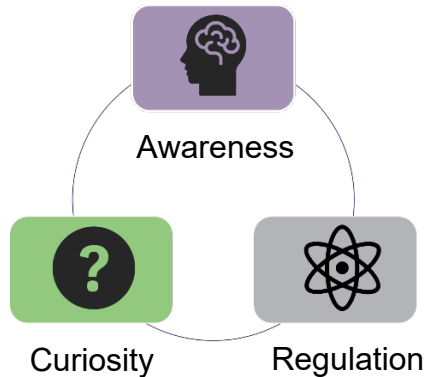
Scenario 4: Aby recently returned from maternity leave. Her manager tells her that she won't be assigned a key project since it requires working some evenings and they know that will create conflict with her childcare responsibilities.

Notes



3: BRAVE leadership in the team climate

Recap: BRAVE Leadership toolkit #1: Emotional agility



Regulation: From self to the team

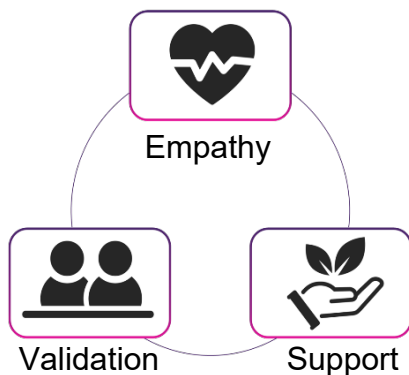
Emotional self-regulation:

- As a leader, when you regulate your own emotions, you can better step into your courageous leadership instead of reacting to situations

Emotional co-regulation:

- When you are emotionally regulated, you have a positive impact on your team members and support their emotional regulation

Recap: BRAVE Leadership toolkit #2: Compassion

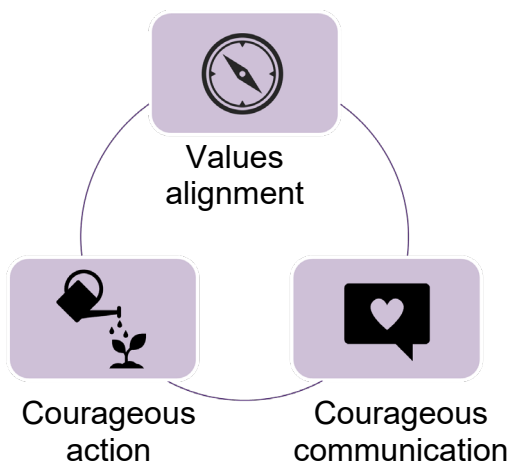


Components	Description
Empathy	Being attuned to the experience of others, understanding feelings that are present, and gently acknowledging them with kindness and concern.

Validation	Acknowledge that the experience is real and don't judge it.
Support	Follow up by providing comfort and/or supportive actions.

Compassion in the team climate is actioned through Toolkit #3: Courageous communication and action. BRAVE leadership requires the psychological and ethical courage to recognize the role we play in creating a psychologically safe environment and taking values-based actions to make a difference.

BRAVE Leadership toolkit #3: Courage



Courage at work is demonstrated in terms of the actions and decisions we take, as well as how we communicate with others. The skillsets in the courage toolkit include values alignment, courageous action and courageous communication.

Courage toolkit skill #1: Courageous action

Courageous action means behaving and making decisions that create alignment between your personal values, and your personal responsibilities as a leader.

Values at work

Values are the beliefs that serve as guiding principles for our decisions and goals that motivate our actions. Recall your personal values you identified.

When looking to align action with your values, ask yourself:

- What values am I wanting to prioritize in this situation?
- What actions would align with those values?

Responsibilities as a leader

As a leader you are responsible for meeting your team's performance goals. At the same time, you are responsible for supporting your team while also taking care of yourself.

When looking to align action with your responsibilities as a leader, ask yourself:

- What are my responsibilities to the organization and team in this situation?
- What actions align with my responsibilities? With my values?

Discussion scenarios: Humanistic values vs performance values

Scenario 1: Coming up to a deadline for a major presentation one of your team members is called to deal with a family emergency. You need their input on the presentation, and you also recognize the urgency of their situation.

Reflect: What actions would align with my responsibilities as a leader (to the team, the organization, and to myself?)

Scenario 2: You have a high performer who consistently delivers on results, and they contribute a significant proportion of the team's financial goals. Several team members have complained that the high performer makes inappropriate comments and is harming the team. Your manager is putting pressure on you to deliver your numbers.

Reflect: What actions would align with my responsibilities as a leader (to the team, the organization, and to myself?)

Courageous action: Fulfilling your responsibilities as a BRAVE leader

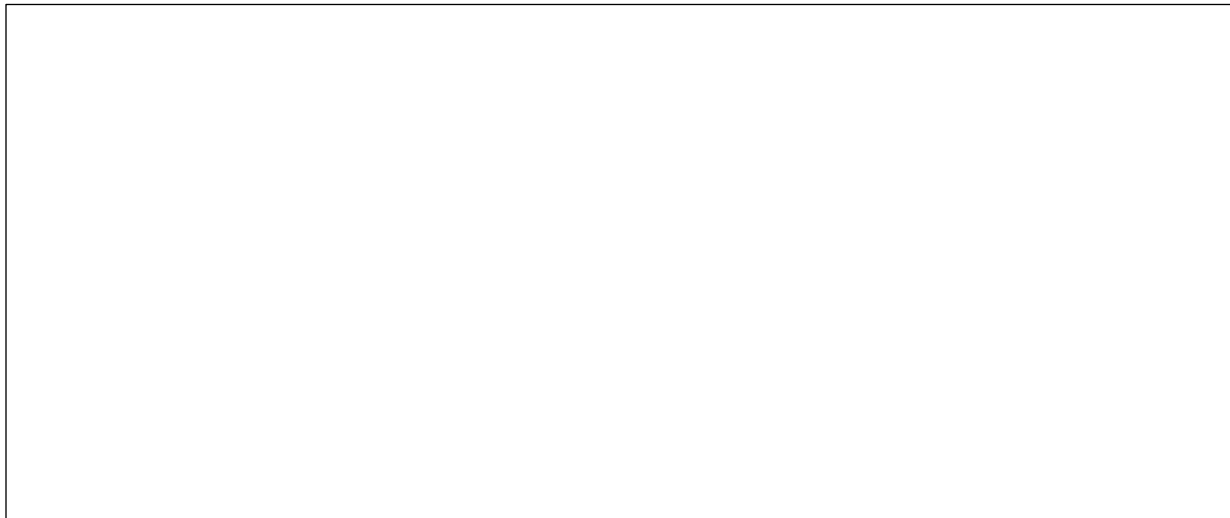
When considering how to balance your responsibility to create supportive team climate while also be accountable for performance, you can ask yourself these four questions:

1. What are my responsibilities in this situation?
2. What are the priorities in this situation?
3. What is in my sphere of control and influence?
4. How can I provide support?

Discussion scenario: Constant connectivity challenges

Scenario: Your team is working remotely with flexible hours, which has brought many positive benefits to the team. However, recently a team member described each buzz of their phone and “bing” of their online communication platform as “triggering” their anxiety. You become aware that the efforts to create flexibility may also be feeding the trap of “constant connectivity” in ways that result in stress and erode healthy work boundaries. You know that this may have a depleting effect on some team members and may ultimately impact performance outcomes as well.

Work through the four questions above to explore ways to best support the team in this context.



Courage toolkit skill #2: Courageous communication

Courageous communication is how we put **compassion** into **action**.

It is a process of deepening our understanding and engaging in **supportive dialogue** that leads to **supportive actions**.

As a communication model, it is grounded in the three areas explored in your compassion toolkit:

1 - Empathy: Connect; show care; build understanding of the lived experience of the person and acknowledge it

2 - Validation: Recognize the impact and reflect that back to the person

3 - Support: Explore and identify what is needed to support healthy adaptation



Courageous communication: Empathy in action

- Acknowledge the lived experience.
- Show care for the person.
- Don't rush into support. Regulate your own emotional response.
- Give the person time for emotional expression and for regulation if they are distressed.

Seek to understand:

- What is the feeling?
- Why are they feeling this way?

Rules of empathy:

- No shoulds. Not telling.
- No minimizing. No explaining.
- No intellectualizing. No rationalizing.
- No "me-isms." No denying.

Courageous communication: Validation

When you validate, the goal is:

- To acknowledge the situation and lived experience without judgement
- To affirm that the situation is real for the other person and a normal expression of their humanity

Rules of validation:

- Don't try to fix the person or the problem. No blaming. No denying.
- Acknowledge that it's real for the other person – no gaslighting
- You don't need to agree with them, and you don't need to make them "feel better."



Courageous communication: Support

Courageous communication includes BRAVEly exploring and identifying what is needed to support healthy adaptation. This enables the mobilization of resources for support.

- "How can I best support you?"
- "What would you like from me in terms of support?"
- "What would help you right now?"

Rules of good questions:

- Open-ended: Seek to understand the person's experience and needs
- "How is this experience affecting you?"
- "How is this impacting your ability to work?"
- "What impact is this having on your relationships at work?"

Impacts of courageous communication

It has beneficial physiological, psychological, and emotional impacts:

- Calm nervous system
- Reduced levels of distress
- Shift from threat mode to opportunity mode
- Sense of safety, reward, connection
- Collective wellbeing: The wellbeing of one team member impacts the wellbeing of the entire team

Practice: Courage in action: What should Ophelia do?

Activity: Work through the assigned scenario and explore how Ophelia, the middle manager we met in Module 1, can use her BRAVE Leadership toolkit to respond to team challenges in ways that support a healthy team climate.

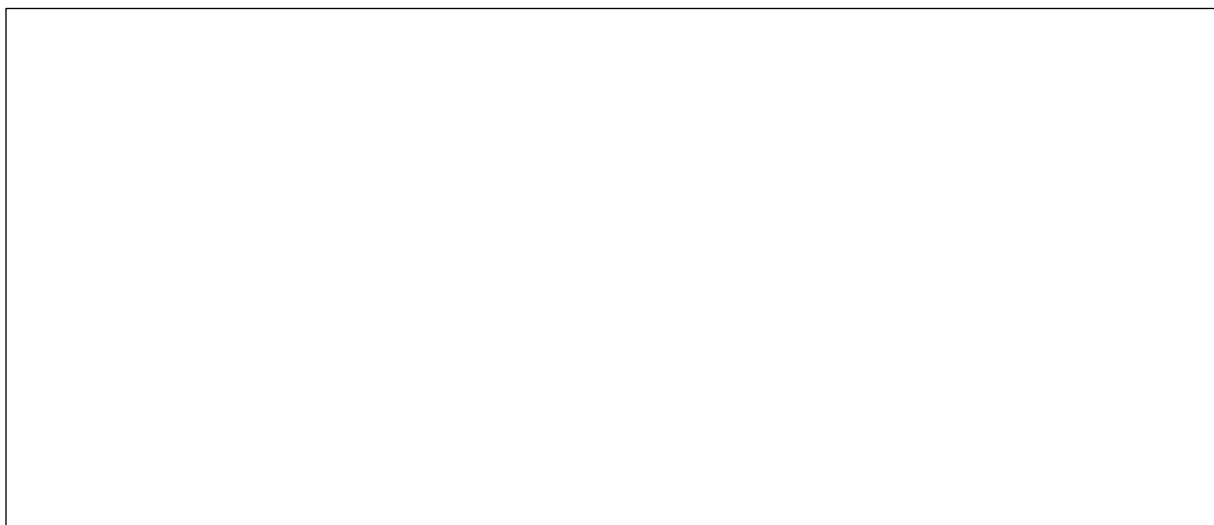
Scenario 1: The behavioural traps of constant connectivity and urgency

Ophelia overhears her team members, Priya and Gabriel, planning for a series of meetings outside of work hours. The project is for a large client, is urgent and is high priority. It's the final quarter of the year and there are a range of large projects coming down the pipeline. Ophelia is aware that Gabriel is having some health challenges. Priya is new to the team and doesn't have as much experience as Gabriel on big projects. Ophelia is concerned about the impacts of working outside of work hours on her team members.

Questions to discuss:

1. What are the risks and potential negative impacts on the team members and the organization?
2. What can Ophelia do to act in alignment with her personal values (care for her team), and her responsibility as leader (to team and organization)?
3. How can she use her courageous communication skills (empathy, validation, support) to have a conversation with the team member about the situation?

Either plan out the conversation or practice it in role play.



Scenario 2: Team dynamics: Bias, marginalization, exclusion

Lately, Ophelia has noticed some troubling changes to dynamics in team meetings. Some team members are very active, while others are uncharacteristically withdrawn. In particular, she noticed that Ruby used to share a lot of ideas but mostly sits quiet in meetings these days. She's concerned about the change in Ruby and the impacts on the functioning of the team. Ophelia sets up a check-in with Ruby. She describes to Ruby the changes she has noted and asks if there is anything going on that she can support with. Ruby gets emotional, sharing a series of experiences that left her feeling marginalized on the team, such as being interrupted by male colleagues regularly, and overhearing other colleagues pretending to speak in "foreign" accents as a joke.

Step 1: Discuss

1. What impacts could this have on: Ruby? Ophelia? The team? The organization? Consider the perspective of individual and collective wellbeing.
2. What steps should Ophelia take to be in her leadership BRAVEry? What supports need to be mobilized to address the larger situation?



Step 2: Role Play

Practice using the courageous communication model to role play the check-in conversation between Ophelia and Ruby.

Divide up roles in the group: Ophelia (the leader), Ruby and observer(s).

Ophelia outlines her concern and asks Ruby if everything is ok. When Ruby shares, Ophelia should then respond with:

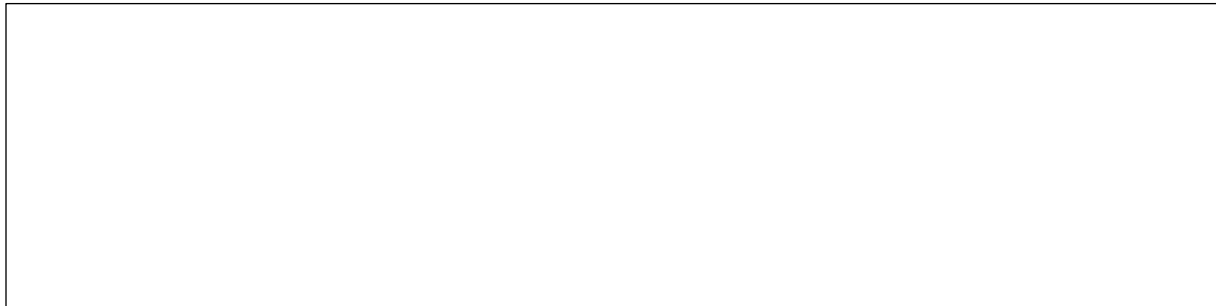
- Empathy: showing care and acknowledging her experience.
- Validation: recognizing the impact and reflecting that back to the person.
- Support: explore and identify what is needed to support healthy adaptation.

Scenario 3: Your workplace scenario

Choose a challenge you have faced in your team climate.

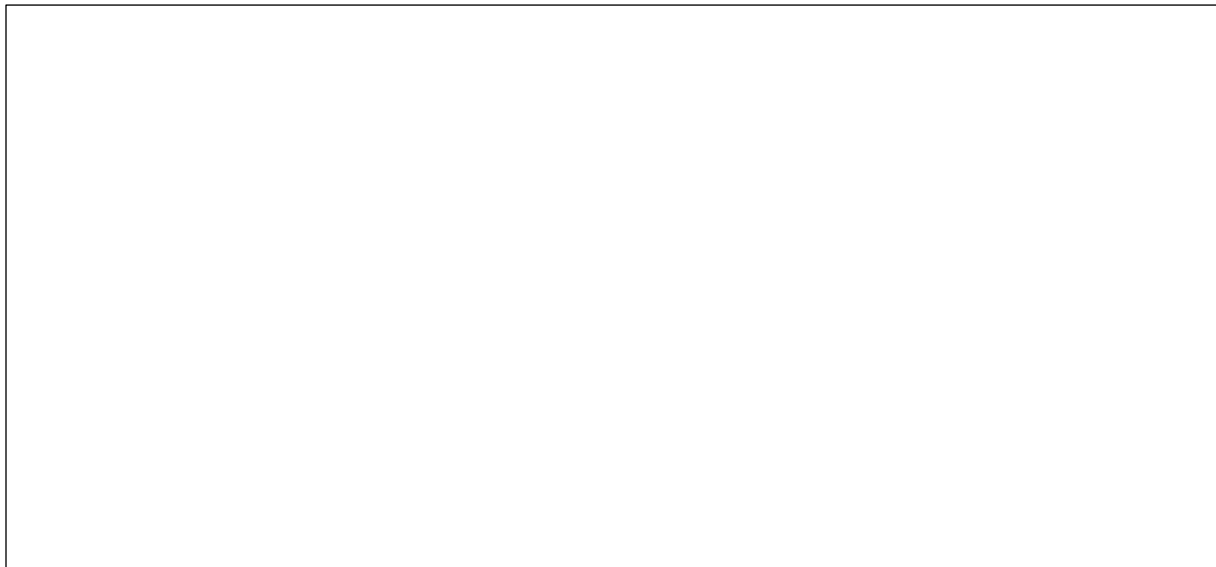
Step 1: Setting the scene.

Describe the scenario, and any challenges that have prevented you from effectively addressing it. Identify any of the “traps” that may be operative. What are the current or potential impacts on the team?



Step 2: Discuss

What would a BRAVE response using the BRAVE Leadership toolkit look like? What can you do as a leader? Explore how to have a courageous conversation with the team member/s involved in discussion or role play.



Following up using courageous action and communication

Reflection: Why is following up an example of BRAVE leadership?

Following up involves:

- Re-connecting with the person to see how the situation is unfolding.
- Exploring how they are coping with the situation.
- Discussing any additional supports, they might need.
- Acknowledging positive changes.
- Operationalizing regular 1-1s

Framework for a follow-up conversation:

- Check in to find a suitable time and place to connect.
- Revisit the previous conversation.
- Explore their current experience.
- Explore additional or alternative supports.
- Continue the conversation.

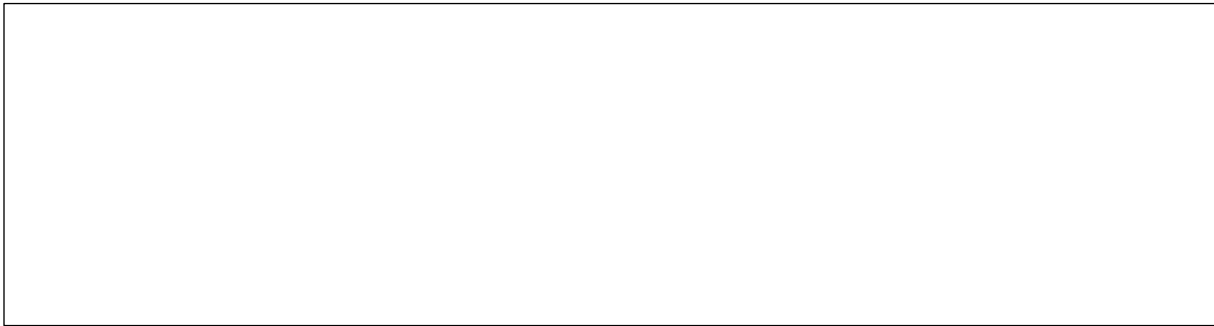
Reflection: Planning for action

How will you apply what you learned into your everyday practice as a BRAVE leader?

What I will test out this week:



What I want to learn more about:



What am I already doing well, and what do I need to work on?



Homework

Please complete these assignments to practice what you have learned and to prepare for the next session.



Assignment 1:

Observe:
The 3 traps



Assignment 2:

Observe:
Kindness in the
team climate



Assignment 3:

Practice:
Courageous
communication

Assignment 1: The 3 traps

- Keep an eye out for how “the traps” operate in your team and workplace.
- Consider proactive ways you can act as leader to mitigate the traps.

Which trap?	My observations

Assignment 2: Kindness in the team climate

- Note actions of kindness within your team, and any impacts you observe.

Kind action	My observations

- Invest extra time in acts of kindness as a leader, such as recognizing your team members' work.

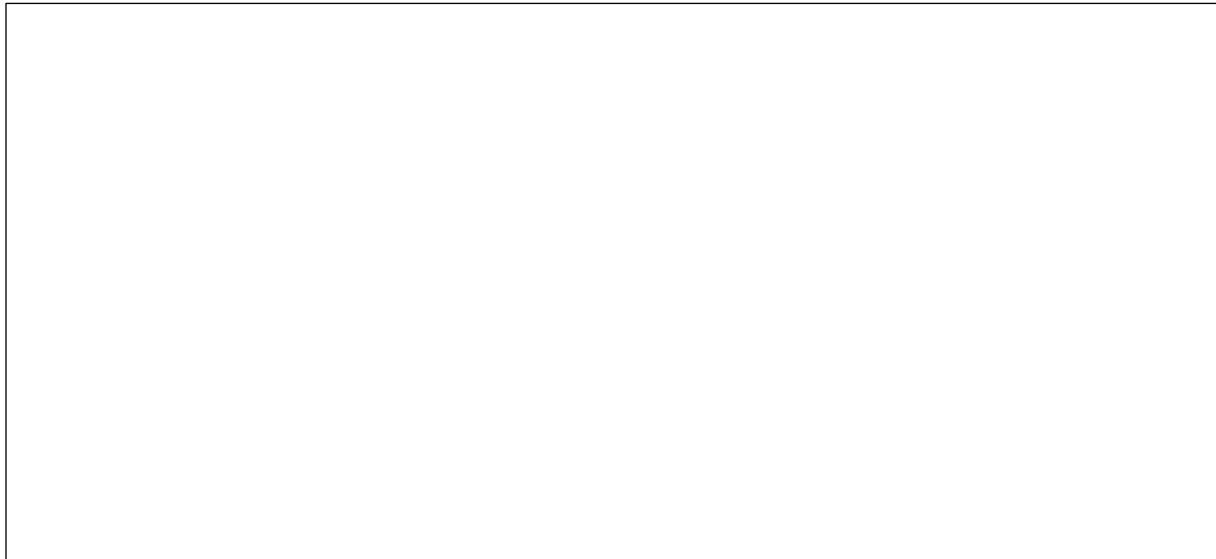
What I did:	How it felt:	Observation of impact(s):

Assignment 3: Courageous communication

Apply the courageous communication model with your team by practising:

- Empathy
- Validation
- Support

Record some notes about when you used it and how it worked for you.



Notes pages

Notes