

CLICK, LISTEN & LEARN DISCUSSION GUIDE

The Human side of Operational Leadership

Introduction

Group discussion on a topic is a valuable tool for enhancing understanding. It fosters exchange of knowledge among participants, benefiting all involved. Group discussions:

- Enhance comprehension of the subject matter.
- Stimulate the generation of diverse ideas.
- Encourage thought-provoking questions.

A facilitator can use the following questions to lead a group discussion after viewing the Click, Listen & Learn Program.

General Discussion Questions

1. What key takeaways from the program do you find most relevant to your current practice or work?
2. Were there any concepts or ideas presented that challenged your existing knowledge? If so, how?
3. What is one concept or suggestion that you could incorporate into your work (or agency)? Why did you choose that one? What impact do you think it will have?

Program Specific Discussion Questions

1. Have you had an employee come in and you could immediately tell they weren't themselves that day? What kinds of public work tasks would make you stop and think, Is this this right assignment for them right now?
2. Have you ever had someone call out and suddenly realized , Oh no, only they know how to do that? Where might you have a single point of failure in your operation, and what could you cross-train now before you actually need coverage.
3. How would you respond if your crew noticed that someone's work had been reassigned and started asking, "what's going on with them?"
4. Where does the supervisor's role end? At what point does a supportive supervisor risk becoming too involved in an employee's personal situation?
    1. What should the supervisor continue to own?
    2. What should be handed off to HR?
    3. What information does HR actually need?
    4. Where could good intentions unintentionally create a program?
5. Supporting an employee and holding an employee accountable can happen at the same time. Do you agree? What might that look like in practice?
6. Do supervisors in your organization feel equipped to handle these situations, or would additional training, guidance, or tools be helpful?
7. What can leaders do to create a culture where employees feel comfortable asking for help before a situation begins affecting their work?
8. What resources does your organization or agency have, to support employees through difficult situations?

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Tips for the Facilitator

1. Keep the discussion focused on the Click, Listen & Learn topic.
2. After reviewing key program information, focus on implications to participants' work, or the agency in general.
3. Provide opportunity for all voices to be heard.
4. Acknowledge contributions. For example: "I appreciate you offering a different view." or "Thanks for mentioning that."
5. Keep the group engaged. If no one is responding, suggest an answer and ask for agreement or disagreement.
6. End the discussion on time. Some ways to end a discussion are:
    - Give a two-minute warning or some other transition time to prepare the group to change direction.
    - Summarize the major substance of the discussion
    - Have each participant share one take-away
    - Challenge participants to engage in follow-up conversations.
    - Acknowledge at the beginning of the session that time will be a factor and that some issues may not be discussed.