

Example Professional Learning Agenda

Organization of the Learning and A
Typical Month

Team members can expect a regular cadence of professional learning activities across these four venues

Venue	Description	Additional Details
Individual	Asynchronous learning that could include reading, listening and/or reflection	All asynchronous learning will be in support of cohort and firmwide learning experiences
Cohort	Small groups of team members engaging in multiple, shared learning and reflection experiences	Cohorts will be identified using multiple factors, including role-group and years of experience
Organization-wide	The entire staff engaging in learning together	These experiences will take place during all-staff meetings. Both full group and small group learning experiences will be included

We recognize that we are all humans living through a pandemic. If you have questions or concerns about the cadence of professional learning, please reach out!

Prioritized Learning Questions for October 2020-September 2021

STRAND 1: FOUNDATIONAL

How can we create a culture in which all staff feel safe to share dissenting opinions and take risks?

STRAND 2: CHANGE MANAGEMENT

How can we build and sustain a culture of continuous improvement?

How can we support staff to work through and manage change?

STRAND 3: DIVERSE AND INCLUSIVE ENVIRONMENT

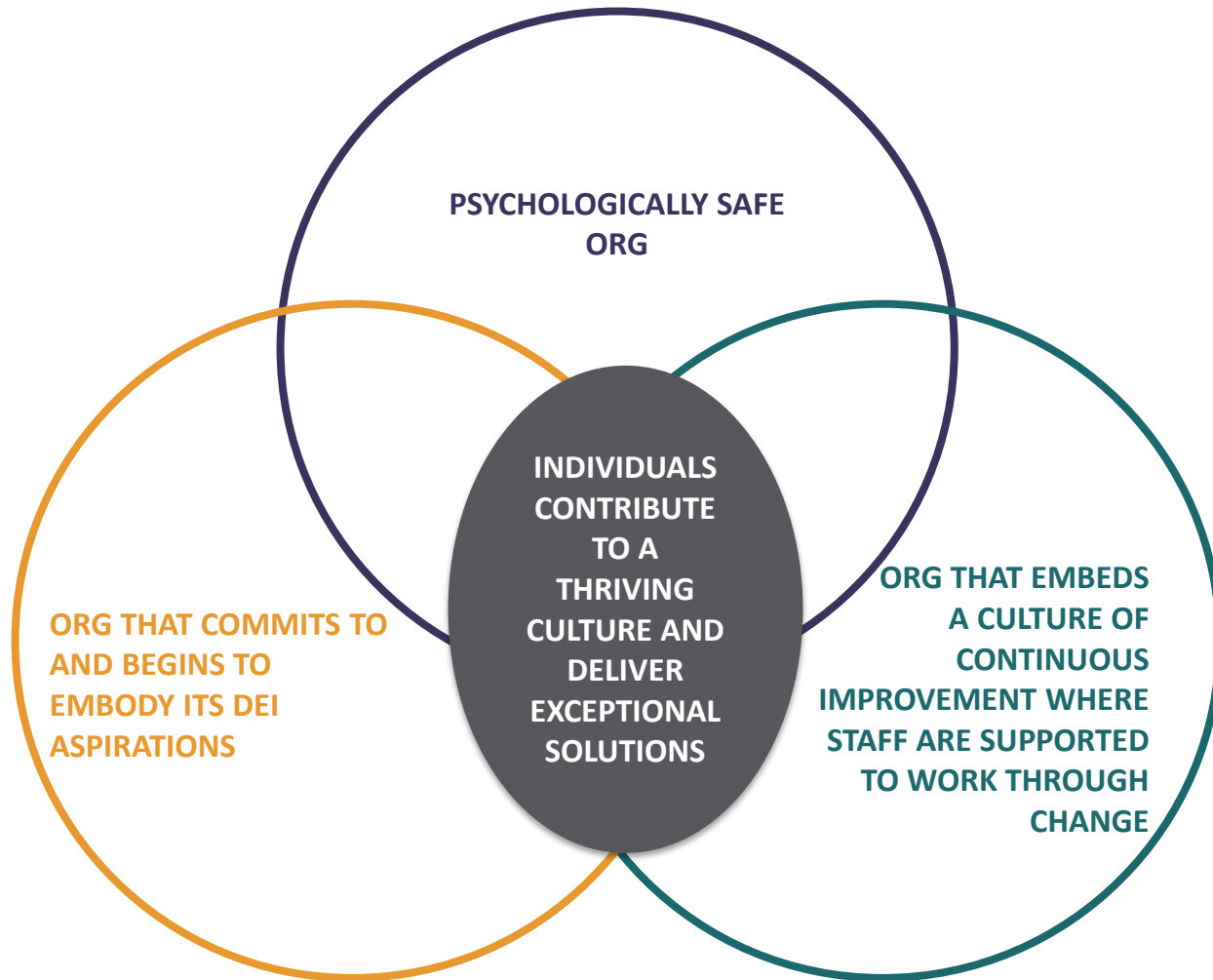
How can we build an emerging understanding of diversity, equity and inclusion at x org?

2020-21 learning objectives

- Learn about the importance of **psychological safety** in building and maintaining effective teams
- Learn how to foster **psychological safety** as an individual, on your teams and in the organization as a whole
- Explore how **race, identity, power dynamics** contribute to or limit **psychological safety**
- Learn about principles for improvement and a **continuous improvement (CI)** approach (e.g. Plan-Do-Study-Act)
- Describe the phases of **CI** and the benefits of its application
- Apply **CI** approach to a previous project and reflect on what might have changed in the scenario if the team had applied CI
- Discuss the ways in which **CI** are interconnected with the organization's approach to project management
- Practice applying **CI** in a new or current project
- Reflect on the experience of applying **CI** in your teams
- Identify what you should keep doing, stop doing and start doing as a result of your practice with **CI**
- Understand foundational **change management** principles
- Use the language of **SWITCH** to understand how change efforts succeed and fail
- Explore the role of staff members, across all roles, in **change efforts**
- Practice applying **change management** principles on one of your teams
- Reflect on the experience of applying a **change management** principle with your teams
- Identify what you should keep doing, stop doing and start doing as a result of your practice with **change management**
- What do we mean by **diversity, equity, and inclusion?**
- What does **DEI look** and feel like at x org?
- Define key **DEI** concepts and begin to adopt a shared vocabulary
- Learn new ways of listening
- Learn about the power of **listening** in building empathy and inclusive environments
- Reflect on how our **identities and biases** shape our lens as individuals and as an organization

As we finalize timing, we will share the week-by-week scope and sequence details

These concepts and the learning will be woven together to support your ability to contribute in meaningful ways



We'll learn and practice discrete skills that also contribute to the culture and ways of working we aspire to. For example:

- Listening
- Building inclusive teams
- Understanding the role of bias and identity

- Importance of psychological safety and how to foster it

- Creating psychological safety as a condition for taking risks, trying new approaches and innovating
- Creating the conditions and building the skills to navigate and help others navigate change

- Shared DEI vocabulary
- Exploring identity
- Unpacking bias

**PSYCHOLOGICALLY SAFE
ORG**

**ORG THAT COMMITS TO
AND BEGINS TO
EMBODY ITS DEI
ASPIRATIONS**

**ORG THAT EMBEDS
A CULTURE OF
CONTINUOUS
IMPROVEMENT WHERE
STAFF ARE SUPPORTED
TO WORK THROUGH
CHANGE**

- Understanding the role of identity and bias in change efforts
- Creating inclusive environments that enable change and continuous improvement

- Learn principles for improvement and a practice a continuous improvement approach
- Understand foundational change management principles and apply SWITCH methodology

Here's what a typical month will look like

Weeks	Venues	Objectives	Activities
Week 1	Organization-wide (<i>All-staff meeting</i>)	<ul style="list-style-type: none"> Learn about learning agenda design, approach and expectations Learn about the importance of psychological safety in building and maintaining effective teams 	<ul style="list-style-type: none"> Introduction to cohorts; share design and expectations for meeting and completing activities Learn about psychological safety
Week 2	Individual	<ul style="list-style-type: none"> Explore your current contribution to safety on your teams 	<ul style="list-style-type: none"> Review actions that increase psychological safety and reflect: <ul style="list-style-type: none"> “What are my contributions to safety on the teams I contribute to or manage?” “What one new action will I take to improve safety on my team?”
Week 3	Individual	<ul style="list-style-type: none"> Practice a new action to improve safety 	<ul style="list-style-type: none"> Practice employing that one new action this week and make notes of how it goes
Week 4	Cohort	<ul style="list-style-type: none"> Begin to build connections with your cohort Reflect on ways in which you can contribute to supporting a psychologically safe team 	<ul style="list-style-type: none"> Connector activity Cohort members share their experiences of psychological safety on teams and the results of the new actions they took in week 3