

TORCH

FACILITATOR'S GUIDE

PART ONE



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This facilitator's guide has been meticulously crafted to accompany the book TORCH: Ignite Teams. Forge Legacy. It serves as a practical resource to deepen the learning experience and implementation of the principles discussed in the main text. All materials are designed to enrich the professional and personal growth of facilitators and participants alike.

While every effort has been made to ensure accuracy and clarity, the author and publisher assume no responsibility for errors, omissions, or outcomes from the use of the content herein. The reader is encouraged to adapt the material to suit their individual and organizational needs.

First Edition

For more information about TORCH resources, visit:

www.igniteyourlegacyseries.com

Printed in the United States of America.

In this workbook, you will find a description of how you can bring TORCH to life for your organization and teams by following the lesson guides. We highly recommend reading the book, TORCH (Part One) to get an idea of the flow of the activities as well as the deeper discussions and meanings behind each one.

This workbook includes:

- 🔦 All five of the foundational leadership skills from the book TORCH: Trust, Ownership, Relationships, Communication, and Humility
- 🔦 An explanation of the skill and connection to leadership
- 🔦 Recommended additional reading to learn more about the skill in leadership
- 🔦 Actionable ways to apply the skill in leadership immediate (the very next meeting) and over 90 days of continuous improvement
- 🔦 A clearly outlined lesson guide with the purpose of the skill, target audience, training objectives, lesson preparation, materials, and checklists.
- 🔦 Facilitator tips on adult learning, managing group dynamics, and assessment and feedback
- 🔦 A Say-Do-Observe step-by-step facilitator guide for the entire lesson
- 🔦 A virtual variation of the activity for dispersed groups
- 🔦 Reflection questions for each of the specific leadership skills

These lessons are written so you can do them individually or they can be combined into a two-day learning experience. The time is listed for each activity so you can create your agenda appropriately. We recommend doing these activities in the order they are written if you do them over a two-day learning experience.



TORCH Live

Experience the lessons of TORCH Live by emailing ignite@archwaylearningsolutions.com to learn how your team can experience these lessons together.



DISCLAIMER:

The activities, lessons, and guidelines provided in this facilitator guide workbook are intended to offer general ideas and best practices for facilitating effective and engaging sessions. However, the authors, creators, and anyone associated with the development of this workbook are not responsible for the outcomes of these activities or the manner in which they are executed.

By utilizing this guide, facilitators acknowledge and accept full responsibility for ensuring the safe, effective, and appropriate implementation of all activities and lessons included herein. Facilitators are responsible for assessing the suitability of each activity for their specific audience, environment, and circumstances, as well as ensuring that all necessary precautions and safety measures are taken.

By following the guidance in this workbook, facilitators expressly agree to waive any and all liability or claims against its authors, creators, or contributors. Facilitators assume all risks associated with the execution of these activities and accept sole accountability for their outcomes.

This disclaimer applies to all users of this workbook. If you have any questions or concerns about your ability to safely facilitate these activities, consult a qualified professional before proceeding.



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Facilitator's Guide

Trust



Cultivating Trust Through Culinary Connections

Trust is the cornerstone of effective leadership and team dynamics. It's the silent contract of integrity between leaders and their teams, encompassing reliability, understanding, and the unspoken commitment to mutual success. Trust is more than just a belief in someone's abilities; it's the foundational element that enables teams to function efficiently, encourages open communication, and fosters an environment where innovation and creativity can thrive. Without trust, leadership becomes a hollow title, and teams will struggle to achieve their full potential.

The essence of trust within a team is built upon the small, consistent actions that demonstrate care, reliability, and mutual respect. It's about showing up, being present, and actively listening to one another. Trust is nurtured in environments where vulnerability is embraced, and mistakes are viewed as opportunities for growth rather than reasons for punishment. In such settings, every team member feels valued and understood, which, in turn, enhances collaboration and propels the team towards achieving shared goals.

Trust in TORCH

In the book *TORCH: Ignite Teams. Forge Legacy. (Part One)*, trust is illuminated through the activity “Breaking Bread,” introduced in Chapter Two. This activity transcends the simple act of preparing a meal; it symbolizes the deep connection, mutual respect, and shared responsibility essential in leadership. “Breaking Bread” is not just about cooking; it's about the trust that is exchanged when one person prepares and offers food to another. This act serves as a profound metaphor for the trust required in leadership and team dynamics.

When participants cook for one another, they are engaging in a gesture of understanding, care, and vulnerability. Accepting food prepared by someone else is an act of trust, reflecting a belief in their intentions, effort, and the care they put into the meal. Taking it a step further, TORCH explores cultural differences in this activity as a way to create a bridge of understanding between individuals of different backgrounds. This activity of cooking mirrors the trust that must be cultivated in leadership, where leaders and team members rely on each other's integrity, intentions, and actions.

Chapter Two vividly demonstrates how such shared experiences, like meal preparation, can deepen the bonds within a team. It underscores the importance of these seemingly simple acts in fostering a culture of trustful leadership. Through “Breaking Bread,” the book illustrates how trust is not just built through grand gestures, but through everyday actions that show care, respect, and a commitment to the well-being of others.

Further reading to learn more about Trust in Leadership:

1. “The Speed of Trust” by Stephen M.R. Covey
2. “Dare to Lead” by Brené Brown
3. “The Five Dysfunctions of a Team” by Patrick Lencioni
4. “Radical Candor” by Kim Scott
5. “Multipliers” by Liz Wiseman
6. “Crucial Conversations” by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
7. “Good to Great” by Jim Collins

8. “Atomic Habits” by James Clear
9. “Start with Why” by Simon Sinek
10. “How to Win Friends and Influence People” by Dale Carnegie

Apply this Skill in Leadership

Improving trust within a team or organization isn't a one-time effort; it requires ongoing dedication to specific behaviors and actions that embody the principles of trust. Below are strategies for immediate and extended application over the next 90 days to enhance trust through active listening, integrity, empathy, and seeking feedback.

Immediate Application: Demonstrate Vulnerability

Building trust through vulnerability can have a profound impact on team dynamics, showing your team that you are human, approachable, and committed to authenticity. Here are actions you can immediately implement with your team.

Here's how to start:

- 🔑 **Share a Personal Challenge:** Begin the meeting by sharing a recent personal or professional challenge you've encountered. Explain how it impacted you and what you learned from it. This openness shows your team that it's okay to admit difficulties and that everyone, including the leader, faces challenges.
- 🔑 **Admit a Mistake:** Take a moment to acknowledge a mistake you've made in the recent past, whether it was a decision that didn't go as planned or a miscommunication. Admitting a mistake humanizes you and encourages a culture where team members feel safe to admit their own mistakes.
- 🔑 **Acknowledge Team Contributions:** Recognize and acknowledge when a team member's idea or feedback helped you overcome a challenge or make a better decision. This not only builds trust but also reinforces that everyone's contributions are valued.

90 Days Application:

Building Trust through Integrity, Empathy, and Feedback

Over the next three months, focus on these three specific actions to deepen the trust within your team:

- 🔦 **Integrity:** Consistently doing what you say you will do is not just about meeting commitments—it's about building and maintaining trust at every level. When you make a commitment, ensure you meet it. If circumstances change, communicate this immediately and transparently. Integrity means aligning your actions with your core values. When you honor your commitments, you don't just signal trustworthiness—you actively build trust. To strengthen this further, always follow up with those to whom you've made commitments, confirming that you've delivered as promised and reinforcing your reliability.
- 🔦 **Empathy:** Trust is strengthened through genuine connections. Make it a priority to deeply understand your team members and colleagues on a personal level. This involves more than just one-on-one meetings—it's about actively listening to their interests, career aspirations, and personal challenges. Demonstrating genuine interest and concern for their well-being and development shows that you value them, which in turn, builds trust. Remember, trust is reciprocal; when you show empathy, you encourage others to trust you more.
- 🔦 **Feedback:** Trust thrives in environments of continuous improvement and open communication. Proactively seek feedback from your colleagues and team members about your leadership and the team's dynamics. Whether through one-on-one conversations or structured processes like 360-degree reviews, actively listening to others' perceptions of trust within the leadership and the organization is crucial. Use this insight not just to make informed decisions but to transparently address concerns and visibly improve trustworthiness within your team.

BREAKING BREAD:

Cultivating Trust Through Culinary Connection**Leadership Skill: Trust****Purpose of the Skill Lesson:**

This skill lesson is designed to deepen trust among team members by engaging in a culinary activity that underscores vulnerability, understanding, and care. It aims to strengthen team bonds and highlight the importance of trust within the dynamic of giving and receiving.

Target Audience:

Team members at all levels within the organization, especially those seeking to improve interpersonal relationships and team cohesion. The activity is suitable for participants with varying levels of culinary experience and backgrounds. The size of the group will depend on the number of kitchen spaces available and the size of those spaces. Plan accordingly so that there is plenty of space for each person to cook and to have support while cooking. Based on the audience, adjustments should be made to the activity to accommodate any disabilities or limitations which would keep the participants from fully engaging in the activity.

Training Objectives:

At the end of this activity, participants will have accomplished the following:

1. Demonstrate active listening skills and empathy within team interactions.
2. Practice trust-building strategies of vulnerability and mutual support in a collaborative setting.
3. Identify how trust fosters strong interpersonal relationships on the team.
4. Articulate specific strategies for integrating lessons learned about trust into their leadership style and teamwork approach, thereby fostering a culture of trust within the team.

Lesson Preparation:

Time Total Duration:

3-4 hours (Intro & Cooking: 2-3 hours, Sharing and Reflection: 1 hour)

Materials:

- 🔦 Kitchen space - a culinary institute, restaurant kitchen, home kitchen, or cooking classroom. For virtual groups, have them cook in their own kitchen while on a conference call with their group and a guide.
- 🔦 Ingredients for selected recipes or a fully stocked kitchen pantry and refrigerators offering a variety of options.
- 🔦 Recipe cards or a digital app for sharing recipes.
- 🔦 Timer or watch to manage timeline of training
- 🔦 OPTIONAL: Professional chefs for guidance (as featured in TORCH Chapter 2).
- 🔦 Prepare a well set and decorated place for everyone to reveal their cooked creations, share the meal, and reflect on the lesson. This is where they will truly “break bread” together. For virtual groups, you may provide a suggestion of how they should set up their dining space to immerse themselves in the experience.

Checklist:

- ☐ Secure a kitchen space and cooking stations if conducting the session in-person.
- ☐ For virtual sessions, prepare either sending ingredients via a delivery service or provide a list of ingredients for the participant to gather in advance.
- ☐ If using pre-determined recipes, gather or distribute a list of ingredients needed and information about the selected recipes.
- ☐ If utilizing chefs or a cooking class, coordinate with culinary professionals to assist participants.
- ☐ Have a plan for breakdown and clean up after the activity.

Facilitator Tips:

Engaging Adult Learners:

- 🔦 **Connect to Real-Life Experiences:** Start by linking the hands-on activity to real-world leadership scenarios. Explain how the activity mirrors challenges they might face in their roles, emphasizing the relevance to their day-to-day work.
- 🔦 **Use WIIFM (What's In It For Me):** Clearly articulate the benefits of the activity. Make sure learners understand how the skills they're developing will enhance their effectiveness as leaders, improve team dynamics, or solve specific workplace challenges.
- 🔦 **Incorporate Storytelling:** Share personal stories that illustrate the concepts being taught. Stories that are relatable and relevant will help in making the learning more engaging and memorable.
- 🔦 **Encourage Autonomy:** Allow learners to take ownership of their learning process. Give them options on how they might approach the activity, promoting a sense of responsibility and engagement.

Managing Group Dynamics:

- 🔦 **Establish Ground Rules:** Set clear expectations for participation, respect, and collaboration at the start. This helps create a safe environment where everyone feels comfortable contributing.
- 🔦 **Balance Participation:** Be mindful of group dynamics. Ensure that more dominant voices don't overshadow quieter participants. Use techniques like round-robin sharing or small group discussions to give everyone a chance to contribute.
- 🔦 **Monitor and Adjust:** Keep an eye on the energy and mood of the group. If the activity is lagging, be prepared to adjust the pace or change tactics to keep the group engaged and focused.
- 🔦 **Facilitate Collaboration:** Encourage leaders to work together and share insights during the hands-on activity. Highlight the importance of teamwork and collective problem-solving as essential leadership skills.

Assessment and Feedback:

- 🔦 **Observe and Take Notes:** As participants engage in the activity, observe their approach, interactions, and problem-solving methods. Take notes that can be used later for individual or group feedback.
- 🔦 **Offer Real-Time Feedback:** Provide constructive feedback during the activity. Address both what is working well and areas for improvement, linking back to the learning objectives.
- 🔦 **Debrief Thoroughly:** After the activity, conduct a comprehensive debriefing session. Use reflection questions to help participants analyze their performance and the group's dynamics. Encourage them to draw connections between the activity and their leadership roles.

- 🗨️ **Facilitate Application:** Conclude with a discussion on how the skills and insights gained from the activity can be applied on the job. Encourage participants to create a personal action plan or team strategy that incorporates their new learning.

Facilitator Guide: Trust

To help the facilitator understand the purpose and flow of the activity, reference Chapter Two of the book *TORCH: Ignite Teams. Forge Legacy.* to read how the activity was conducted and identify ways to create the best version for the intended audience.

Be sure to read the entire facilitator guide and make note of the checklist, materials, lesson notes and times, and practice how you will explain and facilitate each section in advance. Both in-person and virtual variations of the activity have been provided.

Time	Say	Do	Observe
10 min	Introduce the lesson skill and discuss the meaning of trust in an organization and a team.	Facilitator to explain context of the skill, how it pertains to the group and ask for open conversation from the group. Option to write the key concepts on a whiteboard for everyone to review together.	Look for how the team talks about trust and what areas or themes come up as strengths and areas of opportunity to improve.
5 min	Share how preparing a meal for someone else and then accepting a meal from someone else is the ancient act of “breaking bread” which has established and represented the act of trust for a millenia. If possible, share a story or allow someone else to briefly share a story that connects the activity to the skill.	Explain how the activity of “breaking bread” connects to the skill of trust on teams.	Be mindful if anyone has knowledge or experience with the idea of “breaking bread” in their personal or professional lives.

Time	Say	Do	Observe
5 min	<p>Review the learning objectives and share introductory instructions about the activity.</p>	<p>Break the groups into pairs.</p> <p>Note: The pairs should not cook together in the same kitchen as this removes the element of surprise for the reveal of the meal and takes away a large part of the impact of the activity.</p>	<p>Respond to any questions and ensure everyone understands what is expected.</p> <p>Observe if anyone is uncomfortable with the activity and offer additional support.</p>
30 min	<p>In Person Creative: Each person will interview the other to learn about their family traditions, favorite meals, and likes/dislikes or restrictions on food.</p> <p>In Person Prepared:</p> <p>Each person will discuss their pre-selected recipe and why they selected this recipe (in advance), its meaning to them, and any preferences or restrictions.</p> <p>This approach requires that all the pre-selected recipe ingredients are available in the amount based on the number of selected recipes and participants.</p> <p>Virtual:</p> <p>Each person will discuss the recipe the other person has and why that meal means something to them. In the virtual setting, we recommend that Person A cooks Person B's favorite meal and tries the food themselves. This is different than the in-person where Person A cooks Person B's meal for Person B to enjoy.</p>	<p>Have a timer for 15 minutes for one person to share and another 15 minutes for the other person to share. Keep your eye on the clock to ensure there is equal chance for both people to share.</p> <p>Prepare possible questions for someone to ask the other person regarding their traditions, favorite meals, likes/dislikes or selected recipe to help facilitate conversation</p>	<p>Pop in and out of the different conversations to ensure everyone is staying on-topic and to answer any questions should they come up.</p> <p>For the In Person Creative group, you may also have a chef walking around to observe the conversations and take note of any culinary suggestions to make to the participant once they are in the kitchen. We don't recommend for the chef to go into too much detail or instruction with the group directly at this point so that their ideas about the menu remain a surprise between the two participants.</p>

Time	Say	Do	Observe
<p>1-2 hours</p> <p>Determine this time in advance and set a specific expectation. 90 minutes is a good average so there is cook prepping time.</p>	<p>Explain where the participants will go to prepare their meals, the time they have to prepare the meal, and any necessary information about health and safety protocols.</p> <p>Allow participants to share methods and strategies used during the preparation.</p>	<p>Have a timer for 15 minutes for one person to share and another 15 minutes for the other person to share. Keep your eye on the clock to ensure there is equal chance for both people to share.</p> <p>Prepare possible questions for someone to ask the other person regarding their traditions, favorite meals, likes/dislikes or selected receipt to help facilitate conversation.</p> <p>In Person Creative or Prepared: Split the groups apart so that the partners ARE NOT preparing a meal in the same kitchen space. The idea is that what they are creating is somewhat of a surprise to the other person. Make sure to identify in advance of the lesson how much kitchen space is needed in order to accommodate all participants in this manner.</p> <p>Virtual: Have the participants break out into new groups where there is one “guide” (as a chef, coach, or other support person) to each group. Make sure that partners ARE NOT in the same break out room at this phase so there is the element of reflection and surprise at the end of the lesson.</p>	<p>Each participant will prepare their selected recipe for or from their partners.</p>

Time	Say	Do	Observe
30 min	<p>Participants will need to present their prepared meal to their partners and explain to them what comes to their mind as they prepare that food.</p> <p>Participants are welcome to begin enjoying and tasting their meals during their conversation.</p>	<p>Each member will express how they feel and the other one will apply active listening as their partner carefully shares their thoughts and the food they will eat. In pairs, allow for about 10 minutes for each person to share.</p> <p>Encourage participants to think about practical applications of the exercise insights related to trust and team dynamics.</p> <p>They can use the reflection questions provided in this guide to aid the conversation.</p> <p>Optional Variation: Have the group share the meals “family style” where everyone is able to sample the different dishes while the pair discusses the concepts listed above. In this case, be careful to manage the amount of time each pair can share about their dishes so everyone has a chance to share in the group.</p>	<p>Look for insightful comments that reflect a deep understanding of trust in leadership or any misconceptions that could be clarified.</p>
30 min	<p>Bringing the larger group of participants back together, ask participants to share personal insights and reflections on the activity.</p>	<p>Reflect on the take-away lessons learned from this activity and how participants plan to apply what they learned in their every day work.</p> <p>Make note of the application plans as this can be used as a measurement later on as to how they actually applied the learning to their work.</p>	<p>Check how others relate or offer similar experiences.</p> <p>Assess the group’s overall engagement and understanding.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact.</p>
10 min	<p>Conclude the session and provide follow-up actions.</p>	<p>Summarize the main points raised by participants, emphasizing lessons learned.</p> <p>Encourage participants to fill out feedback forms and reflect on how they can apply the trust skill they’ve developed in their own roles.</p>	<p>Gauge participant satisfaction and capture any final observations about the team’s learning experience.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact</p>

Reflection Questions:

For the facilitator, guiding the post-activity discussion is crucial to help participants reflect on the experience and draw deeper insights from the lesson and activity. Here are thoughtfully designed guide questions to facilitate a rich discussion among team members after participating in the “Breaking Bread” activity. Select the ones the best suites your team or create your own reflection questions. We recommend focusing on a maximum of 3 reflection questions after the activity and to focus most of the attention on how the group will apply what they have learned into their work together.

1. Reflection on the Cooking Experience:

- 👤 How did you feel about cooking a meal for a colleague? How did it change your perspective on the importance of trust in a team?
- 👤 What was the most challenging part of this activity for you, and how did you overcome it?

2. Understanding and Vulnerability:

- 👤 How did preparing and sharing a meal that holds personal significance help you feel understood or vulnerable within the team?
- 👤 Can you share a moment during the activity when you felt a sense of connection with your partner or the group?

3. Trust and Support:

- 👤 How does trusting a colleague to prepare a meal for you parallel the trust needed in other team activities or projects?
- 👤 In what ways did this activity demonstrate the importance of supporting and relying on each other in a team setting?

4. Learning from Each Other:

- 👤 What did you learn about your colleague through this activity that you didn't know before?
- 👤 How can learning the stories and backgrounds of others enhance collaboration and respect within a team?

5. Cultural Appreciation and Diversity:

- 🔦 How did the activity contribute to your appreciation of cultural diversity within the team?
- 🔦 How does acknowledging and celebrating each other's backgrounds impact how a team builds cohesion and inclusivity?

6. Applying Insights to Team Dynamics:

- 🔦 What key insights about trust and teamwork have you gained from this activity that you can apply to your day-to-day work interactions?
- 🔦 How can we incorporate the principles of trust, understanding, and support we experienced today into our ongoing team dynamics?

7. Personal Growth and Leadership:

- 🔦 How does this activity reflect on your personal approach to leadership and building trust within a team?
- 🔦 What is a personal takeaway from today's activity that you plan to implement in your leadership style or teamwork approach?

These guide questions are designed to encourage participants to deeply reflect on their experiences, share their insights, and discuss the foundational role of trust in teamwork and leadership. Facilitators should ensure that the discussion remains inclusive, allowing every participant to voice their thoughts and feelings about the activity.

Tell us how it went!

We love receiving messages and pictures from our readers about their experiences with our lessons and activities. Please share your experience with us by emailing your story, images, or even a video of your activity to ignite@archwaylearningsolutions.com. We can't wait to see how your team learns and grows in their leadership skills!

Facilitator's Guide

Ownership



Building Ownership Through Collaborative Construction

Ownership is not just a pivotal attribute in leadership; it is the cornerstone of effective team management and mission success. True ownership goes beyond personal commitment—it's about taking full responsibility for every aspect of the mission, whether things go well or fall apart. In leadership, there is no room for blame-shifting or excuses. Ownership means leaders must own everything in their world, from the planning and execution to the outcomes of the team's efforts.

This level of ownership inspires not just accountability but a deep-seated drive to lead proactively, anticipate challenges, and influence outcomes decisively. When leaders and team members alike fully embrace ownership, they operate with a heightened sense of duty and commitment, leading to more effective problem-solving, stronger team cohesion, and better results. Without this mentality, teams drift, losing direction and purpose, which inevitably leads to failure.

Ownership within a team is fostered through a culture that demands personal accountability and relentless commitment to collective goals. Each member must own their role and contributions, understanding that their success is intertwined with the team's success. In such an environment, excuses are eliminated, and responsibility is shared—not divided. Successes and failures alike are viewed through the lens of ownership, turning every experience into a lesson that propels the team forward.

Ownership in TORCH

In the book *TORCH: Ignite Teams. Forge Legacy. (Part One)*, ownership is vividly explored through the hands-on activity “Building a Shelter,” introduced in Chapter Three. This task is more than a simple exercise in teamwork. It is a powerful demonstration of ownership in action where participants collaborate to construct a structure that will stand as a testament to their collective effort and individual dedication. Building a shelter symbolizes the fundamental principle that every leader must take full responsibility for the mission and the team's welfare. In this activity, participants must rely on each other's strengths and take ownership of the process, knowing that the shelter they build is not just a physical structure but a representation of their collective will and accountability.

Just as a well-built shelter offers protection and unity, a team rooted in strong ownership offers resilience and steadfast support. The alignment of individual efforts with team success creates a cohesive and motivated environment where everyone is committed to the mission. By aligning personal achievements with team success, individuals feel more connected to the group's objectives, promoting a more cohesive and motivated team environment. Such practices not only reinforce ownership but also cultivate a culture of mutual accountability and empowerment, essential for effective leadership and team synergy.

Further reading to learn more about Ownership in Leadership:

1. “Extreme Ownership: How U.S. Navy SEALs Lead and Win” by Jocko Willink and Leif Babin
2. “Leaders Eat Last: Why Some Teams Pull Together and Others Don't” by Simon Sinek
3. “Dare to Lead: Brave Work. Tough Conversations. Whole Hearts” by Brené Brown
4. “The Five Dysfunctions of a Team” by Patrick Lencioni

5. “Good to Great: Why Some Companies Make the Leap...and Others Don’t” by Jim Collins
6. “The 7 Habits of Highly Effective People” by Stephen R. Covey
7. “Mindset: The New Psychology of Success” by Carol S. Dweck
8. “Turn the Ship Around!: A True Story of Turning Followers into Leaders” by L. David Marquet
9. “It’s Your Ship: Management Techniques from the Best Damn Ship in the Navy” by D. Michael Abrashoff
10. “Real-Time Leadership: Find Your Winning Moves When the Stakes Are High” by David Noble and Carol Kauffman

Apply This Skill in Leadership

Enhancing ownership within a team or organization is an ongoing endeavor; it involves a continuous commitment to actions and behaviors that foster responsibility and initiative. Here are strategies for immediate application and extended application over the next 90 days to cultivate ownership through accountability, delegated decision-making, shared responsibilities, and relentless improvement.

Immediate Application: Promote Accountability

Promoting accountability is essential for fostering a sense of ownership within a team. When team members are held accountable for their tasks and responsibilities, they are more likely to take initiative and fully commit to their roles. Here are actions you can immediately implement with your team.

Here’s how to start:

- 🔑 **Set Clear Expectations:** Begin the meeting by clearly defining the expectations for each team member’s role in the upcoming project or task. Specify the deliverables, deadlines, and quality standards required. Clear expectations help everyone understand what is expected of them, reducing ambiguity and increasing personal accountability.
- 🔑 **Assign Individual Responsibilities:** Clearly assign tasks and responsibilities to specific team members during the meeting. Make sure each person knows exactly what they are accountable for, and ensure that there is no overlap or confusion. This reinforces ownership by making each individual accountable for a specific part of the project.
- 🔑 **Encourage Peer Accountability:** Promote a culture where team members hold each other accountable. During the meeting, encourage them to ask questions or provide feedback to their peers about their progress. Peer accountability fosters a team-oriented approach to ownership and helps everyone stay committed to their responsibilities.

90 Days Application:

Enhancing Ownership through Delegating Decision-Making Authority, Shared Responsibilities, and Relentless Improvement

Over the next three months, focus on these specific actions to deepen the sense of ownership within your team:

- 🔦 **Delegate Decision-Making Authority:** Give team members the authority to make decisions related to their areas of responsibility. This action goes beyond simply assigning tasks—it empowers individuals to make key decisions that impact their work and the overall project. This empowerment not only enhances their sense of ownership but also builds confidence and accountability.
- 🔦 **Shared Responsibility:** Implement regular, focused meetings where each team member reports on their specific responsibilities, progress, and any obstacles they face. Make it clear that while the team shares in the mission's success, each individual must fully own their part of the mission. This clarity eliminates any ambiguity about who is responsible for what, ensuring that everyone knows their role in the team's success or failure.
- 🔦 **Relentless Improvement:** Foster an environment where continuous improvement is expected, not just encouraged. Ownership means learning from every failure and relentlessly improving processes and outcomes. Facilitate this through disciplined retrospective meetings where the team critically evaluates what went well and what didn't, ensuring that each lesson learned is fully integrated into future operations.

BUILD A SHELTER:

Building Ownership Through Collaborative Construction**Leadership Skill: Ownership****Purpose of the Skill Lesson:**

This skill lesson is designed to cultivate ownership among team members by engaging them in a collaborative shelter-building activity. The exercise emphasizes the importance of each team member's contribution and responsibility in achieving a common goal. It aims to enhance team cohesion and illustrate the crucial role of ownership in team success.

Target Audience:

Team members at all levels within the organization, especially those looking to enhance their leadership skills and team engagement. The activity is suitable for groups of varying sizes, and can be adjusted according to the number of participants and available space. Based on the audience, adjustments should be made to the activity to accommodate any disabilities or limitations which would keep the participants from fully engaging in the activity.

Training Objectives:

At the end of this activity, participants will have accomplished the following:








1. Demonstrate initiative and responsibility through active participation in the shelter-building process.
2. Practice collaborative problem-solving and decision-making, reinforcing the ownership mindset.
3. Reflect on the impact of individual contributions and personal accountability on the team's collective achievements.
4. Articulate specific strategies for integrating the lessons learned about ownership into their leadership style and teamwork approach, thereby fostering a culture of proactive ownership and collective accountability.

Lesson Preparation:

Time Total Duration:

3-4 hours (Intro & Shelter Building: 2 1/2 hours, Sharing and Reflection: 1 hour)

Materials:

-  Outdoor or large indoor space for building shelters.
-  Natural and man-made building materials (e.g., sticks, ropes, tarps).
-  Basic construction tools (e.g., hammers, nails).
-  Safety gear (e.g., safety glasses, safety gloves, safety helmets).
-  Handouts or digital presentations on basic shelter-building techniques.
-  Timer or watch to manage timeline of training.
-  *CAUTION: If you plan to build a shelter with a team, be sure to follow all local and state guidelines for the location of the build site and follow safety guidelines to avoid injuries.

Checklist:

- Secure an appropriate space for the activity.
- Gather all necessary materials and tools, ensuring enough supplies for all participants.
- Prepare instructional handouts or digital resources on shelter construction.
- Set up a designated area for the debrief and reflection session.
- Have a plan for breakdown and clean up after the activity.

Facilitator Tips:

Engaging Adult Learners:

- 💡 **Connect to Real-Life Experiences:** Start by linking the hands-on activity to real-world leadership scenarios. Explain how the activity mirrors challenges they might face in their roles, emphasizing the relevance to their day-to-day work.
- 💡 **Use WIIFM (What's In It For Me):** Clearly articulate the benefits of the activity. Make sure learners understand how the skills they're developing will enhance their effectiveness as leaders, improve team dynamics, or solve specific workplace challenges.
- 💡 **Incorporate Storytelling:** Share personal stories that illustrate the concepts being taught. Stories that are relatable and relevant will help in making the learning more engaging and memorable.
- 💡 **Encourage Autonomy:** Allow learners to take ownership of their learning process. Give them options on how they might approach the activity, promoting a sense of responsibility and engagement.

Managing Group Dynamics:

- 💡 **Establish Ground Rules:** Set clear expectations for participation, respect, and collaboration at the start. This helps create a safe environment where everyone feels comfortable contributing.
- 💡 **Balance Participation:** Be mindful of group dynamics. Ensure that more dominant voices don't overshadow quieter participants. Use techniques like round-robin sharing or small group discussions to give everyone a chance to contribute.
- 💡 **Monitor and Adjust:** Keep an eye on the energy and mood of the group. If the activity is lagging, be prepared to adjust the pace or change tactics to keep the group engaged and focused.
- 💡 **Facilitate Collaboration:** Encourage leaders to work together and share insights during the hands-on activity. Highlight the importance of teamwork and collective problem-solving as essential leadership skills.

Assessment and Feedback:

- 💡 **Observe and Take Notes:** As participants engage in the activity, observe their approach, interactions, and problem-solving methods. Take notes that can be used later for individual or group feedback.
- 💡 **Offer Real-Time Feedback:** Provide constructive feedback during the activity. Address both what is working well and areas for improvement, linking back to the learning objectives.
- 💡 **Debrief Thoroughly:** After the activity, conduct a comprehensive debriefing session. Use reflection questions to help participants analyze their performance and the group's dynamics. Encourage them to draw connections between the activity and their leadership roles.

- 🔑 **Facilitate Application:** Conclude with a discussion on how the skills and insights gained from the activity can be applied on the job. Encourage participants to create a personal action plan or team strategy that incorporates their new learning.

Facilitator Guide: Ownership

To help the facilitator understand the purpose and flow of the activity, reference Chapter Three of the book *TORCH: Ignite Teams. Forge Legacy.* to read how the activity was conducted and identify ways to create the best version for the intended audience.

Be sure to read the entire facilitator guide and make note of the checklist, materials, lesson notes and times, and practice how you will explain and facilitate each section in advance. Both in-person and virtual variations of the activity have been provided.

Time	Say	Do	Observe
10 min	Introduce the skill of ownership and discuss its importance in leadership and team dynamics.	Facilitator to explain the context of ownership, how it applies to the group, and engage the group in a discussion about their experiences with ownership. Option to write the key concepts on a whiteboard for everyone to review together.	Look for how the team discusses ownership and what areas or themes come up as strengths and areas of opportunity to improve.
5 min	Share the significance of building something tangible as a metaphor for building ownership. If possible, share a story or allow someone else to briefly share a story that connects the activity to the skill.	Explain how the activity of “building a shelter” connects to the skill of ownership in teams.	Observe if anyone has prior experience with similar building or teamwork activities, and encourage sharing of personal insights.
5 min	Review the learning objectives and share introductory instructions about the activity.	Break the large group into smaller groups, if necessary based on participant group size. Go over the materials provided and instructions for the activity, including safety guidelines and the role of each participant in their team.	Respond to any questions and ensure everyone understands what is expected. Observe if anyone is uncomfortable with the activity and offer additional support.

Time	Say	Do	Observe
2 hrs	Facilitate the building activity.	<p>Walk around to assist teams, provide tips, and ensure everyone is participating actively.</p> <p>Note: For safety, it is best to have an additional person with safety and construction knowledge available for each team. Consider reaching out to a local builder’s association or city planning firm for additional support.</p>	Move between the groups and watch for leadership emergence, collaboration levels, and how individuals take ownership of different parts of the task.
30 min	Initiate the debrief of the building activity.	<p>Ask each team to present their shelter and explain the rationale behind their design, teamwork approach, and how ownership was a factor in the activity.</p> <p>They can use the reflection questions provided in this guide to aid the conversation.</p>	Observe the dynamics during presentations, noting how team members support or elaborate on each other’s points.
30 min	Bringing the larger group of participants back together, ask participants to share personal insights and reflections on the activity.	<p>Reflect on the take-away lessons learned from this activity and how participants plan to apply what they learned in their every day work.</p> <p>Make note of the application plans as this can be used as a measurement later on as to how they actually applied the learning to their work.</p>	<p>Check how others relate or offer similar experiences.</p> <p>Assess the group’s overall engagement and understanding.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact.</p>
10 min	Conclude the session and provide follow-up actions.	<p>Summarize the main points raised by participants, emphasizing lessons learned.</p> <p>Encourage participants to fill out feedback forms and reflect on how they can apply the ownership skill they’ve developed in their own roles.</p>	<p>Gauge participant satisfaction and capture any final observations about the team’s learning experience.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact.</p>

Variation for Virtual Setting

Follow the same facilitator guide Say, Do, and Observe outlined above with the following modifications in a virtual setting:

Materials:

- 🔑 Select a collaborative building game site, such as Minecraft, Roblox (ex: Bloxburg), Fortnite Creative, Terraria, or another game where simultaneous construction is possible. This will require individual log-in setup and may require additional costs to access the selected game platform. **TIP: The facilitator should become very familiar with the online tools before conducting the training session.**
- 🔑 Pre-session setup instructions for participants to familiarize themselves with the digital tools.
- 🔑 Instructional handouts or digital resources on virtual construction techniques.

Checklist:

- ☐ Set up a virtual meeting platform (e.g., Zoom, Microsoft Teams) and send out invitations. TIP: When running both the building game and the meeting platform simultaneously, using Alt-Tab (Windows) or Command-Tab (Mac) to easily switch between will make the learning session easier to navigate.
- ☐ Ensure all participants have access to and are familiar with the chosen digital collaboration tool. You may consider giving them access in advance to familiarize themselves with the tool and even run a creative contest for individual construction.
- ☐ Prepare instructional handouts or digital resources on virtual construction techniques.
- ☐ Set up a virtual breakout room function for smaller group discussions.

Reflection Questions:

For the facilitator, guiding the post-activity discussion is crucial to help participants reflect on the experience and draw deeper insights from the lesson and activity. Here are thoughtfully designed guide questions to facilitate a rich discussion among team members after participating in the “Building A Shelter” activity. Select the ones the best suites your team or create your own reflection questions. We recommend focusing on a maximum of 3 reflection questions after the activity and to focus most of the attention on how the group will apply what they have learned into their work together.

1. Reflection on the Building Experience:

- 🔦 How did you feel about collaborating to build a shelter with your team members? How did this activity change your perspective on the importance of ownership in a team?
- 🔦 What was the most challenging part of this activity for you, and how did you manage to overcome it?

2. Understanding and Responsibility:

- 🔦 How did working together on a physical construction project help you feel more accountable or responsible within the team?
- 🔦 Can you share a moment during the activity when you felt a strong sense of collaboration or contribution from yourself or a teammate?

3. Ownership and Support:

- 🔦 How does taking responsibility for a part of the construction parallel the ownership needed in other team projects or roles?
- 🔦 In what ways did this activity demonstrate the importance of each member's contribution and reliability in a team setting?

4. Learning from Each Other:

- 🔦 What did you learn about your colleagues through this activity that you didn't know before?
- 🔦 How can understanding the skills and strengths of others enhance teamwork and project execution?

5. Practical Application and Improvement:

- 🔦 How did the activity contribute to your understanding of practical teamwork and leadership?
- 🔦 How does integrating the experiences from this activity help in building a more cohesive and effective team?

6. Applying Insights to Team Dynamics:

- 🔦 What key insights about ownership and team dynamics have you gained from this activity that you can apply to your daily work interactions?
- 🔦 How can we incorporate the principles of accountability, responsibility, and proactive participation we practiced today into our ongoing team dynamics?

7. Personal Growth and Leadership:

- 💡 How does this activity reflect on your personal approach to leadership and fostering ownership within a team?
- 💡 What is a personal takeaway from today's activity that you plan to implement in your leadership style or teamwork approach?

These guide questions are designed to encourage participants to deeply reflect on their experiences, share their insights, and discuss the foundational role of ownership in teamwork and leadership. Facilitators should ensure that the discussion remains inclusive, allowing every participant to voice their thoughts and feelings about the activity.

Tell us how it went!

We love receiving messages and pictures from our readers about their experiences with our lessons and activities. Please share your experience with us by emailing your story, images, or even a video of your activity to ignite@archwaylearningsolutions.com. We can't wait to see how your team learns and grows in their leadership skills!

Facilitator's Guide

Relationships



Fostering Relationships Through Creative Art

Bonus Activity Included

Relationships are the bedrock of effective leadership and team dynamics. They encompass the connections and interactions that enable teams to function smoothly, fostering an environment of mutual respect, understanding, and support. Strong relationships are built on trust, open communication, and the ability to work through conflicts constructively. Without solid relationships, teams may struggle to achieve cohesion and success, as members might feel isolated or misunderstood.

The essence of strong relationships within a team is cultivated through activities that require collaboration, empathy, and mutual respect. It's about each member recognizing the value of their teammates' contributions and working together towards common goals. Relationships are strengthened in environments where open communication is encouraged, diverse perspectives are valued, and each individual feels supported. In such settings, team members are more likely to form deep, meaningful connections that enhance their ability to work effectively together.

Relationships in TORCH

In the book *TORCH: Ignite Teams. Forge Legacy. (Part One)*, relationships are illuminated through the hands-on activity: "Mosaic Mindset," introduced in Chapter Four. This activity transcends the simple act of creating art; it symbolizes the intricate and multifaceted nature of building relationships. Participants work together to design and construct a mosaic, representing how diverse pieces come together to form a cohesive and beautiful whole. Creating a mosaic requires careful planning, communication, and collaboration, mirroring the relationship-building processes needed in effective team dynamics. This chapter vividly demonstrates how engaging in a creative, collaborative task can deepen the bonds within a team, highlighting the activity's relevance and importance in fostering strong relationships.

This concept is further enriched by understanding the symbolic weight of the mosaic as a representation of diversity and unity. Just as each piece of a mosaic is unique and essential to the final artwork, every team member brings their distinct skills and perspectives to the team. By aligning individual contributions with team success, participants feel more connected to the group's objectives, promoting a more cohesive and inclusive team environment. Such practices not only reinforce the importance of relationships but also cultivate a culture of mutual respect and collaboration, essential for effective leadership and team synergy.

Further reading to learn more about Relationships in Leadership:

1. "Dare to Lead: Brave Work. Tough Conversations. Whole Hearts." by Brené Brown
2. "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek
3. "The Five Dysfunctions of a Team" by Patrick Lencioni
4. "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
5. "How to Win Friends and Influence People" by Dale Carnegie
6. "Multipliers: How the Best Leaders Make Everyone Smarter" by Liz Wiseman
7. "The Gifts of Imperfection" by Brené Brown

8. “The Art of Possibility” by Rosamund Stone Zander and Benjamin Zander
9. “The Seven Habits of Highly Effective People” by Stephen R. Covey
10. “Start with Why” by Simon Sinek




Apply This Skill in Leadership

Enhancing relationships within a team or organization is a continuous endeavor; it involves a sustained commitment to actions and behaviors that foster mutual respect and collaboration. Here are strategies for immediate application and extended application over the next 90 days to cultivate strong relationships through personalization, authentic connection, purpose-driven teamwork, and continuous engagement.

Immediate Application: Personalization

Strengthening relationships through personalization is key to increasing engagement and facilitate collaboration amongst the team. Here are actions you can immediately implement with your team.

Here’s how to start:

-  **Express Genuine Appreciation:** Start the meeting by recognizing and appreciating specific contributions from team members. Be specific about what they did and how it positively impacted the team or project. This small act of recognition can make team members feel valued and acknowledged, which strengthens trust and morale.
-  **Share a Personal Story:** During the meeting, share a short personal story that relates to a current challenge or success the team is facing. This helps humanize the leader and creates a more open and relatable atmosphere, encouraging team members to be more open as well.
-  **Provide Constructive Feedback:** Offer feedback that is specific, actionable, and focused on behaviors rather than personal attributes. This helps build trust and respect within the team.

90 Days Application:

Enhancing Relationships through Authentic Connection, Purpose-Driven Teamwork, and Continuous Engagement

Over the next three months, focus on these specific actions to deepen the relationships within your team:

- 🔦 **Authentic Connection:** Prioritize building genuine relationships with your team members by fostering open, honest, and vulnerable communication. Use regular one-on-one check-ins to not only address professional growth but also to create a space where team members feel safe to share their personal experiences and challenges. This helps build a foundation of trust and connection that is essential for a strong, cohesive team.
- 🔦 **Purpose-Driven Teamwork:** Align team-building activities and collaborative projects with the organization's core mission. Make sure every team effort is clearly connected to the broader purpose, reinforcing the "Why" behind your team's work. Celebrate both successes and the efforts that lead to learning and growth, creating an environment where every contribution is valued and recognized as part of the collective mission.
- 🔦 **Continuous Engagement:** Maintain momentum and strengthen team dynamics by regularly revisiting your team's purpose and progress. Use follow-up sessions not just to discuss challenges but to reflect on how well the team is living its values and fulfilling its mission. Encourage ongoing learning and adaptation, ensuring that every improvement is aligned with the team's core purpose and contributes to a deeper sense of shared commitment.

MOSAIC MINDSET:

Building Relationships Through Creative Art**Leadership Skill: Relationships****Purpose of the Skill Lesson:**

This skill lesson is designed to strengthen relationships among team members by engaging them in a collaborative art project. The exercise emphasizes the importance of communication, mutual respect, and understanding within a team. It aims to enhance team cohesion and highlight the significance of building strong interpersonal relationships.

Target Audience:

Team members at all levels within the organization, especially those looking to improve their interpersonal skills and relationship dynamics. The activity is suitable for groups of varying sizes and can be adjusted based on the number of participants and available space. Based on the audience, adjustments should be made to the activity to accommodate any disabilities or limitations which would keep the participants from fully engaging in the activity.

Training Objectives:

At the end of this activity, participants will have accomplished the following:

1. Demonstrate self-awareness by creating a unique piece of art representative of personal leadership style.
2. Practice relationship-building strategies through collaborative art creation with the entire team.
3. Identify how strong relationships foster team success and personal growth and allow each person to contribute to the bigger picture.
4. Articulate specific strategies for integrating lessons learned into their leadership style and teamwork approach, thereby fostering positive and productive relationships within the team.

Lesson Preparation:

Time Total Duration:

2-3 hours (Intro & Art Creation: 1 1/2 hours, Sharing and Reflection: 1 hour)

Materials:

- 🔦 Large canvas or panels or tiles to create the mosaic art (tiles were used in the example in the book *TORCH*). Tiles can be ceramic, glass, stone, or mirror.
- 🔦 Base to adhere the finished mosaic panels or tiles to (such as wood or a concrete surface) and adhesive for canvas mosaic OR grout for tile mosaic
- 🔦 Paint if choosing to create canvas mosaic OR Tile adhesive to attach the decorative pieces to the mosaic tile
- 🔦 Various art tools (ex. Paint brushes, tweezers, trowel or spatula for spreading adhesive, sponge for cleaning excess grout, etc.)
- 🔦 Various decorative elements for either canvas or tile mosaic (beads, marbles, glass gems, shells, small stones, coins, charms, etc.) - We recommend a variety of colors, shapes, and sizes to fit on the mosaic art piece.
- 🔦 Safety gear (e.g., safety glasses, gloves, aprons, dust mask for mixing grout)
- 🔦 Instructional handouts or digital resources on mosaic art techniques.
- 🔦 Timer or watch to manage timeline of training.
- 🔦 **OPTIONAL:** Purchase mosaic art supply kits from a local art store which includes all the tools need to create individual mosaic tiles.
- 🔦 **TIP:** The facilitator should become very familiar with how to complete the chosen mosaic art project or consider bringing in an art instructor for this activity.

Checklist:

- ☐ Secure an appropriate space for the activity.
- ☐ Gather all necessary materials and tools, ensuring enough supplies for all participants.
- ☐ Prepare instructional handouts or digital resources on mosaic art techniques.
- ☐ Set up a designated area for the debrief and reflection session.
- ☐ Have a plan for breakdown and clean up after the activity.
- ☐ **OPTIONAL:** Prepare a location for the final mosaic art to be combined and located for all participants to be able to see.

- ❑ **OPTIONAL:** Consider a serene and peaceful location such as in a garden or park and/or play relaxing music in the background to foster the team's creativity.
- ❑ Have a plan for breakdown and clean up after the activity.

Facilitator Tips:

Engaging Adult Learners:

- 💡 **Connect to Real-Life Experiences:** Start by linking the hands-on activity to real-world leadership scenarios. Explain how the activity mirrors challenges they might face in their roles, emphasizing the relevance to their day-to-day work.
- 💡 **Use WIIFM (What's In It For Me):** Clearly articulate the benefits of the activity. Make sure learners understand how the skills they're developing will enhance their effectiveness as leaders, improve team dynamics, or solve specific workplace challenges.
- 💡 **Incorporate Storytelling:** Share personal stories that illustrate the concepts being taught. Stories that are relatable and relevant will help in making the learning more engaging and memorable.
- 💡 **Encourage Autonomy:** Allow learners to take ownership of their learning process. Give them options on how they might approach the activity, promoting a sense of responsibility and engagement.

Managing Group Dynamics:

- 💡 **Establish Ground Rules:** Set clear expectations for participation, respect, and collaboration at the start. This helps create a safe environment where everyone feels comfortable contributing.
- 💡 **Balance Participation:** Be mindful of group dynamics. Ensure that more dominant voices don't overshadow quieter participants. Use techniques like round-robin sharing or small group discussions to give everyone a chance to contribute.
- 💡 **Monitor and Adjust:** Keep an eye on the energy and mood of the group. If the activity is lagging, be prepared to adjust the pace or change tactics to keep the group engaged and focused.
- 💡 **Facilitate Collaboration:** Encourage leaders to work together and share insights during the hands-on activity. Highlight the importance of teamwork and collective problem-solving as essential leadership skills.

Assessment and Feedback:

- 💡 **Observe and Take Notes:** As participants engage in the activity, observe their approach, interactions, and problem-solving methods. Take notes that can be used later for individual or group feedback.

- 💡 **Offer Real-Time Feedback:** Provide constructive feedback during the activity. Address both what is working well and areas for improvement, linking back to the learning objectives.
- 💡 **Debrief Thoroughly:** After the activity, conduct a comprehensive debriefing session. Use reflection questions to help participants analyze their performance and the group’s dynamics. Encourage them to draw connections between the activity and their leadership roles.
- 💡 **Facilitate Application:** Conclude with a discussion on how the skills and insights gained from the activity can be applied on the job. Encourage participants to create a personal action plan or team strategy that incorporates their new learning.

Facilitator Guide: Relationships

To help the facilitator understand the purpose and flow of the activity, reference Chapter Four of the book *TORCH: Ignite Teams. Forge Legacy.* to read how the activity was conducted and identify ways to create the best version for the intended audience.

Be sure to read the entire facilitator guide and make note of the checklist, materials, lesson notes and times, and practice how you will explain and facilitate each section in advance. Both in-person and virtual variations of the activity have been provided.

Time	Say	Do	Observe
10 min	Introduce the skill of building relationships and discuss its importance in leadership and team dynamics.	Facilitator to explain the context of relationships, how it applies to the group, and engage the group in a discussion about their experiences with relationship-building. Option to write the key concepts on a whiteboard for everyone to review together.	Look for how the team discusses relationships and what areas or themes come up as strengths and areas of opportunity to improve.
5 min	Share the significance of creating art as a metaphor for building relationships. If possible, share a story or allow someone else to briefly share a story that connects the activity to the skill.	Explain how the activity of creating art connects to the skill of relationship-building in teams.	Observe if anyone has prior experience with similar collaborative activities, and encourage sharing of personal insights.

Time	Say	Do	Observe
5 min	Review the learning objectives and share introductory instructions about the activity.	Go over the materials provided and instructions for the activity, including safety guidelines and the task of each person to create their own individual art piece.	Monitor the team’s reaction to the task, noting any confusion or immediate engagement which might indicate their preparedness.
1 hrs	Facilitate the art creation activity.	Walk around to assist teams, provide tips, and ensure everyone is participating actively.	Watch for levels of communication, collaboration, and how individuals contribute to different parts of the task.
30 min	Initiate the debrief of the art creation activity.	Ask each team to present their mosaic and explain the rationale behind their design and teamwork approach.	Observe the dynamics during presentations, noting how team members support or elaborate on each other’s points.
30 min	Bringing the larger group of participants back together, ask participants to share personal insights and reflections on the activity.	<p>Reflect on the take-away lessons learned from this activity and how participants plan to apply what they learned in their every day work.</p> <p>Make note of the application plans as this can be used as a measurement later on as to how they actually applied the learning to their work.</p>	<p>Check how others relate or offer similar experiences.</p> <p>Assess the group’s overall engagement and understanding.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact.</p>
10 min	Conclude the session and provide follow-up actions.	<p>Summarize the main points raised by participants, emphasizing lessons learned.</p> <p>Encourage participants to fill out feedback forms and reflect on how they can apply the ownership skill they’ve developed in their own roles.</p>	<p>Gauge participant satisfaction and capture any final observations about the team’s learning experience.</p> <p>Make preparations to circle back about the on-the-job applications and assess their impact.</p>

Variation for Virtual Setting

Follow the same facilitator guide Say, Do, and Observe outlined above with the following modifications in a virtual setting:

Materials:

- 💡 Digital collaborative tools (e.g., Miro, Google Jamboard, or another digital whiteboard tool) **TIP: The facilitator should become very familiar with the online tools before conducting the training session.**
- 💡 Various digital art supplies (provided through the chosen digital tool)
- 💡 Pre-session setup instructions for participants to familiarize themselves with the digital tools
- 💡 Instructional handouts or digital resources on mosaic art techniques

Checklist:

- 💡 Set up a virtual meeting platform (e.g., Zoom, Microsoft Teams) and send out invitations.
- 💡 Ensure all participants have access to and are familiar with the chosen digital whiteboard tool.
- 💡 Prepare instructional handouts or digital resources on mosaic art techniques.
- 💡 Set up a virtual breakout room function for smaller group discussions.

Reflection Questions:

For the facilitator, guiding the post-activity discussion is crucial to help participants reflect on the experience and draw deeper insights from the lesson and activity. Here are thoughtfully designed guide questions to facilitate a rich discussion among team members after participating in the “Mosaic Mindset” activity. Select the ones the best suites your team or create your own reflection questions. We recommend focusing on a maximum of 3 reflection questions after the activity and to focus most of the attention on how the group will apply what they have learned into their work together.

1. Reflection on the Art Creation Experience:

- 💡 How did you feel about creating a piece of art with your colleagues? How did this activity change your perspective on the importance of relationships in a team?
- 💡 What was the most challenging part of this activity for you, and how did you overcome it?

2. Understanding and Communication:

- 🔦 How did working together on a collaborative art project help you feel more connected and understood within the team?
- 🔦 Can you share a moment during the activity when you felt a sense of connection or collaboration with your team?

3. Building Relationships and Support:

- 🔦 How does collaborating on an art project parallel the relationship-building needed in other team activities or projects?
- 🔦 In what ways did this activity demonstrate the importance of supporting and relying on each other in a team setting?

4. Learning from Each Other:

- 🔦 What did you learn about your colleagues through this activity that you didn't know before?
- 🔦 How can understanding the stories and backgrounds of others enhance collaboration and respect within a team?

5. Cultural Appreciation and Diversity:

- 🔦 How did the activity contribute to your appreciation of cultural diversity within the team?
- 🔦 How does acknowledging and celebrating each other's backgrounds impact how a team builds cohesion and inclusivity?

6. Applying Insights to Team Dynamics:

- 🔦 What key insights about building relationships and teamwork have you gained from this activity that you can apply to your daily work interactions?
- 🔦 How can we incorporate the principles of respect, understanding, and support we experienced today into our ongoing team dynamics?

7. Personal Growth and Leadership:

- 🔦 How does this activity reflect on your personal approach to leadership and building relationships within a team?
- 🔦 What is a personal takeaway from today's activity that you plan to implement in your leadership style or teamwork approach?

These guide questions are designed to encourage participants to deeply reflect on their experiences, share their insights, and discuss the foundational role of relationships in teamwork and leadership. Facilitators should ensure that the discussion remains inclusive, allowing every participant to voice their thoughts and feelings about the activity.

Bonus Activity:

SETTING LEADERSHIP SOAR GOALS

In the book *TORCH: Ignite Teams, Forge Legacy*, there was an additional bonus activity conducted before the “Mosaic Mindset” which was about identifying and understanding personal leadership strengths, opportunities, aspirations, and results. This is a great first step to understanding the individual before seeking to understand how the individual can improve their relationships with others.

We recommend SOAR as the preferred goal-setting method for leadership development because it is a strengths-based, future-oriented, and a motivational framework that inspires leaders to build on their strengths and pursue aspirational goals with specific results in mind.

Reference Chapter 4 to see how the additional activity can be added to a relationship activity for your teams.

Key Elements of SOAR Goals in TORCH:

1. **Strengths:** Identifying and leveraging both personal and team strengths. This involves recognizing what individuals and the team as a whole do best and how these strengths can be maximized in various scenarios.
2. **Opportunities:** Exploring potential areas for growth, improvement, and innovation. This is about looking forward and identifying where the team can make the most significant impact, both internally and externally.
3. **Aspirations:** Setting clear and meaningful goals that reflect the team’s values and vision. Aspirations go beyond just what needs to be achieved; they reflect the purpose and passion driving the team.
4. **Results:** Defining success and establishing metrics for accountability. Results focus on measurable outcomes, ensuring that the goals set are tracked and evaluated to gauge progress and effectiveness.

In the book, SOAR goals are not just about setting and achieving objectives; they are about aligning these goals with the deeper purpose of leadership and relationship dynamics. This alignment ensures that as leaders grow, their teams grow with them, fostering a culture of continuous improvement and high-impact collaboration.

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Facilitator's Guide

Communication



Enhancing Communication Through Non-Verbal Interaction

Communication is the lifeblood of effective leadership and team dynamics. It's the invisible thread that connects leaders and their teams, enabling the free flow of ideas, feedback, and support. Communication is more than just the exchange of information; it's the process of creating understanding, building relationships, and fostering an environment where everyone feels heard and valued. Without effective communication, even the best strategies and plans can falter, and teams may struggle to achieve their full potential.

The essence of communication within a team is built upon the consistent practice of listening, empathy, and clarity. It's about being present, observing non-verbal cues, and responding appropriately. Effective communication is nurtured in environments where open dialogue is encouraged, and diverse perspectives are valued. In such settings, every team member feels connected and understood, which, in turn, enhances collaboration and propels the team towards achieving shared goals.

Communication in TORCH

In the book *TORCH: Ignite Teams. Forge Legacy. (Part One)*, communication is illuminated through the activity: "Silent Games" introduced in Chapter Five. This activity transcends verbal interaction; it emphasizes the critical role of non-verbal communication in building understanding and empathy within a team. Participants engage in various non-verbal games, highlighting the importance of body language, facial expressions, and other non-verbal cues. This activity vividly demonstrates how non-verbal communication can deepen the connections within a team, underscoring the activity's relevance and importance in fostering effective communication.

This concept is further enriched by acknowledging the subtle nuances of non-verbal communication, where individuals express themselves without words. These non-verbal expressions, shared in a supportive environment, begin the process of building deeper connections. Similarly, in leadership, creating an environment where non-verbal communication is recognized and valued can catalyze a stronger, more empathetic connection, enhancing teamwork and collaboration. Such practices not only improve communication but also foster a sense of mutual respect and understanding, crucial for effective leadership and team cohesion.

Further reading to learn more about Communication in Leadership:

- 🔦 "Crucial Conversations: Tools for Talking When Stakes Are High" by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler
- 🔦 "Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time" by Susan Scott
- 🔦 "Leadership Is Language: The Hidden Power of What You Say—and What You Don't" by L. David Marquet
- 🔦 "Everyone Communicates, Few Connect: What the Most Effective People Do Differently" by John C. Maxwell
- 🔦 "Digital Body Language: How to Build Trust and Connection, No Matter the Distance" by Erica Dhawan
- 🔦 "Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds" by Carmine Gallo
- 🔦 "Say What You Mean: A Mindful Approach to Nonviolent Communication" by Oren Jay Sofer
- 🔦 "The Three Chairs: How Great Leaders Drive Communication, Performance, and Engagement" by Karyn Gordon

- 💡 "Difficult Conversations: How to Discuss What Matters Most" by Douglas Stone, Bruce Patton, and Sheila Heen
- 💡 "Just Listen: Discover the Secret to Getting Through to Absolutely Anyone" by Mark Goulston

Apply this Skill in Leadership

Improving communication is crucial for leaders to effectively convey ideas, align the team, and ensure that everyone is working towards the same goals. Below are strategies for immediate and extended application over the next 90 days to enhance trust through active listening, integrity, empathy, and seeking feedback.

Immediate Application: Active Listening

Active listening is a critical skill for improving communication. It involves fully concentrating on the speaker, understanding their message, responding appropriately, and remembering what was said. Many of us think that we are good listeners, but when we pay attention to this skill we realize there is often room for improvement. Here are actions you can immediately implement with your team.

Here's how to start:

- 💡 **Practice Active Listening in Meetings:** Make a conscious effort to listen more than you speak in your next meeting. Show that you value others' input by acknowledging their points and asking clarifying questions before responding with your own ideas.
- 💡 **Reflective Listening:** After someone has spoken, paraphrase what they've said to ensure you've understood them correctly. This not only demonstrates that you are listening but that you also value their contribution.
- 💡 **Non-Verbal Cues:** Pay attention to non-verbal cues, both in yourself and others. Nodding, maintaining eye contact, and leaning in are all signals that you are engaged and listening.

90 Days Application:

Improving Communication through mastering your emotions, creating a safe environment for dialogue, and practicing clear communication.

Over the next three months, focus on these specific actions to improve your communication with your team:

- 🔦 **Mastering Your Emotions:** Start by becoming aware of your own emotional triggers and responses, especially in challenging situations. Before engaging in any difficult communication, take a moment to pause and reflect on your emotional state. This helps prevent reactions driven by frustration, stress, or anger. By staying calm and composed, you can approach discussions with a clear mind, making it easier to listen actively and respond thoughtfully. Remember, your emotional control sets the tone for the entire team.
- 🔦 **Creating a Safe Environment for Dialogue:** To foster open and honest communication, ensure that your team feels safe to express their thoughts and concerns without fear of judgment or retaliation. Set clear ground rules for respectful communication in all meetings and interactions. Encourage team members to share their ideas and opinions, and actively listen to what they have to say. Reinforce that all contributions are valued, and emphasize that disagreements should be handled constructively. This approach builds trust and encourages more meaningful and productive conversations.
- 🔦 **Practicing Clear Communication:** Effective communication is key to avoiding misunderstandings and ensuring everyone is on the same page. Make sure your messages are clear, concise, and direct. Avoid using jargon or vague language that could confuse the team. After important discussions, summarize the key points and decisions to confirm understanding. Encourage your team to ask questions if anything is unclear, and be open to providing further explanations. Clear communication not only improves efficiency but also fosters a culture of transparency and accountability.

SILENT GAMES:

Enhancing Communication Through Non-Verbal Interaction**Leadership Skill: Communication****Purpose of the Skill Lesson:**

This skill lesson is designed to enhance communication among team members by engaging them in a non-verbal communication activity. The exercise emphasizes the importance of understanding, empathy, and clarity in communication within a team. It aims to improve team cohesion and highlight the significance of effective communication in achieving team goals.

Target Audience:

Team members at all levels within the organization, especially those looking to improve their communication skills and team dynamics. The activity is suitable for groups of varying sizes and can be adjusted based on the number of participants.

Training Objectives:

At the end of this activity, participants will have accomplished the following:

1. Demonstrate the ability to communicate effectively without words.
2. Practice empathy and understanding through non-verbal cues.
3. Identify how clear communication fosters team success and reduces misunderstandings.
4. Articulate specific strategies for integrating lessons learned into their leadership style and teamwork approach, thereby fostering a culture of open and effective communication within the team.

Lesson Preparation:

Time Total Duration:

2.5 hours (Intro & Silent Games: 1.5 hours, Debrief and Reflection: 1 hour)

Materials:

- 🔦 Various games and board games (e.g. Risk, Stratego, Clue, Monopoly, etc.)
- 🔦 Instructional handouts or digital resources on non-verbal communication techniques
- 🔦 Timer or watch to manage timeline of training.
- 🔦 Optional Add-On: Like in the book TORCH, Chapter 5, host a lunch or refreshments session before this main activity, sharing the instructions for enjoying the meal in total silence. See the book TORCH, Chapter 5, for more instructions for this additional activity.

Checklist:

- ☐ Secure an appropriate space for the activity.
- ☐ Gather all necessary materials and tools, ensuring enough supplies for all participants.
- ☐ Prepare instructional handouts or digital resources on non-verbal communication techniques.
- ☐ Set up a designated area for the debrief and reflection session.
- ☐ Have a plan for breakdown and clean up after the activity.

Facilitator Tips:

Engaging Adult Learners:

- 💡 **Connect to Real-Life Experiences:** Start by linking the hands-on activity to real-world leadership scenarios. Explain how the activity mirrors challenges they might face in their roles, emphasizing the relevance to their day-to-day work.
- 💡 **Use WIIFM (What's In It For Me):** Clearly articulate the benefits of the activity. Make sure learners understand how the skills they're developing will enhance their effectiveness as leaders, improve team dynamics, or solve specific workplace challenges.
- 💡 **Incorporate Storytelling:** Share personal stories that illustrate the concepts being taught. Stories that are relatable and relevant will help in making the learning more engaging and memorable.
- 💡 **Encourage Autonomy:** Allow learners to take ownership of their learning process. Give them options on how they might approach the activity, promoting a sense of responsibility and engagement.

Managing Group Dynamics:

- 💡 **Establish Ground Rules:** Set clear expectations for participation, respect, and collaboration at the start. This helps create a safe environment where everyone feels comfortable contributing.
- 💡 **Balance Participation:** Be mindful of group dynamics. Ensure that more dominant voices don't overshadow quieter participants. Use techniques like round-robin sharing or small group discussions to give everyone a chance to contribute.
- 💡 **Monitor and Adjust:** Keep an eye on the energy and mood of the group. If the activity is lagging, be prepared to adjust the pace or change tactics to keep the group engaged and focused.
- 💡 **Facilitate Collaboration:** Encourage leaders to work together and share insights during the hands-on activity. Highlight the importance of teamwork and collective problem-solving as essential leadership skills.

Assessment and Feedback:

- 💡 **Observe and Take Notes:** As participants engage in the activity, observe their approach, interactions, and problem-solving methods. Take notes that can be used later for individual or group feedback.
- 💡 **Offer Real-Time Feedback:** Provide constructive feedback during the activity. Address both what is working well and areas for improvement, linking back to the learning objectives.
- 💡 **Debrief Thoroughly:** After the activity, conduct a comprehensive debriefing session. Use reflection questions to help participants analyze their performance and the group's dynamics. Encourage them to draw connections between the activity and their leadership roles.

- 🔑 **Facilitate Application:** Conclude with a discussion on how the skills and insights gained from the activity can be applied on the job. Encourage participants to create a personal action plan or team strategy that incorporates their new learning.

Facilitator Guide: Communication

To help the facilitator understand the purpose and flow of the activity, reference Chapter Five of the book TORCH: Ignite Teams. Forge Legacy. to read how the activity was conducted and identify ways to create the best version for the intended audience.

Be sure to read the entire facilitator guide and make note of the checklist, materials, lesson notes and times, and practice how you will explain and facilitate each section in advance. Both in-person and virtual variations of the activity have been provided.

Time	Say	Do	Observe
10 min	Introduce the skill of communication and discuss its importance in leadership and team dynamics.	Facilitator to explain the context of communication, how it applies to the group, and engage the group in a discussion about their experiences with communication challenges. Option to write the key concepts on a whiteboard for everyone to review together.	Look for how the team discusses communication and what areas or themes come up as strengths and areas of opportunity to improve.
5 min	Share the significance of non-verbal communication as a critical aspect of effective interaction. If possible, share a story or allow someone else to briefly share a story that connects the activity to the skill.	Explain how the activity of non-verbal games connects to the skill of communication in teams.	Observe if anyone has prior experience with similar activities, and encourage sharing of personal insights





Time	Say	Do	Observe
5 min	Review the learning objectives and share introductory instructions about the activity.	Share the instructions for the activity where everyone will be playing various “games” and will do so without speaking. If you want to take it up a notch, share these instructions without speaking as well. Depending on the group size, consider multiple different games to be played by different smaller groups.	Monitor the team’s reaction to the task, noting any confusion or immediate engagement which might indicate their preparedness.
1 hrs	Facilitate the silent games activity.	Groups to play their selected game in total silence for 1 hour.	Watch for levels of engagement, communication effectiveness, and how individuals interpret and respond to non-verbal cues.
30 min	Initiate the debrief of the silent games activity.	Ask each team to present their experience and explain the challenges and successes they encountered during the activity.	Observe the dynamics during presentations, noting how team members support or elaborate on each other’s points.
30 min	Bringing the larger group of participants back together, ask participants to share personal insights and reflections on the activity.	Facilitate a discussion on how the principles of non-verbal communication applied during the activity can be translated into their everyday work roles.	Look for insightful comments that reflect a deep understanding of communication or any misconceptions that could be clarified.
10 min	Conclude the session and provide follow-up actions.	Summarize the main points raised by participants, emphasizing lessons learned. Encourage participants to fill out feedback forms and reflect on how they can apply the ownership skill they've developed in their own roles.	Gauge participant satisfaction and capture any final observations about the team’s learning experience. Make preparations to circle back about the on-the-job applications and assess their impact.

Variation for Virtual Setting

Follow the same facilitator guide Say, Do, and Observe outlined above with the following modifications in a virtual setting:

Due to the nature of this activity, we recommend that the gameplay time be reduced to 30 minutes in a virtual environment.

Materials:

-  Virtual meeting platform (e.g., Zoom, Microsoft Teams)
-  Digital tools for online games (e.g., drawing games like Skribbl.io, Pictionary with an online whiteboard, online jigsaw puzzles, Codenames in silent mode, etc.)
-  Instructional handouts or digital resources on non-verbal communication techniques
-  Feedback and reflection forms



Checklist:

- Set up a virtual meeting platform and send out invitations.
- Ensure all participants have access to the necessary digital tools for the activities.
- Prepare instructional handouts or digital resources on non-verbal communication techniques.
- Set up breakout rooms for smaller group interactions during the activity.

Reflection Questions:

For the facilitator, guiding the post-activity discussion is crucial to help participants reflect on the experience and draw deeper insights from the lesson and activity. Here are thoughtfully designed guide questions to facilitate a rich discussion among team members after participating in the "Silent Games" activity:

1. Reflection on the Silent Games Experience:

-  How did you feel about communicating without words with your colleagues? How did this activity change your perspective on the importance of communication in a team?
-  What was the most challenging part of this activity for you, and how did you overcome it?

2. Understanding and Empathy:

- 🔊 How did working together on a project help you feel more empathetic and understanding within the team?
- 🔊 Can you share a moment during the activity when you felt a strong sense of connection or collaboration with your team despite the lack of verbal communication?

3. Building Communication Skills and Support:

- 🔊 How does practicing non-verbal communication parallel the communication skills needed in other team activities or projects?
- 🔊 In what ways did this activity demonstrate the importance of supporting and relying on each other's verbal and non-verbal cues in a team setting?

4. Learning from Each Other:

- 🔊 What did you learn about your colleagues through this activity that you didn't know before?
- 🔊 How can understanding each other's non-verbal cues enhance collaboration and respect within a team?

5. Practical Application and Improvement:

- 🔊 How did the activity contribute to your understanding of practical communication techniques and leadership?
- 🔊 How does integrating the experiences from this activity help in building a more cohesive and effective team?

6. Applying Insights to Team Dynamics:

- 🔊 What key insights about communication and teamwork have you gained from this activity that you can apply to your daily work interactions?
- 🔊 How can we incorporate the principles of empathy, understanding, and communication we practiced today into our ongoing team dynamics?

7. Personal Growth and Leadership:

- 🔊 How does this activity reflect on your personal approach to leadership and fostering effective communication within a team?
- 🔊 What is a personal takeaway from today's activity that you plan to implement in your leadership style or teamwork approach?

These guide questions are designed to encourage participants to deeply reflect on their experiences, share their insights, and discuss the foundational role of relationships in teamwork and leadership. Facilitators should ensure that the discussion remains inclusive, allowing every participant to voice their thoughts and feelings about the activity.

Tell us how it went!

We love receiving messages and pictures from our readers about their experiences with our lessons and activities. Please share your experience with us by emailing your story, images, or even a video of your activity to ignite@archwaylearningsolutions.com. We can't wait to see how your team learns and grows in their leadership skills!

Facilitator's Guide

Humility



Cultivating Humility Through Letting Go

Humility is a foundational leadership trait that supports all other leadership qualities. It fosters an environment of trust, collaboration, and continuous improvement. Humility in leadership is about recognizing that you don't have all the answers, being open to learning from others, and acknowledging the contributions of every team member. Leaders who embody humility are better equipped to guide their teams through challenges, adapt to change, and inspire loyalty and commitment. Humility also takes tremendous patience and acceptance of what is occurring and how to navigate a team forward through challenges.

When leaders are humble, they are not attached to their own ideas and creations. Instead, they are more focused on uplifting others to their potential and providing opportunities for others to learn, grow, and succeed. So often, leaders fall into the trap of thinking they have to have all the answers, best ideas, or know it all, but it is with humility that a leader can achieve more by allowing their team to flourish.

Humility is essential because it underpins a leader’s ability to connect with their team, promote a culture of openness, and facilitate collective growth. The quiet confidence drives leaders to put the needs of their teams above their own and make decisions that are in the group’s best interest, even when they can sometimes require personal sacrifice. In a team environment, humility is the glue that holds the group together, fostering mutual respect, trust, and a shared commitment to the team’s success.

Humility in TORCH

In the book *TORCH: Ignite Teams. Forge Legacy. (Part One)*, humility is vividly explored throughout the chapters and most profoundly experienced in the final fireside ceremony during the retreat in Chapter Six. Throughout the chapters, characters were crafting their own torch representative of their own leadership style and goals. They were making the torch that is worth passing. At the Dragonfly Fire Ceremony, Seika reveals a surprising truth and destroys her torch by letting it fall into the fire. This is to represent the incredible humility it takes to let go of what you have created for the greater good.

The Dragonfly Fire Ceremony is not just a ritual but a metaphor for the role of humility in leadership. The ceremony and the reflective discussions that precede it emphasize the importance of recognizing the contributions of others, acknowledging one’s own limitations, and leading with a focus on the greater good rather than personal gain.

Further reading to learn more about Humility in Leadership:

- 🔦 “Humilitas: A Lost Key to Life, Love, and Leadership” by John Dickson
- 🔦 “Good to Great: Why Some Companies Make the Leap...and Others Don’t” by Jim Collins (with emphasis on Level 5 Leadership, which includes humility)
- 🔦 “Leaders Eat Last: Why Some Teams Pull Together and Others Don’t” by Simon Sinek
- 🔦 “The Ideal Team Player: How to Recognize and Cultivate the Three Essential Virtues” by Patrick Lencioni (focuses on humility as one of the essential virtues)
- 🔦 “The Servant: A Simple Story About the True Essence of Leadership” by James C. Hunter
- 🔦 “Lead with Humility: 12 Leadership Lessons from Pope Francis” by Jeffrey A. Krames
- 🔦 “Dare to Serve: How to Drive Superior Results by Serving Others” by Cheryl Bachelder

- 💡 “The Power of Servant Leadership” by Robert K. Greenleaf
- 💡 “The Art of Servant Leadership II: How You Get Results Is More Important Than the Results Themselves” by Art Barter
- 💡 “Leadership and Self-Deception: Getting Out of the Box” by The Arbinger Institute

Apply This Skill in Leadership


Developing humility within a team or organization requires a commitment to ongoing reflection, openness to feedback, and a focus on collective success. Below are strategies for immediate and extended application over the next 90 days to cultivate humility through introspection, recognition of others, and openness to learning.

Immediate Application: Foster Reflection and Letting Go

Self-awareness comes from routine reflection on the way we interact with others and the outcomes of those interactions. When crafting an intentional legacy, leaders must be aware that each action and word has a ripple effect impacting those around them. By practicing self-awareness and self-reflection, we are actively seeking to learn where our blind spots are and making corrections before it's too late. Leaders who can self-reflect and then choose to let go of behaviors, practices, or actions that do not serve them or their organization and unlearn mindsets that get in their way are those leaders who are able to pivot and make the largest impacts. Here are actions you can immediately implement with your team.

Here's how to start:

- 💡 **Daily Reflection:** Encourage leaders to dedicate 5–10 minutes at the end of each day to reflect on their leadership actions. Keeping a reflection journal is a great way to track ideas and identify behavior trends. Key prompts:
 - ▶▶ What contributions or decisions did I make today that supported my team?
 - ▶▶ What personal attachment or assumption could I release for the benefit of my team?
 - ▶▶ How did I practice humility, and how could I improve tomorrow?
- 💡 **Collaborative Projects:** Assign small, short-term projects where success depends on shared responsibility. Highlight moments that require leaders to let go of control or adapt to team suggestions, teaching the importance of flexibility and humility.

-  **Symbolic Acts of Humility:** In team meetings or one-on-one discussions, leaders should:
- ▶▶ Step aside and let a team member run the meeting. Make sure to prepare them in advance so they don't feel put on the spot. By uplifting another person on the team you are putting them in the spotlight which shifts focus away from you and on to them.
 - ▶▶ Ask for help on a decision and seek the team's collective wisdom. Be genuine in how to share the decision that needs to be made.

90 Days Application:

Enhancing Relationships through Authentic Connection, Purpose-Driven Teamwork, and Continuous Engagement

- 🔦 **Team Workshops:** Organize quarterly workshops centered around co-creation activities like designing shared goals or solving hypothetical challenges. Conclude these workshops with symbolic rituals such as:
 - ▶▶ “Letting go” exercises where teams identify outdated processes or personal biases to leave behind.
 - ▶▶ Discussions around how releasing these elements can enable progress.

- 🔦 **Feedback and Growth Plans:** Implement regular feedback loops:
 - ▶▶ Conduct anonymous surveys to gather candid input on leadership styles.
 - ▶▶ Set measurable goals based on feedback to address gaps (e.g., improving listening skills or delegating tasks more effectively).

- 🔦 **Recognition Programs:** Establish systems that celebrate team contributions:
 - ▶▶ Monthly recognition ceremonies where leaders spotlight team members’ achievements over their own.
 - ▶▶ Develop a “shared success” framework where all team members receive credit for collective achievements.

DRAGONFLY FIRE CEREMONY:

Cultivating Humility Through Letting Go

Leadership Skill: Humility

Purpose of the Skill Lesson:

This skill lesson is designed to cultivate humility among team members by engaging them in reflective activities and a ritual that emphasizes the importance of humility in leadership. The lesson highlights the role of humility in fostering team cohesion, mutual respect, and letting go of personal pride for a greater good.

Target Audience:

Team members at all levels within the organization, particularly those seeking to enhance their leadership skills and build a more collaborative team environment. The activity is suitable for groups of varying sizes and can be adapted for different settings, whether in-person or virtual. Adjustments should be made to accommodate any disabilities or limitations to ensure full participation.

Training Objectives:

By the end of this activity, participants will have accomplished the following:

1. Build a torch collaboratively or individually, symbolizing their leadership journey.
2. Reflect on the importance of humility in leadership through the symbolic act of destroying the torch they've crafted.
3. Identify personal attachments or leadership traits that need to be "let go" for the team's betterment.
4. Articulate specific strategies for integrating lessons learned into their leadership style and teamwork approach, thereby fostering humility in their leadership approach.

Lesson Preparation:

Time Total Duration:

Option 1:

Provide time for learner to craft torch over multiple days/sessions like in the book TORCH (Part One). The final Dragonfly Fire Ceremony for the torch destruction and final discussion/closing would then be one hour.

Option 2:





3-4 hours (Prep & Torch creation 2 hours, Reflection & Sharing 30 minutes, Torch destruction 30 minutes, Final Discussion & Closing 30 minutes)

You may choose to allow for less or more time for the development of the torch. We recommend giving them enough time to craft a meaningful representation of their leadership in their torch so they are connected to their creation. This is important for the impact of the experience.

Materials:

*CAUTION: This learning activity is unique in that there are multiple ways you can develop and destroy a torch. You may choose to actually craft a real torch, like in the book, or you may also choose to create symbolic torches through drawings, paintings, or sculptures. If you choose to involve fire or any other dangerous elements for destruction, we recommend having all participants complete a waiver in advance making them aware of the possible danger and obtaining any necessary permits as required by local and state governments. The outline of the lesson in this guide is to help you with the learning experience and is not a recommendation to do anything dangerous, harmful, or outside of what the law allows in your area.

Making Physical Torch Materials:

-  Wooden dowels (basswood works well)
-  Cotton or linen fabric (avoid synthetic materials due to toxic fumes)
-  Thick heat-resistant galvanized steel wire long enough to wrap the fabric around the top of the torch multiple times
-  Tree resin as a flammable fuel source and/or binding agent adhesive.

Crafting Symbolic Torch Materials:

- 💡 Brown craft paper (free of chemical treatments and made from natural wood pulp)
- 💡 Rice paper or cotton rag paper are known for burning cleanly with minimal residue (free of chemical treatments or coatings)
- 💡 Wooden dowel or cardboard tube (paper towel roll) as an internal support structure
- 💡 Adhesive (non-toxic if it is to be burned)

Decorating the Torch Materials:

- 💡 Whittling tools (with safety glasses and safety gloves specifically for whittling)
- 💡 India ink or acrylic paints (labeled non-toxic)
- 💡 Natural pigment, soy-based, or water-based markets (labeled non-toxic)
- 💡 Beeswax-based adhesive (labeled non-toxic)
- 💡 Decorative materials (natural fabrics, stones, dried plants/flowers, twine or jute rope, wooden beads, natural/untreated cork, sea shells - ensuring no materials have been chemically treated if to be burned).
- 💡 If not burning the torch, consider decorative papers (red, orange, yellow) to represent the flames at the top of the torch.

Destruction Materials:

💡 Firepit Version:

- Well-ventelated, outdoor area, with ample space away from any structure, trees, or anything flammable
- Well-made and safe firepit. If you have a large group, you may choose to have multiple firepits or to destroy the torch in smaller groups while cleaning out the ashes between each group. Safety is key!
- Extinguishers - water, dirt/sand, shovel, fireproof gloves, fire blanket, fire pit cover, fire extinguishers. Depending on where and how you plan to destroy your torches, follow all safety precautions and be prepared to safely extinguish the fire.
- ***CAUTION:** If you plan to burn the torches, be aware that anything you add to the wood could potentially give off harmful toxins when burned. Follow local and state laws regarding burning anything.

Symbolic Version:





- Papershredder
- Cutting tools (with safety gloves)
- ***CAUTION:** If you plan to destroy symbolic torches with the use of cutting tools, please follow safety guidelines to avoid any injuries.

Checklist:

- Secure an appropriate space for the activity following local, state, and safety guidelines.
- Gather all necessary materials and tools, ensuring enough supplies for all participants.
- Prepare instructional handouts or digital resources on non-verbal communication techniques.
- Set up a designated area for the debrief and reflection session.
- Have a safety officer, firefighter, or a qualified professional available to oversee the safety of the activity.
- Ensure everyone is aware of the dangers of the activity and that all local, state, and safety guidelines are followed. Safety is key!
- Have a plan for breakdown and clean up after the activity.

Facilitator Tips:

Engaging Adult Learners:

-  **Connect to Real-Life Experiences:** Start by linking the hands-on activity to real-world leadership scenarios. Explain how the activity mirrors challenges they might face in their roles, emphasizing the relevance to their day-to-day work.
-  **Use WIIFM (What's In It For Me):** Clearly articulate the benefits of the activity. Make sure learners understand how the skills they're developing will enhance their effectiveness as leaders, improve team dynamics, or solve specific workplace challenges.
-  **Incorporate Storytelling:** Share personal stories that illustrate the concepts being taught. Stories that are relatable and relevant will help in making the learning more engaging and memorable.
-  **Encourage Autonomy:** Allow learners to take ownership of their learning process. Give them options on how they might approach the activity, promoting a sense of responsibility and engagement.

Managing Group Dynamics:

- 🔦 **Establish Ground Rules:** Set clear expectations for participation, respect, and collaboration at the start. This helps create a safe environment where everyone feels comfortable contributing.
- 🔦 **Balance Participation:** Be mindful of group dynamics. Ensure that more dominant voices don't overshadow quieter participants. Use techniques like round-robin sharing or small group discussions to give everyone a chance to contribute.
- 🔦 **Monitor and Adjust:** Keep an eye on the energy and mood of the group. If the activity is lagging, be prepared to adjust the pace or change tactics to keep the group engaged and focused.
- 🔦 **Facilitate Collaboration:** Encourage leaders to work together and share insights during the hands-on activity. Highlight the importance of teamwork and collective problem-solving as essential leadership skills.

Assessment and Feedback:

- 🔦 **Observe and Take Notes:** As participants engage in the activity, observe their approach, interactions, and problem-solving methods. Take notes that can be used later for individual or group feedback.
- 🔦 **Offer Real-Time Feedback:** Provide constructive feedback during the activity. Address both what is working well and areas for improvement, linking back to the learning objectives.
- 🔦 **Debrief Thoroughly:** After the activity, conduct a comprehensive debriefing session. Use reflection questions to help participants analyze their performance and the group's dynamics. Encourage them to draw connections between the activity and their leadership roles.
- 🔦 **Facilitate Application:** Conclude with a discussion on how the skills and insights gained from the activity can be applied on the job. Encourage participants to create a personal action plan or team strategy that incorporates their new learning.

Facilitator Guide: Humility

To help the facilitator understand the purpose and flow of the activity, reference Chapter Six of the book TORCH: Ignite Teams. Forge Legacy. to read how the Dragonfly Fire Ceremony and related reflective exercises were conducted. Identify ways to tailor the experience for your specific audience to ensure the most impactful session while following all local and state laws and safety guidelines.

Be sure to read the entire facilitator guide and make note of the checklist, materials, lesson notes, and times. Practice how you will explain and facilitate each section in advance. Both in-person and virtual variations of the activity have been provided.

Time	Say	Do	Observe
10 min	<p>Welcome participants and introduce the concept of humility in leadership.</p> <p>*This is the time to ensure all participants are aware of any possible dangers with the activity and have signed any necessary waivers.</p>	<p>Facilitator to explain the context of humility, how it applies to the group, and engage the group in a discussion about their experiences with humility challenges.</p> <p>Option to write the key concepts on a whiteboard for everyone to review together.</p>	<p>Look for how the team discusses humility in leadership and what areas or themes come up as strengths and areas of opportunity to improve</p>
5 min	<p>Explain how creating “a torch worth passing” symbolizes leadership growth and adaptability.</p> <p>If possible, share a story or allow someone else to briefly share a story that connects the activity to the skill.</p>	<p>Facilitator to engage the group to discuss how they define the “worth” of their torch and what it means to “pass the torch” to someone else. Help them tie it back to humility and letting go.</p>	<p>Observe if anyone has prior experience with similar activities, and encourage sharing of personal insights</p>
5 min	<p>Review the learning objectives and share introductory instructions about the activity.</p> <p><i>To maintain the emotional impact of the activity, we recommend not revealing the intention of destroying the torch until the torches have all been crafted and the first debrief has been concluded.</i></p>	<p>Share the instructions for the activity where everyone will be crafting a torch to symbolize their leadership journeys and preparing for the humility of passing “a torch worth passing.”</p> <p>Depending on if you are going to do Option 1 or Option 2 of the timing of this activity, you may have this opening section conversation multiple times or just once.</p>	<p>Monitor the team’s reaction to the task, noting any confusion or immediate engagement which might indicate their preparedness</p>

Time	Say	Do	Observe
60-90 min	Encourage participants to create their torch, focusing on symbolism that reflects their leadership journey	<p>Distribute materials, offer guidance as needed, and foster open discussion.</p> <p>Depending on if you are crafting a physical torch or symbolic torch, either way, you will want to have an example model of a completed torch as a representation of what they will be creating. Be prepared to destroy this model torch later in the exercise.</p> <p>Depending on if you are going to do Option 1 or Option 2 of the timing of this activity, you may allow for 30 minute “crafting sessions” throughout different lessons or you may choose to have them build their torch all at once.</p> <p>OPTION: One way to help different learners emotionally connect to the crafting of their torch is to have them write out their leadership values, beliefs, mission, and notes about what leadership means for them and others. Everyone learns differently and writing it out can be the most powerful.</p>	Note team dynamics, engagement levels, and how participants express their leadership values

Time	Say	Do	Observe
30 min	<p>Once everyone has their completed torch, have a discussion about what each person created, how they define the worth of their torch, what it means for them to pass the torch of leaders, and how letting go demonstrates humility in their journey.</p> <p>Depending on your group size, you may choose to break into smaller groups so everyone has time to share.</p>	<p>Facilitate the connection of what they have created as a representation to their leadership journey. Help the learners to become more self-aware of where they have been and even where they want to continue to go as leaders. Connect the logical and emotional dots of their experience as leaders to what it means to be humble in their leadership.</p> <p>OPTION: You may choose to take pictures of each person with their torch so they have a reminder of what they created and what it meant to them. You may also choose to make a video of each person explaining their torch to share with them afterward.</p>	<p>This is a crucial step to observe how everyone is emotionally connecting to this activity. There needs to be great personal meaning to them with their crafted torch to get the most out of the experience.</p>
30 min	<p>Transition to the Dragonfly Fire Ceremony. Discuss the importance of letting go and how it fosters humility and growth.</p> <p>Have a discussion that we are not in charge of who takes our torch from us. We are only responsible for how we craft it and prepare it for who is next. While we may want to decide who will carry on our torch, that is never a guarantee. We have remove ourselves from the equation in order to truly create a torch that is worth passing on. We must “let go” of our preconceived notions of what would happen with our torch and instead let it stand for itself.</p>	<p>Lead participants to the designated destruction area. Ensure safety protocols are followed.</p> <p>Take the time to create a ceremonial experience where there is music, discussion of the meaning of letting go.</p> <p>Demonstrate how to safely let go of the torch and destroy it symbolizing the ultimate release of the “torch worth passing” to be passed on to whomever needs it.</p> <p>Help learners draw the connection between the destruction and letting go of the outcome and with humility.</p> <p>OPTION: You may choose to read passages from the book TORCH (Part One) to help learners draw connections.</p>	<p>This is a crucial step to observe how everyone is emotionally connecting to this activity. There needs to be great personal meaning to them with their crafted torch to get the most out of the experience.</p> <p>Observe participants' emotional responses and reflections during the destruction process.</p> <p>This can be a very emotional experience to “let go” of the outcomes and may cause some people to have an emotional reaction. Be sure to give everyone the space and time to process their feelings about this experience and what it represents. Have tissues available.</p>

Time	Say	Do	Observe
20 min	Facilitate a group discussion. Ask participants to share insights gained from creation, destruction, and the experience as a whole.	Use reflection questions to guide discussion. Encourage journaling or note-taking for personal insights.	Assess depth of reflections and participants' connections to their leadership practices.
10 min	<p>Conclude with actionable next steps. Summarize how humility can be practiced in leadership and invite participants to identify ways they will apply the lesson.</p> <p>If you have chosen to do this activity as the final step in the series of all the TORCH (Part One) activities, this would be the conclusion of the entire experience. We recommend taking more time to reflect on the experience as a whole bringing together all the lessons of trust, ownership, relationships, communication, and humility and what actions the learners will take in their leadership journeys moving forward.</p>	<p>Offer a list of strategies to integrate humility into daily work. Provide encouragement for continued reflection.</p> <p>If the final activity in the series of all the TORCH (Part One) activities, have participants review the list of strategies and commitments and prioritize what they will focus on first and specific actions they will take.</p>	Gauge participant commitment and satisfaction with the session.

Variation for Virtual Setting

Follow the same facilitator guide Say, Do, and Observe outlined above with the following modifications in a virtual setting:

Materials:

- 🔦 Digital collaborative tools (e.g., Miro, Google Jamboard, or another digital whiteboard tool) TIP: The facilitator should become very familiar with the online tools before conducting the training session.
- 🔦 Provide participants with a package of the symbolic torch crafting, decorating, and destroying materials. There will be no fire used in this setting.
- 🔦 Pre-session setup instructions for participants to familiarize themselves with the digital tools
- 🔦 Instructional handouts or digital resources on steps to craft a symbolic torch.

Checklist:

- 🔦 Set up a virtual meeting platform (e.g., Zoom, Microsoft Teams) and send out invitations.
- 🔦 Ensure all participants have access to and are familiar with the chosen digital whiteboard tool.
- 🔦 Prepare instructional handouts or digital resources on crafting a symbolic torch including the leadership sentiments and decorative items to represent their leadership journey.
- 🔦 Recommend to encourage everyone to write out their leadership values, vision, stories, and examples on their torch of what leadership means to them and how they define the “worth” of their torch. Since this is a symbolic torch, this is the best way to create an emotional connection to the exercise.
- 🔦 Set up a virtual breakout room function for smaller group discussions.

Reflection Questions

Guiding the post-activity discussion is crucial for helping participants reflect on their experience and gain deeper insights from the lesson. Below are thoughtfully designed reflection questions to facilitate a rich discussion among team members after participating in the Dragonfly Fire Ceremony and reflective exercises. Select the ones that best suit your team, or create your own. Focus on a maximum of 3 reflection questions after the activity, and prioritize how the group will apply what they have learned in their work together.

1. Reflection on the Ceremony Experience:

- 🔦 How did crafting your torch and then letting it go in the Dragonfly Fire Ceremony impact your understanding of humility in leadership?
- 🔦 What emotions or thoughts did the ceremony evoke, and how do they relate to your role as a leader?

2. Understanding and Reflection:

- 🔦 How did engaging in reflective exercises help you better understand your strengths and areas for growth in leadership?
- 🔦 Can you share a moment during the ceremony or reflection when you felt a deep connection to the concept of humility?

3. Humility and Leadership:

- 🔦 How does practicing humility influence your approach to leadership and decision-making?
- 🔦 In what ways did this activity demonstrate the importance of humility in fostering a supportive and collaborative team environment?

4. Learning from Each Other:

- 🔦 What did you learn about your colleagues' perspectives on humility and leadership during this activity?
- 🔦 How can understanding and embracing humility improve collaboration and respect within your team?

5. Uncertainty in Leadership:

- 🔦 How does embracing the uncertainty of who takes on your torch parallel the unpredictability of real-world leadership situations?
- 🔦 What lessons from this activity can you apply to moments when outcomes or future leadership paths are unclear?

6. Practical Application and Growth:

- 🔦 How will the insights gained from this ceremony influence your day-to-day leadership practices?
- 🔦 What steps will you take to integrate humility into your leadership style and team dynamics?

7. Personal Growth and Leadership:

- 💡 How does this activity reflect on your personal approach to leadership and fostering humility within a team?
- 💡 What is a personal takeaway from today's activity that you plan to implement in your leadership style or teamwork approach?

These guide questions are designed to encourage participants to deeply reflect on their experiences, share their insights, and discuss the foundational role of relationships in teamwork and leadership. Facilitators should ensure that the discussion remains inclusive, allowing every participant to voice their thoughts and feelings about the activity.

Tell us how it went!

We love hearing from our participants about their experiences with our lessons and activities. Please share your experience with us by emailing your story, images, or even a video of your activity to ignite@archwaylearningsolutions.com. We look forward to seeing how your team learns and grows in their leadership skills!