



**American
Red Cross**



Working Together Workshop

Strengthening our Blended Workforce

PARTICIPANT GUIDE

American National Red Cross

WORKING TOGETHER

INTRODUCTIONS

Welcome!

- Facilitator Introduction

HOUSEKEEPING

- Breaks and Completion Time
- Location of Restrooms and Smoking Area
- Silence Wireless Devices
- Participation is Expected

ACTIVITY 1 - INTRODUCTIONS

- Your Name
- Where you are from
- How long you have been with your organization

COURSE OBJECTIVES

- Describe your **culture of engagement** and where you are today, leveraging organizational principles
- Recognize the benefits of a **blended workforce** and how it reflects the core values
- Understand the **importance of collaboration, inclusion, and teamwork** to the success of your organization
- Identify **work styles** and associated strengths and opportunities by outlining effective communication skills
- Understand the **culture of engagement vision** and how we get there

UNIT 1 - ORGANIZATIONAL CULTURE

UNIT OBJECTIVES

- Define organizational culture and describe our **culture of engagement**
- Review our origins and our guiding **Fundamental Principles**
- Review our **Organizational Values** and how they shape what we do.
- Explore **building an ideal culture** of engagement utilizing our Principles and Values.

DEFINITION OF ORGANIZATIONAL CULTURE

"A system of shared assumptions, values, and beliefs, which governs how people behave in organizations".

We will look carefully at organizational culture as it relates to your mission, principles and values. Having a culture of engagement comes from within the history of your organization.

- Do you have open communication with others around volunteer engagement with volunteers, paid staff and clients?
- Do you work with engaged volunteers that help delegate and engage others?
- Do you create opportunities where volunteers can contribute and learn?
- Is your region a place where you can create and nurture a culture of volunteer engagement?

ACTIVITY 2 - CULTURE OF ENGAGEMENT

Think about how volunteer engagement fits into our culture. As a team, silently work together to write words that describe your current culture.

1. Each member will add one word and then pass the marker to the next team mate, until time is called. You will have 5 min to complete this task
2. You will then have 2 minutes to report out and interpret your words to the larger group.

ORGANIZATIONAL VALUES

COMPASSIONATE	We are dedicated to improving the lives of those we serve and to treating each other with care and respect
COLLABORATIVE	We work together as One Red Cross family, in partnership with other organizations, and always embrace diversity and inclusiveness.
CREATIVE	We seek new idea, are open to change and always look for better ways to serve those in need.
CREDIBLE	We act with integrity, are transparent guardians of the public trust and honor our promises
COMMITTED	We hold ourselves accountable for defining and meeting clear objectives, delivering on our mission and carefully stewarding our donor funds.

ACTIVITY 4 - WHAT DO WE WANT TO BUILD?

1. As a team, you will collaboratively work together to design and draw your structure
2. You will have about 5 minutes to complete this task.
3. After you have completed your picture, take 5 minutes to discuss within your group the final product
4. You will then have 2 minutes to report out and interpret your picture to the larger group

ACTION PLAN

You will have the opportunity to create action items throughout this course, at the end of each of the four sections we will pause and ask that you fill in your plan by topic. An action item can be as simple as sharing a new idea with your team or it can be complex, such as developing a new process for getting work done. These identified actions will then help you build an Action Plan that can be used to strengthen your team.

By design, an Action Plan enables you to address targeted and specific issues, which will help improve the effectiveness of your team. Once you create your Action Plan, get support from your supervisor, and then share it with your teammates.

SAMPLE ACTION PLAN		
Section	TO DO (Actions Needed)	FOLLOW-UP (When, How, Resources Needed)
<i>Below you will see the 4 sections of Working Together</i>	<i>List action items that you can take around this topic (i.e. Work on recognizing motivating factors for staff)</i>	<i>List the When, How, Who, and What resources will be needed to accomplish your "TO DO."</i>
Organizational Culture		

ACTIVITY 5 - UNIT 1 APPLICATION EXERCISE

To start filling your action plan for Unit One go to the end of the participant manual and start writing down your To Do's and Follow Ups.

Consider the following questions as they relate to your work:

- Are you operating under an effective blended workforce?
- Are you taking advantage of diverse background, diversity of opinion and creativity of your teams?
- In what ways is your team meeting expectations of an effective team?

UNIT 2 - BLENDED WORKFORCE

UNIT OBJECTIVES

- Recognize the benefits of a blended workforce within a culture of engagement.
- Understand the importance of collaboration, inclusion, and teamwork to the success of your mission.

ACTIVITY 6 - DEFINING A BLENDED WORKFORCE

Think about the teams you are a part of and the people on those teams - their background, similarities, and differences.

Please take two minutes at your tables, choose someone to record, and create a list that describes the diversity within your workforce.

ACTIVITY 7 - VOLUNTEER OR EMPLOYEE?



BENEFITS OF A BLENDED WORKFORCE

Having a blended workforce benefits the organization and those we serve.

ACTIVITY 8 – BLENDED WORKFORCE BENEFITS

- Please select a recorder and at your tables take two minutes to write down five (5) things that you feel are important or are a benefit of the diversity found in the Red Cross workforce.
- Share with the group.
 1. _____
 2. _____
 3. _____
 4. _____
 5. _____

REFLECTING ON ORGANIZATIONAL VALUES

The core organizational values of the American Red Cross provide a common ground from which we deliver a multi-faceted mission.

ACTIVITY 9 - VALUES

Please select a recorder at your table and you'll have two minutes to discuss one of these values in your group and how it is reflected through a blended workforce.

Value: _____

Notes: _____

EFFECTIVE TEAMS

"A team is a group of people who work together to achieve common goals."

We do our work in the Red Cross through teams of volunteers and employees. We are all members of a team, the same team, regardless of our position in the organization. Exercising teamwork is how we accomplish our goal to alleviate suffering in the communities that we serve, and the most effective teams can do that while creating positive experiences. Understanding team characteristics and how those characteristics affect our relationships is critical to our success.

ACTIVITY 10 - EFFECTIVE TEAMS

What makes a team effective at delivering services to its community?

- Brainstorm as a large group and capture suggestions.
- Any surprises? Disagreements?

Notes:

BUILDING BLOCKS TO AN EFFECTIVE TEAM

Teams are most effective when:

- Everyone has a defined role
- Team members trust each other
- There is mutual respect and cooperation
- Skills and interests of members are considered
- All team members have the same mission and objectives
- Effective problem-solving skills are used
- Team members share power

ACTIVITY 11 - TEAM BUILDING BLOCKS

Select an attribute that is the most important to you. Why?

ACTIVITY 12 - EFFECTIVE TEAMS

Think of a team that you are part of. Take a moment to review the chart below and place a check box in the column that describes your team currently.

CHARACTERISTICS	STRENGTH	NEEDS IMPROVEMENT
Team members have the same mission and objectives		
Roles are clearly defined		
Everyone plays an effective role		
The particular skills and interests of members are used		
There is cooperation		
There is mutual respect		
Effective problem solving skills are used		
Team members trust each other		

You can use this chart later to start a conversation either praising your team, or identifying areas for improvement.

ACTIVITY 13 - UNIT 2 APPLICATION EXERCISE

Take a few minutes to record any action items in your Unit 2 Action Plan related to a Blended Workforce and The Team. Consider the following questions as they relate to your work:

- Are you operating under an effective blended workforce?
- Are you taking advantage of diverse background, diversity of opinion and creativity of your teams?
- In what ways is your team meeting expectations of an effective team?

UNIT 3 – WORK STYLES

UNIT OBJECTIVES

- Identify work styles and why they are important to your success.
- Understand your preferred work style and associated strengths and opportunities.
- Learn how to effectively communicate with other preferred work styles

WORK STYLES

"You have to get along with people, but you also have to recognize that the strength of a team is different people with different perspectives and different personalities."

- Steve Case

Work styles are a form of diversity that influence the way people accomplish tasks and get work done. Being able to understand, adjust to, and even compliment one another's work style based on the task at hand will improve collaboration and maximize service delivery performance.

ACTIVITY 14 – UNDERSTANDING WORK STYLES

Why is the understanding of work styles important to working in blended workforce teams?

Write your responses below:

ACTIVITY 15 - POWER PRINCIPLES

Fill in the blanks to complete Power Principles for working styles and facts about Working Styles.

POWER PRINCIPLES FOR WORKING STYLES

What a person says or does is typically a _____ and is consistent based on how an individual _____ to use their perception and judgment.

To achieve better results and improve your relationships:

- Understand your _____ behavioral style.
- Understand _____ behavioral style.
- Be _____ to adjust your style to better connect with others.

FACTS ABOUT WORKING STYLES

- There are no _____ or _____ styles.
- One style is not _____ or worse than another.
- One style does not reflect more or _____ intelligence.
- To function in the workplace or society, we need _____ to be successful!

ACTIVITY 16 - UNDERSTANDING YOUR WORK STYLE

Fill out the self-assessment to find out if you have more Responsive or Assertive Work Style.

- For each question, circle the number that best describes you – where you see yourself
- Note: Base your assessment on what you actually say and do, not on your intentions.
- After each section, total your columns down, then across for Assertive Score and Responsive Score
- Graph your score on the scale provided and circle your work style

WORK STYLE SELF ASSESSMENT

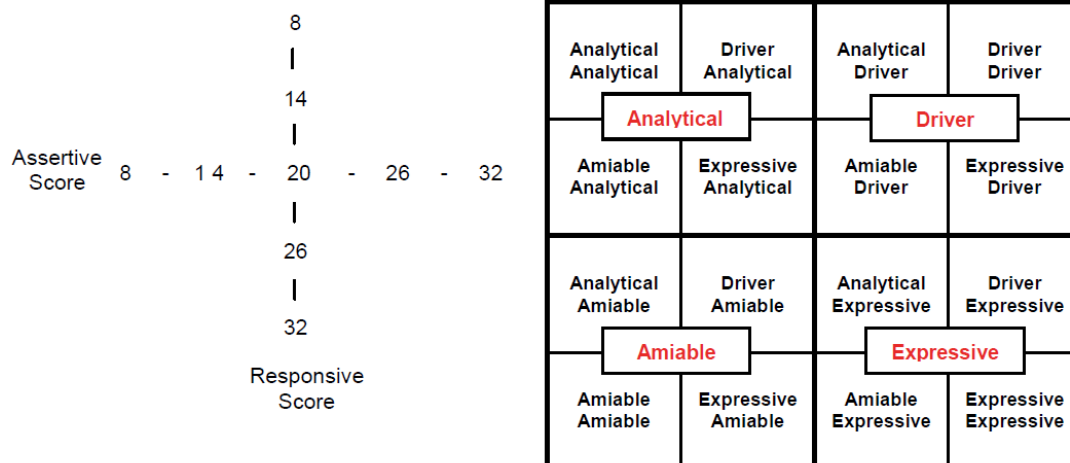
ASSERTIVENESS	Most	Some	Some	Most	
Accepts what others say	1	2	3	4	Challenges what others say
Communication is indirect	1	2	3	4	Communication is to the point
Speech is slow and thoughtful	1	2	3	4	Speech is quick and demanding
Calm, slow paced and patient	1	2	3	4	Active, fast paced and demanding
Hesitant, studied, avoids risk-taking	1	2	3	4	Bold, decisive, willing to take risks
Leans back and faces away from me	1	2	3	4	Leans forward and faces me
Speaks softly	1	2	3	4	Raises voice for emphasis
Cooperative and receptive	1	2	3	4	Competitive and confronting

Total of Circled Numbers ___+ ___+ ___+ ___= _____ Assertive Score

RESPONSIVENESS	Most	Some	Some	Most	
Guarded and distant	1	2	3	4	Outgoing and approachable
Emphasis on facts and details	1	2	3	4	Emphasis on opinion and concepts
Focused, organized conversation	1	2	3	4	Random, unstructured conversation
Decisions based on logic	1	2	3	4	Decisions based on intuition
Little body and hand movement	1	2	3	4	Much body and hand movement
Appears controlled and businesslike	1	2	3	4	Appears open and casual
Unresponsive facial expression	1	2	3	4	Animated facial expression
Cool and formal	1	2	3	4	Warm and friendly

Total of Circled Numbers ___+ ___+ ___+ ___= _____ Responsive Score

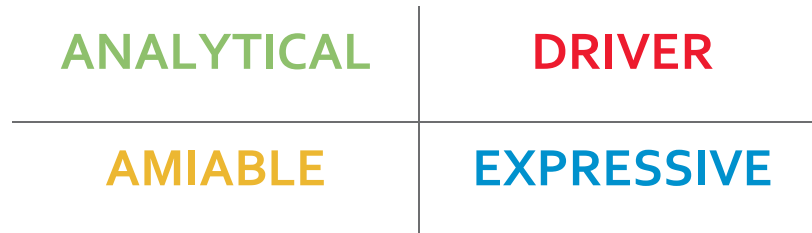
WORK STYLE



ACTIVITY 17 - WORKING STYLES GROUP WORK

Gather in small groups to discuss your shared preferences with others who share your working style.

- Find the other people in your working style group:



- As a group:
 1. Write down traits/characteristics of your working style
 2. Write down tips or feedback on how to communicate effectively with your working style

Notes:

ACTIVITY 18 - UNIT 3 APPLICATION EXERCISE

Take a few minutes to record any action items in your Action Plan related to Work Styles and Effective Communication. Consider the following questions as they relate to your work:

- Do you consider the uniqueness and diversity of your teammates as strengths?
- What is behavior and how your style affects all?
- What is your own style and how to use it effectively?

- Desire Accuracy of Information
- Systematic Approach to Tasks
- Prefer Consistency in Policies and procedures
- Are detail oriented
- Quick, to the point
- Are generally fully prepared at work
- Orderly in their approach to work responsibilities
- Task-oriented
- Precise and technical in their work

- Be specific and factual
- Avoid small talk
- Be well prepared and well-organized in presenting information
- Demonstrate your appreciation for their careful analytical style
- Focus on detail and accuracy
- Provide clear and logical directions
- Provide facts and data
- Tell them exactly what you will do and when

- Action oriented
- Businesslike and authoritative in demeanor
- Candid in communicating information
- Quick to the point
- Competitive in their position responsibilities
- Results oriented
- Self-reliant and independent

- Avoid small talk
- Be brief and efficient
- Focus on the present
- Get to the bottom line
- Speak in terms of concrete results
- Allow them to make choices by offering problem-solving options
- Let them feel in control
- Stress the benefit to them for a given proposal or solution
- Demonstrate your appreciation for their results-oriented approach

- Focused on working relationships
- Values small talk to get to know others
- Shares personal interests and needs
- Shows support for others
- Agreeable and accommodating
- Diplomatic in approach
- Understanding and empathetic to others

- Be flexible, easy and informal when possible
- Engage in small talk when possible to build the relationship
- Acknowledge their contributions to the team
- Emphasize a team approach
- Offer assurance and explanation for why solution is beneficial
- Demonstrate your interest and appreciation for their personable style

- Enjoy socializing at work
- Work at own pace
- Not afraid to express emotions and feelings
- Spontaneous and animated
- Can be dramatic when communicating
- Motivating to others
- Value small talk

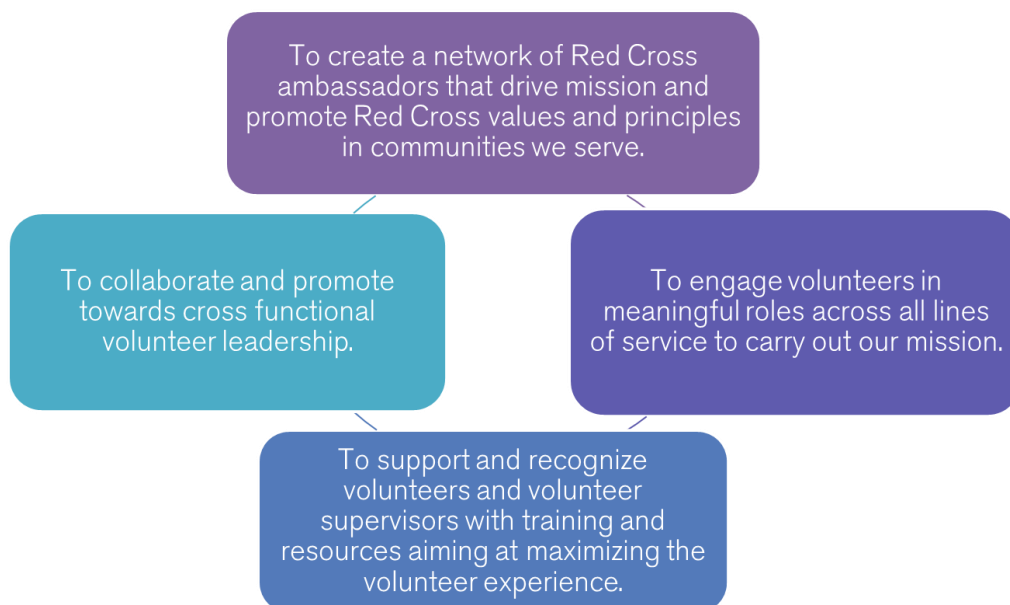
- Show your interest in their personal relationships as well as the business
- Focus on the future
- Understand and recognize their vision and intuition
- Seek their input and ideas
- Offer assurance of the benefit to them of solutions and recommendations
- Stimulate their creative impulses
- Demonstrate your appreciation by complimenting them

UNIT 4 - CULTURE OF ENGAGEMENT VISION

OBJECTIVES

- Understand our vision around culture of engagement.
- Define processes that can support us attaining an optimal culture of engagement.
- Develop our Action Plans to take action.
- Course Wrap-up

CULTURE OF ENGAGEMENT



ACTIVITY 19 - IMPLEMENTING CULTURE OF ENGAGEMENT

How can we be a part of the culture of engagement vision?

- Jot down suggestions on post-it notes
- Use a new post-it note for each individual idea/suggestion

ACTIVITY 21 - UNIT 4 APPLICATION EXERCISE

Take a few minutes to record any action items in your Unit 4 Action Plan related to Organizational Vision. Consider the following questions as they relate to your work:

- What steps can I take to lead by example?
- How can I increase inclusiveness?
- How can I share successes with my team members and other teams?

ACTIVITY 22 - PERSONAL ACTION PLAN

Take some time and review the Action Plan that you have started to develop during this course. After some reflection, you may decide to revise your actions or add new ones. In reality, this is a tool for you to take back and implement how you and your supervisor see fit. You are welcome to modify it as needed, but the expectation is that you do create and implement a basic plan with your team.

- Review your "To Do" and "Follow-Up" columns by Unit
- Note: You should have all of your sections completed at this point
- Share your action items with the rest of your table
- Write down ideas you heard that can be added to your To Do.
- Review your follow-ups and your next steps based on the feedback from your peers
- Share with the group.

WORKING TOGETHER - ACTION PLAN

Action Plan Questions	TO DO Actions Needed	FOLLOW-UP When, How, Resources Needed
Unit 1 - Organizational Culture <ul style="list-style-type: none"> Do you have open communication with others? Do you work with engaged workers that help delegate and engage others? Do you maximize the ability for engagement within your function? 		
Unit 2 - Blended Workforce <ul style="list-style-type: none"> Do we recognize the benefits of a blended workforce? How does a blended workforce support the core values of the American Red Cross? What is the importance of collaboration, inclusion, and teamwork to the success of the Red Cross mission? 		
Unit 3 - Work Styles <ul style="list-style-type: none"> What are the strengths and opportunities of each of our unique working styles? Can we define what effective communication is and identify barriers? 		
Unit 4 – Culture of Engagement Vision <ul style="list-style-type: none"> What can we do to support our culture of engagement vision? Can we define processes that can support us attaining an optimal culture of engagement? 		

ADDITIONAL NOTES:

RESOURCES:

Issue Resolution Toolkit:

https://intranet.redcross.org/content/redcross/categories/our_services/vol-services/prog-process-eval/issue-resolution-toolkit.html