

IMPLEMENTING A BEHAVIORAL SKILL FRAMEWORK

A practical and equitable approach to developing a resilient team

Slides



Intros

Tom Cramer he/him

Director of Operations
Fishing the Good Fight

Consultant
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Bix Firer he/him

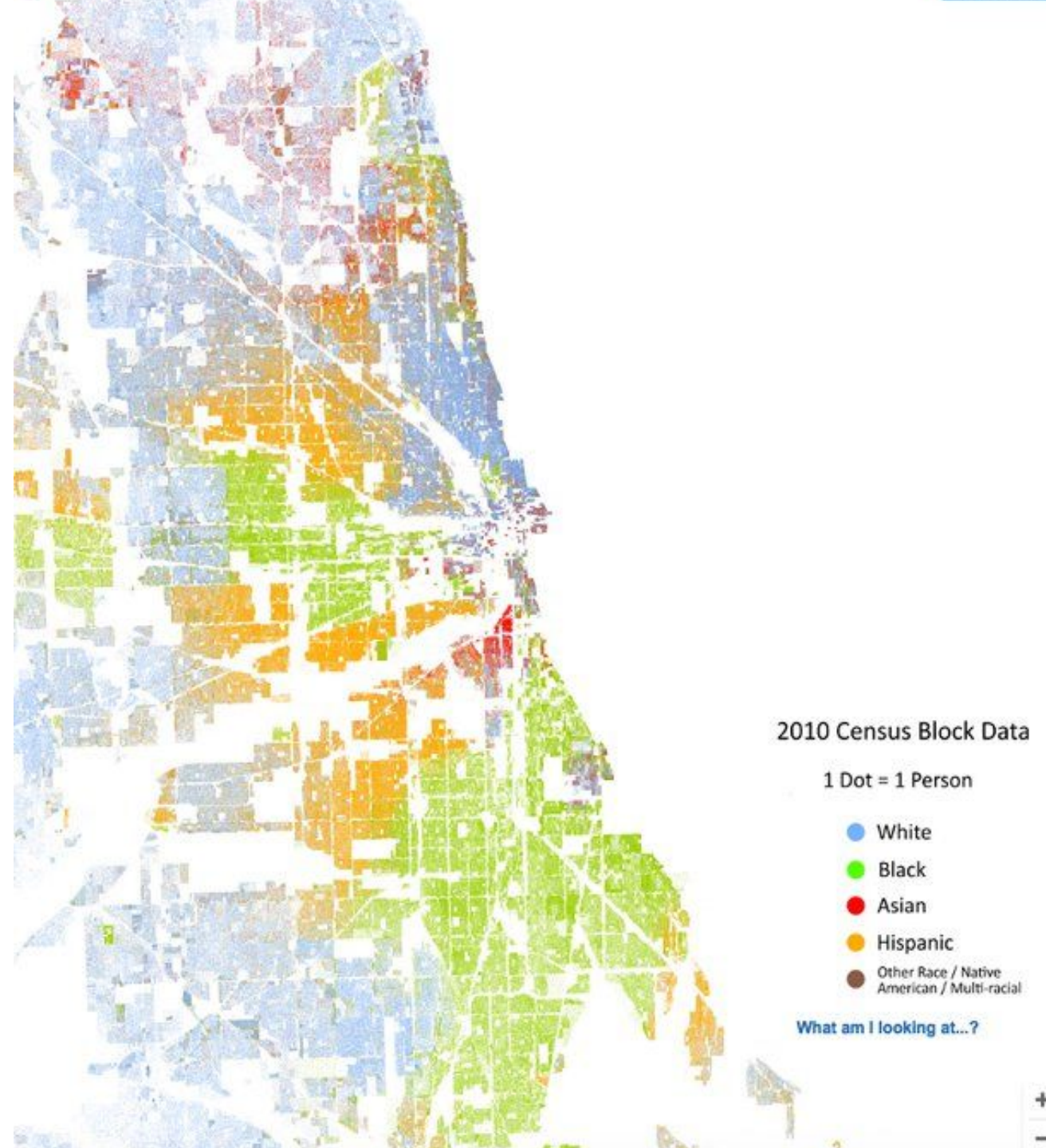
Partner
The Headwall Group

Affiliate Faculty, Outdoor Studies
Alaska Pacific University

Director of Philanthropy
Ice Age Trail Alliance

Project Kindred

“Working to **disrupt the cycle of segregation** in Milwaukee by **uniting young people of diverse backgrounds** and **empowering them** to lead our city toward justice, equity, and love.”



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THE
HEADWALL
GROUP

The Headwall Group



Agenda

1. Intros and framing

2. Review holistic approach to risk management
3. Overview of behavioral skill framework
4. Practice steps for implementing a behavioral skill framework
5. Closing
6. Questions

Learning Outcomes

1. Understand how a behavioral skills framework builds a resilient organization and supports a holistic approach to risk management.
2. Understand how to use a behavioral skill framework as a tool to support your equity and inclusion goals.
3. Practice initial steps for implementing a behavioral skill framework at your organization.

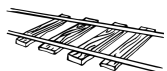
Group Agreements



Make Space, Take Space. We make space by actively listening (one mic) and take space while practicing awareness of others.



Don't Yuck My Yum. We respectfully disagree. We don't put down the ideas or beliefs of others.



Stay on Track. We have limited time and can't cover everything, so we may reign in the conversation from time to time.

Formative Assessment: Human Map

1. Where are you from?
2. What is your primary role at your organization?
3. Years of experience managing risk in dynamic environments?
4. What are your goals for being here?

Agenda

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2. Review holistic approach to risk management

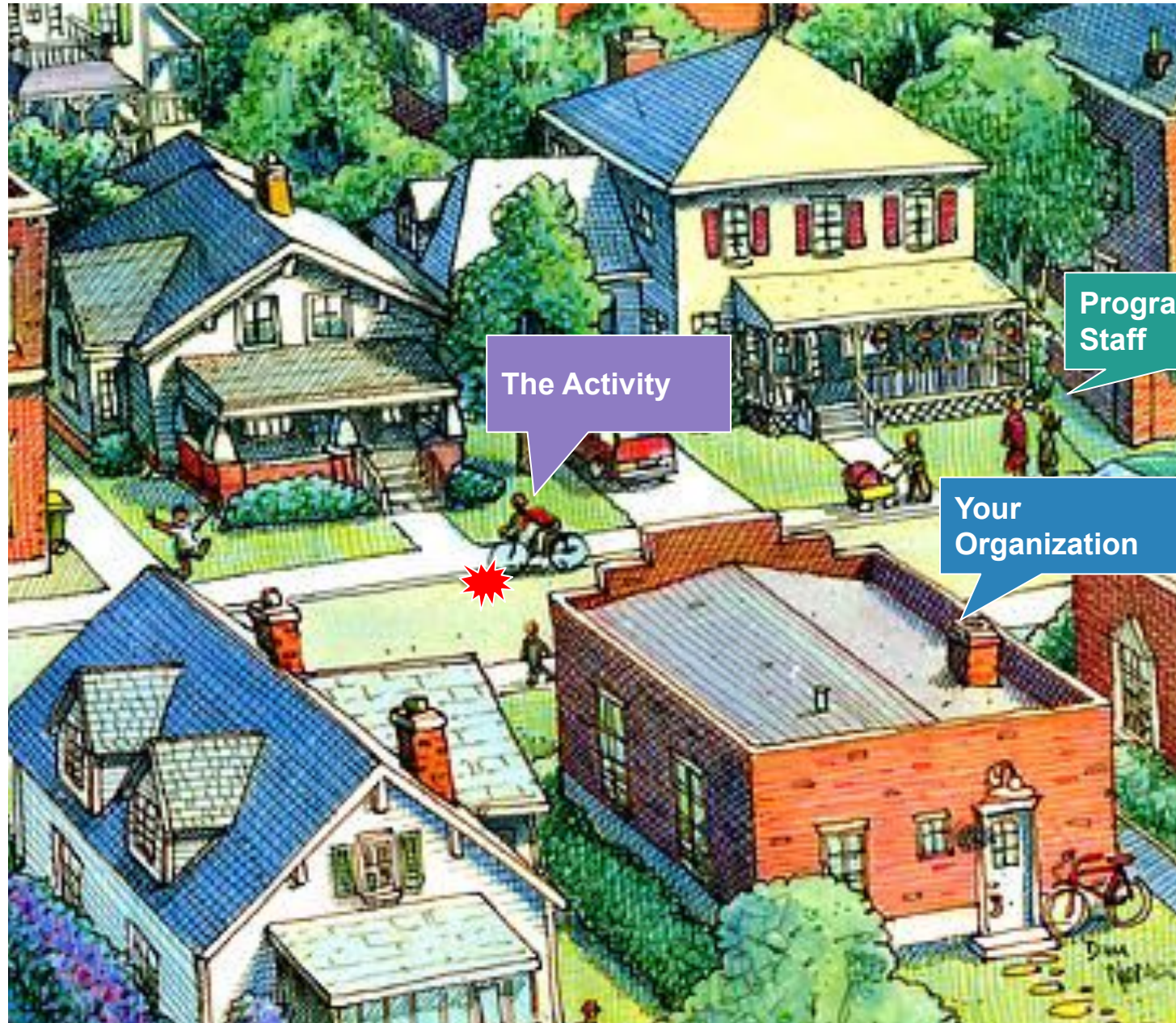
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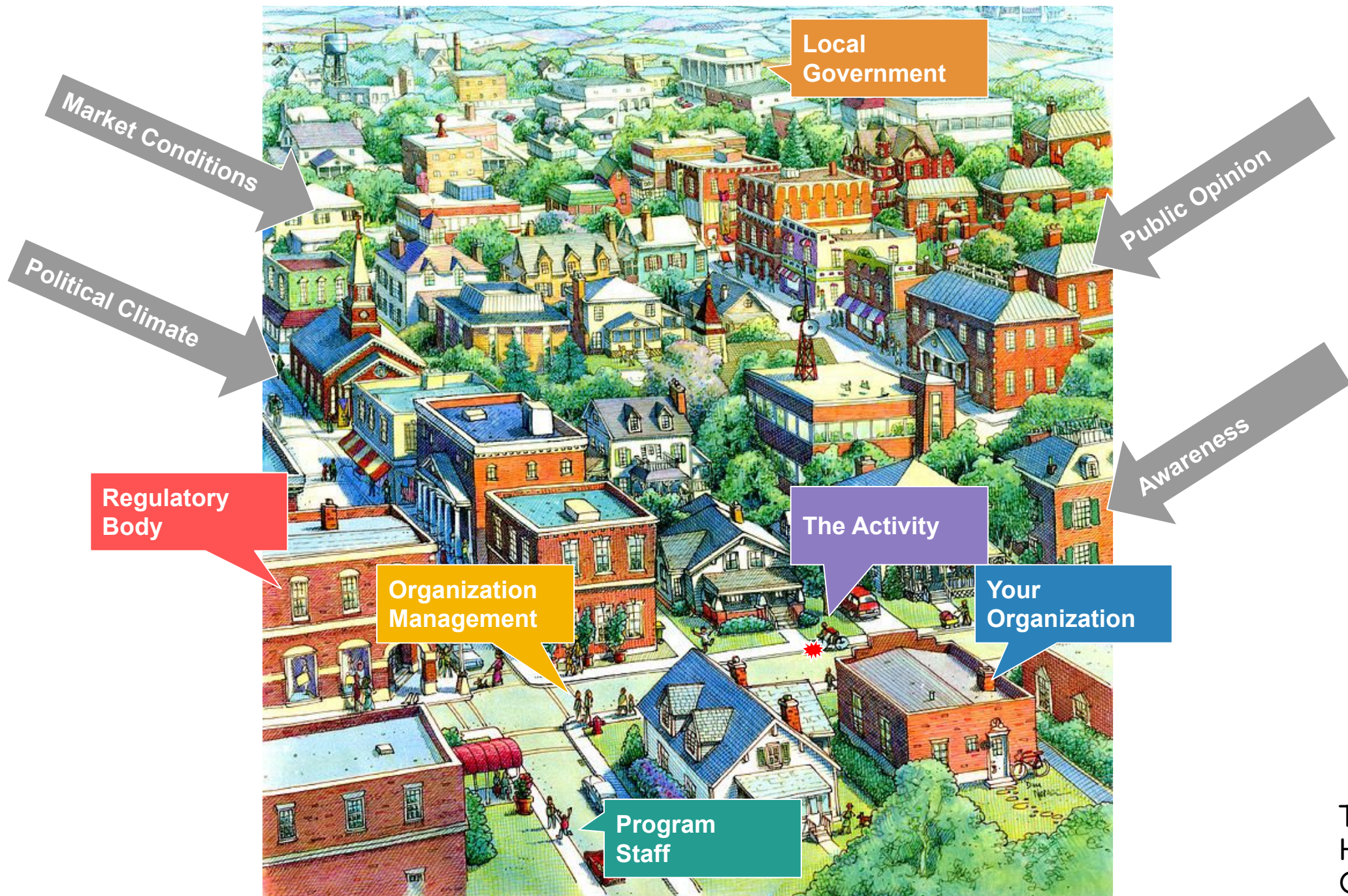
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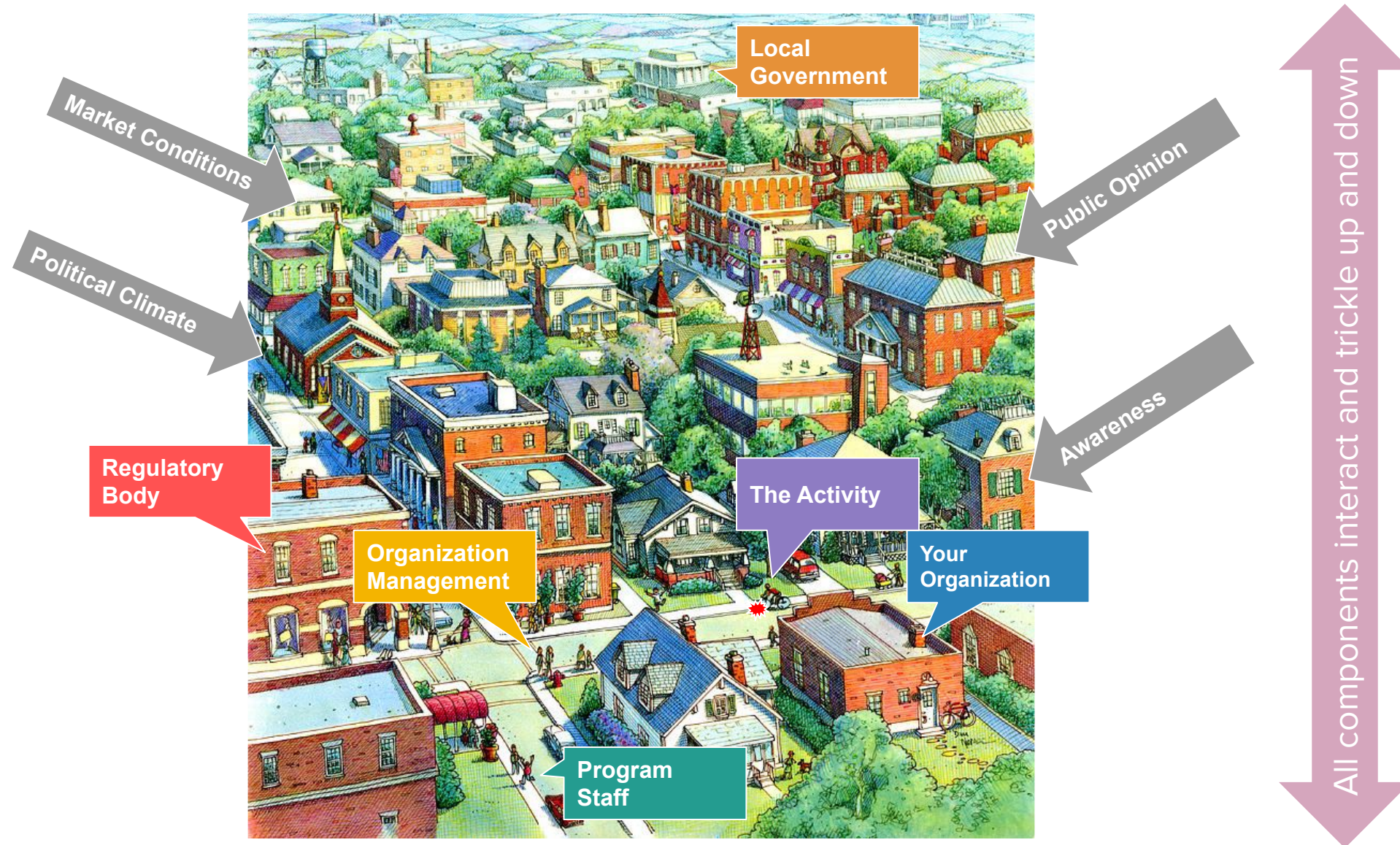
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A Holistic Approach to Risk Management



Instructions

1. Review this framework
2. Which of these components do you currently have impact on?
3. What are you currently doing in those areas?
4. Think, pair, share



Drawing Conclusions

- Adventure programs are good at managing “risky activities” not less risky
- Incidents are created by multiple contributory factors at many scales
- We can’t predict which interacting factors will cause incidents
- These “emergent risks” - interactivity of multiple issues - can’t be trained away with specificity, blamed on an individual, or a single cause



A Holistic Approach to Risk Management



We Can't Predict All Incidents. **We can build resilient, impact focused teams.**

1. Ensure our **intended impact** is clear and understood by all.
2. Achieve that impact through **intentionally designed programs**.
3. **Clearly define the behaviors and skills** necessary to successfully implement our programs.
4. **Hold ourselves and our organizations accountable** for what we've deemed to be important.



Why We're Excited About This

- People are our solution (people are not the problem)
- Participant and employee experience hinge on a risk management mindset
- Everyone has a meaningful role to play in organization risk management
- Behavioral Skills > Experience Alone
- We can remove barriers to access employment through a behavioral skill based hiring process

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Technical Skills vs. Behavioral Skills



Technical skills reflect what knowledge professionals need for their jobs



Behavioral skills reflect *how* they apply this knowledge

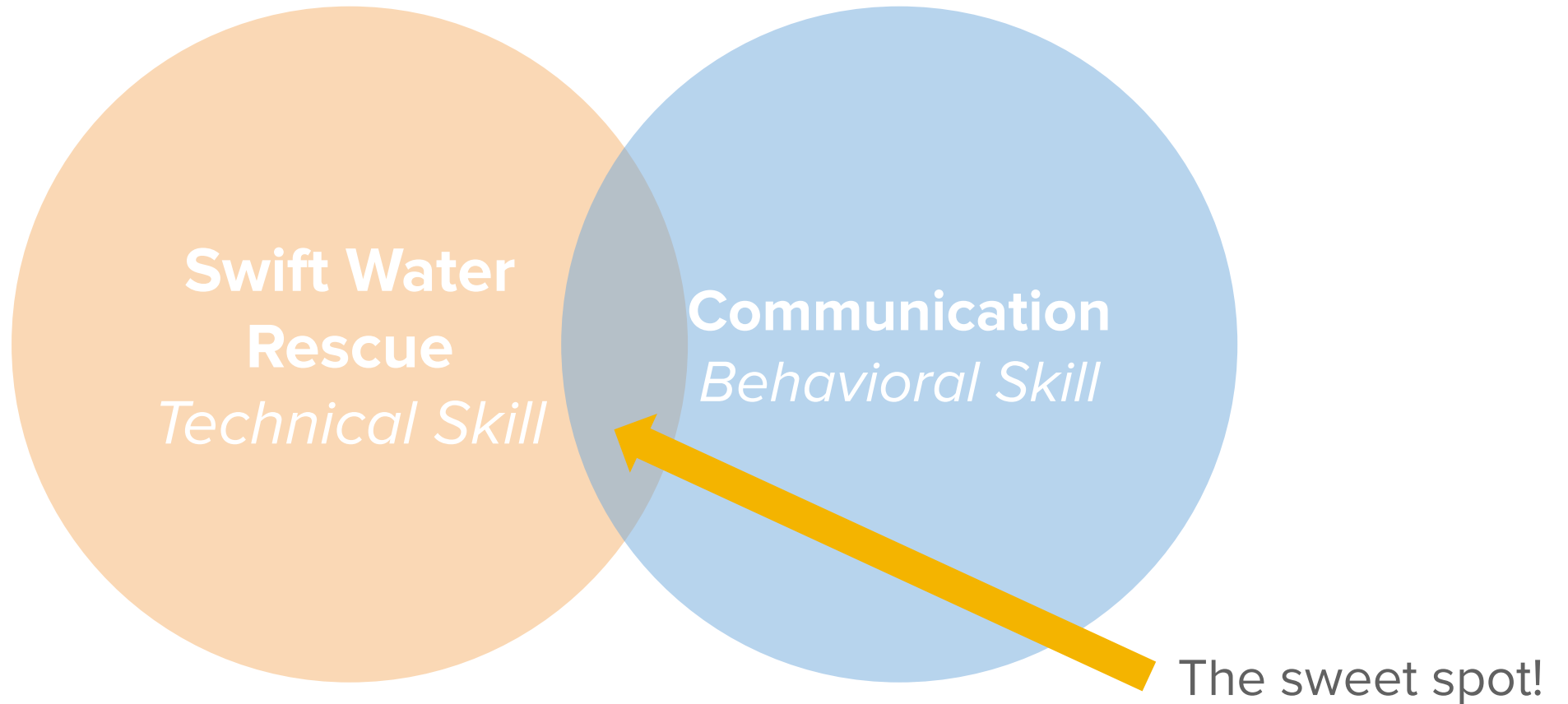
Technical vs. Behavioral Skills

TECHNICAL SKILLS	BEHAVIORAL SKILLS
Professional Certs ● AMGA ● ACCT ● ACA Medical Training ● WFR ● WEMT ● Mental Health First Aid Management Experience Relevant Field Experience	● Communication ● Adaptability ● Problem Solving ● Cultural Competence ● Teamwork ● Trust

Behavioral Skill Examples

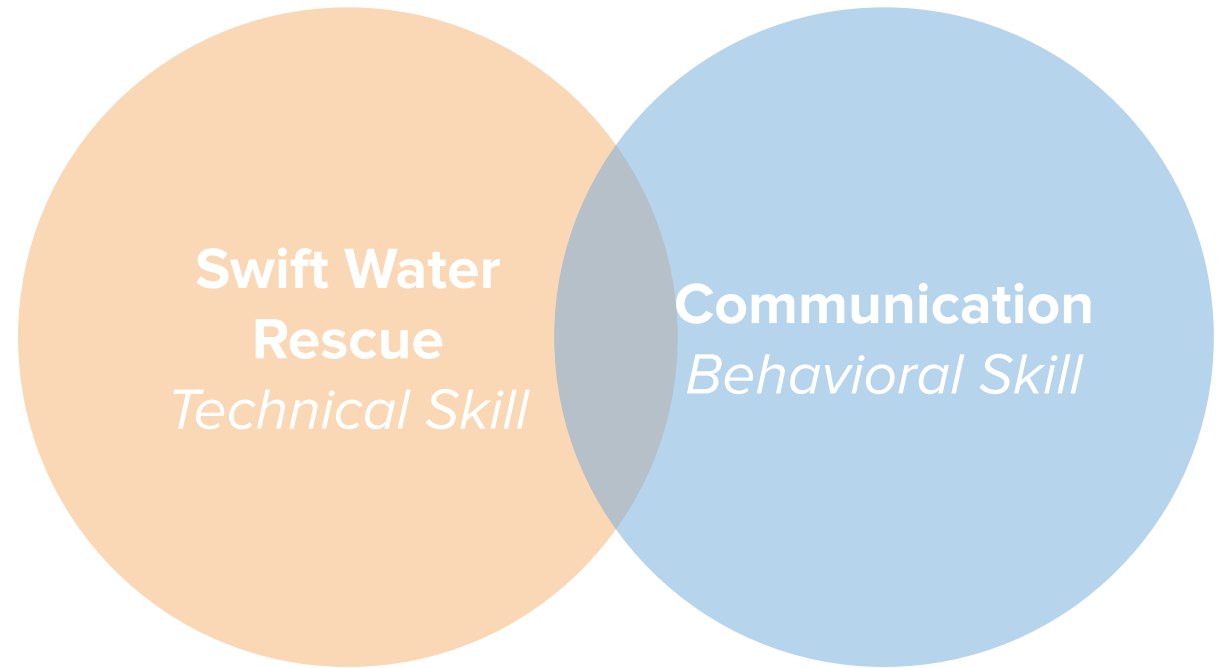
SKILL	DEFINITION
EMPATHY	● Genuinely cares about others and takes an active interest in their concerns. ● Able to understand and share another person's feelings, experiences, and emotions without judgment.
ADAPTABILITY	● Can effectively cope with change and will change approach, style, and expectations when necessary to achieve goals; ● Changes gears comfortably to respond to the needs of the situation.
TEAMWORK	● Promotes cooperation and commitment within a team to achieve goals and deliverables. ● Understands when and how to contribute to a project or team, both as a leader and as a contributor.

We Need Both!



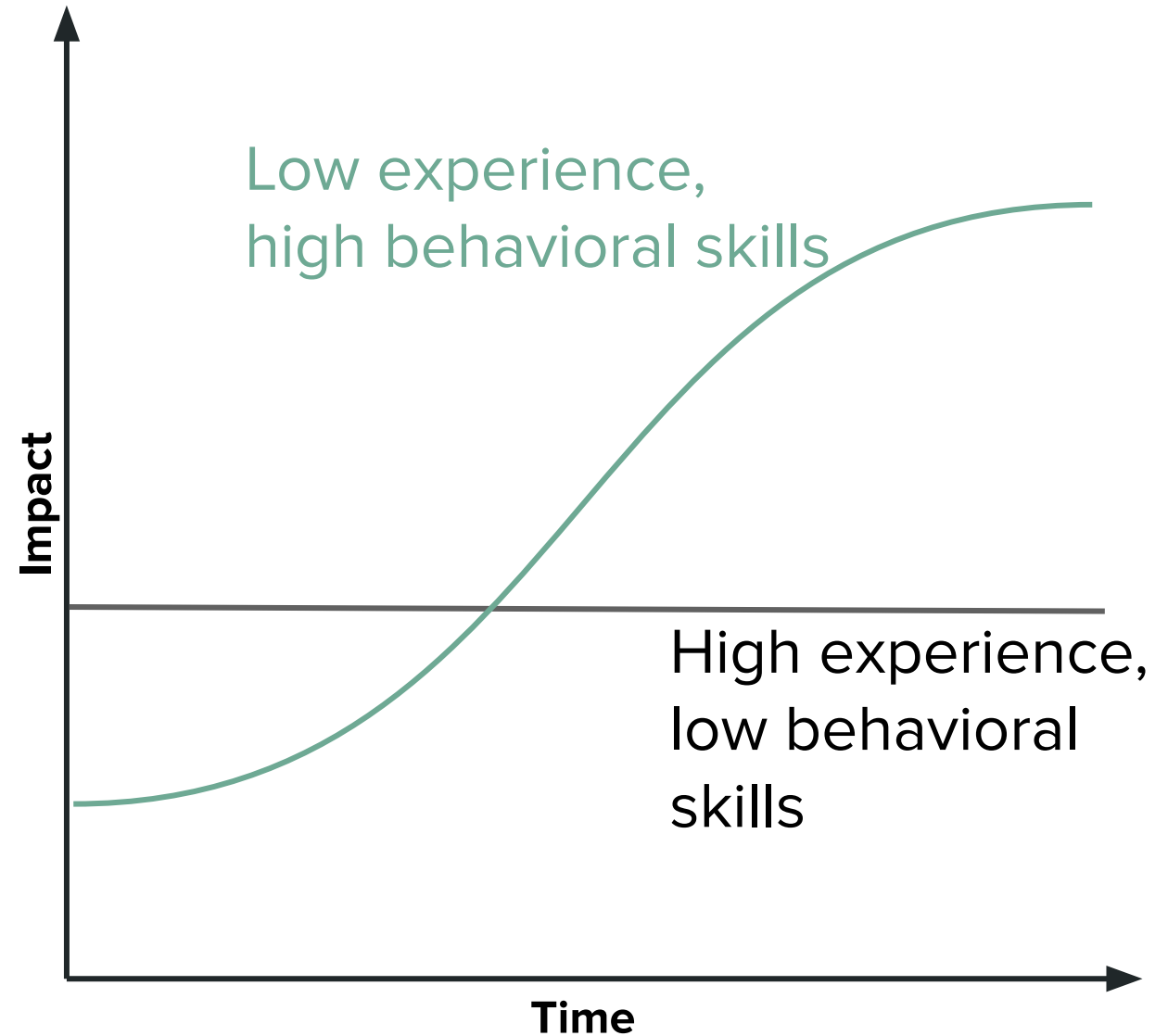
Let's Practice...

Scenario: An instructor is taking a group of students on a 5-day rafting trip down the San Juan River. The curriculum is leadership skills focused. Students are supposed to practice simple river rescue techniques.



Skill vs. Experience

- Behavioral skills trump experience alone, but only if the organization is “fertile ground” for those skills
- Investing in staff lower in experience can open doors to those who are historically excluded from our industries
- And leads to greater impact over time



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Implementing A Behavioral Skill Framework

IDENTIFY

PREPARE

INTERVIEW

TRAIN

EVALUATE

Implementing A Behavioral Skill Framework

IDENTIFY

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Identify the “must have” behavioral skills for your team and eliminate all unnecessary job requirements (“barriers to entry”)

Draft a Simple Logic Model

SKILLS	ACTIVITIES/STRATEGIES	OUTCOMES	INTENDED IMPACT
			
			
			

PK Case Study: **Draft a Simple Logic Model**

SKILLS	ACTIVITIES/STRATEGIES	OUTCOMES	INTENDED IMPACT
	➡	➡	➡ Participants actively contribute to making the communities where they live, learn, and play more inclusive and equitable.
	➡	➡	
	➡	➡	

Draft a Simple Logic Model

SKILLS	ACTIVITIES/STRATEGIES	OUTCOMES	INTENDED IMPACT
	➡	➡ Strong cross-racial relationships	➡ <i>Participants actively contribute to making the communities where they live, learn, and play more inclusive and equitable.</i>
	➡	➡ Equitable community building skills	
	➡	➡ Confidence in ability to make change	

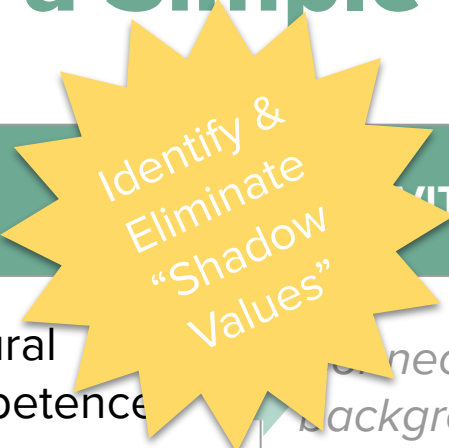
Draft a Simple Logic Model

SKILLS	ACTIVITIES/STRATEGIES	OUTCOMES	INTENDED IMPACT
	→ Connect young people of all backgrounds for year-round, multi year camp programming	→ <i>Strong cross-racial relationships</i>	→ <i>Participants actively contribute to making the communities where they live, learn, and play more inclusive and equitable.</i>
	→ Engage participants in deep personal and interpersonal reflection.	→ <i>Equitable community building skills</i>	
	→ Provide frequent, meaningful opportunities for youth to take on leadership roles.	→ <i>Confidence in ability to make change</i>	

Draft a Simple Logic Model

SKILLS	ACTIVITIES/STRATEGIES	OUTCOMES	INTENDED IMPACT
• Cultural competence • Creativity	 <i>Connect young people of all backgrounds for year-round, multi year camp programming</i>	 <i>Strong cross-racial relationships</i>	 <i>Participants actively contribute to making the communities where they live, learn, and play more inclusive and equitable.</i>
• Empathy • Teamwork	 <i>Engage participants in deep personal and interpersonal reflection.</i>	 <i>Equitable community building skills</i>	
• Empowerment • Adaptability	 <i>Provide frequent, meaningful opportunities for youth to take on leadership roles.</i>	 <i>Confidence in ability to make change</i>	

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Skill Rubric Example: **Adaptability**

BUDDING	BLOOMING	PROPAGATING
● Willingness and ability to adjust to new situations, challenges and environments ● Open-mindedness ● Willingness to learn and explore new ideas	● Ability to navigate change with ease and effectiveness ● Positive attitude towards change ● Ability to communicate effectively in different contexts	● Ability to thrive in constantly changing situations ● Resilience and determination ● Confidence in expressing ideas and opinions

SIGNS OF FERTILE GROUND	A FERTILE ORGANIZATION
● <i>Asks insightful questions</i> ● <i>Shows evidence of reflection</i> ● <i>Identifies resources</i>	● <i>Clear expectations are exchanged between management and direct reports</i> ● <i>Staff are empowered, not micromanaged</i> ● <i>Staff are rewarded for achieving end goals effectively and safely</i>

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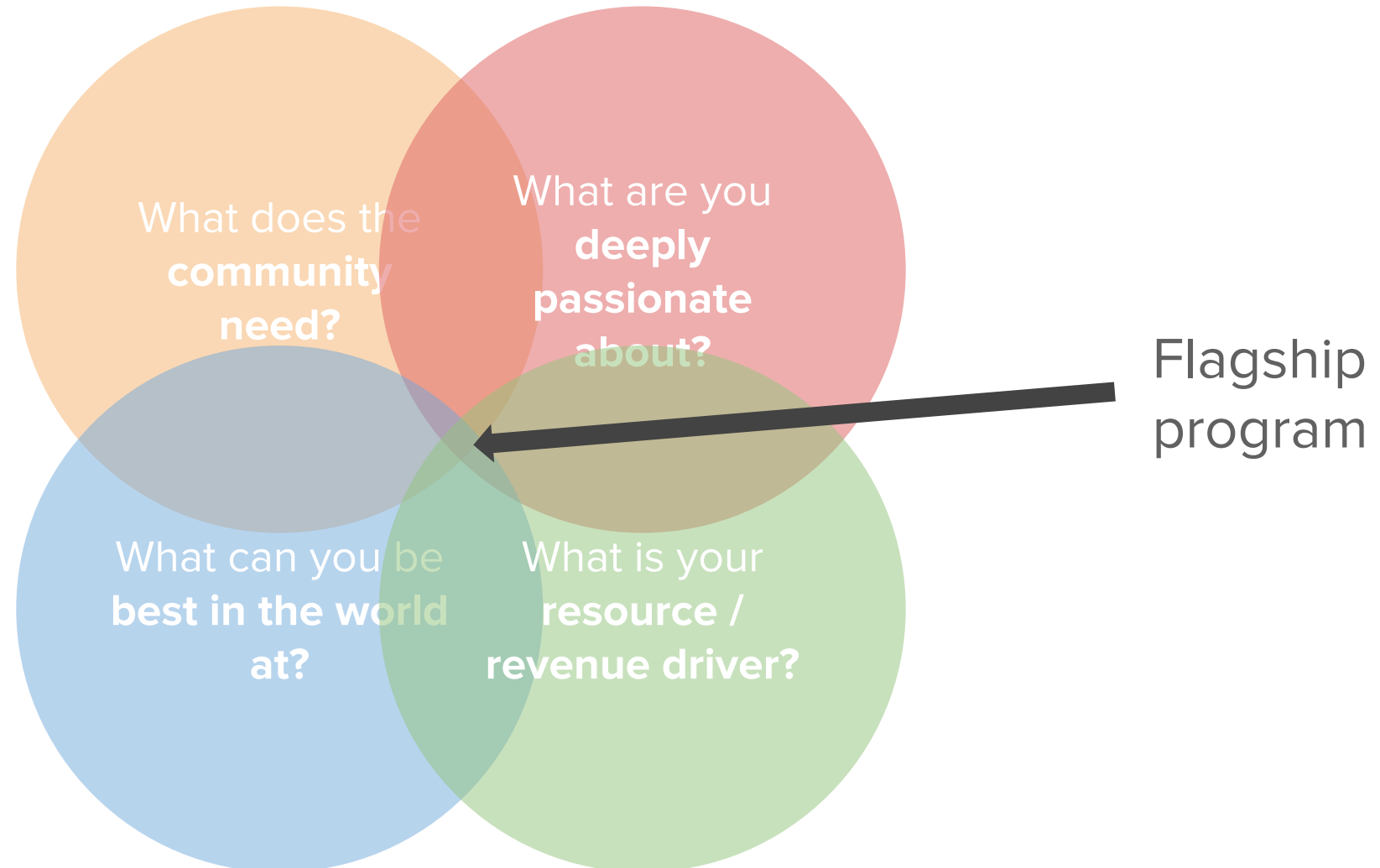
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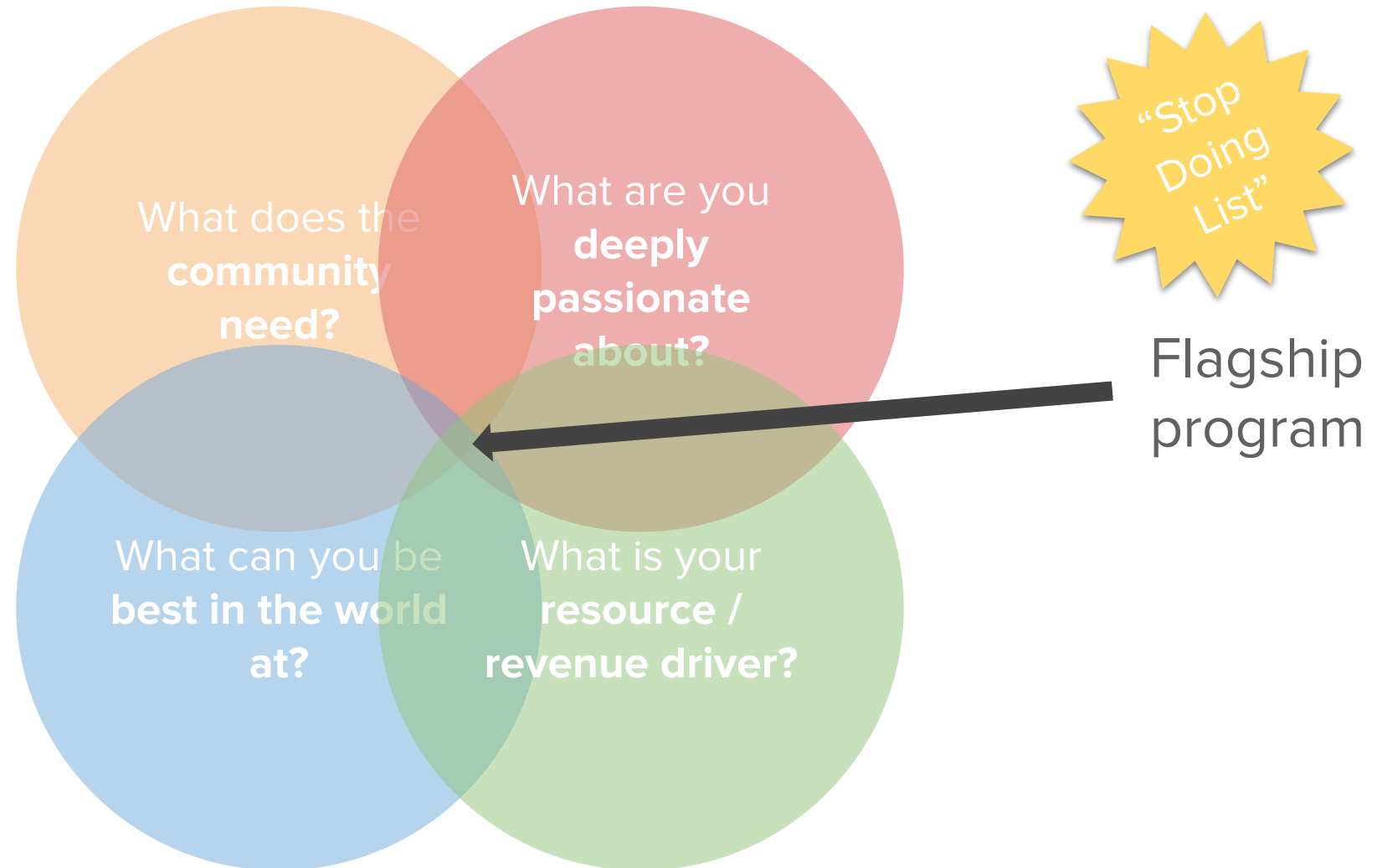
Step 1: **Identify “Must Have” Skills**

1. Identify your **flagship program**
2. Identify your **intended impact**
3. Identify 1-3 key programmatic **outcomes**
4. Link outcomes to the key **activities** that support them
5. List 1-2 **behavioral** skills that are essential in delivering those activities effectively

Identify Flagship Program or Service



Identify Flagship Program or Service



Worksheet QR Code



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Implementing A Behavioral Skill Framework

IDENTIFY

Identify the “must have” behavioral skills for your team and eliminate all unnecessary job requirements (“barriers to entry”)

PREPARE

Prepare your organization to ensure these skills will be nurtured and cultivated

INTERVIEW

TRAIN

EVALUATE

Prepare the Organization

Are these skills:

- ❑ **Modeled**: Your community, and especially your leaders, consistently model these skills at the level expected of staff.
- ❑ **Resourced**: You've allocated significant time and money so these skills can flourish
- ❑ **Rewarded & Celebrated**: You give shout-outs when you see these displayed, they are linked to promotions & compensation (and you're not rewarding conflicting skills)
- ❑ **Used in Debriefs & Assessment**: You're regularly reflecting on how well your organization is utilizing these skills

Assess Before You Launch!

	Modeled?	Resourced?	Rewarded?	Assessed?
Adaptability				
Cultural Competence				
Communication				
Teamwork				
Patience				

PK Case Study: **Assess Before You Launch!**

	Modeled?	Resourced?	Rewarded?	Assessed?
Adaptability	+/-	+	+	-
Cultural Competence	+	+/-	+/-	+
Communication	+	+	+	+
Teamwork	+	+	+/-	+
Patience	-	-	+	+

+ Almost always

+/- Sometimes

- Almost Never

Step 2: **Prepare Your Organization**

1. Fill out the chart with your list of must have skills
2. Assess each skill with the +, =/-, - scale
3. If you have team members here, do this activity together

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INTERVIEW

Develop behavioral interview questions and simulations to evaluate for these skills

TRAIN

EVALUATE

PK Case Study: **Interviewing for “Adaptability”**

- Behavioral based interview questions:
 - Tell us about a situation in which you had to adjust to changes over which you had no control. How did you handle it?
 - Give me an example of when you initiated a change in process or operations in response to customer feedback.
- Simulation/Scenario:
 - It's the night before a major outdoor climbing event you've been planning, and you get an alert that there's a major storm in the forecast. Talk me through your course of action after receiving that information

Bonus Interview Tips

- Assess for the skill. Try **not** to assess for good interviewers!
 - Send questions in advance, with corresponding rubrics
 - Give time to complete tasks / assessments on their own
 - Display a visual agenda for the interview
- Use multiple evaluators
- Use the rubric, not a number scale
- Compensate for extraneous interview steps

Step 3: Interview

1. Choose one of your “must have” behavioral skills
2. Draft one behavioral interview question
3. And one scenario or exercise

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TRAIN

Develop a training plan that supports growth of these “must have” skills

EVALUATE

PK Case Study: **Assessing our Training Plan**

TRAINING	SELF-AWARENESS	ADAPTABILITY	COMMUNICATION	KINDNESS	CONTINUOUS LEARNING
Living Our Values	x			x	
Group Management 101	x	x	x	x	
Reactive Behavior Management		x			
Intentional Inclusion	x	x		x	x
Emergency Procedures	x	x	x		
Communication Procedures					

Step 4: **Train**

1. Choose one of your “must have” behavioral skills
2. With your team, think through:
 - a. What does your organization already do that supports growth in this skill?
 - b. What is missing that your organization could start providing?
 - c. What might you stop doing that doesn’t support “must-have” skills?

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TRAIN

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EVALUATE

Include behavioral skill rubrics in your staff evaluation system

PK Case Study: **Staff & Organizational Evaluation**

BUDDING	BLOOMING	PROPAGATING
ADAPTABILITY		
• Willingness and ability to adjust to new situations, challenges and environments • Open-mindedness • Willingness to learn and explore new ideas	• Ability to navigate change with ease and effectiveness • Positive attitude towards change • Ability to communicate effectively in different contexts	• Ability to thrive in constantly changing situations • Resilience and determination • Confidence in expressing ideas and opinions
TEAMWORK		
• Struggles to work collaboratively with other teammates, and may avoid such work altogether in preference to work in one's own independent style. • Avoids taking on tasks or responsibilities for team projects	• Offers to take on tasks or responsibilities for shared work • Shares credit and lifts up the accomplishments of teammates. • Actively participates in team meetings and communication.	• When leading a team, is able to delegate expertly and plan out communications so that everyone feels included appropriately. • Communicates expertly and consistently with all teammates.

Step 5: **Evaluate**

1. With your team, discuss:
 - a. What method will be used for behavioral skill evaluation?
 - b. Who will manage the process?
 - c. On what frequency will evaluations be conducted?
 - d. How will you evaluate your organization and leadership?

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Organizational Impact

- Risk Management has many components → We can intervene at all levels
- Skills trump experience alone → Broader picture
- Removing barriers to access employment → By IDing skills we don't exclude
- We can avoid the blame game, recognize the assets that people bring, shift organizational ownership

Assessment

- How do we measure behavior change?
- Formative, Ongoing, and Cumulative Assessment
 - Behavior change requires understanding behaviors
- Observational Assessment
- Outcomes Oriented
- Assessment includes what is going well!

Learning Outcomes

1. Understand how a behavioral skills framework builds a resilient organization and supports a holistic approach to risk management.
2. Understand how to use a behavioral skill framework as a tool to support your equity and inclusion goals.
3. Practice initial steps for implementing a behavioral skill framework at your organization.

WHAT NOW?

We're Here To Help

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