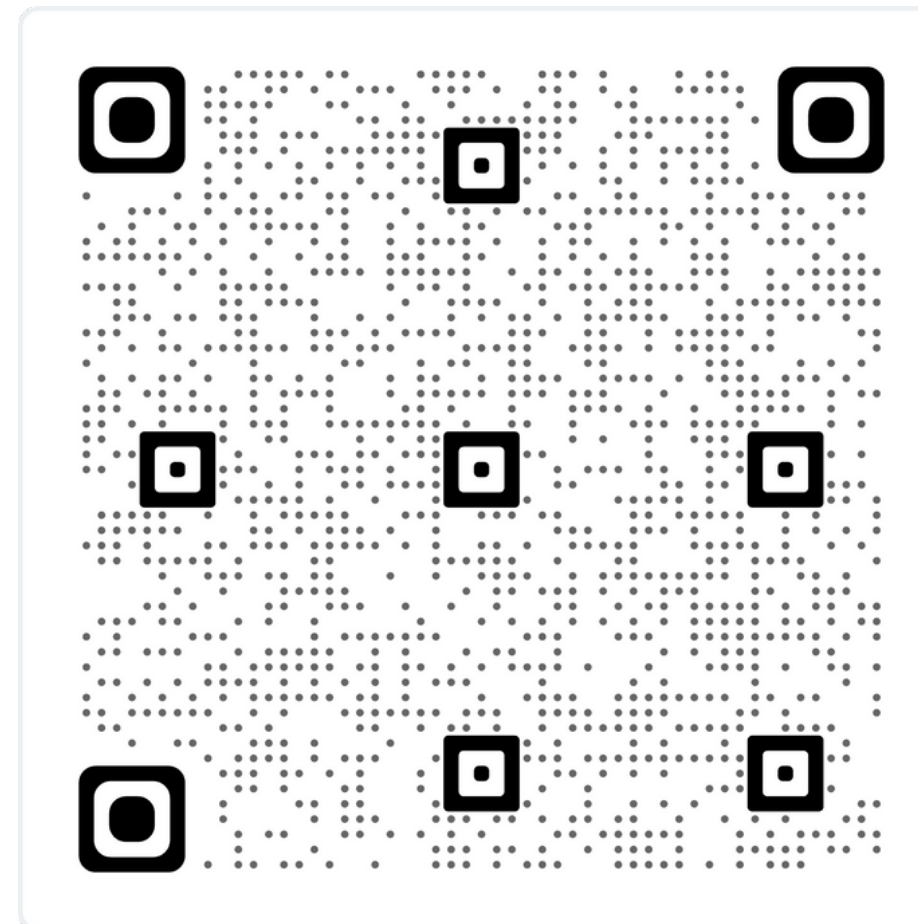


Engaging & Experiential Staff Training



Who We Are



Sara Boisvert

Sara is a Partnerships Director working with schools to collaboratively design travel programs and curriculum



Juan Suescun

Juan is a Risk Management Manager, working with field staff and operations to create safe programs



Agenda & Goals

Agenda:

- **The Why Behind the What**
- **Kolb's Experiential Learning Cycle**
- **Benefits & Challenges**
- **Action Steps**

Goals:

- **Share and collectively improve a framework to build and iterate on your own Staff Training.**
- **Get a head start on your own Staff Training planning, hopefully with a new approach.**

A simple framework for planning

Why – What – How

Envoys as a Company



- Domestic and international programming for US Schools
- Close to 90 programs in 32 countries every season (September to June)
- 20 HQ members
- International Field Staff

A typical program:

- Educationally Focused with Lenses of Inquiry
 - Often Cultural
 - Curricular Ties
- 7-10 Days in the field
- 12 Students, 2 Faculty
- 2 Envoys Field Staff (Globalist/Localist)

The Why behind the What

Staff Training Camp

For us, it's THE moment before the start of our peak season.

Community Building

Getting a sense of who is who, meeting new peers, connecting with old friends.

Sense of Belonging

Understanding and sharing the company's vision, mission, values.

How We Plan and Deliver Programs

Processes, systems, expectations, best practices.

Communication Channels

Foster open and honest communication between staff and HQ

Risk Management Practice



The Why Behind the What

Staff Training Camp

Where we address some of the challenges of our structure.

Limited Amount of In Person Interaction

Between HQ members and the Staff

Between the Staff Members themselves

Mix and Match of Different Contexts

Understanding and sharing the company's vision, mission, values

Difference Between HQ / Staff

In numbers, expertise and representation

We Rarely Get to See Our Staff in the Field

Foster open and honest communication between staff and HQ



The Why Behind the What

What are your 'Whys'?

Think about the challenges your organization might be facing when it comes to staff and staff training.



Our Past Pitfalls:

Focusing too much on the theoretical components of the work.

HQ planning and organizing the entire experience for the staff

As a company we think: “We really need to pass this specific and important information.”

Easy to default to lecture style and passive learning modes.

The What – Designing Training Goals

At Envoys, this meant thinking about what we could do to...

- Have the greatest effect on program quality in a short time.
- Prioritize activities that could only be done in person.
- Connect our staff to our HQ company culture that they don't experience often.

The Training Goals

01

Create the same dynamic, hands-on approach that staff members are expected to implement in their respective field programs.

02

Empower staff with a deeper understanding of:

- risk management
- group dynamics
- company policies
- educational methodologies

03

Closing the gap - Having staff help shape important company structures, philosophy, and expectations

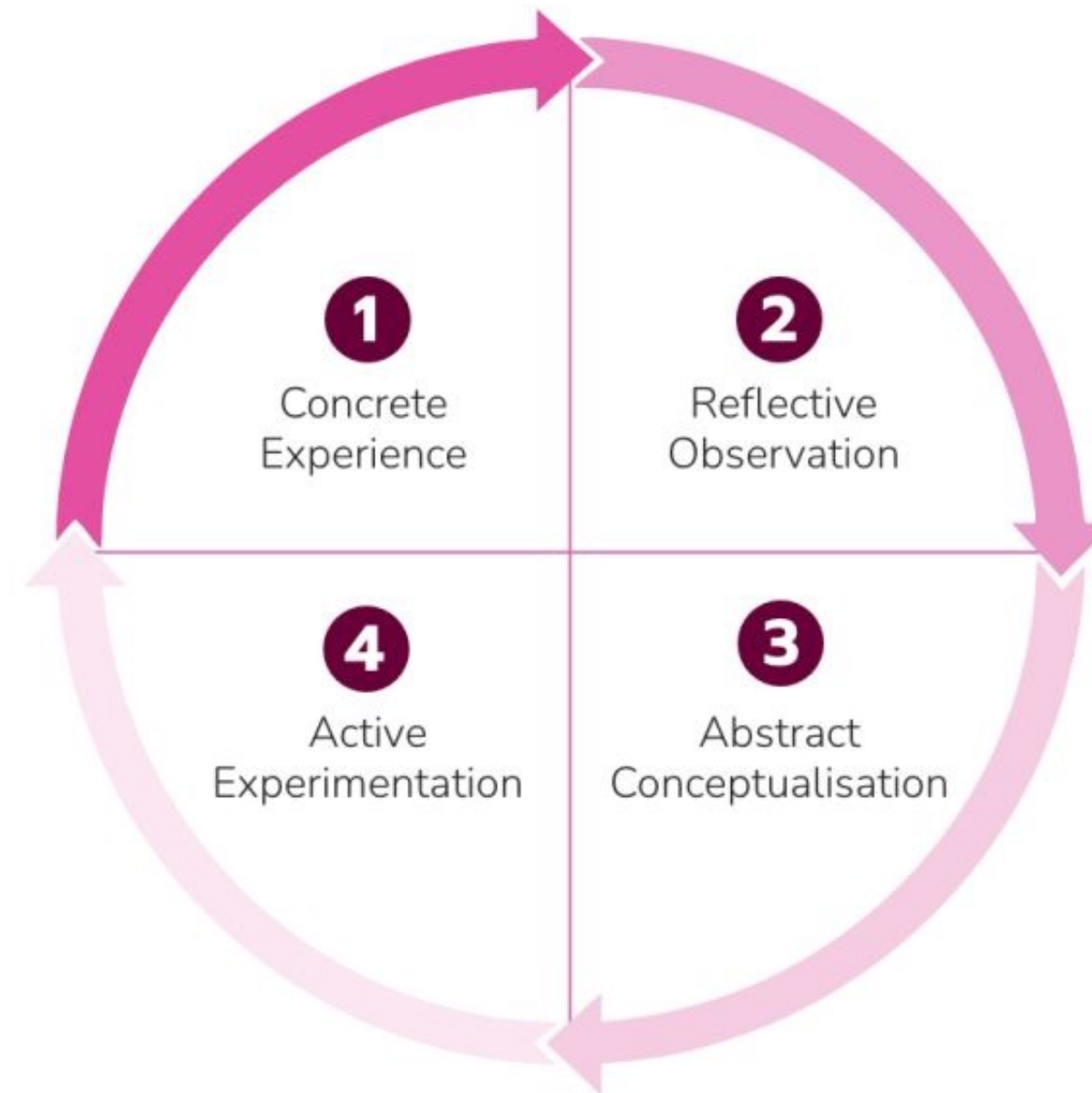


Training Goals

Look at your ‘Whys’, and think about what your staff training can do to address them.

HOW?

Kolb's Learning Cycle



Planning

Mirroring the program experience for staff.

Do what we do best:
An international travel program



Location

Downtown Bogotá – The historical and busiest part of the city.

The perfect place for practicing the most common scenarios staff lead in (new) foreign environments:

- Museum Visits
- Walking Tours
- Street Market visits
- Handling Public & Private Transportation



Content & Delivery

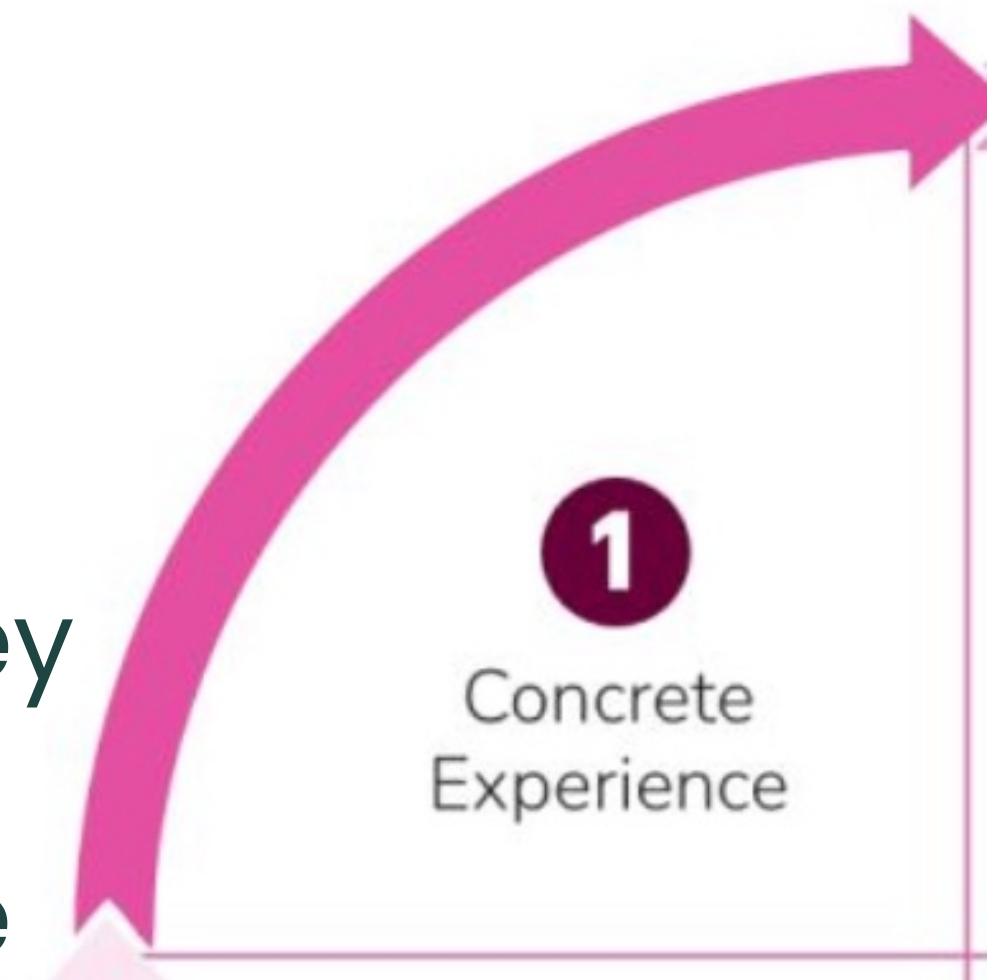
- Who is better suited to lead certain parts of the planning?
- Reach out to staff – wisdom of the crowd
- Open call for training segments led by staff
- Knowledge Exchange – tips and tricks while on programs

Kolb's Learning Cycle

1. Concrete Experience

You must do it yourself for learning to occur

- Prioritizing actual scenarios over role playing
- Leading sessions for the training as they would in programs
- Performing a team-based task or case study



2. Reflective Observation

Taking a step back from doing to reflect & review

- Group discussions or debriefing sessions
- Asking reflective questions like: What went well? What challenges did you face? How did you feel during the task?
- Feedback from other staff

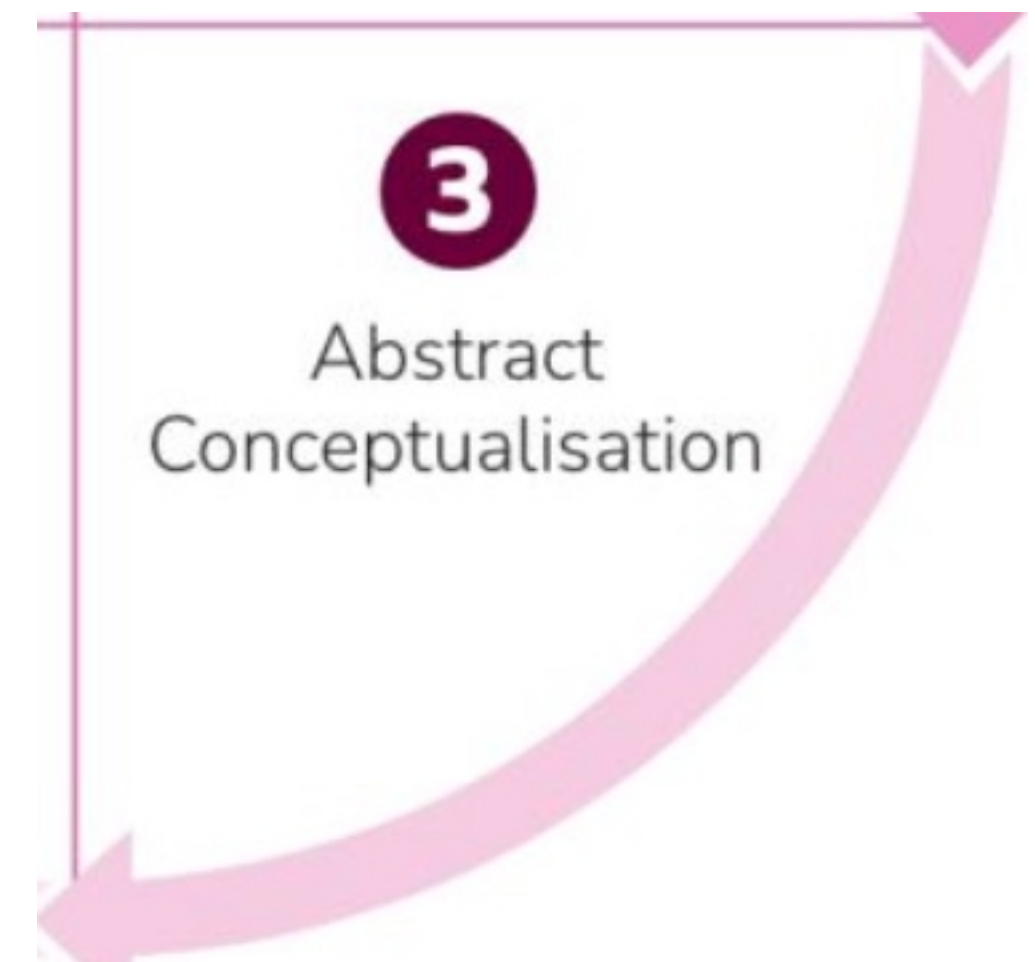


Kolbs Learning Cycle

3. Abstract Conceptualization

Integrating what you just learned with what you already know.

- Introducing best practices or company policies.
- Explaining the theory behind relevant models, concepts, or procedures.
- Offering other insights from non-staff team members.



Kolbs Learning Cycle

4. **Active Experimentation**

Practicing and iterating based on lessons learned.

- Giving staff a chance to redo the scenario using new knowledge.
- Testing their knowledge in new and different scenarios
- Encouraging actions for future improvement, both from staff and HQ

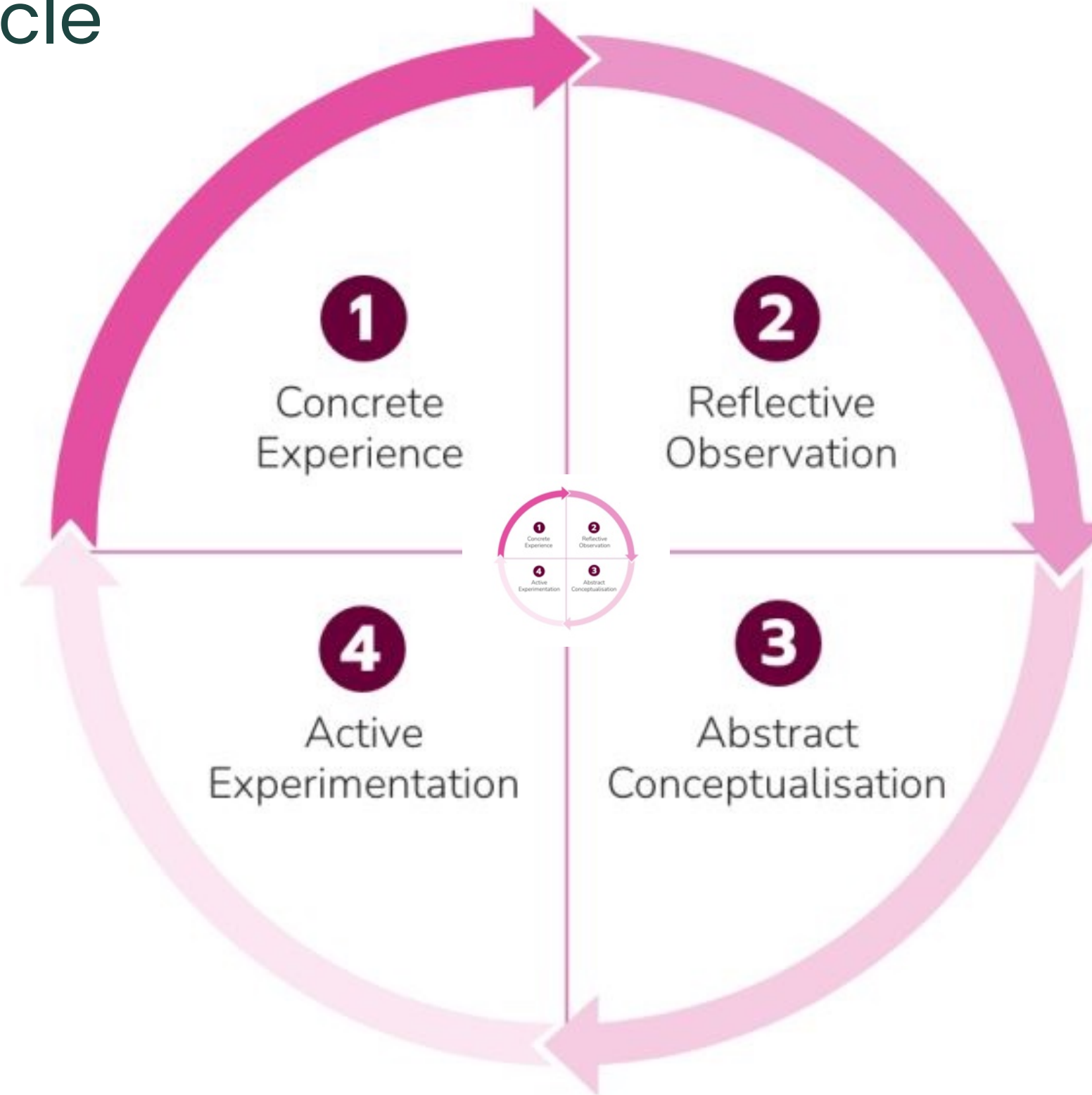


How.

How could you use this framework to design segments of your staff training?

If possible, think of some activities where this model could work for your organization

Kolbs Learning Cycle



Think Big Picture Planning, Think Short Activity Execution

Benefits

01

Created a shared ownership of Practices, Programs, and Mission. Staff 'Heard their own voice.'

02

Created a more diverse and equitable training than we could have created just with HQ

03

Helped narrow the gap between HQ and Field Staff by letting each other see behind the curtain.

04

Allowed us as HQ to be present and observant of Staff, rather than focused on leading them. Put HQ in the position of learner.

05

Made risk management practices responsive to the evolving needs of the organization and its staff.



Challenges

01

Extended planning and follow-up with staff in the building of the training.

02

How to make it equally engaging and purposeful for staff with different experience levels.

03

Requires Staff to look at other relevant information in a virtual setting, on their own time.

04

Made generating certain hand outs difficult, as many things were adapted.



Action Steps

01

Develop a Mission-Aligned framework: Utilize the initial section on "The Why Behind the What" as a foundation to create or refine your strategies to help ensure alignment with staff training goals. Identifying areas where they may not fully support or align with the overarching goals.

02

Implement the Kolb Cycle for Continuous Learning and Improvement: Actively involving staff in experiences that allow them to learn from real-world applications (concrete experience), reflect on these experiences (reflective observation), conceptualize the lessons learned (abstract conceptualization), and test these in new situations (active experimentation).

03

Incorporate Structured Feedback Mechanisms: Establish regular and structured feedback sessions to evaluate the effectiveness of risk management training and practices. This should include both formal methods, such as surveys or assessments, and informal methods, like breakout groups or open discussions. Emphasize the importance of a culture where feedback is welcomed and acted upon, ensuring that risk management practices are responsive to the evolving needs of the organization and its staff.



Thank You

sboisvert@envoys.com
jsuescun@envoys.com