

A panoramic view of the New York City skyline, featuring numerous skyscrapers and buildings. The sky is a clear, light blue. The title 'COO Directors Retreat' is overlaid in large, white, sans-serif font across the upper right portion of the image. The text is split into two lines: 'COO Directors' on the top line and 'Retreat' on the bottom line. The background shows a dense urban landscape with various architectural styles, including modern glass-fronted buildings and older structures. The overall tone is professional and corporate.

COO Directors Retreat

Day 2






**All Are
Welcomed**

Learning Objectives for Retreat

-  **CREATE SPACE TO DEEPEN TEAM MEMBER RELATIONSHIPS**
-  **CREATE SPACE TO DEEPEN PROFESSIONAL RELATIONSHIPS**
-  **WORK TO DEFINE THE TEAMS CULTURE**
-  **UNDERSTAND THE COO'S TEAM VISION FOR THE FUTURE**
-  **BEGIN THE GOAL SETTING PROCESS**

Learning Objectives for Day 2

-  GAIN AN UNDERSTANDING OF HEALTHY COMMUNICATION AND HEALTHY CONFLICT
-  LEARN ABOUT THE COO'S HOPES FOR THE FUTURE AND CREATE A VISION STATEMENT
-  CREATE GOALS THAT ARE IN ALIGNMENT WITH THE ORGANIZATION'S VISION AND THE DEPARTMENT'S GOALS.

Community **Agreements**

As a group lets establish group agreements that you all would like to agree to for the session(s) and take back with you to your roles after the training series is complete.

Examples of community agreements:

- **Be Present with your colleagues.** Avoid checking email, turn off slack, stay on video as much as possible...at least in breakouts
- **Active listening.** Listen to understand, not to respond.
- **Try on other people's perspectives** and approaches for exploration, learning, and greater understanding.
- **Engage tension and resistance**, use I statements, voice disagreement without blame, shame or attack
- **Practice self-care** and **self-focus**
- **Expect and accept non-closure** - these are big changes we're making that will happen slowly over time
- **Be aware of & accountable for impact** - rather than focus on intentions
- **Be confidential** – what's said here stays here, what's learned here leaves here
- **Take Space/Make Space.**



Whole Group Discussion:

Of the 5 degrees on the cultural dial you all created yesterday which degree most resonated with you and why?

Healthy Communication

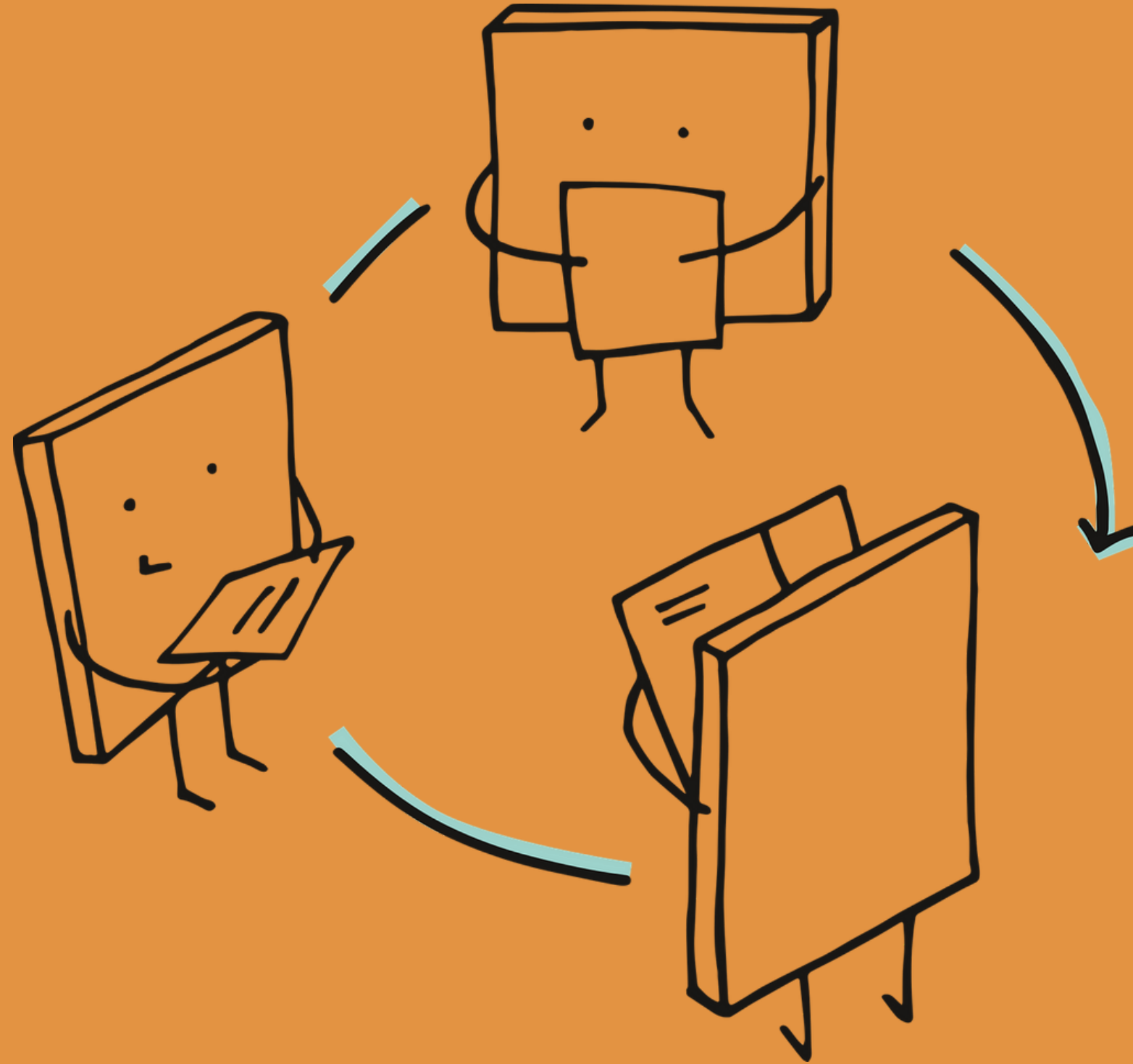




What is Healthy Communication ?

Healthy communication in any relationship is based on the premise that both parties are open and honest with each other.

The Communication Cycle



The Communication Cycle

The Communication Cycle is 7 steps:

1. Sender
2. Message
3. Encoding
4. Channel
5. Receiver
6. Decoding
7. Feedback

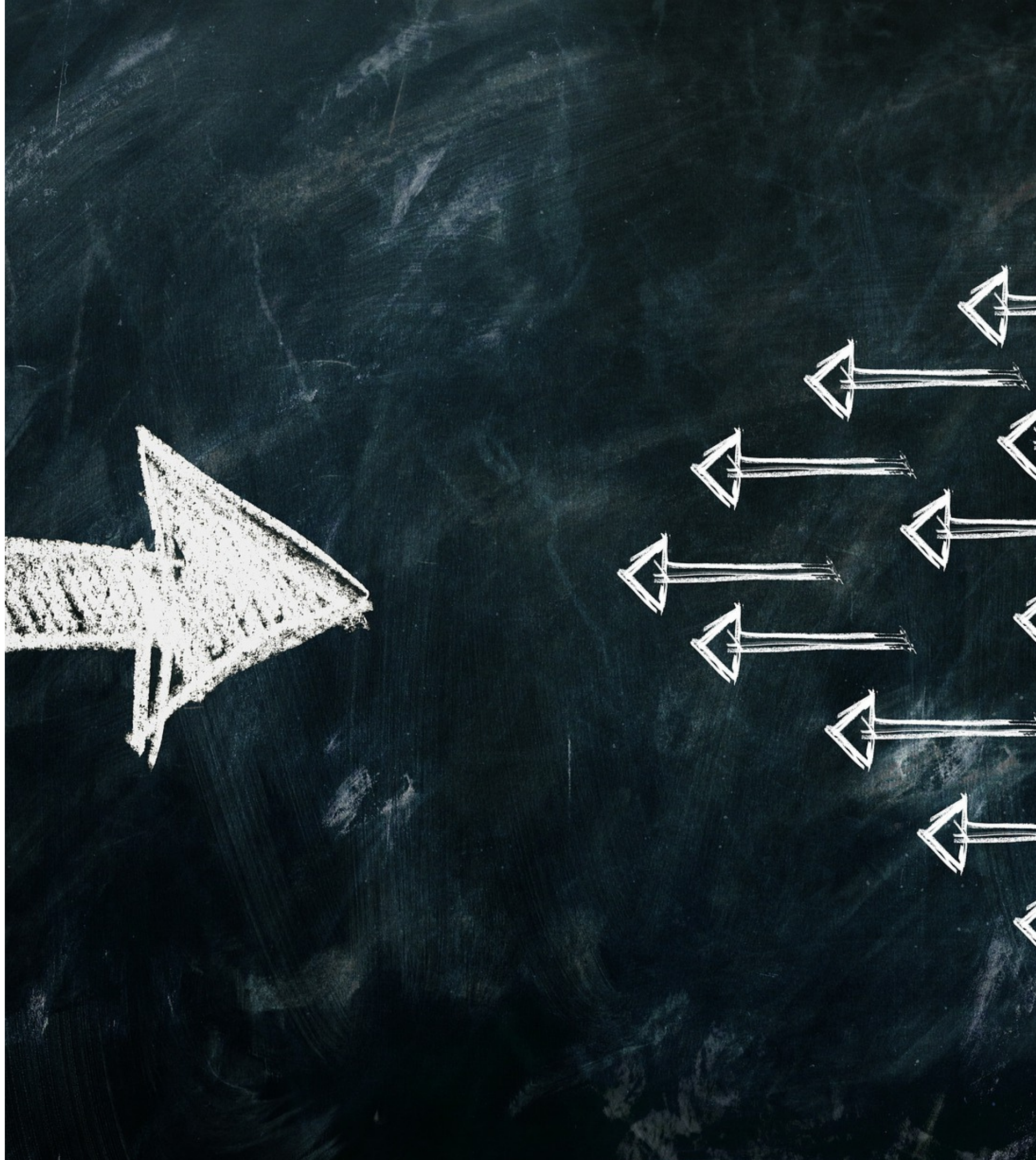
Active & Reflective Listening

A dark blue silhouette of a human head in profile, facing left. Inside the head, there are several overlapping sound waves in shades of blue and purple. A large, faint question mark is also visible within the head's outline. The background is a solid olive green color.

ACTIVE LISTENING IS MAKING A CONSCIOUS EFFORT TO HEAR, UNDERSTAND, AND RETAIN INFORMATION THAT'S BEING RELAYED TO YOU.

REFLECTIVE LISTENING IS A KIND OF "CHECKING OUT" PROCESS TO DETERMINE THAT BOTH YOU AND THE SPEAKER UNDERSTAND WHAT THEY ARE TRYING TO SAY.

Healthy Conflict



Journal Prompt:

What can you do to both recognize and affirm personal barriers while also showing up for conflict conversations in healthy ways?





Break:
5 minutes

Group Discussion:

What would be different on the team if conflict was more regularly engaged with than it is now?



What is Harm?

Harm in this context is the negative, emotional, psychological, or professional impacts of unintentional or intentional bias.



A photograph of a winding road through a dense forest of evergreen trees. The scene is shrouded in a thick, grey fog, creating a sense of mystery and difficulty. The road is paved and features a double yellow line in the center and white lines on the edges. The text "Workplace Conflict Is Difficult" is overlaid in the center of the image in a bold, white, sans-serif font.

Workplace Conflict Is Difficult

New Definition of Conflict:

Conflict is the energy created by the gap between what we want and what we are experiencing at any point in time.

To de-escalate negative conflict we must ask: How do we use the energy constructively? How are we going to close the gap?



A hand holding a glass jar filled with a starry, galaxy-like pattern against a dark teal background. The text "Creative Conflict Skill Building" is centered over the jar.

Creative Conflict Skill Building

Creative Conflict Skill Building

Preparation: 7 R's

Release

Relate

Results

Reflect

Reconceptualize

Respect

Rehearse

Looking Towards The Future





Lunch Break:
60 minutes

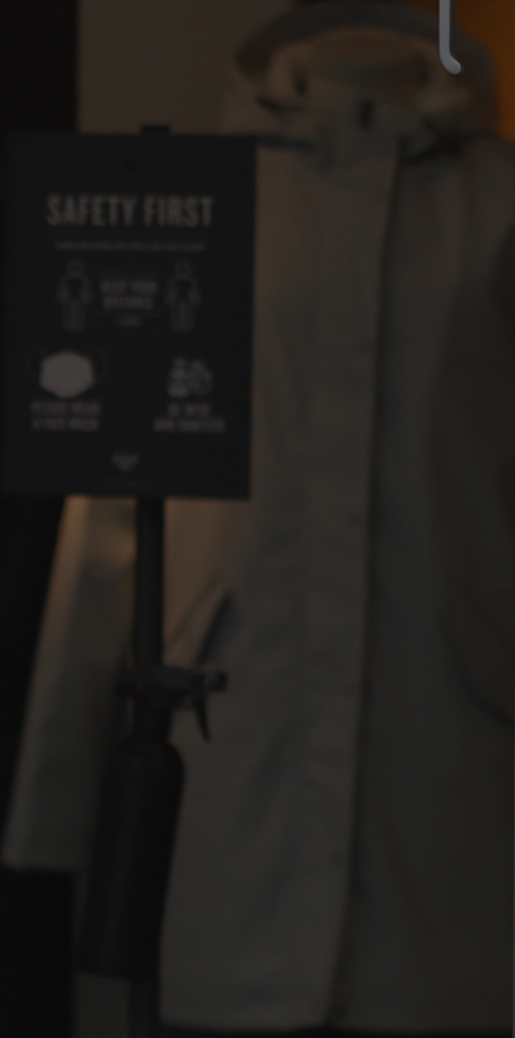
Welcome Back!

MEN
WOMEN
JUNIOR

ENTER
WELCOME TO OUR SCHOOL

HAPPY
TO WELCOME
YOU BACK

SAFETY FIRST



Small Group Discussion:

Based on what you heard about the path forward for the COO Team what do you all think the long term vision should be for this team?





Building a COO Vision Statement

SMARTIE GOALS

Specific

Measurable

Achievable

Realistic

Timely

Inclusive

Equitable





Building COO Priorities



Building COO Priorities

Individually reflect on the key ideas of the vision you all just created. Using the post-it notes write down at least 3 distinct ideas as it relates to the shared vision statement.

Whole Group Discussion





Building COO Priorities

Setting the COO's Priorities Ideal Status



The COO's Priorities

Current Status



The COO's Priorities Milestones for year 1-3



Sharing Your Goals With The Team



A large, light-colored question mark is cut out of a white sheet of paper, which is placed on a dark brown background. The question mark is made of a textured, tan-colored material, possibly cardboard or heavy paper. The word "Questions?" is written in a bold, white, sans-serif font across the lower right portion of the question mark cutout.

Questions?