# Instructors Guide

On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.
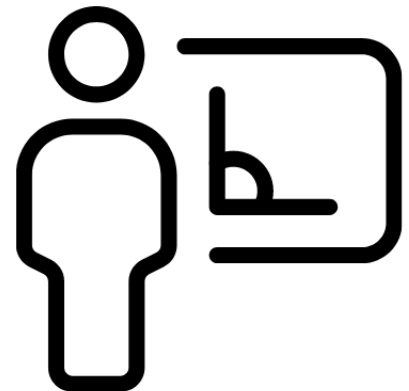
Module Two: Empower Staff

When many think of gaining the trust of their employees and co-workers, they think it can simply be done by being trustworthy themselves. While this may be an effective way to gain trust, you must consider active methods of gaining trust, such as empowering others.

Trust is not just something you say, it's something you do. Providing others with the tools they need in order to be successful shows them that you are willing to invest in them because you believe they have what it takes to be an asset in the workplace. Gain trust by giving trust!

Set Expectations

It is unfair to believe that your expectations are obvious to your employees. How can anyone meet your expectations if they don't know what they are? Not everyone thinks alike. What is routine to you, may not be routine to others. Once you set your expectations, you must communicate them to the others. As you are writing your expectations, ensure they are:

SMART…Specific…Measurable…Attainable…Reasonable…Timely.

Here are some other important things to keep in mind when setting your expectations:

1. **Are they necessary?** Only create expectations that are absolutely necessary.
2. **Write them down.**
3. **Make them clear.** If you don't understand your expectations, it's likely no one else will.
4. **Discuss them with employees.** Don't just hand employees a document to read. Sit down with them and explain your expectations. Give employees the opportunity to ask questions.
5. **Gain employee agreement and commitment.**

Estimated Time	10 minutes
Topic Objective	To understand how to set expectations.

	Set Expectations
Topic Summary	This exercise asks participants to create a "SMART" expectation.
Materials Required	**Worksheet 1: SMART Expectation**
Recommended Activity	Give participants the worksheet and allow them to work individually. Per the instructions on the worksheet, have participants list an expectation, then explain how it is specific, measurable, attainable, reasonable, and timely. Invite everyone to share their answers.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Why is it important to make sure an expectation is clear?

Accept Input

No employee wants to be viewed as a number or as just another worker. Each wants to be considered a valuable, contributing team member. What better way to do this than to seek the input of each member on various issues? There are some issues that will require an executive decision, but there will also be situations when it is appropriate to gather and assess the feedback of others before making a final decision.

Use a formal means of obtaining input such as a questionnaire, but an informal, word-of-mouth method can prove to be equally effective. Once the ideas have been evaluated, action must be taken. This does not mean that every idea will be implemented, but employees must be given some indication that you are listening and onboard with executing necessary changes. Any ideas that will not be used should be addressed and an explanation given as to why they were not used. Don't forget to give credit where it is due!

Estimated Time	**7 minutes**
Topic Objective	To discuss why it is important to accept input from all employees.
Topic Summary	Accept Input This exercise allows participants to brainstorm various ways to accept input from employees.

Materials Required	White board and markers/flipchart
Recommended Activity	Each participant should contribute to a list of ways that employers can obtain input from employees (e.g., questionnaires and verbally at a staff meeting).
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Does sharing input ensure the implementation of that input? Why or why not?

Delegate

"If you want something done right, you have to do it yourself." While this may be true in some instances, it is not always the case. You do not want to develop a mindset that says you are the only one who can successfully perform a certain task. Putting that responsibility on yourself is not healthy for you, or the employees around you.

According to the Merriam-Webster Dictionary, to delegate is to "assign responsibility or authority". Let's take a look at some of the advantages of delegating work to others:

- Builds trust between employer and employees.
- Strengthens communication between employer and employees.
- Allows others to showcase their skills.
- Allows other to develop their skills.
- Affords the manager time to work on higher-level tasks.

Estimated Time	7 minutes
Topic Objective	To understand what delegation is and why it is important.
Topic Summary	Delegate

Discuss how delegating tasks empowers the staff. |
| Materials Required | White board and markers/flipchart |

Recommended Activity	Each participant should contribute to the list of the advantages that come along with delegation.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	How does Merriam-Webster Dictionary define "delegate"?

Supply Resources

Another part of building trust between yourself and employees is providing them with what they need to be successful. This includes whatever they need to do their everyday jobs, as well as whatever they may need in order to successfully complete newly delegated tasks. It is healthy to allow employees to determine and seek resources for themselves to some degree, but in order to be efficient and productive, you must provide them with the basic required resources. Some of these resources include:

- Human
- Reasonable accommodations
- Office supplies
- Training

Estimated Time	7 minutes
Topic Objective	To understand how supplying employees with resources can help build trust.
Topic Summary	Supply Resources Discuss resources that should be provided.
Materials Required	White board and markers/flipchart
Recommended Activity	Each participant should contribute to the list of resources that should be provided to employees. Divide the white board into four sections, for four categories. The first category should be titled "Human". The second, "Reasonable Accommodations", the third, "Office Supplies", and fourth, "Training". Under each category, list specific examples.
Stories to Share	Share any personal, relevant stories.

Delivery Tips	Encourage everyone to participate.
Review Questions	In addition to building trust, what is a benefit of supplying resources?

Practical Illustration

Beth and Jamal are two managers at Pearson's Paper Company. Pearson's is a relatively new company, with the recent hire of ten employees; five assigned to each manager. The two felt it was appropriate to have a meeting on what they feel is important to bring to their teams.

Jamal starts the conversation by saying that the number one factor in making sure their teams are successful, is building trust with each team member by empowering them. Beth agrees and begins to write a list of several ways in which this trust can be built.

Beth's list looked like this:

1. Set expectations.
2. Accept input.

Jamal said the list is a great start, then added "Delegate" and "Supply resources". Beth states Jamal's additions are perfect. The pair then begin to develop a document that outlines the specifics of each step listed.

Module Two: Review Questions

1.) What does "S" in SMART stand for?

    a) Succinct
    b) Specific
    c) Simple
    d) Savvy

The SMART acronym typically refers to how to develop goals. It can also be used when creating expectations. It stands for Specific…Measurable…Attainable…Reasonable…Timely.

2.) What does "M" in SMART stand for?

    a) Memorable
    b) Meticulous
    c) Methodical
    d) Measurable

The SMART acronym typically refers to how to develop goals. It can also be used when creating expectations. It stands for Specific…Measurable…Attainable…Reasonable…Timely.

3.) What does "A" in SMART stand for?

    a) Attainable
    b) Absolute
    c) Academic
    d) Advanced

The SMART acronym typically refers to how to develop goals. It can also be used when creating expectations. It stands for Specific…Measurable…Attainable…Reasonable…Timely.

4.) What does "R" in SMART stand for?

    a) Reliable
    b) Resilient
    c) Reasonable
    d) Radical

The SMART acronym typically refers to how to develop goals. It can also be used when creating expectations. It stands for Specific…Measurable…Attainable…Reasonable…Timely.

5.) What does "T" in SMART stand for?

    a) Tolerant
    b) Trendy
    c) Tremendous
    d) Timely

The SMART acronym typically refers to how to develop goals. It can also be used when creating expectations. It stands for Specific…Measurable…Attainable…Reasonable…Timely.

6.) Which of these was mentioned in the module as an informal method of obtaining input?

    a) Questionnaire
    b) Word-of-mouth
    c) Staff meeting
    d) Teleconference

This module mentioned word-of-mouth as an informal method of obtaining input, and a questionnaire as a formal method of obtaining input.

7.) According to the Merriam-Webster Dictionary, which term was used to define "to delegate"?

    a) Concern
    b) Obligation
    c) Responsibility
    d) Duty

Merriam-Webster defined delegate as to "assign responsibility or authority".

8.) As per the Merriam-Webster Dictionary, _____ was used to define "to delegate"?

    a) Power
    b) Authority
    c) Permission
    d) Ability

Merriam-Webster defined delegate as to "assign responsibility or authority".

9.) Of the following, which was **not** mentioned as a resource that should be supplied to employees by an employer?

   a) Uniform
   b) Human
   c) Reasonable accommodations
   d) Office supplies

   These items were mentioned as resources that should be supplied by the employer:

   - Human
   - Reasonable accommodations
   - Office supplies
   - Training

10.) Which of these was mentioned as a resource that should be provided to employees by an employer?

   a) Office space
   b) Training
   c) Food
   d) College education

   These items were mentioned as resources that should be supplied by the employer:
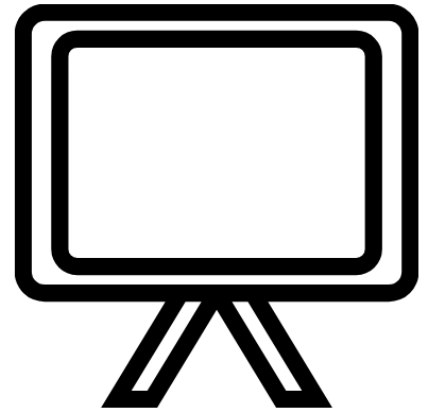
   - Human
   - Reasonable accommodations
   - Office supplies
   - Training

PowerPoint Slides

Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide. PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.

Your words and deeds must match if you expect employees to trust in your leadership.

Kevin Kruse

Empower Staff

When many think of gaining the trust of their employees and co-workers, they think it can simply be done by being trustworthy themselves.

Set Expectations

Specific

Measurable

Attainable

Reasonable

Timely

Accept Input

Once the ideas have been evaluated, action must be taken.

Delegate

You do not want to develop a mindset that says you are the only one who can successfully perform a certain task.

Supply Resources

- Human
- Reasonable accommodations
- Office supplies
- Training

Practical Illustration

- Set Expectations
- Accept Input
- Delegate
- Supply Resources

Module Two: Review Questions

1. What does "S" in SMART stand for?

A. Succinct

B. Specific

C. Simply

D. Savvy

Quick Reference Sheets

Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date.

They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.

Trust Building and Resilience Development
Quick Reference Sheet

Accept Input

No employee wants to viewed as a number or "just another worker" Each wants to be considered a valuable, contributing member of the team. What better way to make employees feel valued than seek the input of each member on various issues?

While some factors in an organization require an executive decision, it can be helpful to take advantage of opportunities where it would be appropriate to gather and assess the feedback of the entire team before making a final decision.

Using a formal means of obtaining input such as a **questionnaire**, or informal **word-of-mouth** method can prove to be **equally effective**.

Once the ideas have been evaluated, action must be taken. This does not mean that every idea will be implemented, but something must be done to show that you are listening and onboard with executing necessary changes.

For the concepts that will not be implemented, explaining why this was the case is important. Don't forget to give credit where it is due!

Work Under Pressure

An important aspect of taking your health into your own hands is working at your own pace. You never want to go straight in and over work yourself. It will only cause you to become exhausted and discouraged. Working too slow, on the other hand, can leave you with minimal results.

It is important to find a pace that fits your body and your needs. This can be done by trial and error, and learning what is the correct pace for you. Once you find that pace, increase it gradually. No need to go from 0 to 100, but once your body becomes content with a routine, it is time to move forward.
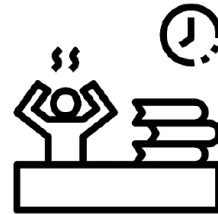
Non-Verbal Communication

For many, non-verbal communication can be difficult to master, because you are not consciously aware of what you are "saying". Even still, it is important for you to be mindful of your non-verbal communication and make sure it is giving the message you intend. Again, not doing so can give the impression that you are not being transparent or are an untrustworthy individual.

Here are some non-verbal communication cues to consider:
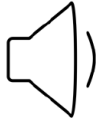
Eye contact

Facial expressions

Body movements

Handshake

Aspects of speech (tone and speed)

Posture

Silence

Handouts

Each course is provided with a wide range of worksheets. Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.
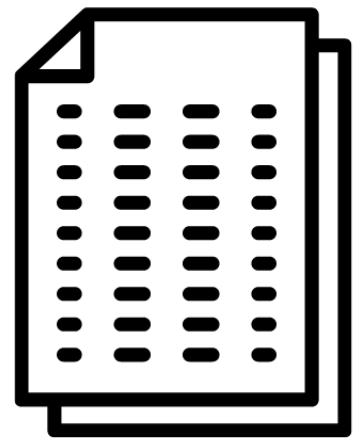
Sample Worksheet 1

SMART Expectation

List an expectation you have of your employees. Then explain how this expectation is specific, measurable, attainable, reasonable, and timely.

Expectation

_____
_____
_____
_____

Specific:

Measurable:

Attainable:

Reasonable:

Timely:

Icebreaker: Fact or Fiction

PURPOSE

To help participants get to know each other.

MATERIALS REQUIRED

None

PREPARATION

None

ACTIVITY

Divide the meeting participants into groups of three or four (depending on the number of participants). Explain to the groups that each person must write down three statements about their previous job searches and/or job search skills. Two of these statements must be fact and one fiction. Each participant will have a chance to present their statements to the group. It is up to the group to pick which of the three statements is not true.

Bring the smaller groups together to form the larger group and ask three or four participants to share their statements and have the group select the statement that is false.

This teambuilding icebreaker takes 10 – 15 minutes, depending on the number of groups.

Certificate of Completion

Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.
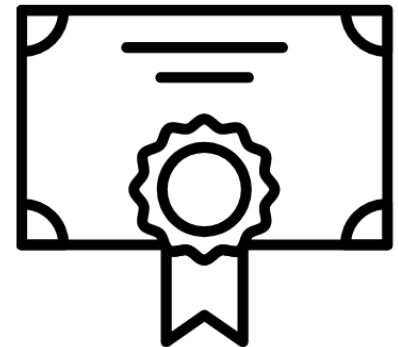
CERTIFICATE OF COMPLETION

[Name]

Has mastered the course

Trust Building and Resilience Development

Awarded this _____ day of _____, 20 _____

_____

Presenter Name and Title