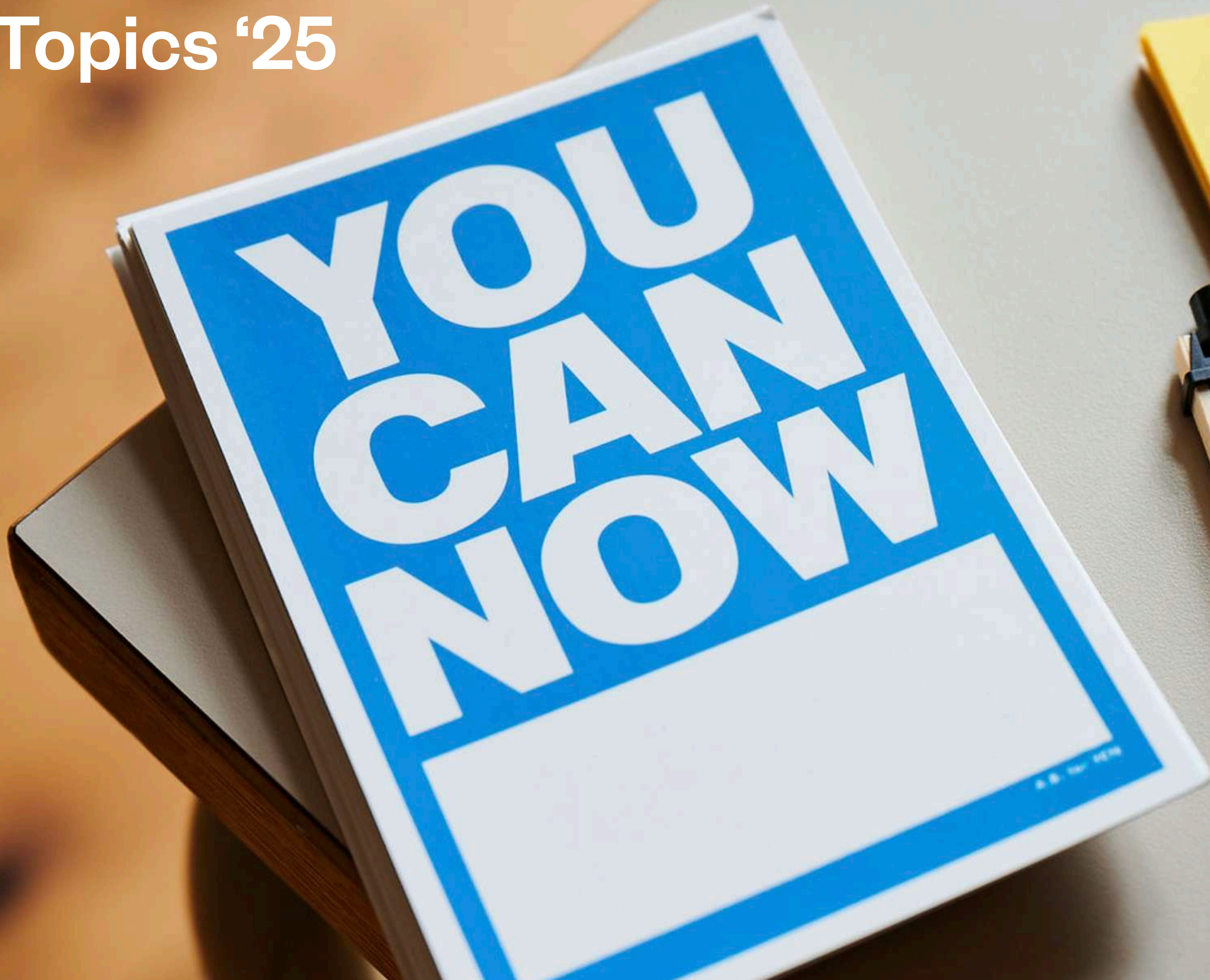


Team Topics '25



You Can Now Since 2001

We're a community of learning designers, subject experts, facilitators, content creators and digital maestros. Our partners are growing organisations, just like yours.

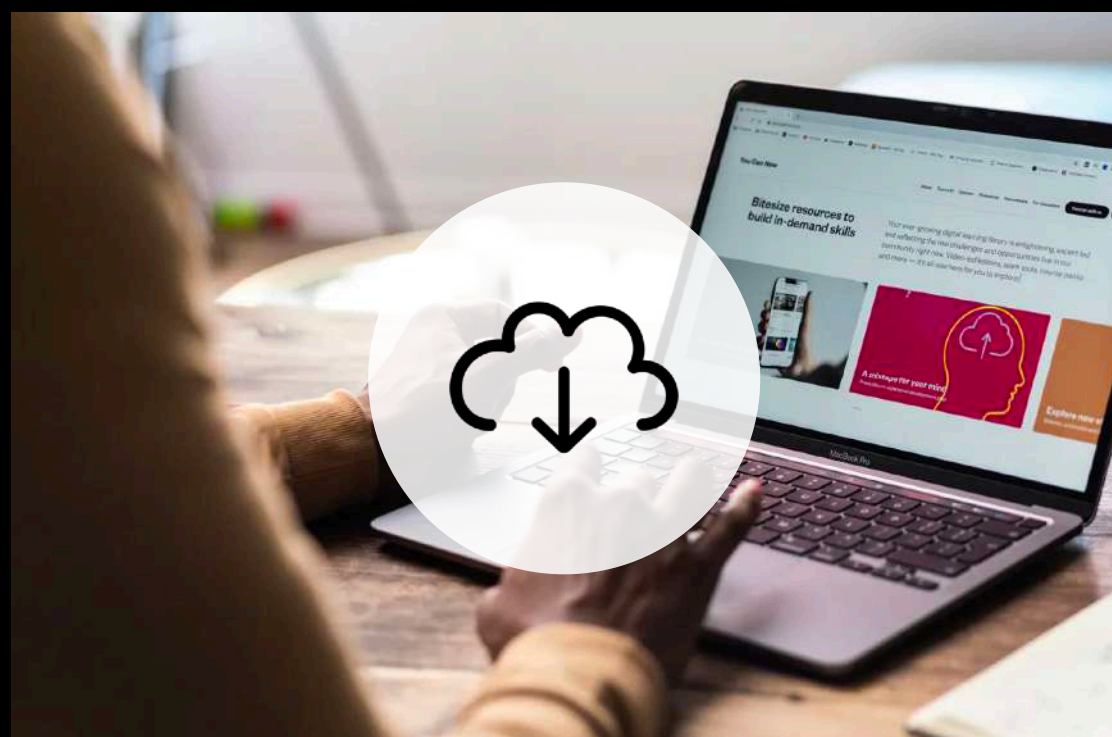
Together we're on a modern mission to make development opportunities as accessible and actionable as possible.

In this document we summarise the key topics we're tackling, together with our partners' teams today — through energising live workshops and smart self-directed resources, that combine to motivate engagement, experimentation and change that sticks.

Clockwise from top left: YCN Director Nick Defty with Associate Programme Director for DE&I Abi Adamson. Associate and Clinical Psychologist Dr. Sam Akbar, Associate Facilitators Katy Kent and Raul Aparici. **All photography, Rob Parfitt.**



Modern modes, to motivate mastery



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Timely topics for teams today

Revealed and refined through our work developing hundreds of growing teams around the world — these are the six core, complementary skills that once mastered drive psychological safety, resilience and performance.

- **Conscious Inclusion**
- **Rethinking Resilience**
- **Owning Feedback**
- **Creative Thinking**
- **Mastering Meetings**
- **Setting Goals**

On the following pages we share our take on each, and the training focus on offer. From there, we introduce 24 more.





Topic outline: Conscious Inclusion

The recognition that we all have unconscious biases affecting our judgements has become a purposeful topic for conversation — and a vital one, as we strive for fair and inclusive workplaces where we're all able to do our best work. But the unchecked presence of these biases in our thinking and daily decision-making interferes with many of our goals and positive intentions; and upsets the enormous potential upside of inclusively driven cultures.

And once we've upped our awareness around the many different kinds of biases that exist, it's important that we intentionally equip ourselves with ways to check, interrupt and overcome them in the moments where they're most likely to occur. To get on the front foot together; embracing a mindset of conscious inclusion, and championing the behaviours that embody it every day.

Core content covered:

- The principle and purpose of our biases
- System 1 and System 2 thinking
- The neuroscience of exclusion
- The SEEDS model for interrupting bias
- Tools for slower decisions
- An individual checklist for change

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Topic outline: Rethinking Resilience

We all face challenging times at work, as in most areas of our lives. And while we might be great at planning and mitigating risks, there will always be situations, people and external circumstances that knock us off course, stress us out or shake our confidence — many of them out of our control.

But what is fully in our control, is both how we respond to these events individually and the extent that we can collectively be in the service of each other's resilience. When we get clearer about what is in our control, and shift our mindset from 'Me' to 'We'; we're much more able to get tactical and practical with ways to bounce back from challenges, meaningfully manage stress and use our resources more effectively together.

Core content covered:

- What resilience means to us individually
- The stress response and our own Stress Signature
- The ABC model, and using it to reframe our challenges
- Me-ness to We-ness: Tactics for building resilience in teams
- Strengths based approaches for resilience
- Simple tools for using our breath

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Topic outline: Owning Feedback

In modern working cultures, feedback is a must-have; something we must continually improve our ability to give and receive effectively and within all kinds of relationships.

But often feedback is handled badly; infrequently, too formally, framed in the wrong way, not rooted in real observation and impossible to 'isolate' and act on. And so it's no surprise that this can have negative consequences. Points of view get muddled, identities challenged, emotions triggered and relationships rocked. Key to our individual and collective success will be getting into the habit of giving and getting purposeful and performance enhancing feedback in the right way and at the right times.

Core content covered:

- Feedback blockers
- Strengths based approaches
- Positivity ratios
- The BID model (Behaviour > Impact > Dialogue)
- Ways to pull in the specific feedback you need
- Managing emotional triggers

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Topic outline: Creative Thinking

Despite the commonly heard refrain 'I'm not creative', the reality is that creative thinking is simply thinking differently, something which we can all definitely do. And in modern, inclusive teams enabling and harnessing everyone's input is mission critical — so that ideas are free to emerge from everywhere.

To make this happen, everyone needs access to practical, playful tools for thinking clearly, creatively and critically — and the confidence to flex them individually and collectively in relation to any kind of challenge or opportunity.

Core content covered:

- 'Yes and' thinking
- The art of reframing
- Visual tools for rapid idea generation
- The right questions and when to ask them
- The power of Who
- The art of making connections

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Topic outline: Mastering Meetings

Can you think of a recent meeting you've been part of that was less than perfect? Not sure why you were there? Disappointed that some voices were heard a lot more than others? Unclear on action points?

There are many factors that lead to ineffective meetings. Some are common like those above, others more subtle. The reality is we waste a lot of our time and energy with badly designed and poorly facilitated meetings — missing out on all the ideas, togetherness and momentum within our grasp. Modern gatherings should be about creating energy, pulling in everyone's perspectives, developing new ideas, making good decisions and committing to action together.

Core content covered:

- Defining and communicating a purpose
- Priming for participation
- Making 'hybrid' meetings work (it can be done!)
- Beginning well
- Tools for collaboration and inclusion
- Dealing with difficult participants



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Topic outline: Setting Goals

Goals can be hard to define, and slippery to work towards. And the reality is we often spend more time talking and thinking about our goals than we do measurably working towards them. Often goals can feel too lofty, difficult to break down and hard to meaningfully track progress against. It can be hard to know where the best first (and next) step lies, and motivating ourselves to take it can prove tricky as time passes too.

Taking the time to properly define and break down our goals, keep in a 'next move mindset', share them with others and find the right approach to measuring progress will keep us on the road to completion.

Core content covered:

- Goals vs Habits
- The SET model
- Visualising progress
- How and when to share goals
- Doing the Next Right Thing
- Framing (and re-framing) goals.



Mastered the core? There's more

Beyond the Six Core skills, prioritised for mastery in our partners' teams; there's 24 more to explore — all reflecting the skillsets and mindsets needed to thrive in the modern world of work.

Summaries for each follow.

Six Core Skills for teams

- Conscious Inclusion
- Rethinking Resilience
- Owning Feedback
- Creative Thinking
- Mastering Meetings
- Setting Goals

24 more to explore

- Purposeful Presenting
- Negotiating Well
- Constructive Conflict
- Managing Up
- Building Confidence
- Making Time
- Delegation Done
- How to Decide
- Saying No
- Are you Listening?
- Difficult Conversations
- Natural Networking
- Meaningful Mentoring
- Presence and Gravitas
- Writing Well
- A Brand Called You
- The Art of Influence
- Change Agility
- Storytelling in the Digital Age
- Neurodiversity Awareness
- Effective Allyship
- Micro-Habits
- Learning how to Learn
- Tools for Trust

Topic outline: Purposeful Presenting

Most of us don't look forward to speaking publicly. But we're often called on to do so — formally and informally, to big groups or small ones, on screens and in rooms; often aiming to get people on board with our point of view. And we all instinctively know a good presenter when we see one — they make it look easy, and seem so natural doing it. But if we want to get better, where do we begin?

Ultimately it's all about 'being ourselves with skill', and authentically approaching any kind of presentation well prepared, with practical frameworks in mind, smart tools to hand and a willingness to adapt to what comes from our audience. Because as the old saying goes 'no plan survives contact with the enemy'.

Core content covered:

- Story frameworks
- Managing tension
- Signposting and expectation setting
- Beginning and ending well
- Enticing and managing questions
- Knowing your audience (because they're the hero)



Topic outline: Negotiating Well

Whether we're consciously aware of it or not, we all negotiate on a daily basis — perhaps at work with our peers, bosses and clients; or on a personal level with our boyfriends, builders or kids at bath-time. Building our confidence and capability to negotiate also challenges us to reinforce other key skills like listening, questioning, problem solving and the all important ability to shift our perspective to see the world through someone else's eyes.

Knowing the why, where and how of sharing conversational control, combined with the power of collaborative 'Win Win thinking' will be key to our negotiation success. Because when we negotiate well, not only do we arrive at outcomes that further our cause, but we enrich the relationships that matter the most to us.

Core content covered:

- The key stages of any negotiation and how to prepare for them
- Identifying interests and priorities
- Harnessing 'tactical empathy'
- Noticing and naming
- Sense-checking hypotheses
- 'Win-win' thinking and finding the creative middle ground



Topic outline: Constructive Conflict

Conflict is inevitable. And in the everyday flow of work we all experience disagreements, opposition to our ideas, clashing opinions, mis-aligned values and more. And while it's not something we'd actively seek out, conflict can actually lead to purposeful outcomes, when we frame and approach it in the right way.

What we need to avoid is passing the 'conflict tipping point' — a relational moment in time, where situations become irreversible and there's a knock on effect to culture and performance. So it's helpful to explore various types of conflict, how they tie into our different relationships — and to arm ourselves with proven ways to make them a genuinely creative opportunity.

Core content covered:

- Understanding conflict dynamics
- Thinking like a mediator
- Assertive communication
- Managing power imbalances
- Regulating our emotions
- Pre-empting others' actions



Topic outline: Managing Up

The idea of 'managing upwards' has risen recently in popularity, particularly in fast-moving working environments where change is a constant, talent moves up quickly and hierarchies can be harder to define.

And it's taken on a number of interpretations too; like anticipating our boss's needs, understanding what motivates more senior people (including clients), appreciating the right approach to discussing problems and becoming perceived as a positive and helpful person to those around us. Being able to confidently support and influence those 'above' and 'around' us can create huge value both to our individual status, and the cultures in which we work.

Core content covered:

- Perspective shifting
- Power styles
- Influencing through labelling and reframing
- Deliberate questioning
- Frameworks for upward feedback
- Planning for purposeful conversations



Topic outline: Building Confidence

When you think of someone you'd describe as being confident, what kind of qualities do you imagine? Are they articulate? Possessing a sense of gravitas? An extrovert? Confidence is a concept that we can struggle to agree on a consistent definition of. But what's often familiar is that first-hand feeling of lacking confidence at moments that matter. And it's likely something that we'd like to have more of, rather than less of.

The good news is that confidence can be learned, practised and flexed with intention. Because as Harry Stack Sullivan memorably said: "It's easier to act yourself into a new way of feeling than to feel yourself into a new way of acting."

Core content covered:

- The case for confidence at work
- Dealing with our confidence saboteurs
- Linking our strengths to our self-esteem
- Keeping action-oriented
- Implementation intentions
- The words we choose to use



Topic outline: Making Time

Perhaps our most precious resource, time is so often something we don't use with intention or protect with purpose. But there are a programme of tools and techniques proven to up our energy, give us more control, and inspire the confidence that we're wisely investing the finite time we have each day.

Time Awareness is always the best starting point; before defining the different kinds of tasks we could be allocating time too and then blocking it out creatively. When we reframe the ideas of efficiency and effectiveness, deal with distractions and become fanatical about focus — we can feel on top of our workload, less stressed about deadlines and more in control of the finite time we all have.

Core content covered:

- Purposefully prioritising
- Time-boxing and Time-blocking
- Practical steps for boosting our energy
- From FOMO to JOMO
- Urgency Vs Importance mapping
- Protecting our time from others



“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.”

— Alvin Toffler



Topic outline: Delegation Done

Is there something on your to-do list that you suspect could be on someone else's? If you're feeling short of time and suspect you might have been doing things better suited to others — it could be time to take stock of your delegation skills. And these skills shouldn't just be limited to people who directly manage other people. A practical understanding of the art of delegation helps us to pass things sideways, take things off other people's plates at the right moment and have a clearer picture of who is doing what and why.

When successfully done, you'll purposefully lighten your load, free up focus for maximum value tasks; and all while empowering and enabling the development of others.

Core content covered:

- The surprising benefits of delegation
- Our delegation blockers
- Assessing task suitability
- Delegation, reframed as a development driver
- Identifying the right level of delegation
- A fine formula for effective delegation



Topic outline: How to Decide

Tony Soprano said that “Indecision is worse than a wrong decision”, underlining the point that all progress is based on action. But there are plenty of things that get in the way of purposeful choices, and in the fast-moving, modern world of work — we can often feel the burn of ‘option paralysis’, stuck for the right way forward and the confidence to explain how we've arrived at a decision to others.

By defining practicing some fundamental mental checks, methods and proven approaches to decision making; we can lessen the chance of poor consideration, biases creeping in, rushing things or spending too long sweating outcomes with low consequences.

Core content covered:

- Decisions Vs Outcomes, and how to avoid 'resulting'
- The power of the pre-mortem
- Weighting consequence and reversibility
- How to clarify our aims
- Consequence Vs Reversibility
- Darwin's dilemma, and how to avoid your own
- The impact of a humble checklist



Topic outline: Saying No

Most days, most of us are fielding requests. From all kinds of quarters — bosses, colleagues, family members, strangers are all after something. And in the ever distributed, and collaborative times we're working in, with flatter hierarchies and blurred accountability, comes competition for the most prized commodity of all. Our time.

Our success (and sanity) will depend on our ability to manage these requests, make meaning of them and protect our energy for where it's needed most. And that means learning when and how a purposeful, considered 'no' can best be called on, and how to deploy it in a way that will protect, and even enrich, the relationships that matter the most.

Core content covered:

- Reframing 'no'
- The power of timing
- Assessing and ranking requests
- A good 'No' and a bad 'No'
- Saying no to your boss
- Effective 'yes's'

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Topic outline: Are you Listening?

We can think of listening as a 'tipping point' skill, as once mastered it unlocks so much else. Good listening leads to enriched relationships, better wellbeing (for ourselves and others), influence and altogether better understanding on what matter most in the minds and lives of others. It opens us up to diverse perspectives.

Our ability to listen, to question and check for understanding in response to all that comes our way will transform our relationships at work and at home too. It's said that people want to be heard more than people want to be right — and so intentional, attentive and active listening is no doubt an in-demand skill that we can all continually strive to sharpen.

Core content covered:

- What stops us from listening
- Levels of listening, and tools for moving through them
- The power of paraphrasing, and other active listening techniques
- How great questions enable great listening
- Finding focus on others
- Dealing with your inner-interrupters

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Topic outline: Difficult Conversations

Conversations can easily arise on sensitive, awkward topics — which in turn evoke strong emotions and relational friction. And they can come up in all kinds of scenarios, often unexpectedly — whether addressing poor performance with a peer on a project or delivering difficult news.

It's easy to indulge a natural inclination to avoid such conversations, but delaying action rarely resolves the issues at hand and often leads to escalating problems. We need to feel confident to 'grasp the nettle' address things early on; maintaining team cohesion and navigating things in a way that supports learning and actually enriches the relationships that matter to us.

Core content covered:

- Determining the purpose of a conversation
- Managing your emotional state
- Finding the 'third story'
- How to begin the conversation
- Handling reactions with care
- Closing with clarity



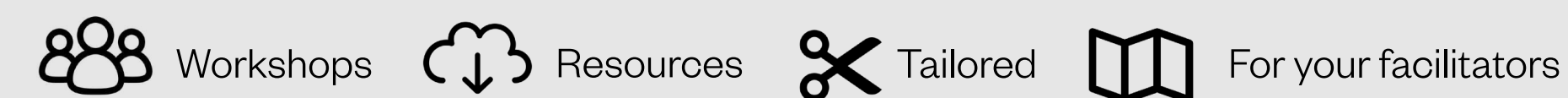
Topic outline: Natural Networking

Wouldn't it be great if we could reframe networking from a sometimes painful cliché, into a purposeful endeavour that furthers our learning, enriches our community and wins us new work and collaborations?

Because networking's not often something that we actively want to 'do'. The act itself is easily perceived as an off-putting prospect or necessary evil in the modern, connected world of work. But when framed and approached in the right way, networking (in so far as sharing learning, building communities and forging new relationships around our goals) can become a positive pursuit — and a valuable way to refine our skills in creative thinking and communication.

Core content covered:

- Our purpose for networking
- The habits of great networkers
- Playing to our natural strengths
- Telling our own story with clarity
- Listening to learn
- Reciprocity and why givers win



Topic outline: Meaningful Mentoring

Many of us are called on to mentor, whether through formal mentoring programmes, in our work as people-managers, or informally through supportive daily interactions with people we care about. As a mentor you've got to be lots of things - a good example, a cheer-leader, a coach, a guide... And blending these behaviours well can be both transformative to the confidence of others, and hugely rewarding for ourselves.

One of the best things the opportunity to mentor someone else offers is the chance to build, flex and apply some of the most vital communication and relational skills needed in the world of work.

Core content covered:

- Coaching Vs Mentoring
- Defining goals and connecting them to action
- Active listening skills
- Curious questioning
- Playing back insights
- Visualising progress

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Topic outline: Presence and Gravitas

Gravitas, a sense of 'weight or authority', is often thought as a natural ability, something you've either got or you haven't. But with practice, and by understanding our inner voice (and where the volume knob is), we can all boost our sense of gravitas — and quickly elevate our sense of presence, feeling more confident to communicate and with a heightened sense of authority.

And there's much we can learn from others too, defining the specific behaviours of those who seem to carry themselves with a perpetual state of confidence — and thinking how we could authentically channel a bit more of that ourselves.

Core content covered:

- Recognising what steals our presence and gravitas
- Demonstrating confidence and control
- Using body language for maximum impact
- Knowing (and controlling) our inner coach and inner critic
- The power of the pause
- Managing the pace of our communication

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Topic outline: Writing Well

Words count. And in these distributed working times, the emphasis on being clear in our written communication is greater than ever. Whether writing an all team Slack update or advising a nervous client on the best way forward; the words we choose to use, and the tone we strike, will greatly impact the change we can effect with others.

And there are easily adopted ways to write right every time; appreciating the role of rhythm and recognising the importance of being 'all eyes and all ears at all times'. Because when we write well and make our words work; we're able to more effectively make people think, feel and do things differently.

Core content covered:

- Hooking attention
- Putting the reader in the driver's seat
- Economy with words
- Striking the right tone
- The power of threes
- Making your words dance on the page



Topic outline: A Brand Called You

Considering, and defining a strong personal brand, can help us all in many ways. It enables valuable reflection, requires open and insightful conversations with those around us and forces our focus firmly on our strengths, and future goals. Once defined, and habitually recalled, it brings us into contact with the people and opportunities that can get us closer to where we want to go — and helps us to work out which opportunities are best left altogether.

Getting intentional about the impression we want to make on others, then enables us to define a range of ways we can do that day to day; and enjoying the act of creative and purposeful self-expression.

Core content covered:

- The practical purpose of personal brand
- Linking your brand to your strengths, goals and sources of energy
- Identifying strengths through curious conversations
- A stepped process for defining you own personal brand expression
- Connecting your expression to a 'so that' impact statement
- Bringing your brand to life



Topic outline: The Art of Influence

If you know you deserve to be heard, want to make a difference or change something — then actively working on your influencing skills is going to be important. And given the collaborative and distributed nature of work today and the increasingly elastic nature of our roles, our ability to get people on board with our ideas and 'take them with us' has never been more valued.

Influence means different things to different people, and the contexts in which we want to have more influence can be nuanced too. To some it might mean selling in a creative idea to a client, or negotiating a higher fee; to others it could be about drawing out decisions quicker or getting our kids in the bath on time.

Core content covered:

- The mindset to influence well
- The new ABC of influence: Attunement, buoyancy and clarity
- Finding win-wins, and the 'creative middle ground'
- Tactical empathy
- Framing and the power of metaphor
- Using prefixes to soften a suggestion

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Topic outline: Change Agility

It's nearly 3000 years since Heraclitus observed that “the only constant in life is change” — and there's likely never been more change in the air than there is today. And while this change can create uncertainty and resistance; it also bring plenty of opportunity along with it, when perceived and approached in the right way.

With the positive personal state of Change Agility in mind; we can reframe our thinking around transition, and arm ourselves with scientifically proven tools and techniques for enabling ourselves and our teams (as David Bowie put it) to “turn and face the strange”.

Core content covered:

- Growth Vs Fixed mindset
- Drawing on our strengths at times of change
- Upping our agency and that of others
- Learning from those we see as being 'Change Agile'
- The circle of control
- Reframing setbacks

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Topic outline: Storytelling in the Digital Age

Plato said that "storytellers rule the world". A lot has changed since his times, but a lot has stayed the same — including the impact that well crafted stories can make in moving people towards our point of view.

Not too long ago, when planning some communication — our choices of where to put our message was pretty limited. Today the opposite's true. But while the range of ways that we can reach our audiences has exploded, people's general attention span is falling in the other direction — making clear and compelling messages all the more vital. Enter the opportunity for enhancing our storytelling smarts; and learning simple, proven narrative structures to attract that increasingly rare attention and stimulate a readiness for action.

Core content covered:

- Understanding the structures to stories
- 3 key frameworks to use time and time again
- Economy with words
- Balancing the functional with the emotional
- The power of reframing
- Working in threes to boost memorability

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Topic outline: Neurodiversity Awareness

Neurodiversity has rapidly emerged as an important topic for conversation, within the modern DE&I agenda. When we build personally up our awareness about the concept of neurodiversity, exploring specific aspects of neurodivergence, and equipping ourselves with practical knowledge to support future conversations around disclosure and adjustments in our teams — we contribute to cultures of neuroinclusion.

By better understanding the concept of neurodiversity; and the behavioural and environmental adjustments we can all make to support current and future neurodivergent colleagues, partners and customers; we ultimately create more open and inclusive cultures to the benefit of everyone.

Core content covered:

- Defining neurodiversity and the neurodiversity paradigm
- Taking strengths based approaches
- Specific neurodivergent conditions: Autism, ADHD, Dyslexia and Dyspraxia
- Neurodiversity and the Equalities Act of 2010
- Dealing with disclosure
- Proactive Vs Reactive adjustments

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Topic outline: Effective Allyship

Unchecked privilege, inherent bias, clumsy communication and unhelpful practices still have a hold in today's world of work. And the longer these systematic problems and cultural cracks go unchallenged, the more damage is done to the mental health, meaningful progression and enjoyment of work among marginalised and minority groups within our teams.

There are actionable, everyday steps that we can all take towards being better allies and advocates in our workplaces. First rethinking what allyship looks and feels like in practice and why it's so critical to creating psychological safety at work, enables us to then focus on the things we can practically and immediately do behaviourally to become a better ally ourselves.

Core content covered:

- The key principles of allyship
- The different forms allyship can take
- How to recognise the biases, norms and expectations of a dominant culture
- Actionable empathy
- An action plan for everyday allyship
- Calling out and calling in microaggressions

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Topic outline: Micro-Habits

We often think that meaningful change comes from deciding on (and then smartly defining) big goals. But the science shows that what we really need is a system of small habits that over time compound to drive us forward. Because when we get our system of habits down, the goals take care of themselves.

We can think of habits as routines, or rituals, that get performed regularly. If goals (which we can often get bogged down in) are the results we've decided we want to achieve, our system of habits are what will get us there. When we meaningful making the link in our minds between goals and habits, we set us up for measurable success — whether we're trying to get fitter, or get promoted.

Core content covered:

- The peril of goals, and the power of habits
- Beating a lack of willpower
- Habit stacking
- The EAST framework
- Hacking our environment
- The role of others in our change

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Topic outline: Learning how to Learn

The importance of continual learning, is regularly emphasised within the modern world of work. Making the time to actively advance our development, and to demonstrate what it's enabling us to do more effectively, is seen as key in motivating the decisions makers who'll determine our progression.

But learning doesn't have to be limited to formal things like courses or training. There are everyday development opportunities, well within our control, that cost nothing — but are very easy to overlook. From pulling in feedback with purpose, to positively visualising our progress; once reframed and revealed these opportunities up our sense of control, flood us with dopamine and accelerate our advancement.

Core content covered:

- Enabling an experimental mindset
- Using our strengths for development quick wins
- Pulling in feedback in quick and painless ways
- Diarising development and making what matters visible
- Crowdsourcing a curriculum that costs nothing and continually evolves
- No strings attached listening



Topic outline: Tools for Trust

Trust is at the heart of all successful relationships — whether with our teams, clients or peers. And while building more trust is something we'd all agree is a purposeful pursuit, what's harder to define is how to practically go about it. The Trust Equation is a good a starting point as any — showing us how we can up our Credibility, Reliability and Intimacy; while intentionally reducing our Self-Orientation.

From here we can get hyper-practical about where the behavioural experiments are for each of these levers, and test and learn within our most important relationships; and achieving greater influence and impact more easily and more regularly.

Core content covered:

- The Trust Equation
- Quantifying our Credibility, Reliability, Intimacy and Self-orientation
- Everyday empathy
- The role of vulnerability in relationships
- Building trust at different stages of a relationship
- Quick wins for rapid trust building



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