



ALL-STAFF LEARNING SESSION PARTICIPANT GUIDE

Purpose

Our All-Staff Learning Sessions allow us to engage in organization-wide, cross-functional performance and learning conversations to help us intentionally connect our learning and actions, so we can remain accountable and nimble, enhance our organizational performance, and achieve our desired organizational objectives (org. objectives) and impact.

Individual Pework (~35 minutes)

In preparation for our All-Staff Learning Session discussions, please review and reflect on the following materials:

- **Reflect on FY26 progress, challenges, and learnings (10 minutes).**
 - What are one–two outcomes or accomplishments you are most proud of in advancing your team’s work?
 - What did you learn this year that changed how you think about your work, your team, or how impact happens?
 - Where did internal supports, systems, or ways of working help or hinder your work?
 - What question or tension from this year still feels unresolved but is important for your ongoing work?
- **Read the [Data Retention and Deletion Policy](#) including the appendix (20 minutes).**
- **Review the [Proposed FY27 Organizational Objectives](#) and consider how your team’s work connects to these objectives (five minutes).**

Materials and Resources

- [Learning Session Materials/Handouts](#)
- [Learning Session Individual Notetaking/Key Takeaways Handout](#)
- [Individual Reflection Form](#) (required, not anonymous)
- [Event Feedback Survey](#) (optional, anonymous)

Session Agenda

8:30–9:25 a.m.	Continental breakfast (optional)
9:30 a.m.	Welcome, Connection Activity, Agenda Overview
9:55 a.m.	Where We’ve Been Q3 OKR Progress
10:05 a.m.	Where We’ve Been Breakout #1: Story Harvest+
11:10 a.m.	Where We Are Breakout #2: Ways of Working and KM Management Practices
12:10 p.m.	Morning reflections
12:15–1 p.m.	Lunch break
1 p.m.	Where We’re Headed FY27 Grounding: Org. Objectives and OKR Reminders
1:30 p.m.	Where We’re Headed Breakout #3: FY27 Team Planning
2:45 p.m.	Break and snacks
3 p.m.	Where We’re Headed Breakout #4: FY27 Org. Objectives
3:55 p.m.	Closing Reflections, Next Steps, Survey
4:15 p.m.	Adjourn

BREAKOUT SESSIONS

Breakout #1: Story Harvest+

Purpose

- Reflect on what we've accomplished, what's been challenging, and what we've learned over the past year.
- Learn with and from other teams doing similar work.
- Surface insights to inform FY27 planning.

Breakout Groups

Group 1 (Programs):

Facilitator: | Notetaker:

Group 2 (Functional):

Facilitator: | Notetaker:

Group 3 (Functional):

Facilitator: | Notetaker:

Part 1 | What? and So What? Reflections

Guiding Questions:

- Looking back over the past year, what progress or accomplishments are you most proud of in advancing your team's work and its contribution to our FY26 objectives?
- What challenges or roadblocks most shaped your work or slowed progress more than expected?
- What did your team learn this year from both what went well and what was difficult that feels important to carry forward?
- What internal supports, systems, or ways of working advanced your team's work or hindered your work?
- What questions, tensions, or priorities that emerged from this year feel most important to hold going into the next phase of work?

Part 2 | Collective Sensemaking

Guiding Questions:

- What did you hear from another team that resonated *with your own experience* or challenged how you've been thinking about your work?
- What insights from another team's experience seem relevant or useful as you approach *your team's work*?
- Based on what you heard, are there perspectives, experiences, or resources your team could offer that may be useful to others?

Part 3 | Prepare for Full-Group Sharing

As you think about your group's discussion:

- What are one or two insights that feel most important for the whole organization to be aware of?
- What is one question, tension, or insight that you believe is important for us to collectively hold as an organization as we move into FY27?

Breakout #2: Ways of Working and Data and Knowledge Management Practices

Purpose

- Explore how our ways of working help or hinder collaboration and shared knowledge.
- Surface tensions between individual convenience and stewardship of shared and institutional knowledge.
- Identify insights to strengthen data and knowledge management norms and practices.

Guiding Questions:

- Where do you notice inconsistencies between how work actually happens and how our systems are intended to be used?
- Where do you notice work or information staying in personal ("Me") spaces that might more appropriately live in shared spaces that support our collaboration and retention practices?
- Where do you experience tension between individual convenience and org. data and knowledge stewardship?
- When you think about records reflecting historical value or impact, what data and information do you work with that feel

<p>Breakout Groups</p> <p>Group 1: <i>Facilitator:</i></p> <p>Group 2: <i>Facilitator:</i></p> <p>Group 3: <i>Facilitator:</i></p> <p>Group 4: <i>Facilitator:</i></p> <p>Group 5: <i>Facilitator:</i></p> <p>Group 6: <i>Facilitator:</i></p>	<p>essential for the organization to understand its work and impact over time?</p> <ul style="list-style-type: none"> • What examples of support (e.g., training, shared norms, tools, expectations) would make it easier for people and teams to adopt data and knowledge management practices consistently across the organization?
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Breakout #3: Team FY27 Planning

<p>Purpose</p> <ul style="list-style-type: none"> • Connect team-level work to FY27 org. objectives. • Identify priority outcomes and meaningful wins for FY27. • Identify essential moves that are necessary to achieve intended outcomes. • Consider how teams will adapt their work as conditions change. • Inform development of team-level FY27 objectives and Q1 key results. <p>Breakout Groups Team <i>Facilitator:</i></p>	<p style="background-color: #e0f2f1; padding: 5px;">Teams should respond to these questions in the notetaking document accessible using the text link in the left column.</p> <p>Guiding Questions:</p> <ul style="list-style-type: none"> • Which FY27 org. objective(s) does our team’s work most clearly contribute to this year and in what ways? • If FY27 goes well, what three outcomes or changes would we point to as meaningful wins for our team? • What three wins would we hope to see by mid-year that would give us confidence we’re moving in the right direction? • What three wins would we hope to see by the end of Q1 that would signal early progress toward our annual wins? • What essential moves (i.e., things that must shift, strengthen, or be true) are required for these wins to be possible? • What will we need to be most intentional about either holding steady or adjusting as circumstances change? • How will we ensure that our collaborators have the information they need from us when they need it? • What shifts in our team practices and norms do we need to make to support consistent org. data and knowledge management practices?
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Breakout #4: FY27 Org. Objectives

<p>Purpose</p> <ul style="list-style-type: none"> • Examine how each team contributes and connects to advance specific FY27 org. objectives. • Surface complementary and intersecting efforts across teams. • Identify insights and implications for how we work together to achieve FY27 org. objectives. • Inform development of team-level FY27 OKRs. <p>Breakout Groups Group 1 (Objective 1): <i>Facilitator:</i> <i>Notetaker:</i></p>	<p style="background-color: #e0f2f1; padding: 5px;">Part 1 Team Contributions and Connections (15 minutes)</p> <p>Guiding Questions:</p> <ul style="list-style-type: none"> • What are the main ways your team plans to contribute to advancing this objective? • What feels complementary or overlapping across teams? • Where do we see intersections or reinforcing efforts across teams? <p style="background-color: #e0f2f1; padding: 5px;">Part 2 Interdependencies and Conditions for Success (10 minutes)</p> <p>Guiding Questions:</p> <ul style="list-style-type: none"> • What outcomes are related to this objective that no single team can achieve alone?
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Group 2 (**Objective 2**):

Facilitator: | *Notetaker:*

Group 3 (**Objective 3**):

Facilitator: | *Notetaker:*

Group 4 (**Objective 4**):

Facilitator: | *Notetaker:*

- What aspects of success for this objective depend on multiple teams moving in complementary ways, even if through different efforts?

Part 3 | Implications for Working Together (15 minutes)

Guiding Questions:

- What will be important to stay attentive to as work unfolds?
- What tensions, areas of ambiguity, and/or areas of misalignment might we need to watch for or navigate through as we advance this objective?
- What practices will be especially important for effective cross-team collaboration?
- How will we collectively prevent and address pain points/challenges throughout the year?

Part 4 | Prepare for Full-Group Sharing

As you think about your group's discussion:

- What are one or two key insights that are important for the organization to hold about this objective?
- What is one implication for cross-functional collaboration moving forward?