Example of Full Systems Training Proposal
Based on an Actual Proposal

PROPOSAL
FOR
The Department of Social Services
DSS’ Proposal for Training

Introduction:

Zero Gravity has been providing customized training for individual organizations for over 15 years. Our mission is to provide the best customer service in meeting organizations’ growing and changing needs. We are committed to bringing the County Department of Social Services (DSS) a high quality training program. Based on our discussions and assessments, Zero Gravity’s task is to motivate the current staff to recognize the benefits of professionalism, pride in their work, and effective communication with others. The learning methods used will be fun, engaging, and beneficial to supervisors and front line staff in their personal and professional lives. Our plan to successfully meet the needs of DSS follows.

Title: Probability Theory: Increasing the Odds for Success

Goal: To improve the functioning of employees in the workplace in the following areas: professionalism, personal interactions, creativity, productivity, and motivation.

Theme: The focus should be on employees re-energizing themselves and in turn re-energizing the organization. As part of this, Zero Gravity will bring a high energy or “spark” to employees by making these sessions fun, personally enriching, empowering, and energetic thus allowing participants to enjoy the process, but also to internalize this “spark” and incorporate it into the organization.

Strategy: We envision these training sessions as a two-tier approach.

1. **Tier One**: Dr. Ten Eyck will work with managers and first-line supervisors initially. Once their training is complete, he’ll then work with the front line staff. The goal of this is self-exploration, exploration of the organizational system, and developing individuals’ personal self-differentiation. The objective with both groups is to alter the underlying emotional system within the organization which keeps this system stuck. An emotional systems approach to human behavior understands that most of the problems in individual functioning (whether in the family, workplace, etc…) are merely symptoms of an underlying emotional process which undermines the individual’s capacity to self-regulate. Self Differentiation works like a broad spectrum antibiotic which lowers the toxicity of the emotional environment which produces the behavioral symptoms in the first place. The extent to which employees can adopt a systems perspective will increase their capacity for self differentiation which, in turn, will automatically translate into better functioning at home and in the workplace. To the extent that Dr. Ten Eyck gets employees, especially individuals in a supervisory or leadership capacity, to focus on the development of their own self differentiation, this will loosen up the system allowing new learning to “stick” and have lasting change within the organization.

2. **Tier Two**: In order to integrate an Emotional Systems’ perspective into the daily functioning of the organization, it is highly recommended that there be continued,
periodic coaching sessions with managers and staff. Our belief is that individuals are more receptive and open to change when the prospect of learning something new deals with their own personal development.

The approach is intended to be “subversive.” It will be directed toward their own “self fulfillment” as this is a greater motivator than is something akin to “becoming a better employee.” It is subversive, in that, any improvement in the participant’s capacity for self-differentiation in their personal lives will automatically translate into the workplace because the “laws” of emotional systems are identical for all organizational systems, whether family, workplace, or social. As training progresses the focus will shift to expand the application of principals to the work environment. That is, participants will begin to see the parallel functioning of their personal lives and their functioning in the workplace.

Training Modules: We recommend the above outcomes be achieved through the following training regimen. Workshops will be both content rich and motivational. The goal is for learning to be fun.

1. **Emotional Systems’ Component (Tier One):**
   The broadest systemic effects occur when the participants focus and work on their own self-differentiation.
   
   1. Four - 4 hour training sessions in emotional systems theory and practice, based in part on the seminal work of Murray Bowen, Michael Kerr, and Edwin Friedman, formally of the National Institute of Mental Health, and Georgetown University. *(Total of 16 hours; group size unlimited)*

   2. Four - 4 hour workshops where participants will bring specific cases from their personal, family, or work life and will be “coached” in applying “systems” to these specific situations. *(Total of 16 hours)*

2. **Coaching Component (Tier Two):**
   Provided DSS is favorably disposed to what has been accomplished to this point: Periodic “coaching” sessions (i.e. once every month and then once every quarter) to reinforce and expand participants on going effort at self differentiation with its attendant improvement in personal functioning and coaching leaders in coaching their employees.

Measurable Outcomes: To the extent that employees learn to think systematically about their own functioning and in turn improve their own capacity for self-differentiation, their functioning in the workplace will alter the “emotional field” of the organization resulting in improved functioning in others, even those who have not participated in the workshops.

While there can be no clinically objective tool to measure improvement, leadership will be able to subjectively evaluate results: Overall improvement in employees’ functioning which will
include but not be limited to the following: less automatic reactivity, less anxiousness (these two are responsible for most of the symptoms noted in the goals above), better communication, more professionalism, improved interactions with others, increased productivity, decreased absenteeism, decreased physical illness, improved leadership, and an increase in motivation.

Needs Assessment: As a training provider, part of our services include providing organizations, where appropriate, with a needs assessment. The following information is based on discussions, tours, and concerns raised. There are some internal structures in place within your organization that are beyond our control and may very well be beyond DSS’ control. While these structures do not cripple our ability to bring value to your organization, they do limit the scope of what we can do as well as limit our ability to obtain desired outcomes. Specifically, these constraints are as follows:

1. Civil service protocol and the hiring process tied to this:
   • While this is out of both Zero Gravity’s and DSS’ control, we feel it must be noted that this is a definite hindrance within your organization’s ability to mandate adherence to the behaviors that the training program will address to successfully improve the functioning of your workplace and overall professionalism.

2. Physical office space/office set up – in touring the facilities, the following was noted:
   • Facility constraints have a powerful impact on personal space, privacy, storage, and communicating a professional environment for staff and clients.
   • The visual created by the facility space alone may impact the level of professionalism perceived by staff and clients prior to any interaction with people.
   • Much opportunity exists to successfully communicate a powerful message of professionalism by improving the physical visuals in the workplace environment.

3. Data systems management:
   • The large amounts of visible paper, files, and folders also have an impact on perceived and actual professionalism.
   • We recommend addressing the methods for storing and filing data. It would have a powerful impact on the level of workplace professionalism.

Recommendations: The following are recommendations we are making based on the information that we’ve received as well as what is within our scope or ability given some of the limitations DSS is faced with:

1. Welcome by County Executive – As a way to motivate DSS employees and kick off this new initiative, we’d suggest having John Doe speak to the participants. We feel it’s critical for the county leaders to be supportive of this effort and for employees to understand that the leaders are supportive of this initiative. Having John kick off this event is one way to achieve and communicate this.

2. Accountability – in order for employees to embrace and “embed” these new concepts within your organization, we believe there needs to be internal as well as external
accountability built into this project. The internal accountability needs to come from individuals in a leadership or supervisory capacity – ideally from the top down. The external accountability will take place throughout the sessions with Dr. Ten Eyck. He will fulfill this role by the way the sessions are structured and how they carryover information from one session to the next or from individual coaching sessions.

We would like DSS’ assurance that we’ll have your supervisors’ support. Our belief is that we can impart this information to employees, but without follow-up by supervisors much, if not all, of this will be lost if individuals aren’t held accountable. If participants believe that what they’re learning will not be reinforced or embedded within the organization, then what is their commitment to continue or foster these new behaviors?

3. Organizational Improvements – As mentioned previously, the visual message communicated by personal and public office space contradicts or is counterproductive to an environment of professionalism. We recommend focusing attention on reception areas to make it more welcoming to incoming clients. (Perhaps this can be a team-building project for staff). Another recommendation is to strengthen employees’ organizational skills (i.e. how to organize files and how to organize workspace). Additionally, we feel storing files electronically is another tool by which to reduce the amount of paper files present. We believe this would have a large impact on the level of professionalism within your organization as well as how employees feel about their personal level of professionalism.

4. Two components of training:
   1) Emotional Systems Component (as outlined above) for supervisors, first-line supervisors, and front line staff

   3) Periodic coaching sessions with employees (as outlined above) which is an Emotional System’s component.

5. Training Logistics: Based on discussions and tours, the following are recommendations for training logistics.

   a. Training frequency: sessions held one to two times per month
   b. Training sessions: two to four hours in length
   c. Where topics are two hours or less in length, conduct over an early morning continental breakfast or during lunch. Four hour sessions could incorporate breakfast or lunch component
   d. Small groups – 15 people maximum (unless otherwise noted)
   e. Voluntary but paid attendance (based on needs identified through Dr. Ten Eyck’s training)
   f. If possible, hold sessions off-site, but relatively close to workplace