

## Warm-ups

**WHAT:** A technique to anchor the participants and begin with good energy. Warm-ups are meaningful, robust and have a purpose related to the group and the content; they are not activities that, once completed, are quickly forgotten.

**WHY:** Helps set the tone for the day or session; allows participants to enter the space more easily; helps people know why they are there and how this content is connected to them and their experiences.

**HOW:** Invite participants to reflect back on a past experience to a time they had connected with the content in some way; it is typically helpful to focus on connections with the “heart” or “head” of the participants. Leave a few minutes for participants to complete the warm-up, hear a few comments, and then enter into the content by connecting it to what the learners have shared.

**WHEN:** At the beginning of the day or session; whenever entering a new large piece of content.

**VIRTUAL APPLICATION:** *The invitation can be waiting for participants in a chat box or on a shared screen. The engagement can happen aloud, individually at each person's desk and/or in the chat box. Warm-ups are critical to help participants enter a virtual session.*

### EXAMPLE

(from 3-hour Executive Team meeting)

#### Strategies for Success

At our last meeting we named the below strategies for success as ET.

- *Which strategy for success will be especially important today for you individually to remember?*
- *Which strategy for success will be especially important today for us as a team?*

**TALENT    SENSE OF HUMOR    MISSION-FOCUSED    OPTIMISM**  
**DIALOGUE    QUALITY OF THE WORK    CLEAR LEADERSHIP    GRATITUDE**  
**STRONG PARTNERSHIP    ENTHUSIASM    HONESTY    OPENNESS TO CHANGE**  
**PERSEVERANCE    POSITIVITY    STRONG RELATIONSHIPS (INTERNAL)**