Organizational climate is the primary predictor of harassment and workplace abuse. Psychological safety is the number one marker of healthy organizational culture. How do we create and sustain our values in our day to day workplace interactions? Ta'amod focuses on how participants can co-create a culture of safety, accountability, and belonging. Ta’amod models a picture of what a healthy, psychologically safe and thriving workplace can look like. We offer participants concrete ways to contribute to creating and sustaining it in their organizations.

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Power and Identity

Any conversation about creating a safe, equitable, and accountable organizational culture requires an examination of power. Here, we offer participants a framework for identifying power dynamics within organizations, e.g. when a Black female CEO supervises a white male program director the societal power differential due to gender and race does not disappear but complicates the organizational power hierarchy. Participants review a definition of power, discuss scenarios about power in context, and deepen their understanding of the complex and multi-directional ways that power can operate within organizations.

Unlawful Harassment

Ta’amod provides a detailed definition of what unlawful harassment is and what it is not. Participants gain an understanding of the legal concepts of “protected classes” and the different types of behavior that are considered unlawful according to federal and state laws, including specific definitions of sexual harassment. Through a review of scenarios, participants learn to differentiate between unlawful harassment and other forms of abusive behavior. We also provide statistics to help contextualize the prevalence of different types of unlawful harassment and the statistical gap between what is reported and what is likely experienced in the U.S. workplace.

*Required for organizations that need to meet state and local mandates for anti-Harassment training.
**Policy Review**

Ta’amod provides organizations with an opportunity to review their existing anti-discrimination and anti-harassment policies and other relevant codes of conduct in their organizational policies. Using the copies of the relevant organizational policies and codes of conduct, the facilitator leads participants through a review of these policies ensuring that everyone knows the procedures for reporting concerning behaviors. Participants are given information on where and how to report incidents to outside state and local institutions.

**Examining Interpersonal Behavior**

In this core part of the Ta’amod training, we take a deeper dive into understanding different types of interpersonal behavior. We frame our discussion through the lens of a spectrum that begins with respect and progresses all the way to harassment assault. We define bullying and abusive behavior in order to explore how they manifest in both in-person and virtual workplace settings. Through a series of discussions and scenarios, participants practice differentiating between varying types of problematic workplace behaviors.

**Bystander Intervention**

We focus on how participants can take appropriate action when witnessing incidents of rudeness, bullying or harassment. Grounded in research and Jewish concepts like Hineini, (to be fully aware and present) Ta’amod presents a comprehensive examination of a framework for bystander intervention. Through a series of exercises and discussions, participants:

- explore the phenomenon of bystander non-intervention
- learn what active bystander intervention is (and is not)
- review factors they should consider when deciding whether and/or how to take action
- examine 4 different strategies for intervening

**Fostering Feedback Rich Culture**

Feedback rich culture is critical to sustaining a healthy workplace. Here, we present the evidence for why feedback is essential from both a research and a Jewish values perspective. Participants learn best practices and have the opportunity to practice giving and receiving critical feedback through utilizing the SBI model – Situation, Behavior, Impact. Participants build their skills through a series of role play activities and wrap up by discussing their experiences in the workplace context.

**Receiving Reports with Empathy (supervisors)**

Supervisors and managers have an additional level of responsibility for creating a healthy, harassment free environment. During this section, we review supervisory responsibilities and organizational liability. We also explore the difference between receiving an initial report and the process of investigation. Participants role play responses to employee reports related to a broad spectrum of challenging behaviors; from witnessing a racial slur to being constantly interrupted by colleagues, from being the target of politically based bullying to sexual harassment. Participants learn to act with integrity while strengthening their capacity to listen and to respond with empathy to staff and colleagues.
Coaching for Alignment (supervisors)

Once supervisors become aware of problematic behaviors that contribute to unhealthy or even hostile work environments, they have the opportunity and the responsibility to respond with right action. Often, this includes coaching an employee towards a change in behavior. Ta’amod teaches the GROW coaching model for helping an employee whose behavior is out of alignment with organizational values and codes of conduct. The GROW model focuses on four steps for engaging an employee in understanding the impact and implications of their behavior:

- **Goal:** Set a goal for the coaching session that clearly identifies the problem/area for change and the focus for the coaching.
- **Reality:** Support the employee to recognize the impact of their behavior and the consequences of continuing the disruptive behavior.
- **Options:** Enroll the employee to examine options and pathways to improve behavior and identify concrete steps toward realigning their behavior with organizational values and codes of conduct.
- **Wrap-up:** Set concrete actions that the employee will take to address the issue, agree on a time table and set a future date to revisit the issue.

Participants engage in a role play activity to practice applying the GROW model across a variety of situations as well as with different types of employee responses to critical feedback and coaching.