
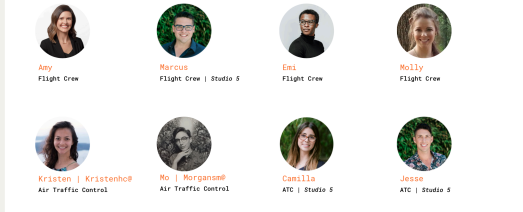
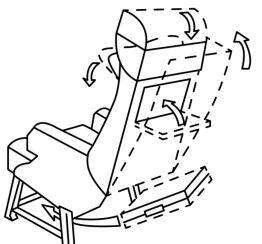
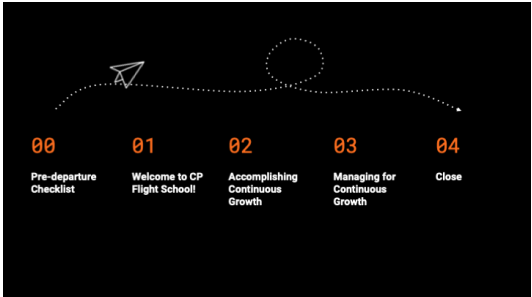
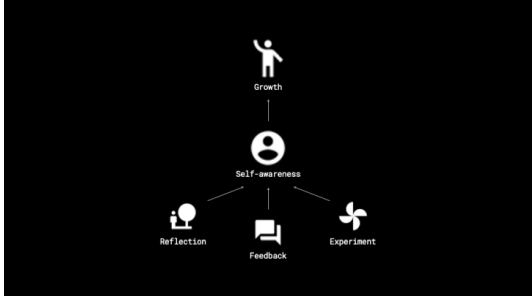
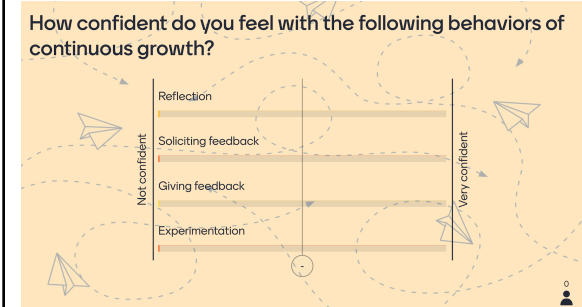




Slides	Time	Speaker	Experience Content Script and Logistics Details
	12:30 - 12:50		<p>Speaker check in / sound lighting check</p> <p>Event Playlist:</p> <ul style="list-style-type: none"> • https://youtu.be/j-upZX8BsSk • https://youtu.be/o22uGQ-efQg • https://youtu.be/mmS4x331fz4
	12:50 - 1:00	NA	<p>Doors open</p> <p>[Load in music playing]</p>
	<p>1:00 - 1:03</p> <p><i>3 mins</i></p>	Amy	<p>Say:</p> <p>Greetings, Chaos Pilots!</p> <p>[Click]</p> <p>[STOP SLIDESHARE]</p>
<p>[Speaker face on screen]</p>	<p>1:03 - 1:05</p> <p><i>2 mins</i></p>	Amy	<p>Say</p> <ul style="list-style-type: none"> • As we start our journey today, I invite you to light the candle that you received in your Flight amenities kit and set an intention for how you'd like to show up today. • I'd like to officially welcome you to Chaos Pilot Flight School! I'm Amy, I head up our leadership and organizational development team. • We are passionate about enabling moonshot takers to unlock their highest human potential. • You've been hearing us talk about Continuous Growth for a while now, and one of the manager eXpectations that we launched last year was Continuously Develop. We've heard from many of you that one of the most rewarding things about being a manager is helping your people develop and watching them grow. • CP Flight School gives us the opportunity to come together as a manager community and gain a shared language and understanding. Last year we focused on building Psychological Safety in our teams and becoming more coach-like as managers, and this year our focus is on building a culture of Continuous Growth, really a more human organization. • Our goal for today is to give you a deeper understanding of what Continuous Growth is all about and provide some tools and resources to support you. We'll build some muscle in the behaviors that will allow us to create a culture where every Xer can own their own development and has the opportunity to grow. Today we'll start to unlock ourselves, each other, and (in time) all Xers. • This virtual experience has been designed specifically for you in partnership with our friends from Studio 5, a creative learning firm that specializes in people development. This is our first ever virtual CP Flight School, and we hope that you will embrace this experiment along with us. • We're excited to take flight with you!

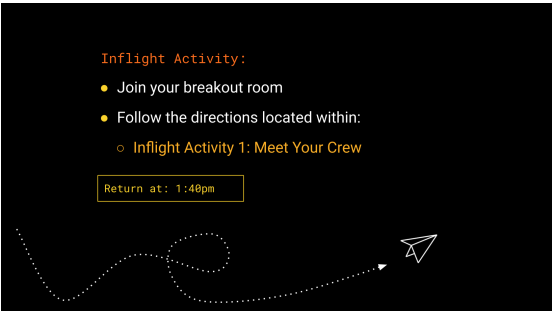
<p>Meet the inflight crew</p> 			<p>[START SLIDESHARE]</p> <p>Let's meet our inflight crew that will be here to help along our journey.</p> <ul style="list-style-type: none"> • Marcus from Studio 5 will help facilitate the session. • Emi will guide our Altimeter conversation, and Molly will introduce our X Continuous Growth Practice. • If you need any support, technical or otherwise, Kristen is available on ping . • And Mo, Camilla and Jesse are working behind the scenes to make the magic happen. <p>I'll hand it over to MARCUS to share a few tips to help make our trip more enjoyable.</p> <p>[Click]</p>
<p>Inflight Safety Announcements</p>  <p>[Speaker face on screen]</p>	<p>1:05 - 1:07 2 mins</p>	<p>Marcus</p>	<p>Say: Thanks, AMY.</p> <ul style="list-style-type: none"> • For optimal viewing, we recommend the Sidebar tile layout. To change your layout, click the three dots in the bottom right-hand side of your screen, select change layout and select Sidebar. If you want to change your layout view, you may do so now. [Pause]. • Auto-generated closed captioning is available to you in your bottom menu of your screen by clicking Turn on Captions • Please remember to mute your mics when others are presenting or speaking. • To comment or ask a question, which we encourage, please unmute yourself and speak up, or you can also use the chat, which our team will be monitoring. • This main room meeting will be recorded. • And of course, make sure to locate the nearest exit. In some cases they may be behind you. <p>[STOP SLIDESHARE]</p> <p>In the event of an activity, we'll use the following tools:</p> <ul style="list-style-type: none"> • If an activity uses breakout rooms, the link to find your breakout room will be put into our meeting chat. • Flight Safety Manual [Switch Viewing Screen to Show Camilla's Desktop]: today's activities will be found in our in-flight manual. We'll link it in the chat for each activity, but you can also find it in today's calendar event. • Flight Log [HOLD UP COPY] : for those who opted-in, you'll want to have your flight log available to capture notes and learnings. If you don't have a flight log, a sheet of paper or notebook will work. • Bio Break: about 90 mins into our journey we will take a 10 minute stretch break. <p>Now, I'll pass it back to AMY who will take us through today's stops.</p> <p>[Click]</p> <p>[START SLIDESHARE]</p>

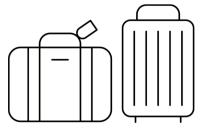
	<p>1:07 - 1:08</p> <p>1 min</p>	<p>Amy</p>	<p>Say:</p> <p>Thanks, MARCUS.</p> <ul style="list-style-type: none"> • As pre-work, you made time to reflect on your own growth journey with the audio pre-reflection and you completed your Altimeter, X's growth compass. • Today, on our first stop, we'll hear from Astro and Jolie on the value of Continuous Growth and I'll introduce some of the behaviors that deepen our self awareness and lead to growth. • On stop 2, we'll learn more about the Altimeter from Emi and practice the growth behaviors in breakout groups. • During our time on stop 3 Molly and Emi will unpack how we can support our teams through X's Continuous Growth Practice • And lastly, we'll close our time together with a few words from Tom and explore next steps <p>Now I'll pass it over to ASTRO to hear his perspective and vision for X.</p> <p>[STOP SLIDE SHARE]</p>
<p>[Speaker face on screen]</p>	<p>1:08 - 1:11</p> <p>3 mins</p>	<p>Amy/ Astro</p>	<p>Say:</p> <p>Thanks AMY.</p> <ul style="list-style-type: none"> • We're in a pivotal moment in moonshot history. As you know, X is celebrating its 10th year, and we're seeing more clearly than ever the opportunity that the factory and our people have to move the world forward. • My vision for 10 years from now is that X is seen as being the world's best training ground for transformational leaders, and having worked at X for several years is bragging rights for life on your resume and with your grandkids. • We'll become transformational leaders by continuously investing in our own personal growth and in the growth of those around us. • Moonshots <i>require</i> continuous personal growth and development [share more behind the <i>WHY</i>]
<p>[Speaker face on screen]</p>	<p>1:11 - 1:14</p> <p>3 mins</p>	<p>Jolie</p>	<p>Say:</p> <p>Thanks for sharing ASTRO. Jolie's talking points</p> <p>[Perf/promo]</p> <ul style="list-style-type: none"> • Some of you may have questions about what is happening to perf and promo - the formal tools and programs that we've used to assess and measure how well an Xer performs over a six-month period. • We're working on how these tools will formally change as we transition to Continuous Growth • As a foundation, we need to start NOW building the mindsets and approaches that will inform that more tactical and structural work. • By learning into Continuous Growth now, you are helping us build what will become the replacement for perf and promo as we have come to know it. <p>[Personal growth story]</p> <ul style="list-style-type: none"> • Since childhood, strong drive and desire to be liked • This led to conflict avoidant style - ingrained into identity - wanted to please, say yes • First job at company who embodied assertiveness so much so that they trademarked "care-frontation" • Now, profession where I have to have tough convos on the regular, and I've developed proficiency in this skill • That said, it takes continuous work to grow and maintain my skill in this area • I am committed to getting better at assertiveness, and balancing this with the desire to be liked, especially in difficult conversations. <p>[Close]</p>

			<ul style="list-style-type: none"> As managers, we can help Xers - and subsequently X's projects - unlock their highest potential, by both living and enabling Continuous Growth in the factory. When we are deeply and consistently aligned to people's strongest motive - to grow - X will flourish. Thank you, managers, for being here today. <p>Back to you, AMY.</p>
[Speaker face on screen]	1:14 - 1:15 <i>1 min</i>	Amy	<p>Say:</p> <p>Thank you, JOLIE, for your vulnerability in sharing your personal story and Astro for sharing your vision. It is exciting to hear you both talk so passionately about your commitment to building a more human centered organization.</p> <p>[START SLIDESHARE]</p> <p>[Click]</p>
 <p>[Speaker face on screen]</p>	1:15 - 1:17 <i>2 mins</i>	Amy	<p>Say:</p> <ul style="list-style-type: none"> Continuous growth enables us to grow on the job by deepening our self awareness through reflection, regularly gathering and giving feedback in the spirit of growth, and experimenting at our growth edges. These are foundational tools for our personal and organizational transformation. <p>[STOP SLIDESHARE]</p> <p>Let's start with</p> <ul style="list-style-type: none"> Reflection [HOLD UP] Carving out time for reflection allows us to better understand our thoughts, feelings, attitudes, strengths, growth areas, triggers, behaviors, and their impact on others. It requires commitment to deep inquiry of where those things stem from, and where they're leading us. Completing your Altimeter was a start to this process. Feedback [HOLD UP] can also deepen our self-awareness. Sometimes feedback feels like it's something happening to us - someone else's perspective on who they think we should be. But by openly sharing with others the growth areas that we are working on, we invite a different kind of feedback - feedback that is in service of our growth. We can uncover blindspots we wouldn't be able to recognize on our own and begin to see ourselves more fully. Experimenting [HOLD UP] with new behaviors is a third. As you try out new ways of "being" you can make powerful discoveries about what works and what doesn't work for you and those around you. If an experiment works, you can form new habits and implement mechanisms to get the new habits to "stick." <p>All three of these components of continuous growth are in service of iterating your way to a better you, and eventually you'll be able to apply them to the focus areas you identified on your Altimeter. Today, you'll have the opportunity to try on these components for size.</p>

<p>Reflect on how well you're doing in each of these areas:</p> <ul style="list-style-type: none"> • Reflection • Soliciting feedback • Giving feedback • Experimentation 	<p>1:17 - 1:22</p> <p>5 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>[START SLIDESHARE]</p> <p>Thanks, Amy.</p> <p>To close out our first stop on today's journey, let's take a few moments to think about our experience with the behaviors needed to accomplish continuous growth that Amy just shared with us.</p> <ul style="list-style-type: none"> • When it comes to reflection, feedback (both soliciting and giving), and experimentation, how well you are doing in each of these areas? • When thinking about these components, which areas do you feel you could strengthen? <p>To answer this question, click on the link in the chat.</p> <ul style="list-style-type: none"> • 🖱️ Mentimeter: https://goto.google.com/x-prompt-3 🖱️ <p>[STOP SLIDESHARE]</p> <ul style="list-style-type: none"> • Once you click the link, you'll be asked to enter a response. Then press submit. • Make note of your responses to this question in your flight log or notepaper to reference later • We will have a live visual of the responses here on the main screen. When you're finished, join us back here. • You have 1 minute, go! <p>[SWITCH TO MENTIMETER SLIDE]</p> <p>Ask:</p> <ul style="list-style-type: none"> • As we look at these data points, what jumps out at you? Any surprises or confirmations? <p>[Elicit 2-3 responses]</p> <p>Say:</p> <p>Thank you for your openness. Ongoing practice with these behaviors will allow us to gain more comfort with them individually and as an organization. Our hope today is to provide the opportunity to practice some of these behaviors and provide a framework to support you along the way.</p> <p>[NEXT SLIDE]</p>
<p>22 mins</p>		<p>END OF STOP 1</p>	

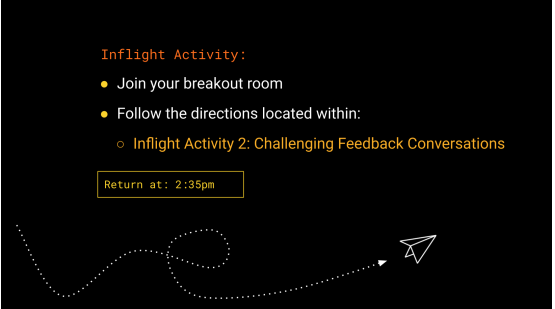
	<p>1:22 - 1:23</p> <p>1 min</p>	<p>Marcus</p>	<p>Say: [START SLIDESHARE]</p> <ul style="list-style-type: none"> • During Stop 2, we'll continue to explore reflection, feedback, and experimentation through some interactive break-out group experiences. • Let's start by learning more about the Altimeter as a tool for reflection on the behaviors that lead to success at X. <p>I'll pass it to EMI to dive deeper into the Altimeter and how it can be used as a window into growth.</p> <p>[NEXT SLIDE]</p>
 <p>[Speaker face on screen]</p>	<p>1:23 - 1:26</p> <p>3 mins</p>	<p>Emi</p>	<p>[STOP SLIDESHARE] Say:</p> <p>Thanks, MARCUS.</p> <ul style="list-style-type: none"> • When I first came to X... • Google's tools, as well designed as they are, weren't made to support moonshot takers -- Madam C.J. Walker, Nikola Tesla, Stephanie Kwolek, Leonardo Da Vinci, Hedy Lamarr, The Wright brothers, Henry Ford, and Larry and Sergey weren't "doing it for the perf". So why should we? • ABC is betting on us to do what those inventors did -- what Google cannot do -- foster perpetual, breakthrough innovation that changes the world for the better • We're not the first to try this, and case study after case study shows us that the first step is to be truly unique from the main business • Establishing a culture where everyone practices continuous growth is a main point of differentiation for us, and the Altimeter is the tool that guides us in that practice. • The Altimeter invites us to focus on the long game -- the long-term future of our lives and careers -- to make the short-game of navigating ambiguity and chaos easier. I'm not going to pretend promotions and pay don't exist, they do. But the path to getting those things gets a lot harder and more unpleasant the more you focus on them instead of your personal sense of mission and growth. When you think back on the big wins in your career, you probably experienced what I'm talking about. • The Altimeter also gives us a common language that we can use and a path to clear actions we can take to give us a better shot at not only being successful at X but enjoying the process of taking moonshots. • With a shared language, we can be more effective at asking for help and offering it -- all while knowing we're working in ways that X values but that are also helping us become the people we want to be long-term. • Brass tacks, the Altimeter is a wayfinder for you to identify your strengths and weaknesses in the areas that X values most and, from there, chart a path for your personal development. • The Altimeter, therefore, is a behavior change tool for both the organization and the individuals within it. It helps you engage in performance enablement, which means that it empowers you to own how and in what ways you grow personally and professionally along X's Pillars (our Principles, Values, Creative Tensions and Respect guidelines we've established). • Ideally, the Altimeter gives you greater clarity on what X's expectations are and how to leverage them in your personal growth experience both for your time at X and beyond. • The 10-year vision for X says "We train great leaders" and "X is seen as being the world's best training ground for transformational leaders, and having worked at X for several years is bragging rights for life on your resume (and with your grandkids)" Ask any executive you really admire, and they'll tell you that great leadership is all about knowing how to grow yourself and others. <p>[Marcus to Thank Emi]</p>


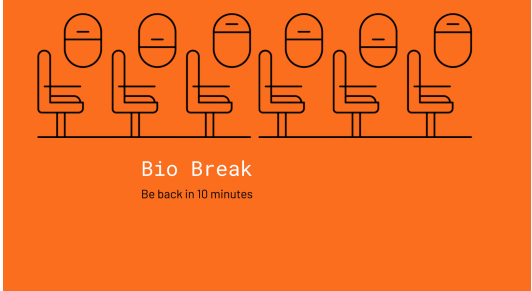
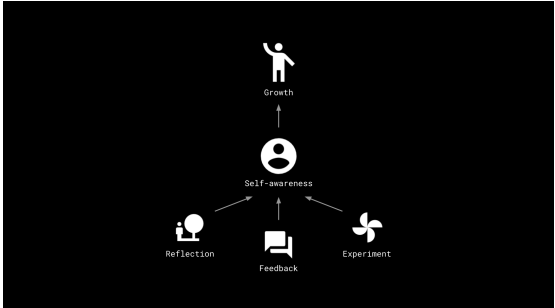
			<p>Thanks, EMI.</p> <p>Prior to today, each of you were asked to spend some time exploring the Altimeter and reflecting on growth opportunities. During Stop 3, Molly and Emi will be chatting with us about how the Altimeter is used to help chart our continuous growth path.</p> <p>[NEXT SLIDE]</p>
	<p>1:26 - 1:38</p> <p>12 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>Earlier this week you received an email regarding your breakout group assignments for CPFS. In a moment you will meet with your crew for our first breakout. The purpose of this first inflight activity is to provide an opportunity for each crew member to introduce themselves by answering a question on personal growth.</p> <ul style="list-style-type: none"> ● We will soon provide two links in the chat: <ul style="list-style-type: none"> ○ One will provide the links for your breakout groups. Find your name and click the link. Each time we break out, you'll need to leave this meet and join your assigned breakout group -- then return back here at the time we call out. ○ The other link will provide access to the Flight Safety Manual, which has all the instructions for this and the other activities we'll complete today, so keep that open and handy for the rest of CPFS. <p>[PRESENT MANUAL]</p> <ul style="list-style-type: none"> ● Before we try this -- lets go over the instructions for Activity 1: <ul style="list-style-type: none"> ○ Your crew will have 10 min total to complete this activity ○ One at a time, you will Introduce yourself (name and project or function) ○ And then you will spin the wheel, answer the question ○ Once everyone has introduced themselves and answered a question, you will head back here to the main room. ○ Make sure someone is keeping track of time. ○ What questions are there? <p>[STOP SLIDESHARE]</p> <p>In the Chat now you will find the two links: Open both the Flight Safety Manual and the Breakout 1 Directions.</p> <ul style="list-style-type: none"> ● 🖐️ Link to Inflight Activity 1: X Meet your Crew - https://goto.google.com/x-flight-manual ● 👉 Breakout 1 Directions: https://goto.google.com/x-breakouts 👉 <p>OK - feel free to leave this meet and join your breakout group.</p> <ul style="list-style-type: none"> ● Be back here at [insert time]


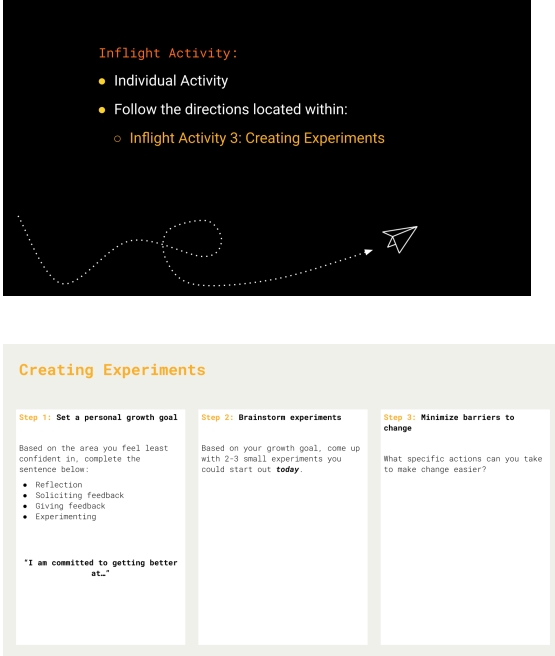
<p>Let's Unpack</p> <p>What did you learn?</p> 	<p>1:38 - 1:41</p> <p>3 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>Congrats on surviving our first inflight activity breakout!</p> <p>Let's take a few moments to think about this question on the screen.</p> <ul style="list-style-type: none"> • What did you learn from your time together while meeting the crew? <p>To share, unmute your mic and speak up.</p> <p>[START SLIDESHARE]</p> <p>[Elicit 2-3 responses]</p> <p>Say:</p> <p>Thanks for sharing. As we know, reflection and openly sharing takes vulnerability and courage; it gives us insight to who we are along our growth journey. It also helps when we connect with others. Hearing the growth journey stories of others can often provide context and clarity around your own development, and can open the door for meaningful feedback.</p> <p>[NEXT SLIDE]</p>
<p>Feedback @ X</p> <p>[Speaker face on screen]</p>	<p>1:41 - 1:43</p> <p>2 mins</p>	<p>Marcus</p>	<p>Say:</p> <ul style="list-style-type: none"> • Any relationship intended to inspire growth requires two things: authentic speaking and generous listening. • In a world where feedback and growth is driven by the Xer, it's critical that Xers first feel seen for their unique strengths and aspirations. • As a manager, it's important to model this. Show your direct reports that feedback and growth is something we ALL do. • This means speaking authentically to your team about your own developmental areas, giving constructive feedback, and listening to how your direct report wants to grow before offering feedback. <p>[NEXT SLIDE]</p> <p>A growth-first organization is fueled by a culture where feedback is on-going, not just on occasion. Where authentic speaking + generous listening are part of the ability to have meaningful feedback conversations.</p> <p>Let's take a quick glance at how we define authentic speaking and generous listening.</p> <ul style="list-style-type: none"> • Authentic speaking is about allowing yourself to be vulnerable. It's stripping away what you think your audience wants to hear and tapping into what you feel. • Generous listening is listening with the intent to learn and connect. It's more than waiting for a chance to respond, it's seeking to fully understand the person speaking, without judgments or preconceived ideas. <p>Feedback is a gift for our growth. It unlocks potential that was unknown before. It provides insight and a new lens for your worldview.</p>

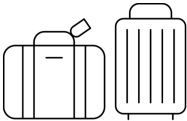
<p>Authentic speaking</p> <p>Allowing yourself to be vulnerable. It's stripping away what you think your audience wants to hear and tapping into what you feel.</p> <p>Generous listening</p> <p>Listening with the intent to learn and connect. It's more than waiting for a chance to respond, it's seeking to fully understand the person speaking, without judgments or preconceived ideas.</p>		<p>[NEXT SLIDE]</p>
<p>Receiving feedback</p> <p>Ask questions when something is unclear or if you disagree—keeping in mind that this person wants the best for you.</p> <p>Tips</p> <ul style="list-style-type: none"> • Be open to learning • Let curiosity override doubt • Strive for shared understanding <ul style="list-style-type: none"> • "Here's what I hear you suggesting, is that right?" • "Next time when ___ happens, I think ___ might work. How does that land with you?" • "What would you suggest trying?" • "I think you could support me in this change this way. Would you be up for that?" 	<p>1:43 - 1:45</p> <p>2 min</p>	<p>Marcus</p> <p>Say:</p> <p>When someone asks you to give them feedback, think of it as an invitation to help that person on their journey to growth and deeper self-awareness. Let's refresh ourselves on what it takes to give and receive feedback.</p> <p>When you are receiving feedback, ask questions when something is unclear or if you disagree—keeping in mind that this person wants the best for you.</p> <p>Take a moment and check-out some questions you might ask when receiving feedback:</p> <ul style="list-style-type: none"> • "Here's what I hear you suggesting, is that right?" • "Next time when ___ happens, I think ___ might work. How does that land with you?" • "What would you suggest trying?" • "I think you could support me in this change this way. Would you be up for that?" <p>Ask: What is another example of questions you have heard or used when receiving feedback in the past?</p> <p>[Elicit 2-3 responses].</p> <p>Say:</p> <p>Thanks.</p> <p>[NEXT SLIDE]</p>
<p>Giving feedback</p> <p>Get to the heart of the matter. Ground your feedback in specific examples and use constructive language.</p> <p>Tips</p> <ul style="list-style-type: none"> • Get real (and stay kind) • Strive to inspire • Take responsibility <ul style="list-style-type: none"> • "What I'm observing is _____, those observations make me assume/believe _____. And the implications of these assumptions are that _____." • "I love how you do _____. I think it would be even more powerful if you could do _____." • "How does this resonate? Do you have any thoughts on how you want to address this going forward? What would you suggest?" 	<p>1:45 - 1:47</p> <p>2 min</p>	<p>Marcus</p> <p>Say:</p> <p>When it comes to giving feedback, think about how to frame your input in ways that are constructive and helpful to the other Xer's growth. Feedback is about them, not you. It is a gift you are giving to them. Our job is to get to the heart of the matter. Ground your feedback in specific examples and use constructive language.</p> <p>Check-out the giving feedback tips.</p> <ul style="list-style-type: none"> • What are other effective tips that you have experienced in the past when giving feedback?

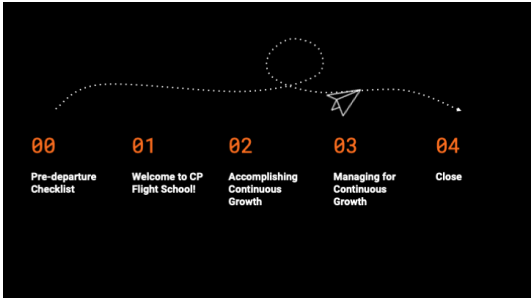


			<p>We will put our answers in the chat function.</p> <p>[Read 3-5 outloud to the group].</p> <p>Say:</p> <p>Thanks for adding to these tips.</p> <p>Feedback impacts all of us. In many ways, the evolution of you and your career has been because of the feedback you have received along the way. And, chances are, the feedback you have provided in the past to others may have unlocked something greater for them.</p> <p>[STOP SLIDESHARE]</p>
<p>In one word, what did that feedback unlock for you?</p>	<p>1:47 - 1:52</p> <p>5 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>Reflect on the most meaningful piece of feedback you have received. [PAUSE]</p> <ul style="list-style-type: none"> • What feedback was provided? [PAUSE] • How was the feedback received by you initially? [PAUSE] • What impact did the feedback have on you? <p>[START SLIDESHARE]</p> <p>Let's take a few moments to think about this question on the screen and capture your response in your flight log or notepaper.</p> <ul style="list-style-type: none"> • <i>In one word, what did that feedback unlock for you?</i> <p>[SWITCH TO MENTIMETER SLIDE]</p> <p>Now, let's check out the power of feedback by capturing your unlocking word. To do so, click on the link you just received in the chat.</p> <ul style="list-style-type: none"> • 🖱️ Mentimeter: https://goto.google.com/x-prompt-4 🖱️ • Once you click the link, you'll be asked to enter your response. Then press submit. • We will have a live visual of the responses here on the main screen. When you're finished, join us back here. • You have 1 minute, go! <p>Ask:</p> <ul style="list-style-type: none"> • Who will share their unlocking word and why it was selected? <p>To share, unmute your mic and speak up.</p> <p>[Elicit 2-3 responses]</p> <p>Say:</p>

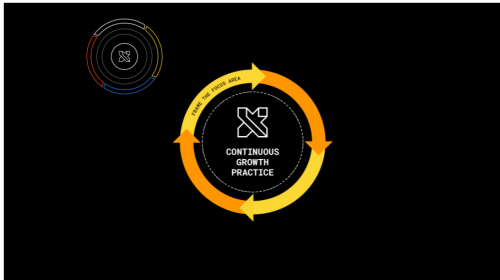

			<p>Thanks to those who shared. These unlocking moments we share is exactly why feedback is so important. As we know, feedback isn't always comfortable, especially at first. Let's practice giving and receiving feedback during challenging situations through a role-play activity with our breakout groups.</p> <p>[NEXT SLIDE]</p>
	<p>1:52 - 2:36</p> <p>35 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>Before we try this -- lets go over the instructions for Activity 2:</p> <p>[PRESENT MANUAL]</p> <p>Your crew will have 30 minutes to practice navigating challenging feedback conversations. Here's how it will run:</p> <p>Instructions</p> <ul style="list-style-type: none"> ● Two group members will act out a feedback conversation scenario—one playing the role of the manager, the other playing the role of the direct report. ● The manager role will select one of the scenarios to act out (we will look at those in just a moment) ● Manager and direct report act out role-play ● During the role-play, the remaining group members act as observers/support and note feedback in their Flight Log. ● When the manager ends the scene, observing group members can offer observations and feedback to the manager ● At the end of each round, switch roles (and scenarios, as desired) <p>Roles</p> <ul style="list-style-type: none"> ● Manager ● Direct Report ● Support ● Timekeeper <p>Scenarios</p> <ul style="list-style-type: none"> ● 3 scenarios ● Additional details (Manager & Direct Report cards) ● Choose your own <p>What questions are there?</p> <p>In the Chat now you will find the two links: Open both the Flight Safety Manual and the Breakout 2 Directions.</p> <ul style="list-style-type: none"> ● 🖱️ Link to Inflight Activity 2: Challenging Feedback Role-Play - https://goto.google.com/x-flight-manual ● 👉 Breakout 2 Directions: https://goto.google.com/x-breakouts 👈 <p>OK - feel free to leave this meet and join your breakout group.</p> <ul style="list-style-type: none"> ● Be back here at [2:36]


	<p>2:38 - 2:43 3 mins</p>	<p>Marcus</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <p>Welcome back!</p> <p>Let's unpack our role-play experience.</p> <ul style="list-style-type: none"> • <i>How did that go?</i> • <i>What are you taking away from this?</i> <p>Drop responses in the chat, and for those who would like to share out loud, unmute your mic and share your response.</p> <p>[Elicit 3-5 responses]</p> <p>Say:</p> <p>Thanks for sharing. Continue to find ways to practice giving and receiving feedback.</p> <p>[NEXT SLIDE]</p>
	<p>2:43 - 2:48 5 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>We have been on quite a journey, and it is now time for a quick bio break.</p> <p>Here in a moment we will take a 5 minute break. Stretch your legs, grab some water, enjoy a moment to relax. When we return, we will unpack one more behavior that leads to growth before we explore how we can best support Xers on their growth journey.</p> <p>Enjoy your time and we'll see you back here at 2:48!</p> <p>[NEXT SLIDE]</p> <p>[Load in music playing]</p>
	<p>2:49 - 2:50 2 mins</p>	<p>Amy</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <p>Before to the break we explored reflection and feedback. That brings us to experimentation for growth and habit building.</p> <p>Running experiments is not a new concept for anyone at X. But, when was the last time you ran an experiment on yourself - for your own growth - where the outcome of the experiment was a better version of you?</p> <p>[NEXT SLIDE]</p>


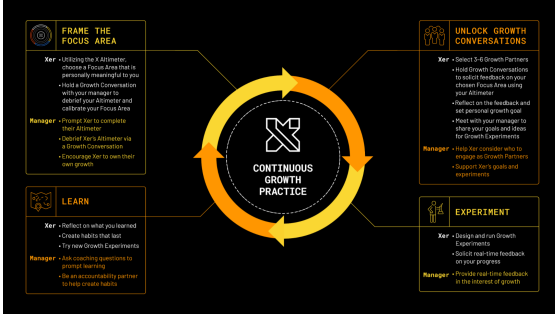
			<p>[STOP SLIDESHARE]</p> <ul style="list-style-type: none"> • When we talk about experimenting at our growth edges, what we mean is trying out new skills or behaviors that take us out of our comfort zone and move us towards meaningful growth. You can start small with something you can integrate into your daily routine. It should feel interesting enough to you that you are motivated to try it. • As we learned earlier today, experimentation is one of the ways we can increase self-awareness and it's an opportunity to ask ourselves questions like: <i>what did I learn about myself while running this experiment? What moments made me the most uncomfortable and why? How does this change I made resonate with me personally? What was the impact on those around me?</i> • Continuing to solicit ongoing, real-time feedback from the support community around us is also important for our learning. • As you learn from experimenting with new ways of being, remember that no big change happens overnight. That's why making a habit out of the areas we are experimenting with is so critical. Growing in any behavior takes practice. <p>With that in mind, in our next activity, MARCUS will guide us through identifying some experiments to try based on what we have been working on today.</p> <p>[NEXT SLIDE]</p>
	<p>2:42 - 2:49</p> <p>7 mins</p>	<p>Marcus</p>	<p>[START SLIDESHARE]</p> <p>Say: Thanks, AMY.</p> <ul style="list-style-type: none"> • We'll spend the next several minutes doing an exercise where you'll create some small experiments you can implement around your own growth. I'll share a series of reflection prompts with the group. For each prompt, take time to individually reflect and write your responses in your flight log or notepaper. Let's begin. <p>[NEXT SLIDE]</p> <p>[CLICK TO BUILD]</p> <ul style="list-style-type: none"> • Step 1: Set a personal growth goal: At the end of Stop 1, you were asked to reflect on how well you're doing in each of these areas of self-awareness: reflection, feedback, and experimentation. Based on the area you feel least confident at, complete the sentence below: <p>"I am committed to getting better at..."</p> <p>When creating your personal growth goal, it should be about getting better at an action that will lead you towards your growth area.</p> <ul style="list-style-type: none"> • For example: For me, I am least confident around the behavior of receiving feedback, <ul style="list-style-type: none"> ○ therefore, my personal growth goal is: "I am committed to getting better at being a better listener by staying present, staying focused and being more patient." • Take a moment to capture down your personal growth goal. <p>[CLICK TO BUILD]</p> <ul style="list-style-type: none"> • Step 2: Create your experiments. Based on your commitment, come up with 2-3 small experiments you could start today.


			<ul style="list-style-type: none"> • For me, one is saving the last few minutes of my 1 on 1s to ask my team members for feedback on how I showed up for them. • Take some time to identify a few small experiments you can implement now into your daily routine. <p>[CLICK TO BUILD]</p> <ul style="list-style-type: none"> • Step 3: Minimize barriers to change. What specific actions can you take to make change easier? <ul style="list-style-type: none"> • For me, I am looping in my mentor so they are aware of the growth I am committing to and can give me feedback and support. • Take a moment to capture some actions you can take. <p>[NEXT SLIDE]</p>
<p>Let's Unpack</p>  <p>What is your commitment and what is one experiment you could start today?</p>	<p>2:49 - 2:52</p> <p>3 mins</p>	<p>Marcus</p>	<p>Say:</p> <p>Thanks for the time to think through some growth goals. Let's chat through the experiments we brainstormed by answering the question on the screen.</p> <p>[Give a few moments for participants to reflect]</p> <p>Say:</p> <ul style="list-style-type: none"> • What is your personal growth goal and what is one experiment you could start today? <p>Who will share?</p> <p>[Elicit 1-2 responses]</p> <p>[STOP SLIDESHARE]</p> <p>Thank you for sharing and thank you for the energy and insight captured in these experiments. Through experimentation we uncover new habits and behaviors to implement as well as ones to omit. Experimentation is an iterative process and should be treated with patience and curiosity.</p> <p>Accomplishing continuous, personal growth takes work. Taking the time for self reflection, giving and receiving feedback while generously listening and authentically speaking, and creating small experiments that lead to habits over time - these are the behaviors that lead to continuous growth.</p> <p>We will keep these behaviors in mind as we take a look at how we manage for continuous growth here at X.</p> <p>[NEXT SLIDE]</p>
<p>80 mins</p>			<p>END OF STOP 2</p>

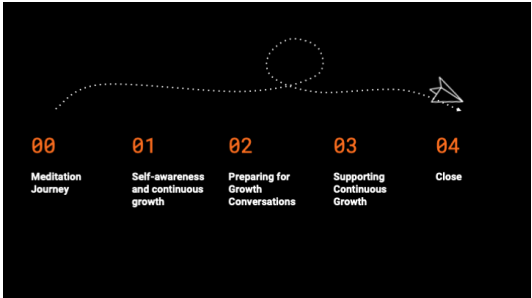

	<p>3:00 - 3:00 <i>1 min</i></p>	<p>Amy</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <p>During our time in Stop 3, we'll introduce X's Continuous Growth Practice and we'll look at our role as managers in helping to create the conditions in which growth and change can happen.</p> <p>[STOP SLIDESHARE]</p> <p>I'll pass it over to Molly to introduce X's Continuous Growth Practice.</p>
	<p>3:00 - <i>2 mins</i></p>	<p>Molly</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <p>[Molly]</p> <p>We've spent a lot of time today exploring what continuous growth entails -- but, until now, we haven't described what an ongoing practice actually looks like. In order for X to become the growth-first company we envision it can be, we need to orient behavior in the direction of continuous growth - which we do through our continuous growth practice.</p> <p>There are four phases to this practice: (1) Frame the focus area, (2) unlock growth conversations, (3), experiment, and (4) learn. We'll double-click into each phase in a moment but, first, we want to share a story of how the continuous growth practice can work.</p> <p>[STOP SLIDESHARE]</p> <p>In a minute, you'll hear Symone talk about her experience with continuous growth. As you listen, pay attention to how she uses the Altimeter to frame her focus areas, how she engages the X community, and how she experiments with new ways of working. Also pay attention to how she describes both the difficulty and the reward associated with her growth. Capture questions and thoughts you might have in your Flight Log.</p> <p>[NEXT SLIDE]</p>
	<p>3:01 - 3:05 <i>5 mins</i></p>	<p>Molly / Symone</p>	<p>Symone's CGP Story - Video Recording</p> <p>[PLAY VIDEO]</p> <p>[NEXT SLIDE]</p>



 <p>Slide</p>	<p>3:05 - 3:09 2 mins</p>	<p>Molly /Emi</p>	<p>[START SLIDESHARE]</p> <p>FRAME THE FOCUS AREA</p> <p>Say:</p> <p>[MOLLY]</p> <p>Now that we've heard Symone's experience with the Continuous Growth Practice, we're going to double-click into each phase. As Xers, each of you will experience this practice for yourself -- and, as managers, you'll help your Xers experience this practice for themselves. I realize we're asking you to think about this practice with these dual roles in mind, so as I walk through each phase, I'll first focus first on what Xers will experience. Then, Emi will share her behind-the-scenes perspective as a manager and, in the process, offer some suggestions for how you can support your Xers, just as she did for Symone.</p> <p>[STOP SLIDESHARE]</p> <p>The first phase of the practice is to frame the focus area. To do this, Xers will work through their Altimeter (just like you did to prepare for this session!) and identify a focus area that is meaningful for them. After, they'll hold a Growth Conversation with you to debrief their Altimeter and calibrate their focus area.</p> <p>Ask: Emi, can you tell us what it was like to debrief Symone's Altimeter with her?</p> <p>[EMI]</p> <p>For Emi's reference - the manager role at this stage entails:</p> <ul style="list-style-type: none"> • Prompt them to complete their Altimeter (or, better, role model that behavior by sharing yours) • Debrief their Altimeter via a growth conversation (a great opportunity to practice authentic listening!) • Encourage Xers to own their growth.
	<p>3:09 - 3:12 2 mins</p>	<p>Molly</p>	<p>[START SLIDESHARE]</p> <p>UNLOCK GROWTH CONVERSATIONS:</p> <p>[MOLLY]</p> <p>Let's move on to the second phase: Unlock growth conversations.</p> <p>Growth is a team sport. Xers own it -- and you as managers support it -- but everyone at X has a shared responsibility for each others' development. In this phase of the practice, Xers will solicit feedback from 3-6 Growth Partners who can share different perspectives and help Xers understand their focus area more deeply.</p> <p>[STOP SLIDESHARE]</p>

			<p>Xers will collect feedback from these growth partners, reflect on it, and set a personal development goal. Then, they'll meet with you to discuss next steps.</p> <p>Ask: Emi, as you were coaching Symone through this phase, how did you help her decide who her growth partners should be?</p> <p>[EMI responds]</p> <p>For Emi's reference: As a manager, we ask you to:</p> <ul style="list-style-type: none"> • Help Xers consider who to engage as their growth partners (who has a unique perspective to share?), and • Support their growth goals and experiments <p>[NEXT SLIDE]</p>
	<p>3:12 - 3:15</p> <p><i>2 mins</i></p>	<p>Molly</p>	<p>[START SLIDESHARE]</p> <p>EXPERIMENT</p> <p>Say:</p> <p>[MOLLY]</p> <p>Now that Xers have set their personal growth goal, the next phase is to experiment.</p> <p>We don't grow by continuing to do things the way we always have - in fact, comfort and status quo thinking are among the greatest threats to our growth. Instead, growth experiments are new ways of working to accelerate development.</p> <p>[STOP SLIDESHARE]</p> <p>These experiments can be small or large, and we typically recommend starting small. Small experiments might involve approaching their meetings or presentations in a different way. Large experiments might involve volunteering for a new project, taking ownership of a workstream, or helping to support a new role within their project. Ultimately, we want Xers to try new things and see what happens. Not every experiment is going to work - and that's okay! They'll learn and grow from those, too.</p> <p>Ask: Emi, can you share a little about the importance of giving real-time feedback to Xers who are experimenting with their growth?</p> <p>[EMI]</p> <p>For Emi's reference: As a manager, you can support your Xer by</p> <ul style="list-style-type: none"> • Helping Xers identify opportunities for and design growth experiments <ul style="list-style-type: none"> ◦ What are ways you supported Symone in her growth experiments • Provide real-time feedback in the interest of growth as you watch your Xers work through their experiments

			<p>[NEXT SLIDE]</p>
	<p>3:15 - 3:18 <i>2 mins</i></p>	<p>Molly</p>	<p>[START SLIDESHARE]</p> <p>LEARN</p> <p>Say:</p> <p>[MOLLY]</p> <p>After running through a series of experiments, the next phase is for Xers to learn and reflect. These are the types of questions Xers can ask themselves that unlock new thinking about growth and development:</p> <ul style="list-style-type: none"> • What was once hard or uncomfortable, is it now easier, or does it feel more natural? • Have you noticed a change in how you're showing up, or how others respond to you? • How do you feel about your growth and development so far? <p>[STOP SLIDESHARE]</p> <p>After they've reflected, they'll host another conversation with you to debrief what they've learned.</p> <p>Ask: Emi, what does it take to be both a coach and accountability partner in this phase of the practice?</p> <p>[EMI]</p> <p>For Emi's reference: During this conversation, your role is to:</p> <ul style="list-style-type: none"> • Ask coaching questions to prompt learning • Be an accountability partner to turn these new behaviors into habits. • If Xers feel satisfied with their growth - that's great! But encourage them to keep going. Development isn't a check-box activity, and we don't believe the Altimeter is something to be mastered. There's no end state for growth (which is why we call it a continuous practice). If Xers are feeling ready to take on another focus area, have them go back to their Altimeter and start the practice over again.
	<p>3:18 - 3: <i>2 mins</i></p>	<p>Molly</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <p>[MOLLY]</p> <p>Let's review the entire practice one more time.</p> <ul style="list-style-type: none"> • First, Xers will frame the focus area with the help of the X Altimeter. As managers, you'll hold a growth conversation with them to debrief

<p>SLIDE</p>			<p>the Altimeter and encourage them to own their development.</p> <ul style="list-style-type: none"> • Then, Xers will unlock growth conversations with 3-6 growth partners. You can help identify who these growth partners will be and support the development goals they set. • After, Xers will run growth experiments to try developing in new ways. You can help them design those experiments and offer real-time feedback when you see them in action. • Finally, Xers will reflect on what they've learned. You can help them by asking coaching questions and helping them build new habits. <p>Zooming out, this practice is positioned as a cycle, but growth is never this clean. It's iterative and messy, and Xers will bounce from one phase to the next. This is a good thing. We want Xers to understand all the phases of this practice, but we also want them to use these phases in whatever order, and at whatever time, that makes sense for them.</p> <p>Sometimes growth is a cycle. Sometimes it's a squiggle. Xers will own what this practice looks like for them and how it unfolds, and they're lucky to have you to support them every step of the way.</p> <p>[NEXT SLIDE]</p>
	<p>3:10 - 3:15</p> <p>5 mins</p>	<p>Marcus /Molly/ Emi</p>	<p>Say:</p> <p>We know that practices and models are only effective when we invest the time into understanding and experiencing it's potential. Like we mentioned earlier, you, the managers are the frontline to our continuous growth practice. This is intended to be a self-driven experience through the support of our managers and growth team.</p> <p>Ask:</p> <ul style="list-style-type: none"> • <i>What are you taking away from this?</i> • <i>What's your next step from here?</i> <p>Take 1 minute to capture your thoughts in your flight log and or a notepaper. Be ready to share.</p> <p>[Elicit 3-5 responses].</p> <p>[STOP SLIDESHARE]</p> <p>Say:</p> <p>Thanks for sharing your perspectives.</p> <p>Creating an organization whose culture is an incubator or accelerator of people's growth takes leadership and support of everyone in the ecosystem, and especially from you, as the manager.</p> <p>[NEXT SLIDE]</p>
<p>23 mins</p>			<p>END OF STOP 3</p>

	<p>3:21 - 3:16</p> <p>1 mins</p>	<p>Amy</p>	<p>[START SLIDESHARE]</p> <p>Say:</p> <ul style="list-style-type: none"> • Our journey for today is coming to a close. We'll take a few minutes to hear some reflections from Tom and then I'll share what you can expect next. <p>As managers, we have a critical role to play in modeling and enabling human, generative, and healthy dialogue across the factory, in service of nurturing and unlocking all Xers.</p> <p>I'll hand it over to you, Tom</p> <p>[STOP SLIDESHARE]</p>
<p>[Speaker face on screen]</p>	<p>3:21 - 3:26</p> <p>3 mins</p>	<p>Tom</p>	<p>Say:</p> <ul style="list-style-type: none"> • [Inspiration] Sharing what you believe will be possible if we get this right. What will it look and feel like to work at X if we build a culture rich in feedback, self-reflection, and experimentation that leads to deeper self awareness and growth? Why is this a place you want to work? • [Action] Sharing what you plan to do next with your team. How will you carry this work forward? (e.g. debriefing your direct reports Altimeters with them, sharing your personal growth area openly with them, soliciting their feedback more regularly, etc.) <p>Thank Tom.</p> <p>[NEXT SLIDE]</p>
 <p>[Speaker face on screen]</p>	<p>3:26 - 3:28</p> <p>11 mins</p>	<p>Amy</p>	<p>[START SLIDESHARE]</p> <p>Well said Tom, it's all about building the muscle on the job so that this work doesn't feel outside of our day-to-day lives.</p> <p>Say:</p> <ul style="list-style-type: none"> • As you leave here today you now have a toolkit, which includes: <ul style="list-style-type: none"> ○ The Continuous Growth practice: the framework Molly walked through today ○ The Altimeter: Xs wayfinder to identify personal growth areas ○ And, the How-to Guide: an online resource both you and your team can reference to help you get started with continuous growth. • Tomorrow we will send you an email with a link to that How-to Guide as well as an evaluation to capture your feedback from today. • We'll be offering up CG Labs - interactive workshops where you can practice navigating Growth Conversations and receive coaching from a facilitator and your peers. <p>[STOP SLIDESHARE]</p>

 <p>Q&A</p>			<ul style="list-style-type: none"> • We hope that you leave here today feeling like you have a good understanding of what it takes to build a Continuous Growth Culture and have a felt experience of some of the behaviors that will bring it to life. • Throughout the remainder of the year and into next, a team of us including Emi, Gina, Kristen, AJ, Molly, Matt, Lisa and I will be building out infrastructure and rituals that support continuous growth, so this is really only the beginning. • Today was about you. We wanted to give you a feel for what this is all about, so that you can begin to make choices about how you want to bring this to your team. • As we leave CPFS and transition back into our day-to-day life at X, consider what role you will play in building a culture of continuous growth on your team. <p>Thank you for being with us today and enjoy your growth journey!</p> <p>[NEXT SLIDE, CLOSING SLIDE, EXIT MUSIC]</p>
 <p>Thank you!</p>			
15 mins		END OF STOP 4 & CPFS	