

## Pivotal Moments

Sharing pivotal life moments that have shaped our lives is a way for everyone on the team to relate and connect at a deeper level. When we know each other's backstory we often feel and exhibit more empathy for one another. Sharing deeper parts of our lives can be vulnerable and scary to do with our teams, but if you can role model vulnerability and courage the team will likely follow and you can start to build, or even rebuild, trust from a deeper foundation. Not to mention, teams who can connect deeper than surface level have been proven to be more resilient, innovative and effective.

### How long will this take?

60–90 minutes depending on group size. Allow each person at least 5 minutes to share. It is often useful to have someone monitor time.

### When should I use it?

At the beginning of an offsite to create connection.

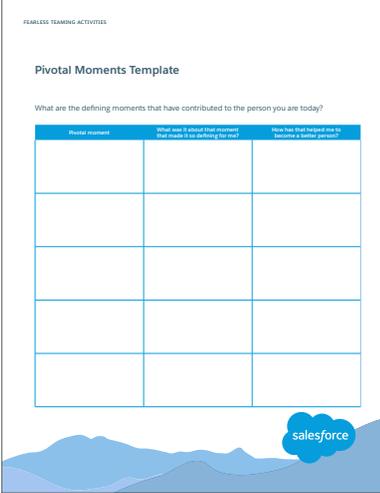
### How can I do this with a dispersed team?

This activity can be facilitated in person or on video, just make sure you ask everyone to turn on their camera.

### INSTRUCTIONS:

1. As the leader, share with your team three pivotal moments in your life that have shaped who you are today.
2. Explain why they were pivotal. We all have many, just pick three that come to mind, but try to think of three compelling personal and/or work-related moments. Be sure to explain that these are not all success stories, but learning experiences. For example, a big career move may have taught you to take risks and trust yourself. Share your pivotal moments for roughly 5 minutes.
3. Give your team a few minutes to prepare and reflect on their own moments. Print or send the template and let individuals reflect and write for a few moments before sharing begins.

4. Explain that no one will comment after the person who shared is done. It's harder to sit and listen, especially if someone is sharing something emotionally charged. Simply listening and showing empathy can go a long way in creating trust with another individual.
5. Allow each person on the team 5 minutes to share their pivotal moments.
6. Once everyone on the team has had a chance to share, ask them the following questions:
  - What was it like to share your 3 pivotal moments?
  - How did it feel to be vulnerable in front of the team?
  - How did learning about these moments open up and reshape how you see each other?
7. A final word of guidance to share: If individuals would like to privately talk with a team member about what that person shared, they should first check for readiness. Ask if it's OK before jumping into the conversation. For example, "I was interested in what you shared. Would you be OK talking about it some more with me, or would you rather not?"



The image shows a worksheet titled "Pivotal Moments Template" with the following text: "What are the defining moments that have contributed to the person you are today?" Below this is a table with three columns and five rows. The columns are labeled: "Pivotal moment", "What was it about that moment that made it so defining for you?", and "How has that helped you to overcome a later problem?". The Salesforce logo is in the bottom right corner of the worksheet.

Pivotal moment	What was it about that moment that made it so defining for you?	How has that helped you to overcome a later problem?



## Pivotal Moments Template

What are the defining moments that have contributed to the person you are today?

Pivotal moment	What was it about that moment that made it so defining for me?	How has that helped me to become a better person?