



Treasure/Trash/  
Fear/Wish  
**Facilitator's  
Guide**

Created 2021





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## Project Overview

The Treasure/Trash/Fear/Wish tool is a powerful framework to help individuals/teams/organizations think more deeply about an impending/needed/in-progress change. This framework guides people to think about their current situation and consider future possibilities.

The basic structure is built on the idea that in every situation there are things we have and things we don’t have. There are also things we want and things we don’t want. These four elements combined create the model framework of things we TREASURE (Have/Want), things we are ok to TRASH (Have/Don’t Want), things we FEAR (Don’t Have/Don’t Want), and finally things we WISH for (Don’t Have/Want).

### Who can use this tool?

Anyone! Whether for your own personal reflection or supporting others, this tool can help clarify goals; it is especially useful for those supporting individual, team, or organizational development (HR, Coaches, Consultants, Leaders, etc.).

### Ways you can use this tool

This framework can be applied powerfully in many situations requiring or served by deeper reflection. Specifically, we apply it often in the following situations:

- Individual coaching or development conversations
- Teaching individuals how to think differently about change
- Supporting teams/organizations through specific transitions

Please note that we included two facilitation options. The first is designed based on a “lunch and learn” length workshop focused on introducing the model for people to use as an individual reflection tool. We have put possible language in blue italics along with tips marked



“Facilitator’s Note”. As with any learning design, please make the language and approach your own. Our goal is to give you a strong foundation to build and create something amazing for your organization. We would love to hear how it goes and where you expand this work!

## Materials needed

In-person facilitation:

- Post it notes
- Pens
- Flip charts/White board
- Printed handouts

Virtual facilitation:

- Zoom or similar video conferencing tool
- Miro board or similar collaboration tool
- Mentimeter or similar qualitative polling tool

## Facilitation Guide “What’s Next? Designing your next chapter” – 1 hr Lunch and Learn for Individual Reflection

### Warm up/Prep

- 1) Music (optional) – What else can you do to set a safe/engaging environment?
- 2) Set up the tables/seating for people to safely debrief or, depending on group size, set up chairs in a circle.

### Welcome (10 minutes)

- 1) **Check in:** *What is one word that would describe how you are feeling? What energy or feelings are in the room right now?*
- 2) **Quote:** *To anchor our time today, I want to share this quote by Leadership Researcher and Author Margaret Wheatley, “Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.”*
  - a. Ask – *What makes reflecting difficult?*
- 3) **Logistics (if virtual)**
  - a. Encourage people to share how is most comfortable for them (i.e. chat, unmuted, message directly to facilitator).
  - b. *I encourage you to share with us today however is most comfortable for you. That is the beauty of virtual learning: we can show up in ways that will best serve our personal styles. Please use the chat, feel free to unmute, raise your hands. If there is something you would like to share but feel uncomfortable*

doing so directly, you can message me directly and I will share your thoughts anonymously.



#### 4) Our Roadmap Today

- a. Today we are introducing you to a powerful tool for reflection when you are navigating changes. What better time than when we are all collectively transitioning out of the past year and into our next chapter?
  - i. Embracing the transition
  - ii. Introducing the model
  - iii. Applying the model
  - iv. Reflection

#### Embracing this transition context (10 minutes)

##### 1) Key points to explore:

- a. *We are fundamentally different because of our time spent during the pandemic. Going back is not an option because who we are now is different than who we were when we went into the pandemic.*
  - i. **Facilitator's Note:** Could ask the group to reflect and answer the question "What is something different about who you are now than a year ago?" Also please adjust the language based on the current situation of your group, for example you may not want to use the Pandemic as a backdrop to your work, but more generally navigating change.
- b. *"Normal" wasn't necessarily effective, it was just familiar and comfortable. While there were elements that were effective that we should identify and hold onto and possibly amplify, there likely are things that didn't fully serve you.*
  - i. **Facilitator's Note:** Share an example from your world. For example, "Before this, I was working 12-14 hour days. That wasn't effective or healthy."
- c. *For many of us, we've been given an incredible opportunity not to go back to comfort but to create something new and better for ourselves and those around us.*
- d. *What makes transitions like this challenging is there isn't one solution. What is right for one person won't be right for another. We are seeing that in the workplace with an increasing number of people wanting to work remotely vs. those who want to be in the office.*
  - i. **Facilitator's Note:** Share an example from your world or within your organization illustrating how people have different preferences.





- e. *As we reflect on this current transition, I invite you to consider these two perspectives:*
- i. *Rules vs. Possibilities*
    1. *There are many things in our personal and professional lives we treat as a rule or maybe they have been set as a rule by an organization. We often create limitations about the world around us and I invite us to ask – is it a rule? Or just a possibility?*
    2. **Facilitator's Note:** Share an example of this in your world. My example was feeling sad the night before my first vaccination because I really love the virtual experience we have created, collaborating with my husband and team in new ways. Then I realized what felt like a rule (“I can’t do virtual once I am vaccinated”) wasn’t a rule at all, but a possibility. One that I had control over to change.
    3. *We may not have authority over how and where we work as long as we choose the company we are working with, but where do we have more options and possibilities?*
  - ii. *Do people fear change?*
    1. *ASK – How many of you would agree with the statement that “People fear change?”*
      - a. **Facilitator's Note:** Most people will say yes, some might disagree, and you can use those perspectives to transition into the video.
    2. *As we navigate this next chapter, I want to challenge the idea that people fear change. I’m going to bring on my friend and leadership consultant Sarah Noll Wilson to say more.*
      - i. *Run Manager Minute Video on People Fearing Change.*

### **Introduce the model (5 Minutes)**

- 1) *Anytime we are going through change personally or professionally there are a couple of factors at play.*
  - a. *There are things we HAVE and things we DON’T HAVE.*
    - i. **Facilitator's Note:** Give examples along the way. I often use the idea of moving as it tends to be a universal experience. For example – Think about when you are moving, there are things in your current house that you have, like a connected garage. Or things you don’t have, like 3 bathrooms.
      1. Here are three suggestions for how to visually show the model:
        - a. Draw it on a flip chart/whiteboard (virtual or live).





- b. Show using a PPT slide.
- c. Show the short video we created for you.
- b. *Then there are things we WANT and things we DON'T WANT.*
  - i. **Facilitator's Note:** Again, give examples along the way. For example, as you look to buy a new house you might think we really want a bigger backyard and one thing we don't want is a busy street.
    - 1. Show visually
- c. *When we look at these four factors in relationship with each other, they create a simple but powerful framework. The things we HAVE/WANT are our TREASURES. The things we HAVE/DON'T WANT are things to TRASH. The things we DON'T HAVE/DON'T WANT are our FEARS. Finally, the things we DON'T HAVE/WANT are our WISHES.*
- d. *Using this framework, we will reflect on your current situation to:*
  - i. Clarify what is important to you
  - ii. Identify what you want to hold onto or let go
  - iii. Identify what you want to create or do new/differently
- e. *As we work through this framework together, please remember that there is no shame in what you want/need. Don't dismiss or minimize what you need or what others need. It can be easy to "should" on ourselves. I invite you to be open to what is true for you and to give space to what is true for other people.*
- f. *Also, for those of you who value accuracy, please know that some of the items you identify might fit in different categories depending on how you write them. This exercise isn't about getting it right but capturing what is true for you, wherever that emerges.*

### Work the model (20 minutes)

#### 1) Treasure (Have/Want)

- a. *Starting with our TREASURES, the things we HAVE and WANT. Take a moment to identify what your treasures are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Give people 2-3 minutes to reflect.
  - ii. If you have more than an hour you could have people share with a partner before opening the group share.
  - iii. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. *Ask people to share one or two treasures if in-person. If meeting virtually, you can have them share in chat or via Mentimeter.*





## 2) Trash (Have/Don't want)

- a. *Next, we will explore our TRASH, the things we HAVE and DON'T WANT. Take a moment to identify what you want to trash for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Give people 2-3 minutes to reflect.
  - ii. If you have more than an hour you could have people share with a partner before opening the group share.
  - iii. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. *Ask people to share one or two trash if in-person. If meeting virtually, you can have them share in chat or via Mentimeter.*

## 3) Fear (Don't have/Don't want)

- a. *Next, we will explore our FEARS, the things we DON'T HAVE and DON'T WANT. Take a moment to identify what your fears are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Give people 2-3 minutes to reflect.
  - ii. If you have more than an hour you could have people share with a partner before opening the group share.
  - iii. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. *Ask people to share one or two fears if in-person. If meeting virtually, you can have them share in chat or via Mentimeter.*

## 4) Wish (Don't have/Want)

- a. *Finally, we will explore our WISHES, the things we DON'T HAVE and WANT. Take a moment to identify what your wishes are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Give people 2-3 minutes to reflect.
  - ii. If you have more than an hour you could have people share with a partner before opening the group share.
  - iii. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. *Ask people to share one or two wishes if in-person. If meeting virtually, you can have them share in chat or via Mentimeter.*



5) Check In

- a. *What was this experience like reflecting on your situation through this framework?*
- b. *What became clearer to you?*



**Embrace an experimentation mindset (2 minutes) OPTIONAL**

- 1) *After so much uncertainty we will crave and seek certainty, but we need to remember that navigating change requires experimentation. We will need to experiment to find out what will be just right for us. Think about it like a Goldilocks practice “What is just right?”*
- 2) **Facilitator's Note:** We think this is an important conversation but is a topic that can be optional.

**Setting Commitments (5 minutes)**

- 1) *Now that we have clarity about what is important to us, we have an opportunity to make commitments. A simple way we can do this is by brainstorming two lists. One list is all the things we will say YES to and the other list is all the things we will say NO to.*
- 2) *Notice if brainstorming commitments feels difficult for you. Setting boundaries can be uncomfortable if this isn't a muscle you've built before.*
- 3) *When you get clear, you know what works for you and it can become liberating. Sarah Noll Wilson quote: “Clarity gives us conviction which gives us courage.”*
- 4) *Looking back at your list, identify one thing you will say Yes to and one thing you will say No to.*
- 5) **Facilitator's Note:** Have them share with a partner and/or as a large group out loud or in chat.

**Wrapping up (3 minutes)**

- 1) *Thank you for your time and attention, but mostly for investing in yourself. While the next chapter hasn't been written yet, I hope as a result of today you have a framework to create something new and better for yourself.*



## Facilitation for Group Reflection (90-120 min)

If you have a specific change a team or organization is going through you can use this tool to gather insights to inform decisions. The difference with this approach is that instead of people exploring individual needs, they are exploring their perspectives around a specific change. You may use this tool just for brainstorming or you can use it for group decision-making. Here is the adjusted facilitation guide for groups working through a specific challenge.

### Warm up/Prep

- 1) Music (optional) – What else can you do to set a safe/engaging environment?
- 2) Set up the tables/seating for people to safely debrief or, depending on group size, set up chairs in a circle.

### Welcome (10 minutes)

- 1) **Check in:** *What is one word that would describe how you are feeling? What is energy or feelings in the room right now?*
- 2) **Quote:** *To anchor our time today, I want to share this quote by Leadership Researcher and Author Margaret Wheatley, “Without reflection, we go blindly on our way, creating more unintended consequences, and failing to achieve anything useful.”*
- 3) **Logistics (if virtual)**
  - a. Encourage people to share how is most comfortable for them (i.e., chat, unmuted, message directly to facilitator).
  - b. *I encourage you to share with us today however is most comfortable for you. That is the beauty of virtual learning: we can show up in ways that will best serve our personal styles. Please use the chat, feel free to unmute, raise your hands. If there is something you would like to share but feel uncomfortable doing so directly, you can message me directly and I will share your thoughts anonymously.*
- 4) **Our Roadmap Today**
  - a. Introduce context of the change that you will be exploring. Consider the following to help guide the discussion:
    - i. What is the problem or challenge you are facing as a team?
    - ii. What information would be important for them to know?
    - iii. What is the focus for today?
  - b. Outline the goals of the session (i.e., Is this just brainstorming? Where will the information be used? Who will make decisions? By when?).



## Embracing this transition context (5 minutes)



### 1) Key points to explore:

a. *What makes transitions like this challenging is there isn't one solution. What is right for one person won't be right for another.*

i. **Facilitator's Note:** Share an example from your world or within your organization illustrating how people have different preferences.

b. *As we reflect on this current transition, I invite you to consider these two perspectives:*

#### i. *Rules vs. Possibilities*

1. *There are many things in our personal and professional lives we treat as a rule or maybe they have been set as a rule by an organization. We often create limitations about the world around us and I invite us to ask – is it a rule? Or just a possibility?*

2. **Facilitator's Note:** Share an example of this in your world. My example was feeling sad the night before my first vaccination because I really love the virtual experience we have created, collaborating with my husband and team in new ways. Then I realized what felt like a rule (“I can’t do virtual once I am vaccinated”) wasn’t a rule at all, but a possibility. One that I had control over to change.

3. *We may not have authority over how and where we work as long as we choose the company we are working with, but where do we have more options and possibilities?*

#### ii. *Do people fear change?*

1. *ASK – How many of you would agree with the statement that “People fear change?”*

a. **Facilitator's Note:** Most people will say yes, some might disagree, and you can use those perspectives to transition into the video.

2. *As we navigate this next chapter, I want to challenge the idea that people fear change. I’m going to bring on my friend and leadership consultant Sarah Noll Wilson to say more.*

i. Run Manager Minute Video on People Fearing Change.



## Introduce the model (5 Minutes)



- 1) *Anytime we are going through change personally or professionally there are a couple of factors at play.*
  - a. *There are things we HAVE and things we DON'T HAVE.*
    - i. **Facilitator's Note:** Give examples along the way. I often use the idea of moving as it tends to be a universal experience. For example – Think about when you are moving, there are things in your current house that you have, like a connected garage. Or things you don't have, like 3 bathrooms.
      1. Here are three suggestions for how to visually show the model:
        - a. Draw it on a flip chart/whiteboard (virtual or live).
        - b. Show using a PPT slide.
        - c. Show the short video we created for you.
  - b. *Then there are things we WANT and things we DON'T WANT.*
    - i. **Facilitator's Note:** Again, give examples along the way. For example, as you look to buy a new house you might think we really want a bigger backyard and one thing we don't want is a busy street.
      1. Show visually
  - c. *When we look at these four factors in relationship with each other they create a simple but powerful framework. The things we HAVE/WANT are our TREASURES. The things we HAVE/DON'T WANT are things to TRASH. The things we DON'T HAVE/DON'T WANT are our FEARS. Finally, the things we DON'T HAVE/WANT are our WISHES.*
  - d. *Using this framework, we will reflect on your current situation to:*
    - i. Clarify what is important to you
    - ii. Identify what you want to hold onto or let go
    - iii. Identify what you want to create or do new/differently
  - e. *As we work through this framework together, please remember that there is no shame in what you want/need. Don't dismiss or minimize what you need or what others need. It can be easy to "should" on ourselves. I invite you to be open to what is true for you and to give space to what is true for other people.*
  - f. *Also, for those of you who value accuracy, please know that some of the items you identify might fit in different categories depending on how you write them. This exercise isn't about getting it right but capturing what is true for you wherever that emerges.*



## Work the Model (40-60 minutes)



### 1) Treasure (Have/Want)

- a. *Starting with our TREASURES, the things we HAVE and WANT. Thinking about our particular topic/challenge, take a moment to identify what your treasures are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Ask people to capture one idea per Post It note (paper or virtually).
  - ii. Give them 5-7 minutes to reflect.
  - iii. If there are small groups, have each person share their treasures. Ask the group to pull together like themes.
  - iv. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. Ask for examples from each group.

### 2) Trash (Have/Don't want)

- a. *Next, we will explore our TRASH, the things we HAVE and DON'T WANT. Take a moment to identify what you want to trash.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Ask people to capture one idea per Post It note (paper or virtually).
  - ii. Give them 5-7 minutes to reflect.
  - iii. If there are small groups, have each person share their treasures. Ask the group to pull together like themes.
  - iv. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. Ask for examples from each group.

### 3) Fear (Don't have/Don't want)

- a. *Next, we will explore our FEARS, the things we DON'T HAVE and DON'T WANT. Take a moment to identify what your fears are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Ask people to capture one idea per Post It note (paper or virtually).
  - ii. Give them 5-7 minutes to reflect.
  - iii. If there are small groups, have each person share their treasures. Ask the group to pull together like themes.
  - iv. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. Ask for examples from each group.





#### 4) Wish (Don't have/Want)

- a. *Finally, we will explore our WISHES, the things we DON'T HAVE and WANT. Take a moment to identify what your wishes are for yourself personally or professionally.*
- b. **Facilitator's Note:** Adjust the focus of reflection depending upon the work of the group.
  - i. Ask people to capture one idea per Post It note(paper or virtually).
  - ii. Give them 5-7 minutes to reflect.
  - iii. If there are small groups, have each person share their treasures. Ask the group to pull together like themes.
  - iv. Before you ask people to share, share your own. What you share as a facilitator will set the tone for what people are comfortable sharing.
- c. Ask for examples from each group.

#### 5) Check In

- a. *What themes do you notice?*
- b. *What does this tell us about what is important to our team?*
- c. *Where are we different?*
- d. *What became clearer to you?*

#### Embrace an experimentation mindset (2 minutes) OPTIONAL

- 1) *After so much uncertainty we will crave and seek certainty, but we need to remember that navigating change requires experimentation. We will need to experiment to find out what will be just right for us. Think about it like a Goldilocks practice "What is just right?"*
  - a. **Facilitator's Note:** We think this is an important conversation but is a topic that can be optional.

#### Setting Commitments (5 minutes) OPTIONAL

- 1) *Now that we have clarity about what is important to us, we have an opportunity to make commitments. A simple way we can do this is by brainstorming two lists. One list is all the things we will say YES to and the other list is all the things we will say NO to.*
- 2) *Notice if brainstorming commitments feels difficult for you. Setting boundaries can be uncomfortable if this isn't a muscle you've built before.*
- 3) *When you get clear, you know what works for you and it can become liberating. Sarah Noll Wilson quote: "Clarity gives us conviction which gives us courage."*
- 4) *Looking back at your list, identify one thing you will say Yes to and one thing you will say No to.*
- 5) **Facilitator's Note:** Have them share with a partner and/or as a large group out loud or in chat.



### **Wrapping up (3 minutes)**

Thank the participants for their time and thoughts. Explain how this information will be captured, shared, and used. Be specific.

### **Tips**

- Notice and coach if people are dismissing their own ideas or others.
- When working with a team about a specific situation, there will always be themes but there will also likely be differences. This is an amazing opportunity to explore those dynamics. Also, don't be surprised if some items might conflict with each other. I.e., when moving to a new space there is a wish for sunlight but a treasure for privacy.
- Give plenty of time for people to share and discuss at their tables or in their groups.
- Depending upon the focus, we use Post It notes as it helps us analyze the information for decision-making later. We can quickly sort like ideas together. This can be done effectively online through Miro.

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