Welcome to

Putting Diversity to Work

Learning Objectives

- To understand how diversity adds value to an organization

- To practice communication techniques and tools to become a diversity leader

- To explore ways to recruit, hire, and manage employees of diverse backgrounds and cultures

Agenda

Introduction	40 minutes
Module 1: Enabling Your Organization to Embrace Diversity	80 minutes
Break	10 minutes
Module 2: Developing Yourself to Embrace Diversity	100 minutes
Lunch Break	30 minutes
Module 3: Leading and Communicating	75 minutes
Break	10 minutes
Module 4: Diversifying Your Workplace Successfully	105 minutes
Conclusion	15 minutes

Putting Diversity to Work

Build your competitive advantage by:

- Recruiting the most competent and creative

- Capitalizing on creativity

- Maximizing the benefits of globalization

The Bottom Lines

- Profit

- People

- Planet

Activity: Influencing Your Stakeholders

- Form groups of 4

- Receive paper and a marker

- Use the questions on page 9 to:
  - Determine a diversity initiative
  - Create a stakeholder map
  - Apply the AAA plan

- Take 15 minutes to complete the activity

- Present maps and plans to the rest of the class

Diversity Strategies

Diversity-supportive organizations:

- Act proactively

- Are leadership-driven

- Encourage ownership

- Think inclusively

- Mainstream diversity

Exploring Your Values

■ Share values with your partner

■ Discuss how these values would affect interactions:

– How might people with these values work well together?

– What problems might their differences create?

– What stereotypes might people with these values have about each other?

Activity: The Diversity Mind-Set

- Form three groups

- All read pp. 40-41

- Each group choose a situation in which a member was uncomfortable with someone; record it on the handout

- Groups pass handouts to the next group

- Answer the "Interest" questions about the situation you receive

- Pass handouts again; answer the "Introspection" questions about the situation you receive

- Pass handouts again; review the other groups' responses; answer the "Innovation" questions

Communication in Diverse Groups

- Know when face-to-face communication is important

- Ask questions to create rapport

- Increase employee involvement

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S9

Ten Tips for Managing Multicultural Employees

- Lay out clear lines of communication

- Set recognizable milestones

- Avoid assigning roles

- Be careful about how you promote people

- Keep in constant touch

Ten Tips for Managing Multicultural Employees (cont'd)

- Invest in training

- Avoid overanalyzing problems

- Form a network of cultural mentors

- Set a realistic pace

- Build similarities by recognizing differences

Diversity Online

- Make sure your site demonstrates your company's diversity

- Culture is operating whether we see it or not

- Creating and maintaining trust is your biggest responsibility

- Reflect on how your team works together

- Agree on the right media to use, when and with whom

Activity: Using Electronic Tools Effectively

- Form groups of 3 or 4

- Each group will receive a handout

- Read pp. 67–70 and answer the handout questions as a group

- After 20 minutes, share group responses with the class

Recruiting and Interviewing Diverse Applicants

■ Review your current recruiting strategies

■ Examine your own beliefs about job candidates

Introducing New Employees into the Organization

- Know the local culture

- Spell out unwritten rules

- Encourage questions

- Use a buddy system

- Look for best practices

Promoting Employees

- Evaluate promotion criteria

- Broaden your own thinking

- Support diverse leadership styles

- Encourage input from everyone on your team

Analyzing Diversity Challenges

■ Diversity and conflict

■ Analyze the situation

Activity: Diversity Challenges

- Form groups of 3–5

- Read the case study on p. 97

- Discuss the questions on p. 98 (15 min.)

- Compare the authors' responses with the groups' responses

Conflict Resolution

- The style you use the most?

- Benefits of that style?

- Drawbacks?

- The style you would like to develop?

Sexual Harassment

■ Know the law

■ Find out about your organization's harassment policies and procedure

■ Prevent problems before they start