Diversity

Everyone has the opportunity to succeed, regardless of their ethnicity, gender, age, background or orientation. As the dramatic shift to a highly diverse workforce continues, organizations know they must help all workers understand, accept, and capitalize on differences. They know the cultural backgrounds and experiences of diverse employees and customers can enrich the organization, making it more innovative and globally competitive.

Realizing the benefits of diversity means meeting the diversity challenge through self-awareness, understanding, and commitment. Leaders who truly value diversity want more than compliance and they know commitment to diversity grows only as self-awareness and personal accountability flourish within the organization.

The Four Key Diversity Areas

1. **Knowledge:** Stereotypes and information
2. **Understanding:** Awareness and empathy
3. **Acceptance:** Receptiveness and respect
4. **Behavior:** Self-awareness and interpersonal skills

Upon completion of this course, participants should be able to:

- Discover their personal comfort level with people that are different from themselves.
- Understand the impact of their behavior on others.
- Assess the accuracy of their knowledge about differences.
- Limit the influence of stereotypes.
- Reduce conflict.
- Transform knowledge into acceptance and empathy.

Create an open and welcoming workplace where people learn from and build upon each other's similarities and differences.

Everything DiSC® Workplace

Have you ever wondered why it is so easy to work with some people and more challenging to work with others? This course will help you understand yourself and others to create effective work relationships. This course builds an understanding of different behavioral and communication preferences organized into four simple dimensions. These preferences indicate how people approach their work, communication, and how they process information.

The Everything DiSC® assessment identifies your preferred behavioral style at work. In the course we will go over each of the four DiSC® preferences and teach you how you can adapt your language, delegation, and work style to accommodate those you work with and for. Everything DiSC® is one of the essential leadership insights that allow you to build more effective teams, increase job performance, and reduce conflict.

DiSC® Styles:

- **Dominance:** Emphasis on accomplishing results, fast-paced.
- **Influence:** Emphasis on relationships, face-paced.
- **Steadiness:** Emphasis on cooperation, slow-paced.
- **Conscientiousness:** Emphasis on accuracy, slow-paced.

Upon completion of this course, participants should be able to:

- Utilize assessment results to identify own DISC® behavior tendencies.
- Utilize assessment results to identify others' DISC® behavior tendencies.
- Accommodate teammates' differing DISC® profile tendencies in workplace.
- Apply other's DISC® behavioral strengths and tendencies in order to develop more productive teams.
- Manage their employees more effectively using their DISC® workstyle tendencies.

The Everything DiSC® Workplace profile is an essential leadership insight to increase performance, build more effective teams, and learn to adapt your communication situationally.

Groupthink and the Abilene Paradox

Participants in the Groupthink course gain an understanding of the eight symptoms and strategies for avoiding Groupthink pioneered by Dr. Irving Janis. After seeing how the Groupthink phenomenon may have caused the Challenger disaster, your team/department's consensus-building and process-implementation will be changed forever.

Participants also study other historical events, the Bay of Pigs invasion, Pearl Harbor and the cuban Missile Crisis - to explore and help demonstrate the phenomenon of Groupthink.

The Abilene Paradox is a common dilemma and the reason many organizational efforts fail as researched by Dr. Jerry Harvey. Participants study people who support plans they really do not believe in—leading groups to meaningless, costly outcomes. People often "go along to get along" if they have any doubt at all about what will happen if they present opposition. Leaders must create a workplace where people are free to disagree and are encouraged to voice their true opinions.

Groupthink Symptoms

1. Direct Pressure
2. Self-Censorship
3. Illusion of Invulnerability
4. Illusion of Unanimity
5. Rationalization
6. Belief in Inherent Morality of the Group
7. Stereotypes of Outgroups
8. Mindguards

Abilene Paradox Symptoms

1. Action Anxiety
2. Negative Fantasy
3. Perceived Risk
4. Fear of Separation
5. Real Risk
6. Confusion of Risk and Certainty

Upon completion of this course, participants should be able to:

- Recognize the symptoms and antecedent factors that contribute to Group Think.
- Recognize the symptoms and antecedent factors of The Abilene Paradox.
- Apply the groupthink model in group decision making processes on the job.
- Identify techniques for the prevention of Groupthink.
- Identify techniques for the prevention of mismanaging agreement.

Note: This course can also be taught as two separate courses.

Learn about pitfalls in group decision making processes and how to avoid them during group discussions and problem solving.

Listening with a Purpose

Research shows that there are multiple listening styles and we each have a style that is most natural to us. This course indicates what your preferred listening style (or styles) is and you will learn how to adapt your listening approach based on the situation. You will become more situationally effective with your colleagues, your direct reports, and your supervisors.

The Personal Listening Profile® helps people understand when their most natural listening approach may be or may not be appropriate to use and how to adapt another approach for more successful communication. In addition, participants will learn how to recognize different approaches and provide information that is related to the type of listener they are talking to.

Five Different Listening Approaches

1. **Appreciative:** Listens in a relaxed manner, seeks enjoyment, entertainment, or inspiration.
2. **Empathic:** Listens without judging, is supportive of the speaker, and learns from the experiences of others.
3. **Comprehensive:** Listens to organize and makes sense of information by understanding relationships among ideas.
4. **Discerning:** Listens to get complete information, understands the main message, and determines important details.
5. **Evaluative:** Listens in order to make a decision based on information provided and may accept or reject messages based on personal beliefs.

Upon completion of this course, participants should be able to:

- Utilize assessment to determine own Listening Style.
- Identify Listening Styles that are different from their own.
- Develop communication strategies based upon Listening Styles.
- Recognize others' Listening Styles and utilize knowledge in their own Listening Styles.

The Personal Listening Profile® helps people understand when their most natural listening approach may (not) be appropriate and how to adopt another approach for more successful communication.

Myers-Briggs Type Inventory (MBTI®)

The purpose of the MBTI® assessment is to acquaint you with a description of personal preferences and types and their effects on interactions, work situations, and relationships.

The self-assessment enhances understanding of yourself, your motivations, your natural strengths, and your potential areas for growth. It is a powerful and versatile solution that has helped millions of people around the world better understand themselves and how they interact with others.

The 4 Preference Sets

1. **Extraversion – Introversion**: How you direct and receive energy
2. **Sensing – Intuition:** How you take in information
3. **Thinking – Feeling:** How you decide and come to conclusions
4. **Judging – Perceiving:** How you approach the outside world

Upon completion of this course, participants should be able to:

- Assess your personality preferences/types using the MBTI® model.
- Apply MBTI® theory to develop leadership and management skills.
- Describe the basic preferences of four dichotomies of MBTI®.
- Manage their employees more effectively using their MBTI® preferences.

Improve your interaction with others by learning about your innate personality traits and how to work effectively with others based on your similarities and differences.

Organizational Savvy

Your ability to achieve results across organizational boundaries is contingent upon your effectiveness in building collaborative relationships with the people in your networks.

The word "savvy" is derived from Portuguese meaning, "he knows, to know, to be wise." This course will model the collaborative process through lecture, collaborative exercises, group activities, and debriefs.

The CLEAN Networking System is built on the skills needed to leverage your experience, education, motivation, and contribution to the organization. The CLEAN system seen below serves as a model and outline that addresses the model's important subjects and skills.

CLEAN:

C Culture and Collaboration
L Listen, Learn, Love Your Customers
E Encourage, Education, Engineer the Experience
A Achieve Results
N Networking Savvy

Upon completion of this course, participants should be able to:

- Differentiate when to use authority and non-authority leadership.
- Describe their personal strengths and development areas when interacting with others.
- Apply knowledge and skills to navigate across their internal and external networks.

Build resourceful networks and collaborative relationships to increase your effectiveness as a leader.

Reacting to Change

This course focuses on two models: The Five Stages of Grief and Loss, also known as DABDA, and the Organizational Development Change Model. Both models encompass a collection of planned change interventions built on humanistic-democratic values that seek to improve organizational effectiveness and employee well-being.

Elisabeth Kubler-Ross identified The Five Stages of Grief and Loss through years of working with terminally ill patients. However, at work people can also go through this model as changes occur.

The techniques or interventions discussed in this course will help you prepare everyone for successful change.

Five Stages of Grief, Loss and Reacting to Change

1. Denial
2. Anger
3. Bargaining
4. Depression
5. Acceptance

Upon completion of this course, participants should be able to:

- Identify Bridge's transition phases.
- Analyze the impact of Bridge's Three Phases of Transition .
- Apply Lewin's Three-Step Model for Change in a work setting.
- Describe the four steps in the Appreciative Inquiry organizational change model.

Increase your synergistic decision making processes as a team through this interactive simulation.

Stress and Your Coping Resources

Today's workplace demands high performance of its employees, but that no longer means putting work ahead of everything else. Today's more dynamic, team-oriented organizations require flexible, creative, sustainable performance—the kind that comes with people who know how to balance the urgent demands of work and personal life without sacrificing either.

This course brings a unique and self-directed learning instrument that provides people with valuable feedback on stress, their satisfaction level, and their coping strengths in four interconnected areas of life: Personal, Work, Couple, and Family.

Four Key Coping Resources

1. **Communication:** The ability to share thoughts and feelings to promote mutual understanding.
2. **Closeness:** A comfort level with others and the ability to connect with people in your environment.
3. **Flexibility:** An openness and ability to respond to change.
4. **Problem-Solving:** Your ability to deal directly with difficult situations and make positive changes to resolve them.

Upon completion of this course, participants should be able to:

The Personal Listening Profile® helps individuals identify which of the five listening approaches they use to process, organize, store, and retrieve information:

- Utilize assessment tool to identify stress in personal and work life.
- Utilize assessment tool to identify coping resources of communication, problem-solving, flexibility and closeness.
- Determine how stress in one area of your life impacts the other areas of your life.
- Identify the relationships between stress levels, coping resources, and overall satisfaction in your life.

Gain valuable insights into your stress habits and increase your coping resources to increase your overall life and work satisfaction.

Synergistic Decision Making

Building synergy around team decisions is one of the essential skills of a leader. This course will give you clear insights into your own team decision-making contributions through a group process simulation. The model used in this course consists of two aspects to increase synergy: problem-solving and interpersonal skills. Problem solving is the rational sequence of questions and action items a team considers in reaching a decision. Interpersonal relations are the way people treat one another while solving the problem.

Through a simulation situation participants will examine their individual performance as compared to a group's performance. In addition, participants will gain insights about constructive and less constructive behavior they use and how to increase team development.

Gain Insights into:

1. Individual vs. Group Performance
2. Interpersonal Skills
3. Rational Skills
4. Synergistic Problem Solving Methods

Upon completion of this course, participants should be able to:

- Demonstrate how teams are able to produce decisions that are more effective than individual decisions.
- Practice the rational & interpersonal skills involved in synergistic decision making.
- Develop the skills necessary to effectively manage a project.
- Apply decision making skills to initiate change in their organization.

Increase your synergistic decision making processes as a team through this interactive simulation.

Team Dynamics

In this course you will learn to maximize every individual's contribution and synergize your team process. In addition, you will learn to achieve high-performance team results through effective individual contribution. Through the Team Dimension Profile® you will gain insights into your own preferred team role and approach to the innovation process. In addition, you will develop strategies to work effectively with a team through creating, refining, advancing, and implementing new ideas.

The 5 Team Dimension Roles

1. **Creator:** the idea generator
2. **Advancer:** the idea communicator
3. **Refiner:** the idea challenger
4. **Executor:** the idea implementer
5. **Flexer:** steps in the fill gaps

Upon completion of this course, participants should be able to:

- Identify own preferred team roles.
- Recognize others' team positions and their role on the team.
- Identify the key roles and contributions that people perform in team settings.
- Assess how your team can identify each member's talents and place people in roles that utilize their talents.

Synergize the team process by learning how to develop effective team dynamics by knowing and understanding everyone's preferred team role.

Time Mastery

We all face a daily dilemma: too much to do and not enough time to do it. The Time Mastery course focuses on how we resolve that dilemma. You will assess your habitual time management behaviors in twelve different categories and gain insights into whether your behaviors help or hinder you. Each participant leaves the course with their own Time Management Map with goals and action plans established to better manage their time and priorities.

Time Mastery Categories:

1. **Goals:** Focusing on objectives rather than activities
2. **Attitudes:** Committing to personal control
3. **Priorities:** Putting first things first by defining relative importance
4. **Analyzing:** Personal time and opportunities for improvement
5. **Planning:** Questions to ask when allocating time and work
6. **Scheduling:** When to do what you have planned
7. **Interruptions:** Minimizing and managing uncontrollable events
8. **Meetings:** How to make meetings shorter and more productive
9. **Paperwork:** How to dump it, delegate it, do it, or delay it
10. **Delegation:** How to vertically share work, authority, and accountability
11. **Procrastination:** Learning to stop postponing the inevitable
12. **Time Team:** Mastering time in an era of teams and workgroups

Upon completion of this course, participants should be able to:

• Utilize assessment to identify own time management strategy.
• Describe 12 Time Mastery Categories.
• Demonstrate where to focus time management efforts based on Skills Gap Analysis.
• Calculate time spent in each of 12 Time Mastery Categories.
• Improve their time management in at least one of 12 Time Mastery Categories.

Increase your Time Mastery skills by analyzing your habits across twelve different categories and completing action plans for each of your goals.

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