

DIVERSITY

Maximizing Customer Satisfaction Through Valuing Employees

Leader's Guide

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INTRODUCTION

Overall Series Objective

- The main objective of the *Diversity: Maximizing Customer Satisfaction Through Valuing People* video series is to demonstrate the effects of internal diversity issues on an organization's ability to form high performance teams that can service a diverse customer base effectively. Essentially, the objective is to emphasize the direct link between diversity management and bottom-line organizational success.

PROGRAM CONTENTS

- 1) Three Video Scenarios:
 - Performance Review
 - Career Development
 - Customer Satisfaction
- 2) One Leader's Guide
- 3) 24 Participant's Workbooks

SUGGESTED USE

Time: Three and one-half to four hours.

Group Size: 10 to 24 participants.

Setting: Diversity training session, quarterly meeting, diversity forum or other information sharing session.

How to use this Leader's Guide

The Leader's Guide is designed to assist you in creating diversity-related discussions in your organization. It is not meant to be a script for the discussion, rather a resource to direct the flow of the conversation.

Components of your Leader's Guide

- Your guide contains four main sections: the Processes Section, the Reference Section, the Video Transcripts and the Participant's Workbook.
- In the Processes Section, you will find objectives around which to focus your workshop, probing questions to elicit discussion, references to the Reference Section and the Participant's Workbook, and notes for the facilitator.
- The Participant's Workbook contains Character Profiles, Key Learnings and Common Questions for each of the three video scenarios as well as a handout for the Consultant Exercise used with the video series.

Design

- The video scenarios are designed to be shown consecutively. Each scenario builds on the previous one and issues "spill over" into successive scenes.
- The series is designed to be facilitated by two facilitators. Due to the complex nature of the material and the need to challenge participants to "go outside their comfort zone", a facilitator team is better equipped to deliver this program. Furthermore, we recommend that the facilitator team is diverse in terms of race, gender, age, disability, etc.

INTRODUCTION

Design (cont.)

- The Leader's Guide offers one option for achieving the program objective stated above. First, participants view the Performance Review scenario. This scenario is debriefed using the "Hit and Run" method. Next, participants view the Career Development scenario followed by the Customer Satisfaction scenario. These scenarios are debriefed collectively through a subgroup activity called the Consultant Exercise. Finally, a large group debrief is used to tie all three scenarios together. The large group discussion format is used to highlight the diversity issues presented in each of the scenarios and generate solutions to those issues.
- The facilitator's role is to raise participants' awareness of diversity issues and guide the discussion to elicit the Key Learning points for each video scenario.

Options

- While the package is designed to be used as a series, due to time constraints, organizational objectives or other concerns, you may choose to use the scenarios individually. When doing so, it is essential to become very familiar with the Key Learnings and Common Questions for each scenario. (See Participant's Workbook for Key Learnings and Common Questions.) However you choose to use the videos and their associated materials, your discussion or group activity should center around the Key Learnings for each video scenario.
- There are two debrief methods presented in your Leader's Guide; the Hit and Run method and the Consultant Exercise. While your Leader's Guide suggests using the Hit and Run method with the Performance Review scenario and the Consultant Exercise with the Career Development and Customer Satisfaction scenarios, mixing the debrief methods is also effective. The Hit and Run method is very interactive whereas the Consultant Exercise takes a more analytical approach. Knowing your participant group well will help you choose an appropriate combination of debrief methods to maximize the value of your workshop for the participants.
- One suggestion is to show each video scenario at a different meeting. Dedicating time (45 minutes to 1 hour) to each individual scenario allows for full dissection of that scenario's particular issues. In addition, use of this option demonstrates a commitment to sustained dialogue around diversity issues in your organization.
- Another option would be for participants to become more actively involved in the solutions to the issues presented in the video series. For example, participants could role-play a follow-up meeting to the one they see in a particular video scenario. This allows the participants the opportunity to gain practical experience in resolving complex diversity issues.

INTRODUCTION

Options (cont.)

- The scenarios can be integrated into other types of training in order to link diversity to concurrent organizational initiatives. For example, the Customer Satisfaction video could be used in customer service training to raise employees awareness of the variety of service needs of today's customer base. Similarly, the Performance Review and Career Development scenarios can be used in performance management, career planning and development training for managers. Again, such use helps to demonstrate the importance of diversity management as an overall business strategy and may help to alleviate the perception that diversity is an isolated program.

While this is not an exhaustive list of potential training designs for use with the *Diversity: Maximizing Customer Satisfaction Through Valuing People* video series, it is meant to generate ideas for facilitators. We encourage you to tailor the program to your organization's particular needs and objectives.

We at ARMC value you as a customer and welcome your feedback regarding our products and services. If you have any questions or comments regarding the video series, your Leader's Guide, the Participant's Workbooks or the service you received, please feel free to call us at (215) 551-5340.

We wish you success with your diversity initiatives.

**GENERAL THOUGHTS
FOR FACILITATORS**

1. In order to maximize participants' learnings, facilitators must make sure that they constantly repeat the key themes, link the video scenarios together, and tie in the effect that various insights gained around diversity have on increasing market penetration, team effectiveness and building effective stakeholder relationships.

2. Key themes for each video scenario include:
 - Performance Review**
 - Differing expectations and perceptions of performance standards
 - Lack of clear, specific and timely communication
 - Responsibility of both individuals to ensure a quality performance review
 - Influence of personal values and biases on perceptions of others

 - Career Development**
 - Differing perspectives of acceptable behavior
 - Lack of clear, specific and timely communication
 - Changing organizational structure and possible lack of promotional opportunities
 - Influence of personal values and biases on perceptions of others

 - Customer Satisfaction**
 - Effect of internal management of diversity on external business success
 - Extension of diversity management beyond employees to customers and stakeholders
 - Different approaches required to meet diverse customers' needs
 - Influence of personal values and biases on perceptions of others

3. You, as a facilitator, are responsible for working on the wrap-ups and debriefs of each exercise so that you will be able to pull the key learnings from the group and use this information in your wrap-up.

INTRODUCTION

0:10

TIME: 10 MINUTES

MATERIALS: NONE



Objectives

WORKSHOP OBJECTIVES

- To develop skills to identify the real issue: bureaucratic, individual, changing values or diversity.
- To understand that many times poor communication results in gaps in expectations, which can be interpreted as diversity issues.
- To develop solutions to diversity-related issues.
- To determine how these issues impact on team-building and quality efforts.
- To understand how mismanagement of internal diversity issues ultimately impacts customer satisfaction and bottom-line success.

Do:

Introduce yourselves as facilitators and ask the members of the group to introduce themselves if necessary. Welcome the participants to the workshop.

Note:

Since diversity issues are often difficult for people to address, it may be beneficial to establish ground rules for open communication and non-judgmental behavior.

Do:

Review the workshop objectives and ensure that the participants are clear about the purpose of the session. Emphasize the fact that this module is designed to show the connection between internal diversity issues and an organization's ability to service an increasingly diverse customer base effectively.

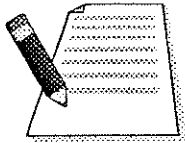
INTRODUCTION (Cont.)

Any Notes You've Taken

VIDEO: PERFORMANCE REVIEW
HIT AND RUN EXERCISE

0:60

TIME: 60 MINUTES

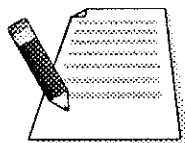


MATERIALS: PARTICIPANT'S WORKBOOKS,
VIDEO, VCR



OBJECTIVES

- To identify key diversity issues that exist in the scenario.
- To develop solutions to the issues identified.
- To examine organizational policies and procedures that may contribute to the problem.
- To observe how participants react when faced with a real-life diversity situation.



Do:

Refer participants to the Character Profiles for the Performance Review video. (See Participant's Workbook pg. 1) Set up the video by introducing the characters.

Explain that participants should pay close attention to what occurs in the video. Remind participants to watch closely for both verbal and non-verbal behaviors exhibited by the characters. It will be helpful for participants to take notes so that they will be better prepared for the exercise that follows.

Show the Performance Review video.



Instructions

HIT AND RUN EXERCISE

1. At the conclusion of the video, explain to participants that each of the facilitators will be taking on a role from the video.

VIDEO: PERFORMANCE REVIEW

HIT AND RUN EXERCISE (Cont.)

HIT AND RUN EXERCISE (CONT.)

2. In that role, you (the facilitator) will be approaching participants for advice on the situation that they have just seen.
3. When the workshop participants are approached for advice, they will be giving the advice as John's manager or Elizabeth's mentor.

Note:

This exercise, as written, requires two facilitators. If you are facilitating alone, you can ask for a volunteer from the workshop to play the role of one of the characters. You should fully brief the volunteer on his/her role and ensure that he/she understands the character's point of view.

Do:

The facilitator playing the role of Elizabeth approaches a participant, asks a question that elicits a Key Learning or generates a solution to the scenario, and listens to the participant's response. Next, the facilitator playing the role of John repeats the same process. As this progresses, play off of the advice that is given to your co-facilitator. Continue in this manner until you have solicited responses that reflect the majority of the Key Learnings for the Performance Review scenario.

Note:

Focus on asking questions related to specific Key Learning points and previous dialogue. (See Participant's Workbook pg. 4 for Key Learnings). Remember, the effectiveness of this exercise depends on your ability to facilitate the participants' learning, not on your ability to act. Also, make sure that the participants are giving you solid advice when you are in the role of the video character. At times, participants will try to ask you questions for clarification. Emphasize that you are coming to them for advice and avoid restating the events of the meeting as depicted in the video scenario. The focus of the exercise should be to move the conversation between Elizabeth and John towards actionable solutions. See the suggested questions that follow (pg. 6) for the role of John or Elizabeth.

