

M.E.E.T. on Common Ground™

Speaking Up for Respect in the Workplace

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Facilitator Guide

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Program Overview

M.E.E.T. on Common Ground™: Speaking Up for Respect in the Workplace is designed to help you teach people how to recognize, respond to and resolve difficult interactions that can stem from individual and cultural differences.

Create a workplace where people want to come—and stay. This objective is the foundation for many organizational initiatives. It seems simple enough, but in reality it can be difficult to achieve. The reason is that it requires more than the issuance of a policy, program, set of regulations or laws. It takes people—people with a common understanding, common skills and common goals that are willing and able to meet on common ground in order to create an environment that works for everyone!

M.E.E.T. on Common Ground™ will provide your employees with the tools and techniques necessary to meet on common ground. It provides the understanding, skills and goals necessary to create and maintain a respectful workplace. When people believe that who they are and what they do is respected, conflict, tension, complaints, grievances, lawsuits and turnover go down—while retention, morale and productivity go up. The end result is a workplace where people want to come—and stay.

By the way, we know that your organization has its own unique personality, needs and issues.

M.E.E.T. on Common Ground™ was designed with that in mind. The program is flexible enough to be used as the foundation for a new training initiative or you can easily adapt it and integrate it into your existing business training initiative.

Program Benefits

Here are the benefits this program can deliver for your employees and managers and your organization:

For everyone:

- Skills — your skills in communication, teamwork, conflict, resolution, diversity, and customer service will be enhanced
- More confidence — you will be able to better handle sensitive issues without shame, blame or negative stereotyping
- More productivity — you will have an easier time communicating with coworkers and customers and less down time due to conflict, tension or unresolved frustration
- Sense of pride — that is what happens when you feel respected by your coworkers and your organization
- Enhanced teamwork — collaborating with others is easier when you work in a respectful environment

For the organization:

- An employee value proposition — all things being equal, we can more easily attract and retain a talented workforce if we actively support an environment in which employees feel valued and respected
- Improved productivity — when people understand how to effectively deal with sensitive issues, their teamwork and customer service are enhanced
- Increased professionalism — creating a respect-filled workplace promotes appropriate and professional behavior in the workplace
- Problem prevention — when people understand how to recognize issues, think things through and then act in a respectful way, you should be able to resolve issues quickly, keep problems from escalating and save time and money

Program Design

M.E.E.T. on Common Ground™ uses six discussion-trigger vignettes showing examples of difficult, yet realistic, employee interactions. This will help participants see the importance and value of a respectful working environment. It will allow them to relate the example to real situations they have or will encounter.

Here is how it works:

1. After some introductory activities, participants watch a video that shows examples of six common work-related situations involving respect. Each situation is played out right up to the point where the employee needs to take action to maintain a respectful workplace.
2. Stop the video when you see the “What do you think?” graphic and facilitate a discussion of what participants would do in a similar situation.
3. Start the video again, and the narrator will explain one way to apply the M.E.E.T. model to the situation to promote respect in the workplace.
4. You can use the optional stop at the end of each vignette to discuss the situation further and to summarize the key points. If there is a situation that is very common or sensitive, this would be a great opportunity to discuss the situation in more detail.
5. Throughout the training, there will be exercises that will provide skill- practice opportunities for your participants. There are also several optional activities you can use or modify to enhance the learning experience and provide skill-building and application opportunities for your participants.
6. At the end of the training, you will help participants identify what needs to happen in the organization, in their department and in their relationships with others to promote respect in the workplace.
7. At the end of the training, participants will also be asked to fill out an evaluation sheet.

Learning Objectives

After completing the program, your employees will be able to:

- Explain the benefit of mutual respect in the workplace
- Explain the role of respect in creating productive relationships in the workplace
- Explain the importance of personal responsibility in promoting respect in the workplace
- Use the four steps in the M.E.E.T. model to help promote a “mutual respect” working environment

The Four-Step M.E.E.T. Model

M — Make time to discuss

E — Explore differences

E — Encourage respect

T — Take responsibility

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How to Use this Training Kit

This training kit is designed to provide all the information and materials you need to conduct an effective training session.

The Complete Kit includes:

1. This Facilitator Guide with multiple agenda options
2. Facilitator Resources, which contain optional activities, handout masters and additional suggestions to assist facilitators
3. PowerPoint slides and other reference information available as Online Resources*
4. Reproducible Participant Materials, found both in this kit and as Online Resources*
5. A reproducible Self-Study Guide available as an Online Resources*
6. *VHS Video* — M.E.E.T. on Common Ground™: Speaking Up for Respect in the Workplace
7. DVD
 - M.E.E. T. on Common Ground™: Speaking Up for Respect in the Workplace *video*
 - Individual vignettes (without narration)
 - SMART-START® Respect: It Just Takes a Little Respect *video*
 - Insights Interview
8. One Trainer Pack (10 highlighter pens, 10 notepads, 10 name tents, 10 certificates of completion)

**To access Online Resources for this program, visit www.sollah.com. Login and select View Program Resources.*

If you are an experienced training professional, use this guide as a starting point as you prepare for training, and be sure to insert your own style, experience and examples into the session. If you are new to training or the program content, follow the step-by-step instructions and use the scripted language to help you stay focused on the key points and facilitate an effective session.

As you prepare for a session, be sure to select the agenda option that best meets your organization's training needs, and review the agenda from beginning to end. Determine whether you will use any of the optional activities provided in the Facilitator Resources, and if so, where you will insert them. Estimated timeframes for each agenda option assumes a group size of 8 — 15 people. If your session will have fewer or more participants, it's important to review each step of your agenda and decide how to best modify discussions and activities to accommodate your group size.

There is always more than one way to approach setting up and positioning activities. This guide provides best practices, based on trainer review and general market needs. Should you have any questions about how to best conduct a particular activity for your organization's unique needs, please contact Sollah Interactive, LLC at 800-300-8880. Sollah Interactive's master trainers are happy to answer questions, provide ideas and help customize materials.

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Definitions

The following terms may be used in this **Facilitator Guide**.

Disguised Stop Tape: In between the set-up and resolution for each vignette there is a short montage of pictures, followed by a black screen, before the narrator comes on. If you are showing the video in its entirety, this provides a seamless way to continue the video and provide participants a moment of time to reflect. If you are using an agenda that prompts discussion after the set-up of a vignette, this short montage of pictures gives you an opportunity to pause the video.

Ground Rules: This is a set of process guidelines to help everyone stay focused and get the most from the training session. Some ideas for Ground Rules are:

- Start and end on time (come back from breaks on time)
- Turn off cell phones, pagers and any handheld devices, such as PDAs, MP3 players, games, etc.
- Listen for understanding
- Ask questions

Parking Lot: This is a flipchart or electronic document designated as a place to record questions, ideas and comments from participants that will either be covered later in the session or after the session and will require follow-up.

Vignette: A vignette is a video-based example that is used to model incorrect and/or correct workplace behavior, as well as trigger participant discussion.

Icon Map



Information you should say to participants



An appropriate time for group discussion



Play the video



Record ideas on the flipchart



Refer participants to their printed materials



Show the appropriate PowerPoint slide

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Roles and Responsibilities

Know your role:

During a training session your primary role is to facilitate the process of learning. This involves managing the environment, encouraging participation, dealing effectively with disruptions and providing just the right amount of emphasis on key content points. In most cases, you do not need to be an expert in the content. As long as you create the opportunity for them to contribute, adult participants will share pertinent examples and relevant life experience. Your challenge then becomes making sure comments and stories are linked back to support the training topic.

Depending on your specific situation, you may also have responsibilities prior to or after a training session. If you are involved in pre-training assessment or session coordination or are responsible for post-training review and application, it will be important to align your efforts with organizational policies and goals and gain frontline management support. For more information about the general roles and responsibilities of trainers in today's workplace, refer to Sollah Interactive's Online Resources or contact us at services@trainingassetsgateway.com.

Know how to connect:

You may have people from a wide range of backgrounds and experiences in your session. So, here are some things to keep in mind to help make sure everyone gets as much out of the session as possible:

1. Acknowledge reality.

People in your session have real lives and real jobs—just like you. When you acknowledge that reality—with all its imperfections, challenges and frustrations—in your discussions about how to apply the material from the session to their jobs, people will feel safe enough to really open up, explore and learn.

2. Care about the material.

Take the time to really understand how respect impacts your participants on an individual and organizational level. It is useful to relate the training to specific organizational initiatives or vision and value statements. It's also helpful if you can think about how respect in the workplace affects you personally. Spend some time coming up with a few positive or humorous examples from your own experience. Again, the more honest and open you are, the more you will be able to connect with the class and the more participants will learn and enjoy the workshop.

3. Welcome resistance—and don't take it personally.

Remember, what you are presenting will be new to many participants, and they may need some time to feel comfortable with the topic. Even when you are doing a great job as a facilitator—maybe especially when you are doing a great job—you may run into some pushback from participants. That is okay. It means they are thinking and paying attention! And remember, the best tool for dealing with resistance is the M.E.E.T. model:

M — Make time to discuss: Stop to really listen to participants' questions and concerns.

E — Explore differences: Invite others' viewpoints.

E — Encourage respect: Show consideration for others' viewpoints.

T — Take responsibility: Be willing to help participants achieve the learning objectives and understand how the information and skills you are talking about in the session will benefit them personally.

4. Make it relevant.

Real life does not stop for people just because they are participating in a training session. Just like you, they probably have WAY too much to do and WAY too little time to do it. So if you want to cut through the noise, get their attention and then keep it, try to make sure everything you say and do is relevant to their world.

Overview of Agenda Options

This Facilitator Guide provides step-by-step instructions for two agenda options plus a self-study option.

You can reinforce key points and customize the training to your organization by selecting from among several optional activities that give participants the opportunity to practice and apply what they are learning.

Suggestions for prework and optional activities can be found in the Facilitator Resources.

The matrix on the next page will help you select the agenda option that is best for your training session.

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M.E.E.T. on Common Ground™: Speaking Up for Respect in the Workplace

Selecting the Agenda Option that is Best for Your Training Session

		Learning Activities					
		Video	Discussion Opportunities	Self-Assessments	Key Concepts in Detail through Activities	Case Studies	Guided Application
Two-Hour Workshop	This agenda provides ample opportunity for exploration of key concepts. It is ideal for organizations wanting to provide thorough coverage of the material and plenty of time for discussion about how the M.E.E.T. model works.	X	X	X	X		
Half-Day Workshop	This agenda expands on the two-hour workshop. Training can be customized by selecting optional activities that give participants the opportunity to discuss, practice and apply what they are learning. It is ideal for organizations that want to optimize the learning experience and provide guided help for application.	X	X	X	X		X
Self-Study	Self-study materials are available as an online resource and are ideal for individuals who missed training or are new to a work group that has previously gone through training on this topic.	X		X	X		X

Preparation Checklist

The checklist is a reminder of items to review prior to conducting the workshop.

Location

- Choose a quiet meeting room or other relatively secure environment.
- Make sure all seats have a clear view of all visuals.
- Make sure all seats are arranged so that participants can see you and see/talk easily to other participants. (A U-shaped configuration or table groups/clusters work best.)
- Make sure you know how to adjust lighting for various activities.
- Verify that your meeting place is accessible and equipped for participants with disabilities or special needs.

Equipment

- Test your video equipment to make sure the DVD or VHS actually plays and that the color and volume are correct. (Remember to rewind the video after you perform this test.)
- If you are using PowerPoint slides, test your projector to make sure it works.

Materials

- Facilitator Guide
- Facilitator Resources
- DVD or VHS video, M.E.E.T. on Common Ground™: Speaking Up for Respect in the Workplace
- One set of Participant Materials for each person attending the workshop, plus a few extras
- Flipchart, easel and a fresh set of markers
- PowerPoint slides, flipcharts and handouts

Optional, but recommended

- Refreshments

- Information pertaining to location of restrooms and who to contact in case of an emergency
- Sollah Interactive Trainer Pack supplies (highlighter pens, notepads, name tents and certificates of completion)
- SMART-START® Respect: It Just Takes a Little Respect DVD or VHS video

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CONDUCT THE SESSION

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Agenda for Two-Hour Workshop

This agenda is designed to introduce important information about respect in the workplace and the M.E.E.T. model using video and discussion. This version is designed as a “stand-alone” video-based training with less interaction, discussion and guided application than the half-day workshop.

Step	Item	Time
#1	Arrival of Participants	N/A
#2	Getting Started	15 minutes
#3	Getting Focused	15 minutes
#4	Viewing and Discussion of Vignette #1: “It’s just an expression.”	20 minutes
#5	Viewing and Discussion of Vignette #2: “Hey, it’s just a joke!”	15 minutes
#6	Viewing and Discussion of Vignette #3: “She’s old news; he’s too green.”	10 minutes
#7	Viewing and Discussion of Vignette #4: “I didn’t understand one word.”	15 minutes
#8	Viewing and Discussion of Vignette #5: “I’ll let that one slide.”	10 minutes
#9	Viewing and Discussion of Vignette #6: “You should see her ‘qualifications.’”	10 minutes
#10	Wrap up the Session	10 minutes

Total Estimated Time: 120 minutes

Step 1

Two-Hour Workshop Arrival of Participants

Time it takes: From the time you show up until you start the workshop

What it is about: Managing the environment and getting people settled

What you will need:

- Markers
- Name tents
- PowerPoint Slide #1 (optional)
- Video – SMART-START® Respect: It Just Takes a Little Respect (optional)

How to do it:



5. Get there first! This demonstrates organization and excitement—and sets a good example. Be sure the room is set up, the equipment works and everything is arranged the way you want it.
6. Display Slide #1 on the screen or begin playing the SMART-START® video 15 minutes prior to the session start time.
7. Greet participants as they enter the room.
8. Ask each participant to use a marker to write his/her name on a name tent (both slides) in letters that are big enough for everyone to read.

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Step 2

Two-Hour Workshop Getting Started

Time it takes: 15 minutes

What it is about: Introducing participants to the program and each other

What you will need:

- Flipchart
- Markers
- Masking Tape
- Parking Lot
- Participant Materials

How to do it:

1. Introduce yourself in whatever way you feel is appropriate and welcoming.
2. Go over session logistics, including:
 - How long the session will take
 - When there will be breaks
 - Where the restrooms and emergency exits are located
 - Ground rules
 - Parking Lot
3. Ask participants to introduce themselves one by one. Ask each person to provide:
 - Name
 - How long they have been with the organization
 - What they do in their current job

- What could be the benefit to the organization and themselves for learning about respect and diversity

4. Use the flipchart to record the list of benefits.



As you fill up each page, tear it off and tape it up on the wall where everyone can see it. You will use this in Step 3 (Getting Focused) when you discuss what is in it for them.

[Facilitator Note: If the group is too large for individual introductions, consider having participants get into small groups to do introductions. Ask the small groups to create a benefits list on a flipchart and have each group report the benefits they came up with. Or if they already know each other, you can just skip to the discussion of benefits.]

5. Hand each participant a set of Participant Materials and say:



We'll come back to this list of benefits in a few minutes. Before we talk more about the program, let's take a few minutes to fill out the Pre-Assessment on page 1 of your materials. Just fill out the Pre-Assessment column for now. At the end of the workshop, we'll complete the PostAssessment column, and you'll be able to compare your ratings. [Give participants two minutes.]

[Facilitator Note: As an option, consider asking participants to complete the Pre-Assessment as pre-work and bring it with them to class or send it to you before the class.]

6. Transition to Step 3 (Getting Focused) by saying: Let's talk more about respect and how you'll benefit from this program.

Facilitator Note: In addition to this introductory activity, consider using the optional SMART-START® activity found in the Facilitator Resources. This optional activity uses the video, SMART-START® Respect: It Just Takes a Little Respect.

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Step 3

Two-Hour Workshop Getting Focused

Time it takes: 15 minutes

What it is about: Introducing the topic of respect and discussing what participants will experience and learn

What you will need:

- Flipchart pages of benefits from Step 2
- Participant Materials
- PowerPoint Slides #2 — 5

How to do it:

[Facilitator Note: Consider using Optional Activity 1 in the Facilitator Resources to introduce the topic of respect, help participants explore their feelings about respect from their past experience and define what respect means to them.]

1. To get people focused, say:

We are each unique individuals with our own gifts, skills, concerns and perspectives. This uniqueness is part of what makes us who we are as a person; and in the workplace, it can also be what makes us similar to, and different from, our coworkers.



How can we find common ground, given all of our unique gifts, skills, concerns and basic differences?

We all have one thing in common, and that's the desire to be treated with respect.

At its core, respect has to do with establishing and maintaining effective working relationships.

2. Review the purpose of the program and say:

The purpose of our program, **M.E.E.T. on Common Ground™: Speaking Up for Respect in the Workplace** is to provide us with some practical skills that we can use to create a respectful and inclusive workplace. All of us are here to do a good job. And, most of us already know the importance of respecting each other. Yet, it's also true that we all, at some time or another, may have said things that offended or even hurt people with whom we work.



Often, these expressions are not intentional.

Even so, it's important that we all be able to recognize these kinds of situations so we can take steps to avoid them whenever possible and to respond to them in an appropriate manner when they do occur.

We all have our individual communication, conflict management and problem solving styles. The purpose of this training is to give us a shared set of skills.

3. Review the benefits of the program. Refer to the flipchart of benefits that you created from participants' introductions in Step 2 and say: There are many benefits of learning how to recognize and deal with the kinds of situations we're going to be talking about today. You came up with quite a few during our introductions. Let's take a look at them.

4. Briefly review a few of the benefits. Then show Slide #2 and say:

They're very similar to the benefits you came up with during introductions. If you look at the ones you listed, you'll see that many of them fall into the categories you see on the slide.

For employees, the benefits are:



- Additional skills — your communications, teamwork, conflict resolution, diversity and customer service skills will be enhanced
- More confidence — you'll be able to better handle sensitive issues without shame, blame or negative stereotyping
- More productivity—you'll have an easier time communicating with coworkers and customers and less down time due to conflict, tension, or unresolved



frustration

- A sense of pride — that’s what happens when you feel respected by your coworkers and your organization
- Enhanced teamwork — collaborating with others is easier when you work in a respectful environment

5. Show Slide #3 and continue by saying:

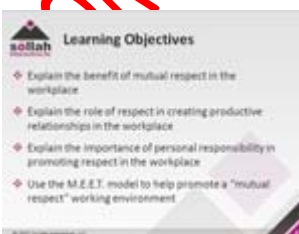
For our organization, the benefits are:



- An employee value proposition — all things being equal, we can more easily attract and retain a talented workforce if we actively support an environment in which people feel valued and respected
- Improved productivity—when people understand how to effectively deal with sensitive issues, their teamwork and customer service are enhanced
- Increased professionalism — creating a respect-filled workplace promotes appropriate and professional behavior in the workplace
- Problem prevention — when people understand how to recognize issues, think things through and then act in a respectful way, you should be able to resolve issues quickly, keep problems from escalating and save time and money

6. Review the learning objectives. Show Slide #4 and say:

After completing the program, you’ll be able to:



- Explain the benefit of mutual respect in the workplace
- Explain the importance of personal responsibility in promoting respect in the workplace
- Use the four steps in the M.E.E.T. model to help promote a “mutual respect” working environment