

**Soft-Train**



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Technology Works*

# Managing a Diverse Workforce (2 Days) ST00050

**COURSE GOAL:** To recognize the value of cultural, ethnic, gender and individual differences.

**PREREQUISITES:** None

**LEARNING OBJECTIVES:**

Upon completion of this course the student will be able to:

- Understand the nature of diversity.
- Create a diverse team
- Manage a diverse team for the best possible results.
- Communicate better with diverse employees
- Understand the value of diversity in the workplace.

**KEY TOPICS:**

**I. Meet the Trailblazers**

- A. Michael Collins, American Airlines
- B. Elizabeth A. Campbell, Andrews Kurth, LLP
- C. Ana Duarte McCarthy, Citi
- D. Steve Bucherati, The Coca-Cola Company
- E. Ron Glover, IBM
- F. Deborah Dagit, Merck & Company
- G. Susan Johnson, Pitney Bowes
- H. Francene Young, Shell
- I. Rohini Anand, PhD, Sodexo
- J. Magda Yrizarry, Verizon

**II. The CEO's Role in Success: Commitment**

- A. CEO Commitment is Four-Fold
- B. Commitment Signals Importance
- C. Walking the Walk

**III. Trailblazers: Chief Diversity Officer's Role in Success**

- A. Building, Collaborating, Leading, and Leaving a Legacy
- B. 7.5 Critical Competencies of Effective CDOs
- C. Being an Effective Leader of Inclusion and Diversity

**IV. Accountability for Results**

- A. Hard Impact from the "Soft" Stuff
- B. It Takes a Village
- C. Embracing Resistance

**D. Why Resistance Occurs**

**V. Middle Managers: Much-Maligned Malcontents or Implementation Powerhouses?**

- A. Road Maps and Milestones
- B. The “Numbas”: Numbers and Metrics
- C. Performance Management and Recognition

**VI. Changing the Culture Through Education: Why Diversity Training Doesn’t Work – and How to Fix It**

- A. The Myth about Inclusion and Diversity Training
- B. Training as a Tool to Reduce the Threat of Lawsuits
- C. Why Leaders Follow the Path of Least Resistance
- D. Making Inclusion and Diversity Education Worth the Investment
- E. One Size Does Not Fit All
- F. Developing Processes to Reinforce Learning
- G. Developing an Effective Evaluation Process
- H. Evaluating Training and Education from a Diversity Perspective
- I. Developing Scorecards for Diversity and Inclusion Training

**VII. Sticky Strategies to Keep Your Pipeline Filled**

- A. Finding the Right First Step
- B. Sticky Strategies That Work
- C. Mentoring, Sponsoring, and Coaching
- D. Succession Planning
- E. Representation Tracking

**VIII. Community Involvement and Social Responsibility**

- A. Community Involvement: A Responsibility and Good Business
- B. Linking Diversity Efforts and Community Involvement
- C. Leading the Way through Supporting Professional Organizations
- D. Building Bridges through Learning and Trust
- E. Engaging Employees for Increased Commitment
- F. Connecting to Global Communities

**IX. Global Diversity and Inclusion**

- A. Adopting a Global Mindset
- B. Technology and Global Diversity
- C. Differences Matter
- D. Inequality Is Global
- E. Generalize: Don’t Stereotype
- F. Journey from Equal Employment Opportunity to Inclusion and Diversity
- G. Customers Exercise Their Choices
- H. Global Diversity and Talent Management
- I. Accelerating Results

**X. Marketplace/Brand Eminence**

- A. The Relationship of Inclusion and Diversity to the Marketplace
- B. Evaluations and Recognitions: Double-Edged Swords?
- C. Making the Words and the Music Match

## **XI. Facts vs. Myths**

- A.** Are Leaders of Color the Best Leaders of Diversity Initiatives?
- B.** Deep-Level Diversity versus Surface-Level Diversity Perspective
- C.** Results of Universities Employing Professionals of Color
- D.** Strategic Priorities of Diversity and Inclusion
- E.** Type and Extent of Diversity Activities
- F.** The Impact of Diversity on Employees of Color
- G.** Research at U.S. Business Schools

## **D. Defining Goals and Measuring Success**

## **XII. Diversity and Inclusion Councils: Internal and External**

- A.** Strengthen Connectivity Inside the Organization
- B.** External Diversity Councils: Inviting the Outside In
- C.** Fast-Forward

## **XIII. Employee Resource Groups**

- A.** Networks for Business Advancement
- B.** Employee Resource Groups
- C.** Rewarding and Recognizing Diversity and Inclusion Efforts
- D.** Social Networking

## **XIV. Supplier Diversity: A Strategic Procurement Choice**

- A.** First Tier, Second Tier - Where to Focus
- B.** Does Supplier Diversity Translate Into Business Results?
- C.** Reaching Out to Diverse Suppliers