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 Learning with "The Organizational Doctor"

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Casual, fun, and informative workshops for everyone in your organization

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Leadership Success TM Diversity

Leadership Success Effectiveness Coaching and Support

DIVERSITY WORKSHOPS—CUSTOM-BUILT TO MEET YOUR NEEDS

Powerfully Dynamic—What it is All About

We would like to invite you to welcome us into your organization to explore a deeper understanding about diversity. Our workshops present ideas on enhancing relationships and learning how mutual respect can be developed and appreciated. Our workshops focus on *Diversity at Work*. We help people of all organizational levels, backgrounds and in varying organizational types. We help give our participants a deeper understanding of why diversity is important, success factors for making diversity programs work, and how to measure organizational diversity success. Our presentations are casual, enjoyable, filled with useful information, and encourage participants to share their knowledge with others on a consistent basis.

How our Workshops Benefit Your Organization

Any organization seeking to learn more about the importance of diversity in the workplace may also find the content of our workshops helpful. Information is shared giving a brief history and reasons for diversity measures in the workplace throughout our workshops.

WHY DIVERSITY IS IMPORTANT

There are three primarily important reasons for looking at diversity. **Law, ethics, and business** practices are expressed to be important motivating factors for organizations to create effective diversity programs. Bad publicity derived from claims of discrimination can become expensive in both legal awards and company Human Resource (HR) time. From an ethical point of view, culture of the organization should be analyzed in order to develop systems that promote organizational values that work with diversity.

From a business perspective, diversity makes good sense. We initiate our workshop presentations by starting off on common ground. Conversations about research information are intended to provoke thoughts about Equal Opportunity and Affirmative Action laws. These laws were created as tools for use in human resource management to help create diverse workplaces; We help our participants to understand them better. Our workshops and services show how diversity programs can be best implemented and why it is important.

Our presentations help participants see that diversity is still not visible at all times; and process must be considered in order to effectively manage diversity strategies. We remind participants, that before diversity strategies are implemented, the organization's cultural environment, management and evaluation systems should be examined to ascertain if existing personnel/human resources processes will support or hinder diversity in the organization. This advice lays a foundation for our workshops and will assist participants to understand how to design and develop diversity programs for their organizations. ■

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People Management Magazine, implied that companies who take advantage of transforming their organization with diversity have "...increased sales, new ideas, and a better future." On the other hand, problems may arise in organizations if diversity is ignored. These organizations may have difficulties with recruitment and failure to win contracts. Businesses should implement sound diversity programs to avoid expensive grievances caused by failing to hire or promote based upon ethnicity, gender, age, or disability.

Why Diversity is Important (Continued from front page)

Avoiding expensive grievances should not be the only motivating factor for diversity. Organizations should create effective diversity programs that are promoted wholeheartedly by the leadership of the organizations because it is the right thing to do. Having proper leadership who avoid situations reflecting even subtle discrimination is a key element of making organizational diversity management work. Organizational leaders should create change in the workplace which reflects the community they serve. By doing this, they are taking a step in the right direction. ■

SUCCESS FACTORS OF DIVERSITY

Our workshop presentations describe why diversity programs are important in the workplace. “**Five Success Factors**” and “**Ten payoffs for managing diversity well**” are used as basis to educate participants of our workshops. The Five Success Factors are:

1. Change is a process.
2. Diversity programs need to be led by management.
3. Communication is vital.
4. Employees must be convinced of the need for change. It is not just another HR initiative.
5. The process needs to be ongoing and subject to regular measurement.

Ten Payoffs for Managing Diversity Well include:

- Attracting and retaining the best available human talent.
- Increasing organizational flexibility.
- Gaining and keeping greater market share, locally, and globally.
- Reducing costs.
- Improving the quality of management.
- Creating and innovating more powerfully.
- Solving problems more effectively.
- Increasing productivity.
- Contributing to social responsibility.
- Increasing profits.

We suggest that diversity programs should be all about attracting and retaining the best people. This is because qualified employees are becoming more scarce. We also suggests that employers need to become more flexible by meeting the needs of the employees; showing respect for employees as individuals and using multicultural skills when working with them.

Research proves, organizational diversity is important for three primary reasons: **Increased organizational flexibility, greater market share, and reduced costs.** ■

We highly recommend that organizational leaders implement diversity programs that work with the help of trained external experts. Increased organizational flexibility can be derived when companies team up to form alliances that pool resources and tighten relationships with suppliers and customers.

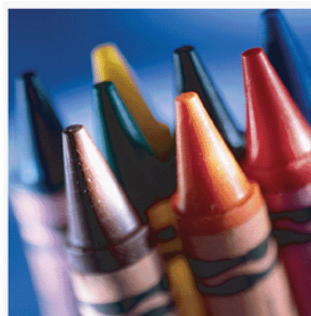
Greater market share is attained through diversity by companies who expand their share of the markets both locally and globally. We express this in our workshops using real examples of organizations who changed their diversity programs to include spending trends focusing on varying ethnic groups and women.

Effective diversity programs are shown to reduce organizational costs in the long and short runs for many reasons. Organizations that take a multicultural approach to management and diversity reduce costs associated with high turnover. When non-traditional managers are included in program development or gets promoted; other employees notice and typically become more hopeful and feel more committed to the company. Greater morale, higher productivity, and lower time losses are also associated with effective diversity practices.

Our workshop presentations illustrate how diversity promotes powerful creativity and innovation. We support the idea that if people of diverse backgrounds are treated with respect, supported, and appreciated, they will be willing to contribute their ideas to group sessions. Essentially—a broader range of diverse ideas are derived from increased synergy of diverse groups. Diverse groups that are properly managed minimize excessive conflict that interferes with productivity, communication, and morale.

We may discuss other benefits that organizations yield as a result of well-managed diversity programs. These benefits include more effective problem solving, and increased profits and productivity. Productivity is enhanced due to employees learning about other peoples’ unique values, expectations, and goals. Other important aspects of increasing productivity through diversity include: Helping others with job objectives, performance issues, and career plans. Job performance, dedication and attendance are boosted when employees perceive they are valued by their organization.

Our training programs deliver information on how value can be added to the bottom line when informal networks are setup. As a result, workers can instantly interact better with less bureaucracy when fewer homogeneous groups are in charge. We believe that work teams and individual workers motivate each other to be more productive by setting goals and making their own plans. Increased career successes and greater talent pools are also a benefit of successful diversity workplace programs. ■



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HOW TO MAKE DIVERSITY PROGRAMS WORK

Our workshops deal with ways to make diversity effectively work. On a personal level, all members of the organization are helped to become aware of their own culture's values, ways, and impact through self awareness. In doing so, it is easier to recognize personal cultural biases through reflections of one's past. Biases of all types influence the way individuals make decisions and act. After members of the organization have taken these two steps, it is easier to build skills through educational interactions and case studies. We share new knowledge that will dramatically enhance the work environment.

We outline "Six steps to making diversity work." This summary may prove to be very beneficial for creating an effective diverse organizational program. The six steps include: Creating a vision, conducting an audit, educating senior management, revising procedures, training the entire workforce, and establishing a task force.

We share how to create a vision which entails creating or altering vision statements and inclusion of a definition of diversity that works for your organization. We help you find ways to develop strategies broad enough so that no employee feels excluded and thereby help you enhance the over-all effectiveness of the organization. We will make sure that your plan is working and properly implemented. ■

COMMON MISTAKES OF DIVERSITY PROGRAMS

We will help participants avoid common pitfalls of diversity programs and give you the support you need before, during, and after we implement diversity training and customize a program that works best for you. We will specifically address:

1. Diversity as a business issue. Are you failing to address it?
2. Making diversity HR's responsibility. It really is not.
3. Considering diversity just an issue of race and gender—Not!
4. Regarding diversity as a recruitment challenge only. It is more!
5. Assuming diversity is just a training issue. It is and more!
6. Treating diversity as an individual problem, not an organizational issue. Let us discuss this with you.
7. Celebrating diversity, instead of taking action. Do both!

These preceding seven common mistakes can be discussed more in detail in our workshop presentations. Further discussion about each section of our presentation will be welcomed during the actual custom-designed workshops.

We help address challenges through custom-tailored workshops that discuss in greater depth "Changed Power Dynamics."

We will show you the power of understanding:

1. Diversity of opinions
2. Perceived lack of empathy
3. Tokenism—real and perceived
4. Participation
5. Overcoming inertia

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Workshop participants will be welcomed to share stories that deal with each concept. Intent behind discussions may be examined to find ways to avoid common mistakes and overcome diversity workplace challenges. Of course we will include a special section of the workshop to specifically help answer questions you and your organizational members may have. This is where the participants and our experts can share thoughts and ponder upon examining what stages the organization are currently at within the intolerance-appreciation continuum. Discussions of how implementation should occur and how to monitor evaluation of the organizational operations will be facilitated and encouraged. Other possible discussions that may arise from the workshop are developed through: "Thoughts to ponder." Several of the thoughts to ponder include looking at the processes for selecting leaders, current informal methods of choosing teams, promotions and organizational education. You may find this interesting and Informative! ■

ANALYZING SUCCESS OF COMPANY DIVERSITY

After discussing thoughts about organizational diversity issues concerning leadership and teams; our workshops will help you to analyze ways to tell if a diversity program is measuring up.

According to a recent study, Most companies don't realize that they should review diversity initiatives until a problem arises. This section of our workshops will help participants evaluate: organizational charts and reporting structures, job assignments, international assignments, career development paths, and employee turnover.

Conversations will be directed at evaluating situations that question whether employee turnover rates for female and minority managers are higher than those of white male managers. If so, there may be a problem with the system. Often, if employers do not place both female and minority candidates into management jobs, issues may arise. We will show trainees why there should be both women and minorities who report directly to senior managers. Also, we will discuss why both should receive promotions into senior-level jobs equally. Women and minorities should share equally in job assignments that increase learning and enhance career opportunities. This section of the workshop may be concluded with thoughts to discuss how expensive complaints about improper diversity measures can be and how important it is to create diverse teams while increasing employee job-satisfaction that lasts. ■

CHANGE IN TEAMS AND SYSTEMS

Let us show you how to get people carefully trained to work together in teams. Research shows that these teams tend to be happier and more productive than those who are simply thrown together without any definite organizational support.. Upon request, we will share conversations about workforce diversity and changing the way business is conducted in order to help enhance overall organizational effectiveness. (Continued on page four)

Reasons for changing the way business is done:

1. Social responsibility
2. Economic Payback
3. Resource imperative
4. Legal reasons
5. Marketing Strategy
6. Communication reasons



Change in Teams and Systems *(Continued from page 3)*

To ensure products and services are designed to appeal to the greatest customer base, smart companies should hire with diversity practices in mind. Workforces should mirror the customer base of their organizations. When organizations practice effective diversity measures, business communication strategies are enhanced. Most modern companies are seeing a growing diverse workforce around them develop with vendors, partners, and even customers. When the employee base matches that of the people whom they interact with externally, the organization can communicate more effectively.

We will share in our diversity workshops how to focus on diversity as a strategy building capacity. We know that companies who prosper the most are characterized by: Having the capacity to effectively solve problems, adapt to new situations, can readily identify new opportunities and can quickly capitalize on them. Capacity can be measured by the range of talent, experience, knowledge, insight, and imagination available within the workforce. We will illustrate to you how successful companies can best show value to employees in order to maximize their unique qualities and perspectives. ■



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A PLAN FOR ORGANIZATIONAL DIVERSITY

Our workshops can be adapted to explore how to create a step-by-step plan to take advantage of diversity. Questions are welcomed and presented to assist our audiences in recognizing the need for diversity. We will explore the realities of what is happening within your organization, in the local community, or within your customer base. If asked, we may recommend researching the starting point; and identifying internal areas that may be of concern to you and your organization. We may also recommend and help assist you in asking your customers how they see your the organization. We will facilitate communication with people in leadership positions and help them see the value in creating diversity programs that benefit the company.

Equally important to getting buy-in from company leaders is getting buy-in from all of the members of the people of the organization. The secret to this is engaging people in the process. Involving as many people as possible throughout the process will ensure that it works. Be assured that we help keep the training interesting and fun for everybody involved.

Our workshops concentrate on the organization's people in order to help develop programs to assist in changing people's attitudes. We believe people in every organization should be persuaded to be open, fair, and creative. We will show participants that everything done in the name of diversity must be more than just lip-service. Individuals must take action because they want to. The key to making this happen is showing how it benefits each individual.

Finally, upon your request, we suggest discussing a plan for auditing organizational strategies and procedures. We will help you evaluate how things can be done more effectively and efficiently. Let us evaluate success levels and develop ways to monitor the ongoing process. Likewise, invite us to help you celebrate success derived from effective custom-developed diversity programs. ■

FINAL THOUGHTS



Our workshops are custom-built and individually designed to help organizational leaders and employees, at any level to see how important diversity is in the workplace and educate them on how it can be effectively accomplished. We help show the importance of effective implementation of diversity programs, policies and procedures. We will help our clients to see how cultural diversity should mirror their customer base to increase, productivity, communication, creativity, profitability and overall organizational effectiveness.

Our custom-built workshops share proven ways that companies can diversify their workforces in order to gain a competitive advantage over those who do not. Be believe that one of the greatest benefits of workforce diversity will be experienced, not by the companies that have learned to employ people in spite of their differences, but by the companies that have learned to employ people because of them. ■

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Building and Managing Organizational Success
Creating Places Where People Love to Work, Productivity
is Enhanced, and Profits are Maximized.