



Managing and Mentoring Diverse Talent[®]

Introduction

Have you ever wondered if all of your supervisors and managers are giving accurate and effective feedback to all segments of their direct reports? Do their performance evaluations reflect their reluctance to have candid dialogues across cultures or are these evaluations a result of a highly restricted comfort zone? Does mentoring across race, gender and culture lines occur as easily as it does with other populations?

A number of studies have found that supervisors and managers claim discomfort and fear complaints and lawsuits when providing feedback and coaching across differences. They tend therefore to ignore, bypass or minimize this critically important aspect of their managerial responsibility. This practice is both a disservice to the employee and the company. This is an example of selective, partial and incomplete management. This practice must come to an end.

The impact on mentoring is similar. When potential mentors avoid mentoring across differences, they deprive their employees of needed information and relationships to realize their full potential. Employers lose in terms of engagement level, professional competency and productivity of their diverse workforce.

Without honest and timely feedback from managers, employees cannot know their development needs and are hampered in creating a professional career strategy.



Program Description:

This program is designed to assist managers and mentors to become more proficient in handling two key and critical components of employee performance – providing feedback and coaching to their direct reports and mentees who are different.

This program is appropriate for all professional levels of diversity management, training and human resources functions responsible for supervisor training, management development and mentoring programs.

As a part of your in-house diversity and mentoring programs, Managing and Mentoring Diverse Talent can provide a much needed resource to expand and enhance those offerings.

- ◆ They will have facts at their disposal so that they can recognize their unrealistic fears and stereotypes and respond appropriately to “worse-case” scenarios.
- ◆ Through the use of case studies and simulation exercises, managers and mentors will learn how to approach feedback and coaching with greater levels of competence and comfort.
- ◆ They will learn a success model that they will put into practice during the workshop and enable them to be more effective in their efforts to develop others.

Time Allotment: Half Day Workshop and a series of 2 hour follow-up sessions

Workshop Topics: Initial Workshop (4 hours)

Module I. Understanding Communication Barriers across Differences

- ◆ Review of Research Studies
- ◆ Organizational Mandates for Supervisors and Managers
- ◆ Support and resources for Supervisors and Managers

Module II. Review of Techniques for Feedback and Coaching

- ◆ A Warm-up Exercise is presented to the workshop attendees for the purpose of analyzing human interactions from a number of different perspectives and reviewing Feedback and Coaching techniques
- ◆ The Exercise presents a parent-child interaction that contains areas of conflict and resolution through recommended techniques. The underlying problem-recognition strategy and resolution has broad applications across many human interactions

Module III. Problem Solving with a Case Study

- ◆ A case study is presented which contains elements of a “Worse-Case” Scenario for many beginning supervisors and their direct reports
- ◆ A newly created supervisor is required to give daily feedback to a group of older workers. One of them files a complaint against her.
- ◆ Workshop attendees resolve the case through small-group interaction
- ◆ Resources for assistance from each client organization are outlined for the attendees in case there is a need for future help

Module IV. Simulation Exercises

- ◆ Each workshop attendee designs a unique and specific dialogue to fit the scenario and practices this with a workshop partner.
- ◆ Having a plan and a specific and individualized course of action more often leads to the recommended actions.

Follow-up Case Studies: reinforcement sessions (Two hours each)

Additional case studies are to be selected by client organizations to focus on either Managing or Mentoring in specific situations.

These case studies have been chosen from real life situations and are more difficult to analyze and resolve. They require more sophistication in the application of the techniques reviewed in the Initial Workshop. For more details on the content of the follow-up cases contact Dr. Rita Boags at ritaboags@comcast.net

Additional Resources on this Topic:

Please be alert for these upcoming opportunities sponsored by your local Diversity Council Log on to www.mentoringsummit.com	
Webinars	<ul style="list-style-type: none"> • Managing and Mentoring Diverse Talent • Mentoring Across Differences
Mentoring Summits	<ul style="list-style-type: none"> • Managing and Mentoring Diverse Talent • Mentoring Across Differences: Dialogues that Create Inclusion • Create an Inclusive Culture with Multiple Mentoring Formats
Previews	Call (510) 581-2946 to Schedule
Publications	<i>Mentoring Across Differences: Dialogues that Create Inclusion</i> <u>Scheduled for release, June, 2008</u>

Scheduling a Workshop or Preview:

Contact Dr. Rita Boags to schedule a workshop, preview and pricing. Call at (510) 581-2946 and write to ritaboags@comcast.net