

# Leveraging Diversity

## OLC Course Recommendations

### Competency Definition

Recruits, develops, and retains a diverse high quality workforce in an equitable manner. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others accountable for achieving results that embody the principles of diversity.

### OLC Component Titles

#### Attracting, Developing, and Retaining Generations

##### **COURSE TSA-LEAD-ATTRDEVRETGEN-0001**

Description: How can you create a work force that blends the skills and knowledge of all four contemporary generations? Members of the silent generation, baby boomers, Generation X, and Generation Next are attracted to companies for different reasons. They have a variety of developmental needs and are loyal for a variety of reasons. **Duration=3.0**

#### Building Effective Intercultural Relationships

##### **COURSE TSA-COMM-BLDEFFINTCULREL-0001**

Description: In a shrinking world, businesses operate across borders, whether they are borders between neighborhoods or borders between countries. All of these bordered areas, large and small, represent differing cultures. Whether at home or abroad, chances are, your business deals with people of varying cultures on a daily basis. In today's expansive work environment, employees, co-workers, customers, vendors, and business partners can all have a different cultural background from yours. The most obvious cultural differences you encounter are language and dress. But there are a multitude of subtler ways in which people from different cultures vary in their behavior. If you don't understand the ways in which they might differ, you're risking your business communication and relationships being misunderstood. When operating interculturally, mistakes are easily made when you take appearances and meaning for granted. This course lends significance to the term "multiculturalism." In this course, you will learn about the many ways in which mini- to macro-cultural behavior and attitude can vary, around the corner and around the world. This course will prepare you to understand and relate better to people with different cultural backgrounds, thus making your business deals with them easier and helping you avoid costly misunderstandings. **Duration=2.5**

#### Building Effective Intergender Relationships

##### **COURSE TSA-COMM-EFFGENDERRELAT-0001**

Description: Guess what. Men and women are different. Socially, the differences offer an attractive mystique. But in professional situations and in the workplace, the significant differences in male and female communication styles can cause problems. There is no denying that women and men vary significantly in their verbal inflections and tone, their body language, and how they listen to others. They pick up on different cues in conversations, and often the meaning they interpret is not the message the speaker intends. It's almost as if the two genders speak different dialects. And, in fact, that's nearly the case. Communication confusion and breakdown between men and women at work can lead to inefficiency and expensive business errors. This course explains the differences in the language and communication behavior of men and women so each can more easily understand what the other is really saying. The course also provides tips on how to modify your own communication behavior to be more

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clearly understood by the opposite gender. **Duration=2.5**

### **Changing the Corporate Culture**

#### **COURSE TSA-HR-CHNGCORPCULT-0001**

Description: To instill an appreciation of diversity within a company is a difficult task. It requires changing existing views and practices that until now have defined the workplace. You can overcome ingrained attitudes by learning how a diversity initiative differs from federal mandate, why some workers will object to the concept of diversity, and how to handle their opposition. This course describes the challenges of providing a climate of acceptance, explains policies and practices that further the goal of diversity, and suggests ways to leverage diversity and build inclusion. This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=2.5**

### **Cross-generational Workers in the 21st Century**

#### **COURSE TSA-LEAD-XGENWRK21-0001**

Description: This course deals with preparing the work force generations (silent generation, baby boomers, Generation X, and Generation Next) for the workplace of the 21st century. The course's first lesson identifies the contributions each generational group makes to the workplace today. Contributions will center on the concepts of outlook, work ethic, and preferred leadership style. The second lesson in the course focuses on the training needs of the generational groups that will foster their success in the workplace of the new century. The generational groups' learning styles will be tied into the training needs. The third and final lesson focuses specifically on the future: competing in the work force in the new century. Topics in this lesson will be cross-generational management, cross-generational teams, and future workplace trends. **Duration=3.0**

### **Designing a Diversity Initiative**

#### **COURSE TSA-HR-DESINGDIVINIT-0001**

Description: Organizations often rave about the great job they do at managing diversity; however, diversity isn't something that needs to be managed. Rather, diversity is an initiative that must permeate the company culture to be truly successful. Perhaps you've asked yourself, "How can I create an environment in which all team members, with their diverse backgrounds, can contribute to their full potential?" This course will explore the steps associated with creating, launching, and evaluating a diversity initiative. This course will explore the necessary steps for conducting a diversity needs analysis. It will examine the basic groundwork that must be laid when starting a diversity initiative. Additionally, it will provide important information to help you successfully launch your diversity initiative. The course will also examine the strategies used to measure the success of a diversity initiative once it is in place. It explains the process for collecting useful and meaningful feedback and provides metrics by which organizations can evaluate the effectiveness of their diversity programs. Finally, it offers a variety of options for organizations who find that their diversity program is in need of improvement. This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=3.0**

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#### **Diversity in the Future**

##### **COURSE TSA-HR-DIVERSFUTURE-0001**

Description: Employers must understand the ways in which the idea of diversity will continue to expand in the years to come. They need to prepare for demographic changes that will alter both the definition of corporate culture and practices for hiring, retention, and interaction with the company. This course explores the need for a holistic approach to workplace diversity, and the effects of incorporating a work/life initiative into business strategy. This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=2.0**

#### **Getting Past Clashes: Valuing Team Diversity**

##### **COURSE TSA-TEAM-VALUEDIVERSITY-0001**

Description: Teams have diverse personalities, skills, and interests that are challenging to put together. You may not get along with every team member, but it's important that you can work together to achieve the same goal. At the end of this course, you'll have the skills needed to work with different personality styles, control your gut reactions to difficult people, and deal with difficult team members. **Duration=2.5**

#### **Groundbreaking: The Paradigm Shift toward Women**

##### **COURSE TSA-LEAD-GRNDSHIFTWMN-0001**

Description: This course describes ways women in leadership can help companies adjust if they are among the first women leaders in their organizations. Learners will look at why more companies are welcoming women into the ranks of leaders and how women can use their skills to reach top jobs. The course also explores ways to make the company more accepting of women in leadership and how such leaders can benefit a company. **Duration=2.5**

#### **Improving Your Cross-cultural Communications**

##### **COURSE TSA-COMM-IMPROVXCULTRE-0001**

Description: Picture the scene. You've been asked to contact some new clients based over 3,000 miles away. You've never spoken with them before and you're not sure what response you'll get. This is a familiar situation that is played out daily in many organizations around the world. How many times have you found yourself in this situation? Thankfully, there are things you can do to improve your cross-cultural communications and ensure that your clients or coworkers across the world become your greatest allies. In this course, you'll find out how to build rapport, appeal to receivers' motivations, and consider the importance of rank and respect in global communication. Cross-cultural communication is often boosted by global e-communication including electronic mail, videoconferencing, and Internet conferencing. You'll look at the options available and examine the downside of information technology, too. Finally, you'll learn that cross-cultural communication can be improved immensely by remembering etiquette and using a global negotiating protocol to guide you. **Duration=3.0**

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### **Introduction to Work Force Generations**

#### **COURSE TSA-LEAD-INTWRKFRGEN-0001**

Description: Why do people seem so different in what they value, how they live, and how they behave at work? The worlds your co-workers grew up in may have been very different. There are four generations interacting in the work world of today: the silent generation, baby boomers, Generation X, and Generation Next. The differences among these four generations can cause major differences in behavior and perspective. **Duration=2.5**

### **Leading Generations X and Next**

#### **COURSE TSA-LEAD-GENXNEXT-0001**

Description: This course deals with the characteristics and needs of the two youngest generations in the work force--Generations X and Next. These two generations have quite different attitudes toward work and career development. The first lesson identifies the needs of younger people with regard to their unique position in modern markets, desire for flexibility, desired work rewards, and career development opportunities. The second lesson focuses closely on Generation X. This generation's work traits, personality traits, and potential workplace conflicts are examined. A separate "threaded" topic shows a Gen X employee's behavior in a protracted work scenario. The third lesson looks closely at the youngest group of workers--Generation Next. Separate topics look at this generation's work traits and career potential. The last "threaded" topic shows a Generation Next worker interacting with others in a protracted work scenario. **Duration=3.5**

### **Leading Silent Generation and Baby Boom Workers**

#### **COURSE TSA-LEAD-SILENTBABYBM-0001**

Description: The two eldest generations of employees working today have unique needs and habits. Their experience and value sets are markedly different. Silent and baby boom generation workers cooperate well in some respects, but are capable of taking very different approaches to work-related issues. This course covers definitional material and applied management techniques concerning members of the silent and baby boom generations. It includes topics on age-related conflict and discrimination. The course also discusses the advantages of teaming these two generations, and includes a topic on future trends that involve silent and baby boom workers. **Duration=3.0**

### **Leading the Workforce Generations Simulation**

#### **COURSE TSA-LEAD-LEADWRKGEN-0001**

Description: The twenty-first century marks a new development in the workplace. Technology has changed the way we do business. We are faster, busier, and more knowledgeable. Not only do we have vast technological resources available to us; we are also the first to have personnel resources. The workforce today has seen and experienced the world change in different ways. It would not be uncommon for one worker to have fifty years of experience with another never having a memory of life without a computer. Today, there are four generations interacting in the workforce: the Silent Generation, Baby Boomers, Generation X, and Generation Next. These four generations each have their own ideas about company commitment, rewards, flexibility, and change. The generational differences can cause major discrepancies in behavior and perspective from one worker to the next. Individuals may have different values, practice different work habits, or seek different goals. A manager must understand these differences and use appropriate strategies to develop their employees and coax the best from them. The simulation is based on the SkillSoft series Leading the Workforce Generations and contains links to the following SkillSoft courses: LEAD0231, LEAD0232, LEAD0233, LEAD0234, LEAD0235, and LEAD0236. **Duration=0.5**

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### **Making Cross-generational Teams Work**

#### **COURSE TSA-LEAD-XGENTEAMSWORK-0001**

Description: Teams in the modern workplace may include members from as many as four different generations. For a team to work effectively, its manager must understand generational distinctions. Individual team members may subscribe to different values, practice different work habits, or seek different goals. Lessons in this course cover the benefits and challenges of teaming silent generation, baby boom generation, Generation X, and Generation Next employees. **Duration=3.0**

### **Stakeholder Interests and Cultural Diversity**

#### **COURSE TSA-PROJ-STKHLDCULT-0001**

Description: As the project manager, you're in the center of the storm. The competing interests of stakeholders--including those of the client, the company, the legal and social environment, and the team itself--are your responsibility. Weighing these interests in the most fair and productive manner is an acquired art you can't afford to neglect. But that's not all. In an increasingly global network, project managers won't get far without an understanding of cultural diversity, and how to work successfully with multi-national teams. Sensitivity to other groups, their social customs, and their means of doing business is key to success. This course teaches the common areas of stakeholder conflict and how to wend your way through the conflict negotiation process. It also examines the need to respect cultural differences and teaches how to achieve success in a cross-cultural situation. **Duration=3.0**

### **The Art of Global Communication**

#### **COURSE TSA-COMM-ARTGLOBALCOM-0001**

Description: Considering that communication is something you do every day, how many people actually stop to consider what is happening before they speak? Can you just talk without thinking too much about the target audience, the message to be communicated, and a host of other information? Communication is too important to be left to chance. The subtleties of language, expressions, and gestures all enrich the content of what you are saying. Of course, when you're communicating on a global scale, you need to be sure that what you're saying--and the way you say it--will not cause offense to your cross-cultural audience. In this course, you'll find out more about the cross-cultural communication process, and consider body language, gestures, and active listening. You will also examine different methods of communication--finding out how best to write, present to, and communicate orally with your global audience. **Duration=3.5**

### **The Impact of Culture on Communication**

#### **COURSE TSA-COMM-IMPCTCULTURE-0001**

Description: Everything you say is influenced by culture. You operate with a set of invisible beliefs, values, and assumptions that become apparent to other people in the way you behave. Culture is important to the way you communicate, even though it is often hidden. Understanding more about culture can be a real bonus when working as part of any global organization. Showing your customers and coworkers in different countries that you are in tune with them, and that you appreciate and value the differences between you, can help get your working relationships off to a flying start. In this course, you'll examine what culture means and what it doesn't, and look at some of the barriers relating to culture. You'll also consider different cultural theories including Hofstede's Cultural Dimensions Model and Edward T. Hall's Model of Culture. You'll go on to learn more about direct and indirect communicators, and different communication styles. **Duration=2.5**

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#### **Why Diversity Matters**

##### **COURSE TSA-HR-DIVESITYMATTERS-0001**

Description: Imagine, for a minute, a workplace where everyone is the same. All of the workers are of the same ethnicity, gender, educational background, and socioeconomic standing. With a team full of people essentially cut from the same cloth, where do the new ideas come from? How will the company ever be able to see things from a different point of view? Without diversity in the workplace, companies run the risk of becoming monocultural organizations that see things from a very limited perspective. The effects of this are far-reaching, right down to the company's bottom line. Establishing diversity in the workplace is not limited to laws that pertain to the hiring of women and minorities. Nor is it limited to managing or even honoring differences between people, but rather, it is about taking those differences and putting them to work in the best possible way for both the good of the company and for the good of the worker. This course will take a closer look at diversity initiatives in the workplace and what makes them matter. One lesson will look at the history of diversity programs and how they've evolved over time. It will debunk many of the common myths associated with the concept of workplace diversity and it will explore the compelling reasons that make it necessary in today's business climate. Another lesson will explore the far-reaching implications of diversity initiatives on business. It will examine the ways in which diversity within organizations, or lack of it, touches every aspect of the business, right down to the bottom line. Additionally, it will explore the ways in which diversity in the workplace brings outstanding benefits, not only to organizations, but to workers, as well. This SkillSoft product has been reviewed by the Employment Practice Group of Sheehan Phinney Bass + Green. As of the date reviewed, the content of this course is in compliance with federal law and court decisions. Due to the rapidly changing nature of the law, information in this course may become outdated. **Duration=2.0 hours**