

PREVIEW GUIDE



The Respectful Supervisor: Integrity and Inclusion

Table of Contents:

Sample Pages from Leader's Guide and Worksheets.....	pgs. 2-7
Program Information and Pricing.....	pgs. 8-9



Overview of the Workshop

This workshop uses carefully selected scenes from best-selling video programs to illustrate how supervisors can demonstrate respect at work.

Discussion questions and activities are included to help drive home the five main things supervisors can do to demonstrate integrity and create inclusion in their team:

1. Understand your role in preventing harassment and discrimination
2. Be aware of unconscious bias and microinequities
3. Don't be a bully
4. Act ethically
5. Be inclusive

Group or Self-Study?

The Respectful Supervisor: Integrity and Inclusion is designed for use in small group sessions. However, if you have an individual who can benefit from this material but cannot attend a scheduled workshop, they can watch the video and then use this Leader's Guide to review each skill point's "Main Points" and "Discussion Questions" and then work through the Activities that are suitable for individual self-study (noted with an * in the Activities section).

Timing

This guide is designed to be flexible for the trainer. Use as many of the discussion questions and activities as you can in the time available. You'll be able to explore all of the issues in greater depth if you allow 60-90 minutes for the session.

The Workshop Kit

CRM Learning's **The Respectful Supervisor: Integrity and Inclusion** includes this Leader's Guide, a DVD and a CD-ROM.

- This **Leader's Guide** provides an introduction to the workshop, suggestions for its use, discussion questions, and activities.
- The **DVD** includes the 13-minute video program.
- The **CD-ROM** contains PDF files of the Activity worksheets (and this Leader's Guide).

How to Use *The Respectful Supervisor: Integrity and Inclusion*

Step 1: Review the material.

Watch the DVD to preview the scenes, and to plan how to relate them to your organization and training needs.

Review the *Discussion Questions and Activities* in this Leader's Guide, and the worksheets (on the CD) to look for ways to connect them to current issues in your organization.

Step 2: Plan your session.

Review the logistics for the training and make copies of the worksheets.

Plan your introduction, and write down any special comments or examples you want to cover.

Schedule the event and make sure all participants can spend 1 to 1½ hours in the workshop without interruption. Let them know the subject and any ideas or information you want them to bring to the session.

Step 3: Conduct your session!

Follow the directions in this Guide to complete the discussions and activities.

Step 4: Follow up.

At your next staff meeting or lunch-and-learn, discuss the concepts you covered in this workshop to help reinforce the training.

DISCUSSION QUESTIONS AND ACTIVITIES

The questions and activities, like the video, explore five key behaviors that can help supervisors demonstrate integrity and inclusion.

- The questions are organized in line with the five main content points.
- The activities are more universal, helping participants explore the overall issues surrounding respectful supervision.

I. Understand your role in preventing harassment and discrimination

Main Points

The first step in demonstrating integrity at work is doing the right thing at all times, and that includes protecting the rights of employees. This means that you need to understand your role in preventing workplace harassment and discrimination. Not only should you yourself avoid discriminating against others, but you should also be supportive of organizational training initiatives that teach employees what NOT to do and provide guidelines for reporting incidents of harassment and discrimination. Also, it's important to be receptive to complaints of harassment, and to ensure that the person who reported the complaint isn't retaliated against – by you or other employees.

Discussion Questions

1. In addition to what's covered in the video (e.g. “work with HR to make sure your team is receiving the proper training” and “support all organizational compliance training initiatives”), what other kinds of things might a supervisor do to prevent harassment and discrimination on their team?
2. Let's face it: probably no one loves going through compliance training (on harassment and discrimination prevention). In what ways might a supervisor inadvertently (or overtly) convey a negative attitude toward this kind of training? What can you, as a supervisor, do to encourage your team's participation, and even make it “time well spent” for them?
3. What can you do when you observe discrimination within your team? What are your organization's policies about reporting harassment? How can you communicate your expectations to your team about harassment, reporting, and retaliation against the reporter/complainant?

2. Be aware of unconscious bias and microinequities

Main Points

Having bias – conscious or unconscious - is part of being human. Just as we can't stop breathing, we can't stop having bias. But, many unconscious biases go against our professed conscious values, and can hurt others in the workplace. So, while they cannot be eliminated, they CAN and should be managed.

Microinequities are often born of our unconscious biases; they are small messages we send to employees that devalue, discourage and impair their workplace performance. Bias and microinequities can be addressed with: (a) self-awareness – understanding your biases and making an effort to approach people with a “clean slate” mentality; and (b) microaffirmations – small gestures of appreciation and positive reinforcement that you can give to employees on a regular basis.

Video Scenes

Remind the participants of the scenes' contents before asking the discussion questions.

In the first scene, manager Jake delivers a message about departmental spending to his employee, Mary. He seems brusque and even confrontational. In the second scene, he delivers the exact same message – using the same words – to his employee Steve. But his tone and delivery is much different this time and he seems friendly and almost apologetic.

Discussion Questions

1. How is Jake exhibiting his unconscious bias against Mary? What is it about his tone of voice and body language that makes his message to her feel so different than his message to Steve?
2. What does he do in his conversation with Steve that demonstrates another unconscious bias, but this time in favor of Steve? So, what can you say about how we display our unconscious biases to others?
3. Obviously, you can't eliminate your personal preferences about the people you manage, but what can you do to make sure you are more aware of your biases so they don't affect your decisions and communication? How can you ensure you are fair and respectful to everyone?
4. Who would you approach to ask for feedback on how you're coming across to your team? How would you phrase the question?
5. If you do some soul-searching and discover, for example, that you have an unconscious bias against people who don't have a college degree, or people who are more than 10 years older than you, or people who grew up in the South (the Southern U.S.), for example, what can you do to keep the bias in check the next time you encounter one of these people...either on your team, in an interview, or in a client meeting?

Activities

Note to Workshop Leader: The worksheets for the activities are provided as PDF files on the enclosed CD. If you wish to modify them to fit specific characteristics of your organization, you will need to open them with a fully featured version of Adobe Acrobat and then export them as an RTF file, which can be opened in Microsoft Word.

Activity 1* – Take a Coffee Break to Build Rapport

Think of an employee on your team you don't know well, but who is someone you view as your polar opposite. In identifying this person, consider their gender, age, work style, approach to problem solving, background, and/or time at your company. Invite this person to coffee or to lunch.

Spend this time discovering and discussing things you have in common with this person.

Activity 2 – Bullying Self-Awareness: A Continuum of Managerial Behaviors

Use Worksheet A.

Explain that there is a continuum of behavior that supervisors and managers exhibit, all the way from too passive to too aggressive. Their job will be to rank some sample behaviors on the continuum in order to identify the "sweet spot" for assertive, confident behavior that doesn't cross the line into bullying or aggression.

Have each participant fill out Worksheet A on their own. Once participants have completed the worksheet, review the answers.

Answers to Worksheet A

Passive:

- Letting things go (A)
- Turning a blind eye to bully behavior (I)
- Telling people it's not a big deal when they report bullying to you (E)

Assertive (middle of the road behaviors):

- Documenting and reporting if you see or are told about bully behavior (F)
- Stepping in and speaking up if you see bully behavior (J)
- Self-evaluating your behavior (H)
- Conducting performance evaluations and 360° feedback (K)
- Encouraging open communication (N)
- Redirecting the conversation when you observe bullying (P)
- Using appropriate tone of voice and body language (Q)

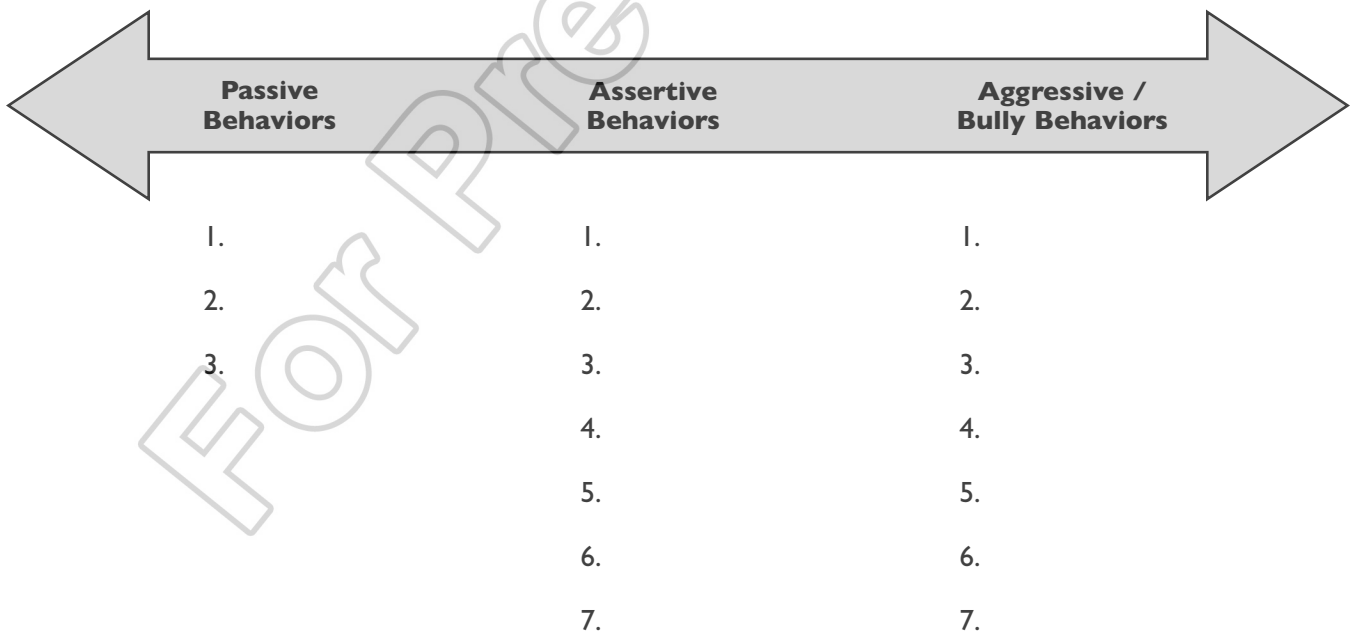
Aggressive or Bully Behavior:

- Swearing (C)
- Yelling loudly (D)
- Taking credit for others' work (G)
- Getting in someone's personal space (B)
- Withholding important information (L)
- Giving disproportionate workloads or overwhelming special assignments (M)
- Using sarcasm (O)

Activity 2 – Bullying Self-Awareness: A Continuum of Managerial Behaviors Worksheet A

Instructions: Using the letters beside them (A, B, C, D, etc.), place these actions on the continuum below.

- A. Letting things go
- B. Getting in someone’s personal space
- C. Swearing
- D. Yelling loudly
- E. Telling people it’s not a big deal when they report bullying to you
- F. Documenting and reporting if you see or are told about bully behavior
- G. Taking credit for others’ work
- H. Self-evaluating your behavior
- I. Turning a blind eye to bully behavior
- J. Stepping in and speaking up if you see bully behavior
- K. Conducting performance evaluations and 360° feedback
- L. Withholding important information
- M. Giving disproportionate workloads or overwhelming special assignments
- N. Encouraging open communication
- O. Using sarcasm
- P. Redirecting the conversation when you observe bullying
- Q. Using appropriate tone of voice and body language



Materials Included With *The Respectful Supervisor: Integrity and Inclusion*

The Respectful Supervisor: Integrity and Inclusion is a 1-1½ hour workshop for supervisors and managers that teaches that the degree to which a supervisor is successful in creating an inclusive environment depends on their own self-awareness and honoring what each and every employee brings to the team.

- ◆ In the **chaptered DVD**, onscreen hosts explain the topic of a supervisor's integrity. The video explains how maintaining a positive, productive workplace is contingent upon the supervisor's personal integrity and his or her commitment to ensuring that every person is shown the proper respect. Along with video vignettes, the program shows what it means to be "inclusive" and how the best supervisors create a sense of belonging among all their employees. The DVD is closed-captioned.

The accompanying **CD-ROM** contains a **Leader's Guide** designed to be flexible for the trainer. It provides an introduction to the workshop, suggestions for facilitating and planning the session, discussion questions and information on how to administer the training activities.

- ◆ The **CD-ROM** also contains reproducible **Participant Worksheets** to reinforce the workshop's activities. The exercises explore various topics surrounding respectful supervision and how the concepts can connect to current situations within their own organization.

» **The Respectful Supervisor: Integrity and Inclusion can also be used for self-study.**

An individual supervisor can watch the video and use the Leader's Guide and Worksheets to review each of the skill points, discussion questions and then work through the Activities that are suitable for individual self-study (noted with a * in the Activities section of the leader's guide).

Program Information and Pricing

Purchase Price: \$695.00

Rental: N/A

Preview Price: Free

Running Time: 13 Minutes

Materials included with purchase: chaptered DVD, CD-ROM with PDFs of the Leader's Guide and reproducible Participant Worksheets

Quantity Pricing Discounts

The Respectful Supervisor: Integrity and Inclusion Program

2 copies	10% off
3-5 copies	15% off
6-10 copies	20% off
11-15 copies	25% off

Industry discounts may also apply; call your Sales Consultant for more information.

For complete training on this topic, we recommend you also use **The Respectful Supervisor: Motivating and Encouraging Employees.**

Buy **The Respectful Supervisor 2-Video Set**, which includes both *Respectful Supervisor* programs for \$1112.00 (a 20% discount).

(contents, pricing and discounts subject to change without notice)

