



## UTC Diversity Model

**Goal:** Build the necessary skills so that individuals increase overall productivity by modifying behaviors and developing personal work relationships that are supportive and encourage diversity in the workplace.

**Strategy:** The key strategy in the Universal Training Concepts' (UTC) Diversity Education Model is to develop and strengthen skills – both at the organizational and individual levels – in identifying, supporting, leveraging and valuing diversity in the workplace.

### **Model Components:**

**Core People Skills:** The six Core People Skills, developed to enhance long-term behavioral change that is accepting and supporting of workplace diversity, are the Foundation of the diversity model. Experience has shown that if an individual chooses to improve in even one of the six skills, they can positively influence the valuing of differences in the workplace. The six skills are:

1. **Listening for Understanding** – The ability to listen to someone without making judgments or formulating responses while the individual is speaking.
2. **Self-Reflection** – Self-reflection helps individuals understand the basis for their values and reasons for specific actions and reactions towards differences.
3. **Taking Risk and Stepping Out** – Consciously taking advantage of opportunities, based on what an individual feels is right, to publicly speak out in support of differences.
4. **Role Modeling** – The behaviors desired in the organization that encourage and support valuing differences must be role modeled.
5. **Support** – As individuals take risks or role model on issues of diversity, there must be others willing to openly express their support.
6. **Learning** – Proactively doing something to learn about differences.

**Leadership Education:** The goal of the Leadership Education process is to increase the visibility of leaders in leveraging and valuing the diversity of the entire organization. The major reason for starting with, and actively involving leaders in the process, is that it establishes workplace diversity as a significant organizational initiative. Experience has demonstrated that the most successful diversity initiatives and long-term strategic plans are led and supported by an organization's leaders. What is deemed to be important by individuals in the organization is determined by what they **see** and **hear** from their leaders.

The objective is to build knowledge, understanding and skill among leaders in creating and encouraging an environment that accepts and values differences. This is accomplished by leaders increasing their personal base of information on workplace diversity and to setting the direction for the organization.

- ◆ **Assessment:** The objective for conducting a cultural assessment is to determine an organization's diversity strengths and opportunities. The assessment process, using Universal Training Concepts' **Total Integrated Approach (TIA)**, evaluates the systems, both formal and informal, within an organization, that drive the behaviors of individuals.

Formal systems include the organization's written policies and procedures (i.e. Recruiting, Hiring and Retention policies, Performance Development and Review processes, Rewards and Recognition Programs, etc.). Informal systems are those things that are not documented in writing anywhere, yet people behave as though they are formal policies and procedures. The deliverables from the assessment process are:

1. A summary of the assessment data.
2. Diversity Strengths and Opportunities.
3. Recommendations.

- ◆ **Metrics:** The assessment is the first metric in the overall process in that it provides a snapshot of the work environment as it pertains to diversity, and it drives successive steps. Once the overall diversity process is developed and approved by the client organization, UTC works with the leaders to develop the appropriate measurements for the specific organizational diversity goals.

Thereafter, for each tool or educational activity, customized measures are designed for that specific event. The focus of all the measures is to identify and track changes in the behaviors of individuals that support and encourage valuing differences in the workplace.

- ◆ **Client self-sufficiency:** UTC's objective is to develop skills within the client's organization that allow them to become self-sufficient in the areas of role modeling, leadership and facilitation of their diversity initiative.

## Diversity Education Process Model

