

1. Diversity Training

Source: Training on Diversity		
Main steps of the process	DO's	DONT's
Prerequisites/ Context	<ul style="list-style-type: none"> Do make diversity training part of company strategy Do run an audit or survey to analyze the needs (Total Needs Assessment) and the context (company culture) Do adapt training to each country (legislation, case studies) and populations/audience (workers, managers, executives) 	<ul style="list-style-type: none"> Don't only implement a top down policy Don't start without engagement from top management Don't copy and paste a training from one country/ legislation to another Don't set up only a diversity training without other actions
Define the objectives	<ul style="list-style-type: none"> Do ensure that concrete objectives exist (training inserted in a diversity action plan) 	<ul style="list-style-type: none"> Don't leave objectives undefined
Define the targets	<ul style="list-style-type: none"> Do begin with management Do train HR and operations (mixed if permitted by company culture) Do receive approval from the Executive Board Do adapt the content to each target audience If possible make sure that each employee is invited personally to the training by his her N+1 	<ul style="list-style-type: none"> Don't offer only optional or voluntary participation Don't mix participants with their superiors
Design the content	<ul style="list-style-type: none"> Do adapt content to company culture/context Do provide concrete facts and figures (worldwide, country and the company) Do stress the business case Do focus on behaviors (not only on values and beliefs) Do start with a definition of concepts Do be aware of stereotypes and prejudices Do talk about multiple identities/ discriminations 	<ul style="list-style-type: none"> Don't focus on a single-ground approach Don't fake case studies Don't make training isolated from day to day business
Choose the tools	<ul style="list-style-type: none"> Do provide a mix of entertainment (humor, illustration, role playing, theatre, video) and theory (technical points, real case studies, benchmarks, cross-fertilization) Do ensure immediate relevance to trainees' job life (androgogy/ not pedagogy) 	<ul style="list-style-type: none"> Don't approximate or use non experimented tools Don't only use lectures as the only avenue for training Don't disconnect training from the trainees' professional experience (androgogy/ not pedagogy) Don't roll out the training without learning from a pilot phase and adapting contents and tools
Communication	<ul style="list-style-type: none"> Do utilize internal (intranet, hotline) and external tools 	<ul style="list-style-type: none"> Don't forget to work on consciousness raising/ information
Relationship	<ul style="list-style-type: none"> Do verify the credibility/legitimacy 	<ul style="list-style-type: none"> Don't exclude external consultants

with stakeholders	<ul style="list-style-type: none"> • of the trainer (external expert) • Do involve the consultant in the construction of the training • Do encourage transparency (free thinking and speaking, safe environment) • Do involve trade unions, professional unions, NGOs 	<ul style="list-style-type: none"> • Don't encourage a politically incorrect environment
Report on results	<ul style="list-style-type: none"> • Do perform tests and run pilot groups • Do follow up and measure (KPIs) • Do measure the satisfaction and feedback of participants • Do measure the impact on the company 	<ul style="list-style-type: none"> • Don't forget to follow up