# Lenses, Layers and Legacies

The FutureWork Institute

# Lenses, Legacies and Leadership:
## Understanding How we Look at Differences

❑ **This interactive Learning Room based on The Ten Lenses, by Mark Williams, focuses on five lenses which act as filters through which we consciously and unconsciously view diversity issues: Assimilationist; Meritocratist; Elitist; Multiculturalist and Victim/Caretaker**

❑ **These Lenses affect what we see, how we interpret what we see and how we make decisions.**

❑ **Participants also examine their consistent, emotional reactions to the same or similar events that arise from their personal legacies (historical events important to us as members of different groups) and their layers of experience (individual characteristics that make us who we are.)**

❑ **Participants explore the impacts of the Lenses they wear daily and how they play out in their interpersonal actions, business meetings, leadership styles and decision making processes.**

❑ **Finally, they identify their preferred leadership styles, how they want to be managed and how they relate to others and change their leadership styles under stress.**

# Diversity and Your Identity Zones

❑ **This session is built on a research-based methodology created by Mark Williams, author of *The 10 Lenses* and *Your Identity Zones*. Participants examine the critical cultural and values-based differences we face in the 21st century. When, why and how do their sensitivities get triggered? How can they learn to identify and avoid the diversity conflicts that can have a devastating impact on teamwork, productivity and customer relationships?**

❑ **Participants learn the tools to address these challenges through highly interactive exercises, small group discussion and analysis, and videotaped role plays.**

❑ **Participants examine how key affiliations such as race, gender, socioeconomic status, religion, marital status, nationality, and education define one's identity. They learn to chart the five zones on a continuum, understanding the strengths and weaknesses associated with one's own individual Identity Zones profile.**

❑ **This process can help them learn how to "read" (and more effectively relate to) team members and customers based on their key affiliations, values, and Identity Zones profiles. It also helps them develop more effective relationships with others by using Identity Zone techniques, avoid triggering zone hotspots, and recognize when zone hotspots have been triggered.**

# Values Diversity:
## Aligning Individual and Organizational Values

❑ **Participants are part of an interactive presentation that explores how corporate financial success is strongly related to employee fulfillment.**

❑ **They engage in an exercise which enables them to reflect more deeply on what motivates them to come to work every morning.  This session also allows participants to compare their personal values with their company's stated values through a "Values Audit" designed by Richard Barrett, author of *Liberating the Corporate Soul*.**

❑ **The facilitator leads a discussion exploring the implications of misalignment and looking at what companies can do to accommodate an ever-widening diversity of values and create cultures that develop and release human capital.**

❑ **Participants are given the opportunity to see how their values line up with their company's values as well as deepen their understanding of what motivates them to come to work.**

# Emotionally Intelligent Diversity Management

- ❑ This session aims to educate managers on the business case for emotionally intelligent management in diversity situations and help them develop and practice emotionally intelligent diversity management in the workplace.

- ❑ Managers rank the diverse members of their own work team on their importance to the manager, comparing them to each other. They then describe how their own evaluation of the employees' importance might be expressed to team members and its impact. In creating this meter, they are asked to notice how diversity plays out in their comparisons

- ❑ A brief exercise asks participants, in groups, to name three qualities they value most in themselves and the three qualities they value least in managing diverse employees.

- ❑ Participants discuss case studies in which self-management is illustrated positively and negatively. They consider the consequences of effective and ineffective self-management and identify a time in which they did not practice strong self-management, and then identify which of the primary "ingredients" were missing and the outcome

- ❑ The session concludes with the skills required for effective relationship management, including:
  - Choosing the correct leadership style based on the situation and the staff person involved
  - Managing a virtual team
  - Coaching employees who are different from you
  - Leading with a vision

# Career Diversity:
# Managing Five Archetypes

- ❑ **Participants assess their preferred career archetype and discuss how to manage/work with colleagues that have another preference.**

- ❑ **They learn about recent research on the career preferences of 5000 employees of large companies in North America and use this research to analyze the preferences of others with whom they work: Fast Trackers; Company-dedicated Careerists; Free Agents; Experimenters and Balanced Careerists**

- ❑ **Each person leaves the session with a personal profile and a plan that reflects the best management style to motivate the career preferences of each direct report/colleague.**

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# Diversity and Innovation

❑ **This session helps participants better understand the connection between diversity, diverse teams, diversity management and innovation.**

❑ **Participants explore how culture, people and product development processes, and idea generation all lead in a connected way to greater innovation. Through a presentation on best practices in diversity and innovation, they also learn how innovation can influence their internal and marketplace diversity initiatives.**

❑ **Interactive exercises aimed at workplace diversity focus on internal people processes including recruitment, retention and development, and ways to fuel innovation.**

❑ **Participants explore the barriers and myths with regard to innovation.**

❑ **During the session, participants generate their own innovative ideas for furthering internal and marketplace diversity for a presentation to senior management.**