

## **Case Worksheet #1 (Note: 9 worksheets are in this file)**

Please complete as part of your table discussion.

### **Case Title: Sexual Harassment Charges (1<sup>st</sup> group)**

#### **1. What are some of the key issues that you considered prior to the live conversation?**

H: Assessing environment (trust) (wants a safe environment); R (Sr. Exec): create clarity & vision (working through multiple company priorities, balance program (or progress?) vs. jobs; T (HR Mgr): traditional leadership—cost? Policies & procedures already in place. (Inclusive, less power, formal power, collaborative power, traditional power)—wants safe environment, Does this come from secretaries? Dismissive.) H (woman manager): wants to share power.

#### **2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

H: talking about others/training insufficient;

T: following law; privilege—this is extreme; we are better than other companies, woman—overly sensitive; privilege--cost--need more data;

R: wants to review. (\*need to protect from lawsuits)

#### **3. How did you practice the key elements of building a collaborative relationship?**

R: supported deeper dive; H: mentioned lawsuits/insisted on action/share info/uncover root causes; T: did support more activity – wanted more evidence/greater understanding than will share

#### **4. How might this case be a disruptor to your organization?**

1) Cultural shift needed?

2) Review our vision/strategy/diversity policy

3) Review procedures/training/budget

#### **5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Bringing in outside company for help

- Deeper dive;

- Need to recognize that more than just talk; need to walk the walk;

- Make sure low [or how?] decision is made, needs to be transparent; inclusive solution for those impacted.

## **Case Worksheet #2**

Please complete as part of your table discussion.

### **Case Title: Sexual Harassment Charges (2<sup>nd</sup> group)**

**1. What are some of the key issues that you considered prior to the live conversation?**

Which voices were male/female, the role they played: power & privilege. Assumptions: the woman on the Leadership Team played by male “rules to keep her seat on team and has less power than the men.

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

The male leaders had more power and privilege and wanted facts and data to provide evidence of harassment. The women offered suggestions to move toward actions, the men asked lots of questions.

**3. How did you practice the key elements of building a collaborative relationship?**

Everyone had a chance to comment and converse. It was very much a group dialogue. There were more questions from the men and solutions from the women. Given more time, I think we would have injected more of these elements.

**4. How might this case be a disruptor to your organization?**

It could break employees trust in Leadership and create an unsafe environment.

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

HR to investigate and fact gather to determine if issues of harassment are isolated or systemic to the develop[?] and educational plan based on investigation results.

### **Case Worksheet #3**

Please complete as part of your table discussion.

#### **Case Title: Sexual Harassment Charges (3<sup>rd</sup> group)**

**1. What are some of the key issues that you considered prior to the live conversation?**

Potential sexual harassment case; knew the content, head of ERG saw behavior that the Sr. Leaders didn't see/weren't aware of; dynamic that the Sr. VP HR not on her side, and one woman on team may/may not be.

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

Dynamic [?] men and women on team; gender; control of \$\$, time expenditure, power of Sr. Exec vs. other teams.

**3. How did you practice the key elements of building a collaborative relationship?**

Listened, look @ other orgs (including fix); clearer about building relationships.

**4. How might this case be a disruptor to your organization?**

Might start rising concerns, nerves, fears. Company might get more sexual harassment claims after training.

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

Benchmark what other orgs are doing and come back to this.

## **Case Worksheet #4**

Please complete as part of your table discussion.

### **Case Title: Black Lives Matter (1<sup>st</sup> group)**

**1. What are some of the key issues that you considered prior to the live conversation?**

- (Live) – Process, content, rules of engagement

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

- Power – Leadership team (whose call? L7 PoV)
- Preference
- Privilege

**3. How did you practice the key elements of building a collaborative relationship?**

- All of them.

**4. How might this case be a disruptor to your organization?**

- Could bring out other movements
- Why is this relevant?
- Might not be inclusive to other movements

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Seek out information on BLM agenda
- How is this impacting our employees/environment

## **Case Worksheet #5**

Please complete as part of your table discussion.

### **Case Title: Black Lives Matter (2<sup>nd</sup> group)**

#### **1. What are some of the key issues that you considered prior to the live conversation?**

Defining what BLM stands for/goals & agenda. Initial motivation for BLM to reach out to organization. Define role of Diversity Council: role not to judge. Are we being inclusive by allowing to happen? Will it build trust within organization? Leadership long-term view of BLM agenda. Consequences of allowing or not allowing meeting.

#### **2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

Execs are sharing power by insistence[?] of committee. Trust between leadership/DC. DC are experts/authority.

#### **3. How did you practice the key elements of building a collaborative relationship?**

Allowed members to “state their case.” Try to emphasize [or empathize?] with each other. Understand other points of view. Consider all petitions from other minority groups.

#### **4. How might this case be a disruptor to your organization?**

Employee conflict. Potential customer/vendor loss.

#### **5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- BLM makes presentation to DC before recommendation is made.
- Seek to understand more before recommendation is made.

## **Case Worksheet #6**

Please complete as part of your table discussion.

### **Case Title: Building the Wall**

**1. What are some of the key issues that you considered prior to the live conversation?**

- Disrespect to Hispanic Community of 70% of workforce
- Competitiveness and making \$\$ vs. company values

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

- Hispanic workforce (70%) walk out and impact \$\$
- Pressure to be Patriot (American)

**3. How did you practice the key elements of building a collaborative relationship?**

- Open conversation (heated)
- Listen to gain understanding
- Engage employees

**4. How might this case be a disruptor to your organization?**

- Conflict of values? Branding impacts, Company unity
- Conflict of Resource Groups

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Work Company values
- Work communications to Company (Hispanic) that no action, and would look @ if a bid comes in, bring in group to determine

## **Case Worksheet #7**

Please complete as part of your table discussion.

### **Case Title: Transgender Employee (1<sup>st</sup> group)**

**1. What are some of the key issues that you considered prior to the live conversation?**

- Comfort level of employees
- Respect of employee requesting the change
- Safe area for all workers
- Acceptance from all workers of choice of the person

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

- Have the person be part of the decision making
- Policy of company

**3. How did you practice the key elements of building a collaborative relationship?**

- Spoke and gave respect to all
- Used inclusion

**4. How might this case be a disruptor to your organization?**

- Unknown (the reaction of individuals)

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Need for inclusion
- Socialize, familiarize the organization

## **Case Worksheet #8**

Please complete as part of your table discussion.

### **Case Title: Transgender Employee (2<sup>nd</sup> group)**

**1. What are some of the key issues that you considered prior to the live conversation?**

- Do we share information prior to the meeting?
- Setting expectations
- Protecting sensitive info
- Sharing company's policies
- Giving permission of disclosure

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

- Working w/employee = support from HR, education for employees
- Heterosexual privilege
- Personalize plan for employee during transition

**3. How did you practice the key elements of building a collaborative relationship?**

- Grief counselors
- Build a bridge of trust (one on one)
- Discuss what is appropriate/inappropriate behavior (setting expectations)

**4. How might this case be a disruptor to your organization?**

- Current relationships
- Statement of work could be impacted

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Engaging HR
- Outside source
- Reference to company policy
- Protected class
- Company is doing what it should do to help employee



## **Case Worksheet #9**

Please complete as part of your table discussion.

### **Case Title: Higher Leadership Among Asian Americans**

**1. What are some of the key issues that you considered prior to the live conversation?**

- Assess the environment of our team and of the overall organization

**2. What elements of power, preference, and privilege did you identify in this case? How did you deal with them?**

- Company leader has power, how to identify allies/champions
- Go with a strategy and anticipated pushback with planned responses
- Determine win/win/win situations
- Approach as inquisitive

**3. How did you practice the key elements of building a collaborative relationship?**

- Show them how we can benefit them
- Find cheerleaders, find allies and...

**4. How might this case be a disruptor to your organization?**

- Those in power don't want to give up that power

**5. What solutions/outcomes did you offer for bringing resolution to this situation?**

- Ideas mentioned above