



Creating a Climate of Inclusiveness



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I. Transformational Leadership Diversity and Gender Specialists

Barbara Annis & Associates, Inc. are the recognized leaders in transformational leadership, gender and diversity issues in North America, dedicated to helping organizations turn diversity into a powerful technology of success. Over 15 years, Barbara Annis & Associates have facilitated more than 2,000 corporate workshops and information sessions on gender and diversity for North America's businesses, in both the public and the private sector.

Barbara Annis has designed breakthrough workshops and interventions since 1979. Her programs include workshops for men and women, youth, and couples, as well as her highly acclaimed corporate initiatives. Barbara is recognized throughout North America and Europe as the authority on diversity and gender awareness and is the author of a book on the subject, *Same Words, Different Language*.¹

Business is changing at an unsettling speed. Three trends are converging: a new generation of business leaders, a new value system, and a new client mindset. The winners will be those who achieve competitive advantage by ensuring that every man and woman in the workplace has the opportunity and encouragement to excel. The services provided by Barbara Annis & Associates make this process positive and effective.

¹ *Same Words, Different Language: Why Men and Women Don't Understand Each Other - and What to Do About It* by Barbara Annis (Judy Piatkus Publishers Ltd, 2003; 256 pp., ISBN 0749923512).



The mission of Barbara Annis & Associates is to create workplace cultures that acknowledge, value, and optimize the unique abilities each individual can contribute towards breakthrough results. Our objectives are:

- to empower everyone to maximize his or her potential and achieve productivity and workplace satisfaction;
- to make the workplace an empowering win/win environment that welcomes and values the intellectual and cultural perspectives of all employees;
- to ensure that the client authentically is, and is perceived as, an employer of choice for diversity and gender.



II. Diversity & Gender Awareness As a Competitive Advantage

Diversity and gender equity are among the key issues organizations face today. They are legal issues, fairness issues – and most of all, bottom-line issues. In fact, they are among the most powerful tools for employee satisfaction and productivity.

Too many organizations fall into unnecessary and costly pitfalls related to diversity. Simply focusing on driving minorities or women through the ranks does a disservice to all. The old mindset that equality means treating everyone the same has created an environment that limits both men and women.

Diversity awareness represents a golden opportunity for any organization to unleash people's different strengths and creativity. By recognizing the misinterpretation caused by our differences, organizations can attract and retain the best men and women of all cultures.

Like any investment in employee satisfaction and productivity, diversity and gender equity require a commitment to core training. We are all different in how we communicate, solve problems, and lead others. By appreciating these differences, we can make diversity a winning element in the way we work together. Using the full range of skills, approaches, and resources people have to offer makes everyone feel encouraged to contribute and excel. Appreciation for each other's uniqueness promotes understanding, affinity, and increased productivity.



III. Client Testimonials

“I have been in sales and sales management for 21 years and have never gained as much professionally or personally as I have from just two days in your seminar!”

- Jane Wood, SVP, Microsoft, on Gender Awareness

“Faster learning may even involve slower, more reflective thinking in order to focus on what’s important. Transformational learning is about creating a shift in context. Nothing happens without personal transformation.”

- W. Edward Deming, on Train the Trainer



IV. Programs and Services

Barbara Annis & Associates, Inc. provides workshops and consultative services that can help your organization maximize the contributions and results of all your people:


- **Intellectual Diversity** is a series of workshops designed to excite employees about the possibilities of a culturally diverse workplace. Capturing the unique contribution each individual has to offer – whether by virtue of cultural background, gender, talents, values, affiliations, or other differences – adds significantly to the organization’s overall performance.
- **Creating Inclusiveness** engages every employee to co-create a new culture in which each individual feels valued and included. It is designed to renew employees’ commitment to their workplace by making them agents of change for an inclusiveness culture.
- **Gender Awareness** examines the typical misinterpretation of both genders, explores the different ways men and women communicate and make decisions, and guides participants to an understanding of win/win communication. This nine-module program can be tailored to your needs and facilitated in a one- or two-day workshop.
- **Attracting and Retaining the Best** explores the latest research, tools, and global initiatives that have worked to attract and retain top talent. Our approach includes the cultural challenges organizations face in retaining Aboriginals, members of various ethnic and cultural groups, different ages, and both genders. It also develops a tailored benchmarking strategy to create a competitive edge and reduce turnover.



- **Executive Coaching** provides an intensive and confidential one-on-one learning experience. Executives cannot afford to learn by trial and error and may find it difficult to learn in public. This program provides customized coaching in keeping with an organization's unique qualities and culture. The experience is empowering and has a lasting personal and organizational impact.
- **Building Team Effectiveness** elucidates how gender, personality, and cultural differences play out in the workplace. Removing barriers and increasing awareness free employees to contribute their best and permit the team to accept each member's contribution, so that everyone can bring greater creativity, enthusiasm, and focus to achieving corporate goals.
- **Harassment-Prevention Training** demystifies gender differences, reduces the likelihood of harassment, and steers your organization away from behaviors and situations that can severely damage your corporate image and employee morale. Our approach is positive and enlightening for both men and women.
- **Authentic Leadership Retreat for Women** creates personal breakthroughs, new research, and networks of support. We will use the network we are creating to help us. We will expand the network to include women from other countries and from public, private, and voluntary sectors. We can make a contribution to all women by opening up our own conversation, supporting each other, and exploring our own authenticity.



- **Mediation and Conflict Resolution** provides one-on-one coaching between people who are experiencing conflict and misunderstanding in the workplace. This insight-driven process demonstrates what you can do to shape, rather than be shaped by, the people and events in your environment. Everyone benefits when you can successfully resolve issues in a win/win manner.
- **Diversity Team Effectiveness** applies diversity awareness to the task of team building. Many teams fail because they cannot effectively employ different ways of communicating and problem-solving across cultures. This workshop offers an understanding of how personality, gender, and cultural differences play out in the workplace and provides practical tools for using these differences to enhance team performance.
- **Women in Business Workshop** meets the needs of women striving to achieve balance and success in their personal and professional lives and offers a lasting breakthrough in your effectiveness, in terms of both results and personal satisfaction. The workshop shows what can occur when you create empowering lasting relationships and build a strong inner core and clarity.
- **Ontological Transformational Leadership** creates a leadership culture of authenticity, integrity, diversity, and inclusiveness. This intensive program creates an innovative learning environment using a tailored approach to address executives' current challenges and breakdowns directly. The process fosters a sustainable leadership culture and mindset conducive to ongoing breakthroughs.

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- **Train the Trainer** is a certification program for individuals interested in leading awareness sessions and workshops as transformational facilitators and coaches and in making significant cultural change. It includes four international workshops, weekly coaching sessions, reading and writing assignments, and one-on-one coaching.



Additional corporate services include:

- Gap Analysis Research and Benchmarking
- Customized Diagnostic Tools for Attraction and Retention
- Opinion Polling and Reliability Research Assessment
- Assessment of Corporate Policies, Strategies, and Programs Related to Diversity and Gender
- Closing the Gap: HR process for Organizational Change
- One-on-one Coaching and Counseling
- Speaking Engagements with Theatre Group
- Mentoring Programs
- Leadership Style Analysis and Recommendations
- Employee and Client Surveys and Research

Public non-profit services include:

- Youth Workshops
- Parenting Workshops and Coaching
- Relationship Workshops
- Teacher Support Services
- Women in Business Workshops
- Speaking Engagements

Interactive live broadcast sessions:

- **TrainingOnAir.com** allows you to deliver your learning sessions and workshops via satellite. The company's integrated team of instructional design specialists and award-winning television producers works with you to create a state-of-the-art program with impact. When the live broadcast is over, the individual learning and organizational transformation continues.



V. Our Four-Phase Process

Phase 1: Planning

- Requirements Analysis
- Current State Analysis
- Desired State Analysis
- Gap Analysis
- Identify Targets and Team
- Develop Plan: Short and Long Term

Phase 2: Development

- Generate Potential Solutions
- Select and Plan Solution
- Determine Measurement Criteria
- Develop Materials and Process
- Test Delivery of Tools and Process
- Evaluate Results
- Finalize and Revise



Phase 3: Implementation

- Launch
- Delivery
- Promotion
- Scheduling
- Customization
- Ongoing Measurement

Phase 4: Sustain


- Train the Trainer, Licensing, Updating
- Identify New Products
- Identify New Requirements
- Ongoing Analysis of the Gap
- Ongoing Delivery
- Management Accountability



VI. Client List

- Bank of Hong Kong
- Banknorth Group
- Blake, Cassels & Graydon
- British Petroleum
- CIBC
- Clarica
- Compaq
- Deloitte & Touche
- Department of Justice
- Department of National Defense
- Dominion Securities - RBC
- Eastern Bancorp
- Electrolux
- Federal Business Development Bank
- Ford
- General Motors
- Goldman Sachs
- Goodman & Carr
- IBM
- Imperial Oil
- Industry Canada
- Law firms (confidential)*
- Lever's Pond
- Midland Walwyn
- Molson
- Motorola
- Nabisco
- Nortel Networks
- Oliver Wyman
- Polaroid
- Pray, Walker, Matheson
- Price Waterhouse
- RCMP
- Rogers/Cantel
- Royal Bank of Canada
- Royal Dutch Shell
- Scotiabank
- Stentor
- Suncor
- Tambrands
- Toshiba
- Treasury Board
- Universities (US and Canada)
- US Military
- Vermont Federal Bank
- Vickers & Benson
- Wood Gundy Securities
- Xerox

* Some clients remain confidential



VII. Overview of Some Programs


Competitive Advantages of Diversity and Inclusiveness

Diversity and inclusiveness in the workplace is no longer an issue of what's "right" or "wrong," but of opportunities gained or lost. The emerging global market puts extraordinary demands on business strategy, human resources development, marketing, and customer satisfaction.

The goal of diversity training is to strengthen your organization by leveraging differences. Capturing the unique contribution each individual has to offer – whether by virtue of cultural background, gender, talents, values, affiliations, or other differences – adds significantly to the organization's overall performance.

A recent study showed that only 40% of employees feel valued and respected in the workplace. Think of the untapped potential among the 60% who don't believe they can fully contribute. Our Diversity and Inclusiveness program demonstrates a corporate commitment to honor the employee both culturally and individually - a commitment amply rewarded by increased creativity, enthusiasm, and productivity.

This program excites employees about the personal and professional opportunities available in a diverse workplace. The workshops examine the bottom-line implications of various communication and leadership styles, and explore how views and attitudes affect productivity and job satisfaction. Participants are guided to question their assumptions, dispel myths and barriers, and see how their skills and personal commitments to inclusiveness can make a difference.



This 12-point program, which can be tailored to your needs, is designed to:

- help participants understand how cultural norms affect teamwork and commitment to a diverse workplace;
- remove current barriers to an inclusive workplace;
- develop a specific continuum that measures benchmarks and ongoing progress;
- generate greater understanding of cultural preferences in problem solving and win/win resolution;
- shift from a perception of “managing” differences and conflict, to one of empowering people’s diversity;
- create an inclusive approach to teamwork;
- provide respectful and empowering feedback considerate of differences;
- facilitate specific insights and tools to break “the self-perpetuating myth cycle”;
- coach managers and supervisors to shift attitudes and behaviors that empower diversity;
- create new diversity skills and appreciation for differences in work;
- integrate diversity to gain a competitive advantage in the workplace;
- co-create personal and group actions plans.




Advisory Networks for Leaders

Advisory Networks for Leaders in Intellectual Diversity Transformation enables leaders to assess and improve their own networks, in a manner relevant to their most pressing business issues and transformation agenda. It builds a key resource for gaining leverage and success from intellectual diversity work.

One of the biggest challenges to business leaders today is making winning decisions across a wide range of issues. The world in which executives operate is exponentially more complex than in the past. The diversity of technologies that shape a company's competitive advantage, the geographic and cultural breadth with which most companies contend, the merging of organizational and industry boundaries, and the speed with which decisions must be made lend new intensity to the executive condition.

Leaders today are bombarded with data, opinions, and recommendations from all sides. How do they find the space to step back and reflect on their options? How do they develop and vet their own thinking, particularly on issues on which it would be inappropriate and unwise to do so publicly?



Most executives appreciate the need to support their thinking with a network of advisors. They have a de facto advisory network in place, but in many cases this network is not well designed or used. Top-tier leaders recognize the imperative to get their advisory network right, particularly with respect to outside expertise:

- Everyone has things he or she doesn't know, can't see, or doesn't understand;
- Outside advisors may not buy into conventional assumptions that are common understandings to insiders;
- Advisors have different frameworks or ways of thinking that add valuable perspective;
- Variability and diversity of perspective and practice are crucial resources in robust sounding boards;
- Top leaders need private space in which to ask questions that are too sensitive to discuss inside their organizations;
- Leaders need private space in which to learn and think, away from the scrutiny and competition inherent in any firm;
- Executives need high-trust "thinking space" as free as possible from the normal self-interest, advocacy, and distortion that arise in a company.

The leader who cultivates and uses a personal advisory network to develop his or her big-picture thinking, intellectual diversity, and systematic practice of inquiry is in a better position to lead and make high-quality decisions. Without thoughtful use of such a resource, a leader is likely to be unprepared to lead an organization in recognizing and valuing its diverse human and strategic assets, particularly in times of uncertainty and change. The events of September 11, 2001 stand as a stark reminder that every executive needs to be prepared to lead through events that can have profound consequences for a company, even when they are outside the executive's sphere of influence.




Gender Awareness

The Gender Awareness program represents a golden opportunity for any organization to unleash its employees' differing strengths and creativity. By recognizing the possibility of misinterpretation stemming from gender differences, organizations can remove potential barriers and both attract and retain the best men and women.

Men and women are remarkably different in the ways they communicate, approach organizational challenges, solve problems, and lead others. By understanding these differences, men and women can make diversity a winning element in how they work together. Employing the full range of skills, approaches, and resources men and women offer encourages everyone to contribute and excel.

The program consists of nine modules, which can be tailored to meet your particular needs. The program can be delivered in either a series of two-hour sessions or a one- or two-day workshop.



Building Team Effectiveness

Team building has become a common term in business, yet few people truly understand how to create a context for ongoing team effectiveness. What's missing is an understanding of diversity. Rather than looking at people's differences as a potential source of unproductive conflict or low morale, true team building capitalizes on diversity as a source of enrichment for the whole team.

Although most teams today include both men and women, few organizations recognize the fundamentally different approaches and complementary strengths both bring to teamwork. Men and women work, communicate, make decisions, and lead others in radically different ways. Increasing awareness of and respect for these differences allows a team to gain the full benefits of each member's strengths.

The Building Team Effectiveness workshop presents a clear understanding of how gender, personality, and cultural difference play out in the workplace. Participants consistently report that it led them to positive insights into people's differences and gave them fun and easy-to-use tools that increased their own effectiveness and helped them to empower their team's other members.

Removing barriers and increasing awareness frees employees to contribute their best to team efforts, permits the team to accept and maximize these contributions, and allows everyone to bring greater creativity, enthusiasm, and focus to achieving corporate goals.

The program consists of eleven modules, which can be tailored to your needs. The program can be delivered in either a series of two-hour sessions or a one- or two-day workshop.




Harassment Prevention Training

Nothing is more frustrating, embarrassing, or demoralizing for an organization than dealing with allegations or actual incidents of harassment. The accuser may feel threatened and frightened – and often is not believed. The accused may feel attacked and bewildered, and also may not be believed. Careers can be destroyed, and huge amounts of money, time, and effort can be drained. Important and effective work teams can be shattered as friendships and collegiality disintegrate. And whether the accuser, the accused, or both are “vindicated,” the organization itself is blamed for “allowing” sexual harassment to happen. Tremendous damage can occur to the corporate reputation.

No organization can afford to wait passively for the problem to occur. The time bomb doesn’t have to explode in your boardroom. You can prevent sexual harassment long before it has the chance to damage your organization.

Our Harassment Prevention program can significantly reduce the likelihood of harassment in your company. Through a series of exercises and open, non-threatening dialogues, we guide your employees to a genuine understanding of relevant issues. Participants learn that there are clear, quantifiable gender-based differences in how men and women work, communicate, cooperate, show leadership, and socialize with peers. They also learn that many behaviors men find acceptable – including forms of camaraderie – women may consider insulting or degrading.

By demystifying gender differences and fostering effective ways for men and women to work together, the program defuses the possibility of sexual or other harassment. Participants leave the workshop with personal breakthrough insights and action plans that steer your organization away from behaviors and situations likely to cause problems.



Train the Trainer:


Professional Mastery of Transformational Facilitation

This course is designed for individuals interested in leading awareness sessions and workshops, and individuals within organizations desiring to make significant cultural change. It is an innovative, profound learning experience and leads to certification in transformational facilitation. It includes four international workshops, weekly coaching sessions, reading and writing assignments, and one-on-one coaching. You will learn how to:

- accelerate learning that enlivens people;
- facilitate change in people's recurring patterns;
- intervene in challenging situations and create personal breakthrough;
- generate personal insights that move people to action.

The program will provide mastery in:

- gender awareness and gender differences in the workplace
- diversity and cultural awareness
- transformational leadership
- creating workplace and personal transformation




Executive Coaching

We all experience challenges and constant change in the new global economy. Women and minorities are now over 50% of the workforce. How do we empower diversity in the workplace? How do you get your intentions accomplished through others and leave them empowered? If anything were possible, with no constraints, what is your own authentic vision for your personal and professional life? What is missing in your personal and professional life that hinders your vision?

As a leader, your attitudes and management practices are closely watched and set the tone for the way your company responds to daily issues. As a CEO or senior executive, you don't want to learn by trial and error, and you don't necessarily have time to participate in workshops. Nor do you wish to learn in public. You also must be sure that those in your firm with high-profile positions thoroughly represent the congruent and effective leadership style that fosters a powerful team culture inclusive of diversity.

Our commitment is to alter the paradigm and context of leadership in the world. We are actively seeking strategic alliances with individuals and organizations with the same commitment. Our Executive Coaching sessions are strictly confidential and delivered in a straight, effective, no-nonsense way that may confront your need to remove outmoded behaviors and give you practical tools to ensure that you win.

The initial phase includes a personal interview with each executive to assess and customize the coaching requirements, and the coaching process is complete with a specific and measurable strategy to maximize the sustainability of learning.




Coaching for Exponential Leadership Results

This workshop creates a leadership culture of authenticity, integrity, diversity, and inclusiveness. Its tailored approach fosters an innovative learning environment to address executives' current challenges and breakdowns directly. We coach executives to create breakthroughs in their listening and committed action. The process creates a leadership culture and mindset that is a commitment for visualizing possibilities and creating ongoing breakthroughs. The workshop's intended outcomes include:

- reinventing the background conversation and perceptual filters that limit the power and clarity of committed action;
- coaching participants to recognize the importance of their language and how it can impose limitations on their actions and behaviors;
- creating a powerful, authentic leadership style that can consistently handle constant uncertainty and change.

Barbara Annis & Associates, Inc. has over 20 years' experience of ontologically-based executive coaching, leadership, workshop design, and facilitation. Our knowledge of the ontological approach is unique, as we use an inclusive approach and knowledge of learning differences to update the traditional ontological inquiry. Our goal is to create breakthroughs in the thinking and action of executives and managers. To keep our ontological framework fresh, we work with a network of the greatest scholars, educators, and leading-edge thinkers.



Exponential Leadership Results Design and Methodology

This high-level executive course uses an inclusive approach that addresses participants' different modes of thinking and learning. It uses a highly interactive, participatory, innovative learning style that garners powerful insights. An insight is an "A-ha!" - a new way of seeing into things, below the surface, beyond the obvious. Traditional training models center on incremental learning, adding to what you already know. Innovative learning methodologies, by contrast, create a dramatic shift in how you listen and learn, exploring what you don't know you don't know, seeing how our perceptual filters create blind spots, altering our thinking to see possibilities instead of barriers or obstacles.

We use innovative learning models in all our training and coaching programs. These provide direct access to insights - the crucial turning point before you can apply tools that have a dramatic and lasting impact.

Ontological coaching is personally challenging, and some people may resist it. It goes far deeper than traditional transactional learning, in which people are given information. It is important that the understanding of learning diversity be strongly established in the design of the modules.

For executive briefing on this program contact Marguerite Mcleod, President of Barbara Annis & Associates, Inc., at mmcleod@baainc.com.

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