



module overviews

INTRODUCTION

Course Objectives, Global Management Guidelines

Purpose:

This interactive introduction uses a video to spark discussion about what Professional Global Management® is and how it relates to the organization's broader business goals and global reach. Participants analyze a realistic business scenario and suggest ways that managers can create a productive work environment and make fair business decisions. These guidelines, known as the Global Management Guidelines, are applied throughout the program to help participants ensure their behavior supports the goals of the organization.

Learning Points:

- The organization's employees are held to a standard of behavior that transcends local laws.
- Treating all employees fairly protects the organization's reputation and safeguards managers from risk.
- The Global Management Guidelines provide a strategy for complying with standards of behavior.

Skills Practiced:

- Identifying risky workplace behaviors
- Identifying the Global Management Guidelines

"SOME MEETING..."

Psychological and Sexual Harassment

Purpose:

A video-based exercise that illustrates the effects of not following Global Management Guideline #1: Be Careful with Words and Actions, defines psychological and sexual harassment, and outlines a roadmap for minimizing risk in the workplace environment.

Learning Points:

- Harassment is a serious business issue.
- Inappropriate comments may taint the legitimacy of business decisions, interfere with performance, and drive away talented employees.
- Organizations have a duty to inform employees of policies regarding harassment.
- Employees have a responsibility to speak up according to policy guidelines.

Skills Practiced:

- Developing an action plan
- Identifying risky workplace behaviors

"WHAT'S ON YOUR MIND?"

Duty to Act

Purpose:

A two-part exercise that illustrates the business imperative for the Duty to Act, even when employees request confidentiality.

Learning Points:

- All forms of harassment and inappropriate behavior require management intervention.
- Inaction implies that harassment is not a serious business issue and/or that the organization condones the behavior.
- Documentation may be inadequate without getting help.
- Violations of the law and/or policy supersede the trust and bond between a manager and employee.

Skills Practiced:

- Creating effective documentation
- Identifying the Duty to Act

"WHAT DO YOU EXPECT?"

Mutual Banter

Purpose:

A video-based exercise that illustrates the effects of inappropriate mutual banter on the work environment, even when no formal complaints of inappropriate behavior are made.

Learning Points:

- Inappropriate banter in the workplace may be part of a broader issue.
- Mutual banter may negatively impact the work environment.
- Managers must act on inappropriate behavior even if no one appears offended

Skills Practiced:

- Identifying risky workplace behaviors

"ARE YOU GOING TO BE THERE?"

Bullying

Purpose:

A video-based exercise in which participants analyze bullying behavior and its effect on the workplace. Participants also discuss favoritism and inclusion.



Learning Points:

- Managers have a responsibility to treat employees equally and consistently.
- Preferential treatment harms manager credibility.
- Behavior that is not illegal may still put the organization at risk.
- How managers achieve results is as important as the results themselves.

Skills Practiced:

- Analyzing workplace scenarios
- Preventing bullying behavior

“WHAT AM I SUPPOSED TO SAY?”

Retaliation

Purpose:

A two-part panel exercise in which participants examine retaliation and unfair treatment based on gender. Participants learn that how they respond to a claim – even if it is unfounded – can have a significant impact on the organization.

Learning Points:

- Unfair treatment based on gender exists when employees or applicants are treated differently because of their gender.
- Retaliation occurs when an employee is disciplined or fired or his/her employment is adversely affected because he/she raised a complaint, participated in an investigation, or took legal action.
- You should never take action against an employee for raising a complaint.

Skills Practiced:

- Identifying risky workplace behaviors

Ad-Hoc Topics

“NO DOUBT ABOUT IT.”

Pregnancy Issues

Purpose:

A video-based exercise that illustrates the complexity of decisions involving employees/applicants who are pregnant and the importance of following Global Management Guideline #3: *Get Help*.

Learning Points:

- Pregnancy and related conditions are covered under several countries' laws.
- Assumptions may create risk in the decision-making process.

Skills Practiced:

- Identifying relevant business issues

“I’M NOT SURE...”

Disability/Religious Accommodations

Purpose:

A text-based exercise that explores issues of disability and religion by explaining managers' responsibilities when faced with a request for an accommodation.

Learning Points:

- Managers should *Get Help* when dealing with disability or religious accommodation issues.

Skills Practiced:

- Developing an action plan

“CAN YOU BELIEVE IT?”

Unfair Treatment Based on Age

Purpose:

A video-based panel exercise in which participants examine unfair treatment based on age. Participants also develop a list of legitimate business criteria that should be used when making and communicating business decisions.

Learning Points:

- Workforce reductions should be conducted in a manner consistent with organizational policy.
- Unfair treatment based on age can be evident in areas beyond termination.

Skills Practiced:

- Identifying behavioral risks affecting the legitimacy of employment decisions
- Identifying legitimate business criteria

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