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Suggestions for Using the “Management Development Diversity Needs Analysis”

Objectives:

- Identify management development needs regarding diversity
- Pinpoint specific areas for training
- Give information to individual managers regarding personal development needs

Intended Audience:

- Managers dealing with a diverse workforce
- Trainees in a management development series or a managing diversity seminar
- Management teams wanting to increase their effectiveness in dealing with diversity

Processing the Activity:

- Individuals respond to the statements by marking them true or false.
- Questionnaires can be collected and scored for use as a management development needs assessment by the training department.
- Questionnaires can be scored by individuals and then discussed in groups. Discussion can focus on strengths, weaknesses, and areas of needed growth.
- Groups and individuals within them can prioritize needs and target specific areas for growth. They can even brainstorm ways to accomplish that growth.
- Training-and-development professionals can analyze scores to determine appropriate training content and design.

Questions for Discussion:

- What strengths and weaknesses emerge?
- How do the weaknesses impact management effectiveness? Productivity? Morale?
- Where are the greatest needs for growth in general areas (awareness, knowledge, skills) and/or specific issues (e.g., communication with limited-English-speaking staff)?
- Where do we need to focus our own development?

Caveats, Considerations, and Variations:

- Dealing with the issues in this questionnaire may provoke heated discussion if there has been no previous groundwork laid regarding managing diversity. This is best used after a general session discussing changes in workforce demographics and a broad definition of diversity, where venting can be done and where executive management explains organizational goals and strategy regarding diversity.