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Suggestions for Using “Coaching for Promotion”

Objectives:

- Determine whether people are coached differently because of ethnicity, race, gender, or other dimensions of diversity
- Detect any biases in who is promoted and how people are coached

Intended Audience:

- Facilitator, consultant, HR professional, or trainer charged with the task of helping mid- and upper-level management personnel examine biases in how people are coached

Processing the Activity:

- Use the worksheet, changing only the name and background of the person, and keeping the criteria the same and creating a number of different individual profiles.
- Divide people into small groups. Have them discuss coaching strategy and then report back to the entire group about their strategy.
- Write strategies on chart paper.
- After each group reports its coaching strategy, discuss what differences emerge based on background.

Questions for Discussion:

- What differences in coaching exist?
- Depending on what factors? How can they be minimized?

Caveats and Considerations:

- Make certain that the different employee populations in your geographic area are represented in the profiles.
- Don't let participants know that candidate names are different but qualities are the same for all profiles.