CASE STUDY

DiSC Classic

Using Inscape Publishing Products with a Non-Profit Organization

The Client:
A county Head Start program contacted me after finding our firm on an Internet search. They knew that I'd worked with other Head Start groups in strategic planning initiatives and statewide collaboration efforts. Head Start is a federally-supported education and anti-poverty program. It operates as a nonprofit organization in locations throughout the country. The Head Start agency I worked with is a large nonprofit organization with three locations throughout the county it serves. The agency was interested in being able to better serve the growing more diverse population of children and parents. As a requirement of participation in Head Start, parents are expected to participate actively in their children's education.

The Business Need:
The client wanted to do something on diversity because the populations of parents and young people that the program serves are growing increasingly more diverse. They wanted what I refer to as "check-list" training, meaning that the training was in their strategic plan for the year but they weren't sure what to do. They knew only that they needed to make employees with different backgrounds comfortable working in a large group together.

The Solutions:
My challenge was to try to tie into their strategic objective and, if I could, tie the training to their performance goals, like leadership, management, or important customer relationships. The training needed to be fairly non-threatening and delivered in a way that began an ongoing development process for the participants. I administered the *Discovering Diversity Profile®,* and incorporated interactive paired discussions, small and large group discussions and a lecture into the training.

The Delivery:
I began the session with my own handouts, the *QuikDiSC®* game cards, and the conflict module from the *DiSC® Classic* seminar.

I had the group complete the profile first, and then we debriefed on the results. Next, I broke the group into teams to work through the car role-play exercise and the First Thoughts exercise on perceptual bias. They also worked through the exercise on the Ideal Workplace. I asked the group about leadership and we talked about who was in charge of each team, who was taking the notes, and if people felt empowered as a result of the discussion. We talked about the influence of styles on people's behavior, particularly with regard to discrimination or harassment issues in the workplace.

I used a tally sheet to get everyone's profile scores, and then I summarized and averaged the information. From that I determined what areas of attention the organization might want to address as strategic initiatives. I asked questions about what leadership can do to ensure that more information is maintained or developed for the different groups, ranging from bus drivers, cafeteria works, the executive director, and the teachers, as well as the customer service groups and the clients they service.

The Results:
I recommended a cultural audit and explained that individuals should review their profiles a month after the training. In addition, the participants needed to use the results as part of their one-on-one coaching with their supervisors. I also recommended that participants discuss their action plans with their managers.

After the training, I wrote the client a letter providing summary scores from the tally sheet. I suggested breaking down the information from the tally sheets by county and then following up with interventions that addressed the area's needs, based on their lowest score (for example, Information or Stereotypes). I also provided the client with a set of evaluations and average scores of the training delivery as rated by the participants.