

"We Simplified Our Universe...
So That You Could Improve Yours"



DIVERSITY AND INCLUSION Training and Coaching Services

Understanding Unconscious Bias

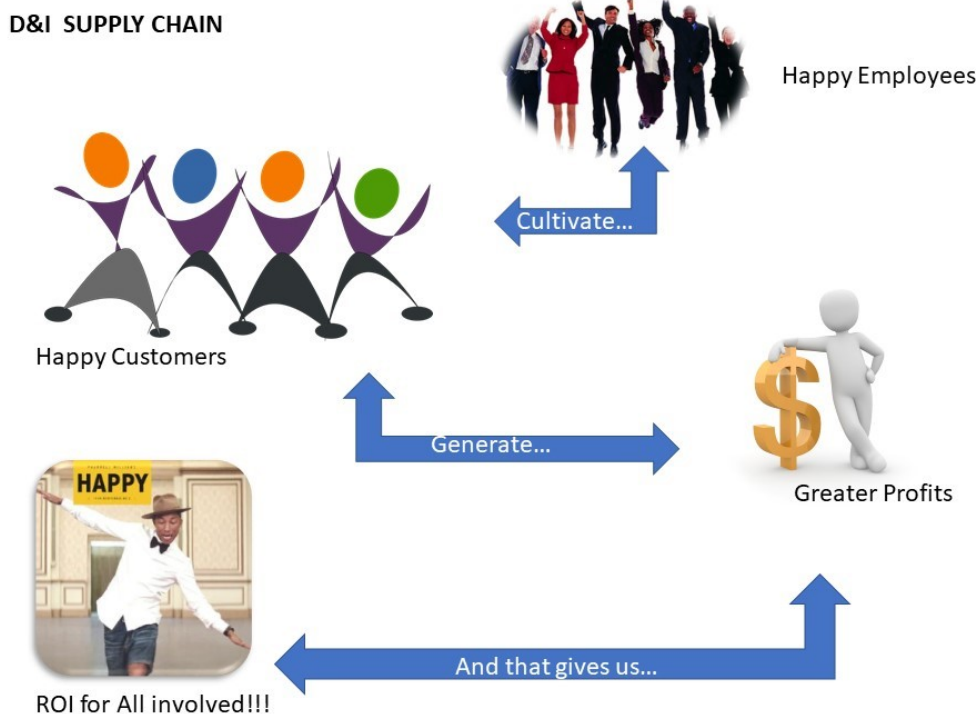


A division of CMA Enterprise
Incorporated

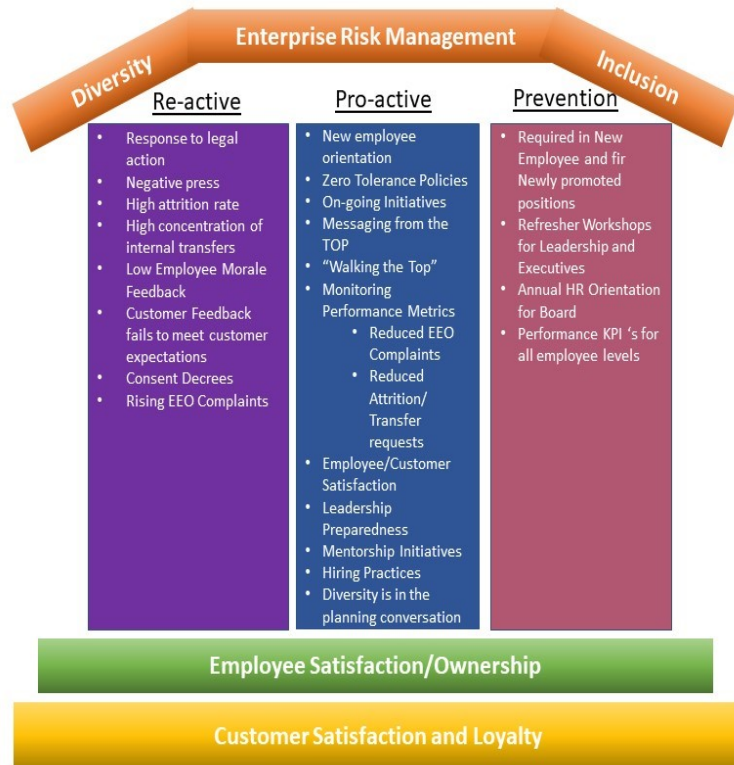
D&I Consulting and Technical Assistance

The D&I Supply Chain that we follow looks something like the diagram below. We believe that a culture of Inclusion yields happy employees who are glad to maximize the customer experience again and again which brings greater profits and market share and excited Shareholders/Key Stakeholders. Once woven into the fabric of your organization, it is not looked as something else to do, IT BECOMES WHAT YOU DO!!!

D&I or Unconscious Bias is not just for Human Resources (HR) to manage. It is an attitude that drives entire organizations as an integral part of SUSTAINABLE SUCCESS. Your customers internally will feed on it and your external customers will celebrate you for the decision to own it. The latter is how we separate FACT FROM FICTION... It all DEPENDS ON YOU!



BEHAVIOR, OWNERSHIP AND ACCOUNTABILITY



Regardless of what the reason(s) for your diversity and inclusion initiatives, it always comes back to the micro (customer) and macro (organization) bottom line however it is defined. We learn the key drivers in pre-session investigations and through a comprehensive review of what you are doing to track and monitor inclusion currently. Once that is done, we execute the plan. And finally, assist and/or teach you in monitoring the transformation metrics that are prescribed to your sustainable success.

When embarking on an initiative to raise our awareness about unconscious bias, it really does have to be about the people who make you, GREAT!!!! That is why we placed the customer in the foundation of our Diversity ERM house. Without these stakeholders, the house falls. Most organizations tend to focus on the obvious...

- Profits and bonuses
- Customer (external) Satisfaction
- Employee Morale Survey Feedback
- Retention versus Attrition
- Compliance with Regulatory and Operating Policies /Procedures
- Marketshare impact
- Corporate Image



At CMA we understand that inclusion and an appreciation for diverse "resources" is essential to the culture of the workplace in which we co-exist. We have created forums for you to have dialogues and be educated on how your beliefs, cultures and business practices should "fit" the blueprint of the workplace mission and vision.

While we know that these types of conversations and initiatives are not necessarily easy to have or facilitate, we also know that Diversity and Inclusion cannot be ignored.

Engagements include...

- ☐ Program and Policy Review/Development and Technical Assistance
- ☐ Mentoring Programs
- ☐ Civil Treatment Plans
- ☐ EEO Compliance and Training (Consent Orders)
- ☐ Workforce Diversity Awareness and Unconscious Bias Training
- ☐ Race and Cultural Relations Dialogues
- ☐ Supplier Diversity Consulting and Training

Topical Discussion Tracks

Training for Leaders

The session structured for leaders approaches unconscious bias not just from the perspective of valuing differences. It also has participants take a look within themselves and understand what drives their decisions. This is done through personal assessments and 360 evaluations. Additionally, understanding what the leadership culture of the organization/department is can be essential to the sustainable success of all stakeholders and customers, however they are defined to be.

The session is available in classroom and online formats and includes the DiSC Work of Leader Assessment. Sessions are tailored around the results obtained from our environmental scans and the desired goals of the initiative sponsors. Once all training is done, quarterly and/or semi annual follow ups are done to ensure that progress is being made and sustained.



Training for the General Workforce

This interactive session is offered in classroom and online versions. Our workforce trainings are customized based on the need of the client's environment expressed in our pre-session due diligence efforts. Topics include... Peer Today/Boss Tomorrow, Privilege, Perceptions, Hot Buttons and Red Flags, Unconscious Bias, Myths of Disabilities, Phobias running wild, and Managing Expectations, Interpreting the Message(s) for example. Follow up for target group includes semi-annual 360s that provide any other gaps that continue to exist and next steps for same.

Diversity and Inclusion for Leaders

The session structured for leaders approaches Diversity and Inclusion not just from the perspective of valuing differences. It also has participants take a look within themselves and understand their own unconscious biases.

Additionally, understanding what the leadership culture of the organization/department is can be essential to the sustainable success of all stakeholders and customers, however they are defined to be.

The session is available in classroom and online formats and includes the DiSC Work of Leader Assessment. The optional material is the book **The Work of Leaders**



- Topics include...
 - Raising awareness of the business impact of valuing differences
 - Crafting opportunities to leverage our hidden similarities
 - Discover the capacities and capabilities that exist within and within the workforce and one's peers
 - Acknowledgement of how critical it is to have diverse beliefs in the workplace
 - Motivating others for sustainable success
 - Cultural Competence
 - Forms of Discrimination defined...
 - Equality vs Equity
 - Disparate Treatment
 - Integrating Inclusion into the Fabric of your Operation
 - Civil Treatment
 - Your Company's Mission and Vision for Diversity and Inclusion
 - Managing Peer today... Boss Tomorrow syndrome
 - Managing through Diversity Challenges
 - Leader/Follower Action Cycle
 - Ethical Behavior
 - Speaking a common language
 - Managing Danger Zones
 - Coaching For Inclusion
 - But We've always been BFFs
 - Protecting Yourself by Knowing the Laws and Guidelines for D&I
 - Bias and Misunderstanding
 - Building Your Cultural Competency
 - Walking the Talk: Building Trust

Diversity and Inclusion Training for the General Workforce

This interactive session is offered in 4 and 8 hour versions. Our trainings are customized based on the need of the client's environment as well as the urgency to better manage unconscious bias in the workplace. This listing reflects a sampling of some of the topics that are facilitated.



- Topics include...
- History as we know it...
 - What's Your Story?
- Privilege... Is it a perception or a reality? And who really has the advantage?
- Faces... Each one has a story to tell
- Hot Buttons and Red Flags... raising awareness and sensitivity
- So... How do we truly get ALONG??? How do we level the "PLAYING FIELD???"
 - Building the foundation for inclusion
- Tolerance... is it learned or intuitive
- Stereotypes and Biases:
- Understanding that our perceptions can be our realities in spite of the facts
- Discriminatory Practices: The root causes when appreciation is absent from the equation
- Building strategies for dialogue
- "In Your Shoes" scenarios that invite role reversals
- Understanding how and why we build racial and cultural inventories
- "Not knowing that you don't know" can get you in trouble
- Dealing with the mythology of people with disabilities
- English as a Second Language: Restriction or Opportunity
- Lions, Tigers and Bears... OH MY!!!! The generations that exist in our department
- Managing Diversity Challenges
- Knowing my multicultural Familiar
- Our Perceptions really are our Reality
- Phobias that create Bias
- Managing my own expectations

Our Starting Point...

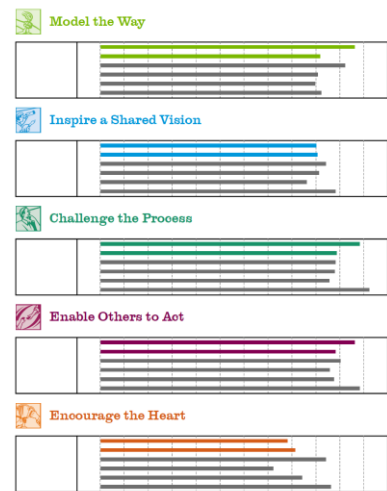
Having a starting point is important to initiatives such as this one. Your Leadership Culture is a key driver in the effective management of Implicit Bias in your organization. We use a variety of tools based on the desired outcome for our engagements. The results will provide a starting point for the dialogue for leadership skills that need to be shaped for a more cohesive workplace.

Leadership Participants and Sponsors will receive their personal assessment results prior to their respective sessions. Management Sponsors and participants will be provided with a group culture report to gain an understanding of strengths, weaknesses and opportunities for success. This all takes place prior to the training session and also assists us in developing the Leadership Sessions. It also helps to set the tone for the general workforce segments as well.

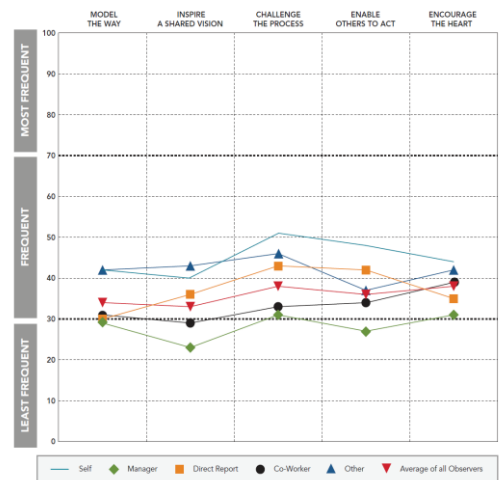
Leadership Participants will complete two assessments, one at the beginning of the engagement as our starting point and at the end to determine what progress has been achieved. A 360 degree assessment will also be considered to understand the climate that currently exists in the entire organization and that which is desired by all employees.

Action Strategy

- The Initial Assessment will assist in the development of any Coaching Action needed for the leadership candidates, but most important help to craft the leadership segments.
- The CMA Team is seeking to build capacity in the Participant's Micro Universe and more important, so that in their Macro Universe, they become more aware of the "dark holes" that exist. The Assessment feedback helps to tailor the discussion and set the tone for their sessions that follow. It also provides an understanding of the General Workforce behavior.
- Intermediate assessments of being able to "move the needle" will be examined mid-way through the engagement to determine if there are shifts that need to be made in the curriculum content to achieve the desired results. This can be one through the review of session evaluations



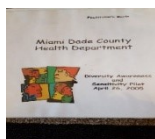
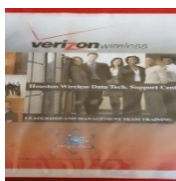
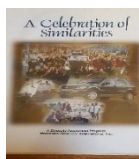
Group Percentile Ranking



Client References

Past and Present Client Engagements (Diversity and Inclusion Engagements)

Clients served by the CMA team span the United States. We integrate it into everything that we do. Whether it is leadership training or Lean Six Sigma, D&I is an integral part of our script. We possess over 25 years of experience in this area of our business.



	<u>Timeframe</u>
Polk County Government – General Workforce and Leadership	Facilitate annual D&I open enrollment sessions since 2008 to present . Over 250 employees trained
Mercedes Benz U.S. International (Leadership and Team member)	1998-2001. Developed curriculums, policies and facilitated sessions. Company wide initiative for approximately 1500 employees
Verizon Wireless – Houston and Albuquerque Call Centers (Executive and front line leaders)	10/2006 – 12/2006; Developed a program for AMPS International, an international Consulting firm and assisted in facilitation of sessions. Approximately 50-60 leaders
Miami Dade Co. Health Department Leadership and General Workforce	2006-2007 Developed and facilitated training for over 800 employees
Polk County School Board General Session	2009 Training for Purchasing and Facilities Department over 150 employees trained
AMPS International, LLC/ South Florida Water Management District	2007 Designed and facilitated D&I for Leaders and Frontline. Approximately 50 employees and leaders trained

Other clients served include but are not limited to

- Visa International
- Southern California Edison (subcontractor)
- Tyco International



POLK County

Client References

As referenced in slide 10, we have extensive experience in this category of service

Client Name	Description	Year of Project	Total Cost
Polk County Government 330 W. Church St. PO Box 9005 Bartow, FL 33831-9005 Kandis Baker Buford, HR Director kandisbuford@polk-county.net 863-534-6075 Deborah Faust 863-534-6047 deborahfaust@polk-county.net	Polk County Government – General Workforce and Leadership Curriculum Development and Facilitation Classroom sessions	2008 to Present Ongoing contract	\$22,000 cumulative
Amps International/ Verizon Wireless Call Center 954-668-8088 James Amps, President ampscomm@gmail.com POB 82023 Pembroke Pines, FL 33082	Developed a program for AMPS International, an international Consulting firm and assisted in facilitation of sessions. Approximately 50-60 leaders	2006	12,000.00
Amps International/ South Florida Water Management District Amps International/ Verizon Wireless Call Center 954-668-8088 James Amps, President ampscomm@gmail.com POB 82023 Pembroke Pines, FL 33082	Designed and facilitated D&I for Leaders and Frontline. Approximately 50 employees and leaders trained	2007	12,000.00



SCHOOL BOARD OF POLK COUNTY

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Superintendent

June 17, 2008

To Whom It May Concern:

The Polk County School Board has encouraged all divisions to conduct Diversity Training for all employees. The Business Services Division selected Gail Birks from CMA Enterprises, Incorporated to provide this training. Ms. Birks did an outstanding job with our leadership group.

Ms. Birks had to be innovative in her approach with our group because we have many different personal characteristics that had to be overcome in order to get our group to be more active in the training. Ms. Birks was able to change her plans on the fly to meet the challenges our group presented to her. She did this extremely well and made our training very successful.

Ms. Birks invested significant time prior to our training to understand the viewpoints of our leadership team towards a diverse workplace. Because she made this commitment to knowing more about our team she was able to craft the activities in the training to be focused on the areas our group needed.

Ms. Birks is extremely knowledgeable in the content and brings many real life experiences to her clients. She is very personable and adapts to your needs rather than providing a standard program that has limited flexibility.

It is my extreme pleasure to recommend the services of Gail Birks and CMA Enterprises, Incorporated to your organization. With the experience Ms. Birks bring to your organization she can address more topics that what you may initially seek her services for.

Please feel free to contact me directly to discuss the qualifications and talents that Gail Birks can bring to your company. My direct telephone number is 863-534-0542 and my email address is mark.grey@polk-fl.net.

Sincerely,

Mark A. Grey

Assistant Superintendent for Business Services

“We are the Organizers of Your Business Puzzle”

~Gail P. Birks, President



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