

Non-Book Resources

CorVision Media. (1995). *Diverse teams at work: Ten characteristics for success* (13 minutes). Based on the book by Lee Gardenswartz and Anita Rowe.

CorVision Media. (1995). *Diverse teams at work: Capitalizing on the power of diversity* (25 minutes). Based on the book by Lee Gardenswartz and Anita Rowe.

Gardenswartz, L. and Rowe, A. (1994). *The managing diversity survival guide: A complete collection of checklists, activities, and tips*. Burr Ridge, IL: Irwin Professional Publishing.

Reviewed by

Sharon J. Washington, Ph.D.
Tapestry Works

Biographical Information

Sharon J. Washington has published and presented on various aspects of diversity in education and professional practice. She is currently president of TapestryWorks in Northhampton, Massachusetts, providing consultation on diversity, adventure education, and organizational development.

How well do you feel you prepare students to work in diverse work settings, that is, with co-workers who are different than themselves? Over the past several decades there have been books and professionals espousing the need to educate individuals to work effectively with diverse clientele, as well as, in a pluralistic workplace. As demographic changes that began with the first wave of European immigrants to this country continue and organizations are increasingly embracing a teams approach to work, people need to understand how to capitalize on diversity. The following resources, though not specific to leisure studies, address issues which are relevant to the vast majority of workplace environments. They would be appropriate for courses that include content on human resource management, leadership, team-building and contemporary issues in the field of recreation, parks and leisure.

The videos, *Diverse teams at work: Ten characteristics for success* and *Diverse teams at work: Capitalizing on the power of diversity* offer a concise overview of how to understand and utilize the benefits of workplace diversity. They also explain the characteristics of effective pluralistic teams. The accompanying leader's guide for each video presents a thorough synopsis, clearly outlines learning objectives, and gives directions for use. The included copy-ready activity worksheets and the discussion questions create

the basis for a one to four hour lesson plan per video. The do's and don'ts for training diverse teams offer good suggestions to inexperienced facilitators of difficult discussions and reminders to seasoned facilitators.

Diverse teams at work: Ten characteristics for success (13 minutes) presents an overview of the importance of team building to workplace productivity and how diversity impacts a team's operation. The video's format is centered on the narration of key points, which are elaborated by talking heads, and an occasional observation of team meetings. The video does a good job of summarizing the general key elements to pluralistic team building. However, viewers of *Ten characteristics for success* may naively feel that as long as they follow the characteristics presented they are on their way to successful diverse team building. Content to address the challenges which exist when individuals from a variety of backgrounds come together with the goal of functioning in an effective team, along with observing the group process of a diverse team, would have been beneficial.

To the producer's credit the accompanying leader's guide does offer useful worksheets to assist individuals in gaining a greater understanding of the values and strengths of and challenges to diverse team-building. The leader's guide also presents information on the differences between a homogeneous model and a diversity model of work teams.

Diverse teams at work: Capitalizing on the power of diversity (25 minutes) illustrates the message of the video through watching a company diversity committee grapple with how the company can be more inclusive. The idea being discussed is recognizing holidays which have personal significance for the company's employees. A narrator offers insight into the possible reasons for the misunderstandings that arise, drawing attention to the diversity dimensions of the group itself and how individuals' personal filters impact their relationships with other team members.

To its credit, *Capitalizing on the power of diversity* includes a good mix of diversity in the team members and the issues brought to the table (e.g., immigrants, language, race, sexual orientation, religion, gender, disability, age, cultural values and norms). The narrator points out interactions between team members that are sources of discomfort and offers an analysis for understanding why particular individuals may have difficulty interacting with each other. However, this reviewer wanted the video to go back to the group and show how team members could effectively negotiate difficult situations.

The video along with the accompanying activities in the leader's guide do a great job, in an easy to understand manner, of describing the complexities of diversity, the dimensions of diversity everyone possesses, and how our differences act as a filter through which we interpret the world. Gardenswartz and Rowe explain diversity in four concentric layers: personality; internal factors such as gender, age and race; external factors such as income, parental status and recreational habits; and organizational factors, such as work location, seniority and management status.

The accompanying leader's guide presents a thorough synopsis of the issues addressed in the video, outlines learning objectives, and provides discussion questions. The included copy-ready worksheets and the discussion questions create the basis for a one to four hour lesson plan.

Together these two videos offer a concise summary of chapters one, two, and three of the book *Diverse teams at work: Capitalizing on the power of diversity* by Lee Gardenswartz and Anita Rowe. Any time a book is made into a movie comparisons are made, and this reviewer is no different. The book provides a more thorough presentation and analysis of diversity issues than do the videos. However, the movie may reach a bigger audience—and the popcorn won't stain the pages!

Ordering information:

CorVision, 1359 Barclay Boulevard, Buffalo Grove, IL 60089, (800) 537-3130.

Diverse teams at work: Ten characteristics for success (13 minutes)..... \$395.00*

Diverse teams at work: Capitalizing on the power of diversity (25 minutes) \$745.00*

Package price (both videos, leader's guides and a hardcover copy of the book) .. \$990.00*

* Educational discounts are available.

The managing diversity survival guide is an excellent resource for activities, workshop outlines, overheads, and tips for conducting diversity trainings. The book grew out of an expressed need from readers of *Managing diversity: A complete desk reference and planning guide* (1993), who wanted to duplicate the materials contained within the desk reference. This guide gives readers that opportunity and more by also providing useful discussion and guidelines for training on issues of diversity.

The book is divided into three sections: an introduction which addresses issues in diversity training; activities, worksheets and charts which are copy-ready tools for trainings; and transparency masters. The introduction begins by helping the reader determine the symptoms which indicate a need for diversity training in a particular organization. The highlights of this section are the instrument which evaluates the characteristics of an effective diversity trainer and the sample workshop agendas. The sample agendas outline the topic, corresponding activities, time required, and the process of learning (e.g., small groups, paired sharing, lecturette, etc.). Sample agendas also are excellent guides for determining lesson plans for a single session or an entire course.

The factor that sets this guide apart from similar manuals which offer activities and worksheets in diversity training are the clearly stated suggestions for use that follow each activity. The authors have outlined the objectives, intended audience, processing format, and questions for discussion, as well as caveats and considerations. The educator, trainer or facilitator of diversity issues will find that this book is aptly titled as a survival guide. Even the individual who is not experienced in diversity training would be able to facilitate some

of the activities contained within. This is not to suggest that potential trainers need only follow the recipes contained within the guide for a successful educational session. But combined with knowledge and comfort in the area this book could very well be a definitive training resource in diversity.

Ordering information:

Irwin Professional Publishing, 1333 Burr Ridge Parkway, Burr Ridge, IL 60521,
(800) 634-3966.

<i>Managing diversity: A complete desk reference and planning guide.</i> (Gardenswartz & Rowe, 1993)	\$95.00
<i>The managing diversity survival guide: A complete collection of checklists, activities, and tips.</i> (Gardenswartz & Rowe, 1994)	\$35.00