



# Helping Individuals and Organizations Improve Their Performance

An Introduction To

## **Simma Lieberman Associates** *“The Inclusionist”*



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## About Simma Lieberman

### A Consultant, Author, and Professional Speaker Who Motivates, Simma Lieberman

Simma Lieberman is a performance improvement consultant and author. She helps individuals and organizations leverage diversity and inclusion in order to create more profitable and productive cultures. She specializes in diversity and inclusion, situational diversity dialogues, life/work balance, and cross-generational communication.

Simma has had a passion for diversity ever since she began working with a multi-cultural organization in New York City over 30 years ago. She was trained to facilitate dialogues amongst different racial and ethnic groups in order to reduce tension and create effective working relationships.

Simma moved from the Bronx to Eugene, Oregon which was a huge culture shock. In Oregon she helped develop cross-cultural communication processes amongst people from different cultures and countries of origin.

Simma works with corporations, universities, government agencies, and professional associations to create environments where all people can do their best work. Her clients include; Applied Materials, Diageo, Motorola, ABM Industries, GE, City and County of San Francisco, Middle Tennessee State University, Monster, Pacific Gas and Electric, Renaissance Hotels, Pillsbury Bakeries and Foodservices, Saks 5th Ave, McDonalds, California State University in Hayward, Wisconsin Restaurant Association, Silicon Graphics, Kaiser Permanente, East Bay Municipal Utilities District, City of Eugene Oregon, Chevron, and the IRS.

Simma belongs to DiCE and D2K which are diversity and inclusion think tanks. She is a member of the San Francisco Bay Area Regional Council of Out and Equal, and is president of the Northern California Chapter of the Society for the Advancement of Consulting.



**Speaker ♦ Trainer ♦ Consultant ♦ Author ♦ Coach**



## Specializations

- Diversity and Inclusion
- Lifework Balance
- Stress Management
- Gender Communications
- Overcoming Fear & Self-Doubt
- Leadership Skills
- Building Inclusive Cultures
- Team Building

*Simma helps increase productivity and morale and reduce employee burnout. She creates environments where all people can do their best work, feel included and enjoy what they do.*

*Our programs are custom designed to address our client's challenges. We use existing strengths and resources as a foundation to build stronger working environments.*

## Services

- Coaching
- Workshops
- Presentations
- Strategic Planning
- Consulting
- Conflict Resolution
- Dialogue Building



## Consulting and Coaching Services

We partner with our clients to help create cultures that result in performance improvement and increased profit. A successful diversity and inclusion and culture change initiative is driven by executive management and engages the whole organization. A problem for too many organizations is that the initiative gets stuck at the management level and never reaches employees that interact with customers and each other on a daily basis, so money and employee skills are wasted.

We can work with you to ensure that every employee is involved in the process and that your initiative is integrated into your business systems and processes.

### Consulting & Coaching, Workshops, Presentations and Customized Programs

#### Creating a More Profitable Culture Where Everyone Does their Best Work

- Developing and Implementing Diversity and Inclusion/Culture Change Strategies
- Organizational Assessment to identify strengths, challenges and next steps for performance improvement
- Driving Business Initiatives Throughout the organization
- Engaging, Enlisting and Enrolling Your Workforce in Culture Change
- Baseline Analysis
- Integrating Diversity and Inclusion Into Your Business Success Strategy
- Recruitment
- Hiring
- Retention
- Promotion
- Group Coaching for high-potential employees and managers
- Strategic Performance Management
- Diversity and Inclusion Leadership
- Creating an Environment That Supports Life/work Balance for all employees
- How to turn Executive Stress into executive strength

#### Diversity and Inclusion

- Diversity, Inclusion and Business Integration
- Diversity & Inclusion Awareness for individual and organizational success
- Four Generations, One Workplace; working across the generations
- Cross mentoring across the generations
- How to Use Conscious Dialogue to Move Your Organization Forward
- Diversity Dialogues; making difficult conversations easier
- What Did You Mean By That? Stopping a No-Win War of Words
- How to Communicate with Diverse Customers and Co-workers
- How to leverage diversity to improve customer relations and increase your market share



- How to Break Through Biases and Assumptions
- How a Diverse and Inclusive Environment Can Increase Your Profit
- LGBT People at the Table; Leveraging the business case
- LGBT Inclusion
- Leveraging Religious Differences in the workplace
- The Intersection of LGBT and Religion; a constructive dialogue for individual and organizational performance improvement
- Best Practices in Diversity and Inclusion

**Life/Work Balance and Stress Management Specializations**

- How to Create a Workplace Culture That Supports Life/Work Balance at Every Level
- How to Manage Stress in a Chaotic World
- The Imbalance of Life/Work Balance at Work: What Your Organization Can Do
- Living a Life/Work Balance in Unbalanced Times
- How to improve performance in economic downturns



## Keynote Speeches and Breakouts

- **University of Diversity: Diversity Leadership Essentials**
- **How to Break Through Fear & Self-Doubt in Turbulent Times**
- **How to Talk to Anyone & Everyone to Achieve Success**
- **How to Stay Together When Things are Falling Apart**
- **Finding Our Common Denominators within Diverse Perspectives**
- **Succeeding in a Multicultural Environment**
- **How to Have it All; Creating Conscious Life Balance**
- **Communicating with Comfort, Clarity, and Confidence**
- **What's The Buzz About? Understanding Diversity's Power & Potential**
- **The Courage to Feel: the Heart of Business Success**
- **Stress: When Your Finger Nails Become your Appetizer**
- **Best Practices In Life/Work Balance**
- **LGBT People at the Table: Is there a place setting?**

**There is nothing boring about Simma!** Her keynote speeches are high-energy presentations that can vary from 30 minutes to 2 hours. All keynotes can include breakout sessions to increase message saturation. Simma works with audiences of small groups and large audiences of up to 5,000 people.



## Diversity and Inclusion

Changes in demographics, marketplace demands, and corporate globalism have changed the face of business today. To gain and maintain a competitive edge, organizations need to be able to identify, value, and leverage the strengths and contributions of people of different genders, races, religions, lifestyles, sexual orientations or cultures.

The Diversity Programs by Simma Lieberman Associates promote mutual respect, acceptance, and cooperation among people of different backgrounds. Our approach is non-confrontational, effective, and long-lasting. We create an environment where people can feel secure to examine their own beliefs and attitudes around differences. We show individuals and organizations how to develop strategies to make the most of the multi-faceted talents and skills of a diverse workforce.

Further, our Diversity Programs recognize that organizations can be as diverse as the diversity they are trying to achieve. For businesses with specific needs, we offer conflict resolution and facilitations, skill building for specific dimensions of diversity, executive coaching, team-building, and workshops. For organizations with global needs or organizational issues, Simma Lieberman Associates offers cultural audits, strategic planning, and organizational diversity consulting. All programs begin with a consultation to determine the needs of the organization in order to customize programs for maximum impact and effectiveness.

### **Success with Diversity and Inclusion**

- Diversity Awareness Training
- Organizational Assessments
- Strategic Planning
- Celebrating and Managing Diversity
- Creating an Inclusive Organization
- Cross-cultural Conflict Resolution
- Organizational Diversity Consulting
- Executive/Management Coaching for Team Leadership
- Team-Building in a Diverse Environment
- Building Effective Diverse Organizations
- Interviewing Diverse Candidates
- Train the Trainer Programs
- Skill Building in Race, Ethnicity, Age, Gender Communication, Sexual Orientation, Work Function, and Communication Styles



## Gender Communication Programs

While men may be from Mars and women may be from Venus, all of us have to live on the same planet. Simma Lieberman helps men and women improve communication and be more productive together. Her proven processes show participants how to:

1. Explore the similarities and differences between men and women in a mutually respectful manner
2. Break down gender-based stereotypes
3. Find creative strategies for effective communication and interaction
4. Leverage gender differences in decision-making, teambuilding, and leadership.

### Workshops and Seminars

- ✓ **Men and Women on the Same Planet:** This program explores the Myths and Realities of Gender Communication in order to foster a working environment with open communication and effective interactions.
- ✓ **Preventing Sexual Harassment:** The goal of this program is to Build Better Working Relationships between Women and Men. Participants explore issues of respect and treatment and learn the determinants of sexual harassment in the workplace.
- ✓ **Teambuilding Together:** This program develops strategies to leverage the unique strengths and contributions that men and women bring to teambuilding situations to create powerful and effective cross-gender teams.
- ✓ **He Led, She Led:** Focusing on Men and Women in Leadership, this program explores the different leadership styles between men and women and looks for ways in which men and women can support and complement each other's leadership styles.

- **Build solid working relationships between men and women**
- **Create environments that are efficient and open**
- **Prevent sexual harassment problems**
- **Deal with gender problems as they occur**



## Programs to Break Through Fear & Self-Doubt

Self-doubt and fear interfere with our ability to set and achieve goals. These insecurities can limit confidence to one life area, such as work, making people afraid to try new things like going back to school, entering new relationships, making career changes or learning new skills.

When we let self-doubt and fear rule our lives, we miss opportunities and limit our ability to live life to the fullest. We may predict and believe that nothing good will happen to us, so we refuse to take even low-level risks. We may discount people or situations that could help us reach our goals. Self doubt and fear comes in all different shapes and sizes, but in all cases we can learn to break through them.

Simma's Programs to Break Through Fear & Self-Doubt are a highly motivational series that helps participants to build confidence and push through the hidden obstacles in their lives. Participants learn to:

1. Identify the negative self-talk in their lives
2. Recognize their fears and doubts
3. Develop strategies for pushing past these influences in their lives

Simma built her career after breaking through her own insecurities and fears. She shares the hardships she endured because of her own self doubt and reveals the triumphs that resulted after she learned to tackle her insecurities.

### Healthy Lifestyle Topics

- ✓ **Break Through Fear & Self-Doubt:** Simma provides ten explosive techniques for breaking through fear and self-doubt.
- ✓ **Serenity on the Streets of New York:** In this program, Simma uses her own personal story to discuss strategies for building confidence and living life to the fullest.

- **Stop letting yourself stand in the way of your goals and dreams**
- **Learn to find the confidence in you**
- **Break out of unhealthy life habits that are based in fear and insecurities**



## Lifework Balance & Stress Management

Work stress and life stress are directly related to high levels of employee burnout, health and performance problems. This translates into a loss of both money (profit, sick days, and disability) and productivity. Businesses that care for their employees help build their bottom line.

Simma's Lifework and Stress Programs are a high-energy series that will help participants to immediately "take a load off." Participants learn to:

1. Break stress tension
2. Create balance between work and personal life and learn to enjoy both
3. Learn and practice a "have it all" life strategy
4. Add an extra hour to their day with effective time management tips

Simma speaks from experience! She is a former workaholic, who suffered from stress headaches, chain smoked three packs of cigarettes a day, and downed 12 cups of coffee a day. During that time she gained over 90 pounds in one year from stress-induced eating. Now, she works out regularly, is a nonsmoker, and doesn't need the caffeine boost to get through her day. In this series, she teaches people across the country the techniques that turned her life around.

### Healthy Lifestyle Topics

- ✓ **Stress Management Training:** Examine your personal pressures, learn to let go of things you can't control, and find solutions for your specific needs.
- ✓ **Humor in the Workplace:** Manage stress, be more productive, and have more fun doing it! Simma shows you how to use humor as your most powerful tool to combat stress.
- ✓ **Being Productive in Times of Change:** Learn how to find internal balance and maintain productivity in fast-changing and hectic environments. Designed for organizations dealing with both minor changes and major transformations.
- ✓ **Lifestyle Balance Consulting:** Examines organizational culture to determine its harmful and helpful impact on long-term job performance.

- **Build healthy working environments where people can do their best**
- **Dissolve lingering tension and stress**
- **Restore life and work balance and learn to enjoy both**
- **Gain effective time management skills**



## Executive Leadership Program

### Leadership Coaching for Managers:

"From Task Masters to Team Leaders Who Teach Other People How to Lead"

Effective managers know how to lead their team towards achieving the mission, vision, and goals of the organization. They create environments of mutual respect and trust where everyone is included and able to contribute fully to the organization. Skilled leaders listen, influence, and give and get feedback to get the results they need from their team. Our coaching process turns managers from "task masters to team leaders." Managers learn to be dynamic leaders with the flexibility and power to meet the challenging demands of modern workplaces.

Our Executive Leadership Program includes a combination of processes that are individualized for each manager's situation. These processes can include:

1. Initial interview and observation
2. Assessment of strengths and challenges
3. 360 degree feedback
4. Recommendations for development needs and improvement strategies
5. Goal setting
6. Accountability and process support
7. Follow-up sessions by phone and in person
8. Ongoing progress review
9. Reevaluation

Simma's Coaching programs are highly supportive and collaborative. Managers receive ongoing support, individual attention, and customized programs. Depending on the content and extensiveness of the program, the duration of leadership coaching can vary from a few weeks to up to a year.

- **Become a versatile and flexible leader who can adapt to the needs of modern workplaces**
- **Learn to be a team leader and bring out the best in your team players**
- **Gain effective skills to manage diverse groups of people**



## The Ease (Es) of Working with Simma

Simma Lieberman Associates is committed to making your experience working with us as enjoyable, easy, and effective as possible. Here's what we think of as the top five reasons to work with Simma Lieberman Associates. Simma is...

- ✓ **Entertaining**  
Her programs are fun and enjoyable. She delivers high-energy, interactive presentations (no one ever falls asleep with Simma's laugh and learn style).
- ✓ **Easy to Work With**  
Simma knows that organizing an event or seminar can be stressful. She works hard to minimize this pressure by being straightforward, easy to work with, and living up to her promises. She doesn't think she's successful unless the entire training, event, or program that she is part of is successful.
- ✓ **Experienced**  
She has over 20 years of experience as a trainer and speaker that makes her easy to work with, reliable, and effective. Her programs are valuable for the organization and enjoyable for attendees. She uses tools and techniques she has refined over the years for guaranteed success and customizes all programs to match the needs of the organization.
- ✓ **Enlightening**  
Simma breaks down complex ideas and uncomfortable topics into subjects that are easy to understand and talk about. She creates a safe environment for learning and growth by drawing from her own life experiences and integrating natural and formal education.
- ✓ **Effective**  
Simma gets results:
  - Enhanced productivity
  - Reduced employee turnover
  - Improved communication
  - Increased morale and decreased burnout
  - Personal Growth and Balance

**Simma can help you meet the demands of modern workplaces. Contact us today to start making a difference in your business or organization!**



## Praise for Simma

*Your seminar on Stress Management really hit the point for our Assistant Principals of the Year! Many of the participants noted that they continue to use your "techniques".*

**Linda Fontana Manager  
Executive Development  
McDonalds Corp.**

*My observation of her classroom performance suggests not only a command of the subject matter, but also a "passion" for the subject of workplace diversity. Her trainees rated her classroom performance as outstanding.*

**Gerald Jones  
Diversity Curriculum Manager  
Business Communications Systems  
Lucent Technology**

*Our training participants enjoyed your approachable and upbeat style of delivery. The workshop evaluations indicated Gender Communications has been highly interactive which added to its success.*

**Sharon Werner  
Training Manager  
Pillsbury Bakeries & Foodservice**

*Judging from the letters and feedback we've received, your presentation, "Time Management... to create bank" really hit home to our audience of 6,000 women. Your strong delivery coupled with candor and warmth, plus your solid tips and sense of humor affected the viewers in very positive ways.*

**Leslie Smith  
Executive Director  
NAFE Women's Foundation**

*Your session "Creating Conscious Life Balance" was marvelous and the evaluations not only reflect how much the students enjoyed your workshop, but how much they learned from you.*

**William Curtis Advisor  
Student Life Programs  
California State University, Hayward**

*The training methods you used got the entire group involved and helped people feel comfortable talking about sensitive issues. Staff felt that this was "the best training we have ever had." Thanks to your excellent work, the door has now been opened for an ongoing dialogue about diversity at Lifelong Medical Care.*

**Pat Sussman  
Chief Operating Officer  
Lifelong Medical Care**



## Partial Client List

**ABM Industries**

**American Airline**

**Applied Materials**

**Bechtel**

**California Dept. of Corrections**

**Chevron**

**City of Eugene, Oregon**

**Council of Hotel & Restaurant  
Trainers**

**Diageo**

**EBMUD**

**FAA**

**Indian Health Services**

**Institute of Management  
Accountants**

**Internal Revenue Service**

**Kaiser Permanente**

**Lawrence Livermore Lab**

**Lucent Technologies**

**McDonalds**

**Middle Tennessee State University**

**Monster.com**

**Motorola**

**National Association of Female  
Executives**

**PepsiCo**

**PG&E**

**Pillsbury Bakeries & Food Service**

**Renaissance Hotels**

**Saks Fifth Avenue**

**San Francisco LGBT Center**

**SF Dept. of Health**

**Silicon Graphics**

**U.S. Postal Service**

**UC Berkeley**

**United Distillers and Vintners**



*Our multi-cultural team works with businesses, government agencies, and associations across the country to provide an environment that promotes mutual respect, acceptance, cooperation and productivity among people to increase organizational effectiveness and profitability.*



## Publications

### Books

Simma's book, *Putting Diversity to Work*, was released November 2003 by Crisp Learning. Simma joins colleagues George Simons and Kate Berardo in this guide that teaches managers how to leverage and build the diversity present in their businesses.

### Magazines

Simma's articles and ideas have been featured in the following publications:

- ✓ *Black MBA*
- ✓ *Bread & Butter*
- ✓ *Chain Leader*
- ✓ *Christian Science Monitor*
- ✓ *Cosmopolitan*
- ✓ *Diversity Edge*
- ✓ *Diversity in Hospitality*
- ✓ *Human Resource Executive*
- ✓ *Investors Business Weekly*
- ✓ *Lawyers Weekly*
- ✓ *Managing Diversity Journal*
- ✓ *Managing Workplace Conflict*
- ✓ *Multicultural Diversity Advantage*
- ✓ *Newsday*
- ✓ *NY Times*
- ✓ *Public Relations Strategist*
- ✓ *Quick Service Restaurants*
- ✓ *Quill Magazine*
- ✓ *Redbook*
- ✓ *Restaurant Hospitality Magazine*
- ✓ *Restaurants USA*
- ✓ *SF Business Times*
- ✓ *The Street*
- ✓ *Travel Industry Wire*
- ✓ *Upscale Magazine*
- ✓ *Wall Street Journal*
- ✓ *Women in Hospitality*
- ✓ *Women's World*
- ✓ *Workforce Diversity Network*
- ✓ *Working Mother*



## Article Samples

In the next pages, you'll find three of Simma's articles, intended for your personal development and to demonstrate Simma's work. Visit Simma's website at [simmalieberman.com](http://simmalieberman.com) to sign up for her newsletter and access more articles.

### **Ten PC Tips for Communicating with a Diverse Audience**

by Simma Lieberman

By learning to speak to a diverse audience, you can broaden your client base transfer the learning to more people. We need to be more "PC". We're not talking "political correctness", were talking "Positively Conscious", of who is in our audience and understanding how to make people feel included. The more people feel included, the more they will listen to you, use your information and come back for more. If you offend people they will shut down and you will lose them.

1. Use words that include rather than exclude. While some women don't mind being called ladies, in a professional setting the word women is more appropriate. Be "positively conscious" of pronouns when discussing hypothetical cases. I have been inn workshops where the facilitator spoke as though all managers were "he" and all administrative support were "she". Metaphors are very effective. Remember to mix them. Don't use only sports metaphors. Have a balance. In Europe when they think of football they think of soccer. Be aware that people have different abilities. Instead of telling everyone to stand, you might say everyone who is able please stand, and have a way for others to participate in the exercise.
2. Learn the demographics of the audience before your presentation, and prepare.
3. Do not assume everyone shares your religious beliefs.
4. Look at everyone in the audience and smile at them. Speakers can have a tendency to visually relate to people who look more like them. Assume everyone wants to be valued.
5. Do not use humor that puts down any particular group. If you are not sure, get feedback from others.
6. Examine your assumptions about people who are different than you. Be open to letting go of those assumptions.
7. Do not be afraid to ask for the correct pronunciation of someone's name.
8. If someone has an accent and you can't understand them, ask them to



repeat what they said slowly, because what they are saying is important to you.

9. Use methodology in your presentations to accommodate different learning styles. Visual Auditory Kinesthetic
10. Be comfortable with silence. In some cultures that can mean respect and attention. Be comfortable with direct interaction. In some cultures that can mean respect and attention. Be comfortable with saying, "I don't know."

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## **Ten Ways to Overcome Self-Doubt & Fear**

by Simma Lieberman

If your self-doubts and fears stop you from getting things done, here are some techniques and processes that can help you break through them:

- 1) Make a list of your fears. Only by admitting that they exist can you seek solutions.
- 2) Write down how these fears affect your life.
- 3) Become aware of the voices in your head and write down those negative messages.
- 4) Start building a support system of friends and eliminate people from your life who foster feelings of negativity.
- 5) Join a support group of people who have similar issues.
- 6) Change each negative message to one that is affirming and constructive.
- 7) Read books that help you feel better about yourself.
- 8) Be aware of your past, and be willing to let go of it.
- 9) List your goals and the actions you need to achieve them.
- 10) Take one of those actions every day. Each time you do something that brings you closer to achieving your goals you will feel better about yourself.

When fears and self-doubts come back, and they still do, I break through them by using the tools and skills I've learned and now teach. They work.

© Simma Lieberman Associates, 2003



## **How to Create and Maintain the Culture of Your Organization as You Grow** by Simma Lieberman

Many organizations start out with exciting ideas and concepts, but as they grow they lose the culture that made them successful. Other businesses manage to continue growing and keep the culture they created. What separates one type of organization from the other?

One of the key factors to keep business culture is to define the culture you want to create from the beginning, and integrate it into how you hire people, how you treat employees, the type of customer service you provide, and the general environment of your organization.

As you grow it is important to integrate old employees who understand your values, concepts, and culture with the newer employees who will learn to implement them and bring some of their own culture.

Brian Gavin is a managing partner of Roy's Restaurants, which has 19 properties in Hawaii, Tokyo, New York, California, Colorado and Washington and serves Euro-Asian cuisine. When they open new restaurants they have old employees train new ones. He said,

"We have long range retention in our organization because we hire and grow from within. We define our culture as serving creative bold flavors from Asia cooked in a European style. We develop a sense of family, and have what we call Aloha customer service; professional and technically correct, but very friendly. Ever since Roy Yamaguchi opened the first restaurant in Hawaii, we have made a conscious effort to maintain our culture." By growing from within, many employees have gotten to experience working in different positions, and have helped to create the culture at Roy's. As they move up and to different properties they bring those values and ways of working with them. Roy's has a strong training culture.

To ensure a culture that lasts through growth and change, organizations in all industries should take the following steps:

- 1) Define the culture and how it is different from other concepts.
- 2) Develop a strategic plan for implementing that culture.
- 3) Senior management must implement that culture in all they do including: hiring, compensation, rewards and incentives, creating the environment, and marketing.
- 4) Make sure employees at all levels know what the culture is and that they buy into it.



- 5) Have seasoned employees train new employees and develop a system where new employees learn the written and unwritten parameters of the culture.
- 6) Constantly evaluate progress and success as you grow.
- 7) Be open to change and inform employees and customers of any changes and how they will benefit.

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## **Tips for Better Communication between Men and Women in the Workplace**

by Simma Lieberman

### **Typical Complaints Women Have About Men**

- Addressing women as "girls," "gals," "honey," "baby" "young lady," "darlin"
- A lot of women don't want to be called "ladies" at work
- Making women into objects... "I have a car, a boat, a dog, and a wife."
- Using expressions that only use sports, violence or sexual connotations... "We murdered the competition." "More bang for the buck"
- Making decisions about work with each other and not including women. Then telling women, "Last night we got together and decided..."

### **Typical Complaints Men Have About Women**

- Not getting down to business soon enough
- Taking things too seriously
- Trying to be "one of the boys" (Using profanity, telling sexist jokes, etc.)



## Gender Communication Tip Sheet

### Women

Share experiences to show commonality

Build off of each others' discussion points

**Strategy:** *Women, get to bottom line quickly and succinctly. Men, understand that when women tell a story, they are building common ground with you.*

Want to talk about the problem and solve it collaboratively

Emphasis on feelings and communications

Processing is a way to include others and build relationships.

**Strategy:** *Women, don't try to get men to talk if they're not ready. Observe and listen rather than process out loud. Men, understand that processing is a way for women to include others and build relationships.*

Offer help and advice as a sign of caring

**Strategy:** *Women, understand that offering help may be inferred as a lack of trust in another's ability. Don't be so quick to offer advice. Men, ask what you can do to help. It may be an opportunity to show support and caring.*

### Men

Focus on statistics

Relate by sharing stories to "one up" each other

Move to solutions and problem solving right away

Value placed on ability to achieve results

To ask for help reflects an inability to achieve on one's own merit.

© Simma Lieberman Associates, 2003



## Simma Lieberman Associates

### Successful Project Results

**1- Situation:** A Fortune 500 Company contacted us because some of the most talented women were leaving the organization. Some of them were starting their own businesses but others were being hired by the competition. They were worried about the loss of talent and reputation. They also wanted to position themselves in the female market and be known as a place where women could succeed.

**Our process:** We conducted an organizational survey, and interviewed senior leaders. We interviewed women in their workforce and women who left, in order to identify key reasons why women were leaving.

**Findings:** Senior executives had very narrow views of leadership methods. These views interfered with their ability to see women as leaders in their organization, so women were not being promoted past a certain level. This thinking permeated the culture of the organization. Senior leadership was methodology based as opposed to focusing on the outcomes.

**Solution:** We helped the CEO develop and implement an inclusion and utilization strategy that was more outcomes based. This included a new plan for recruitment, and retention of women in the company. As the organization's mindset changed, more women were given opportunities for promotion. Women are now in senior leadership and they have increased market share in the female market.

**2- Situation:** The Director of a public agency contacted us because the organization older employees starting to retire and there were not enough new hires to take their place and those that were there were not yet qualified. There was tension amongst the younger new hires and the older more experienced employees that were interfering with succession planning and implementation. The Executive Director recognized the potential to increase productivity but knowledge sharing was at a standstill.

**Process:** We shadowed the executive director and other managers and employees to observe interactions, lack of interaction and reaction. We conducted generation-based focus groups.

**Findings:** Older more experienced employees had assumptions about younger employees. They were concerned that the younger people would be leaving. Younger, newer hires thought they couldn't ask questions or make suggestions to the older employees.

**Solution:** We created a facilitated dialogue process between younger, newer hires



and older, more experienced employees. As a result, older and younger employees

are now sharing information, experience and technical knowledge. They are able to get more work done in shorter times and better serve their customer base. A formal mentoring program was established to improve succession planning. The agency continues to do well despite budget issues in this economy.

**3- Situation:** A national trade association had a decrease in membership and income. The association still had to serve their membership, and develop and implement a strategy for growth. The Board of Directors was suggesting they start lay-offs in order to cut costs. The CEO contacted us to help with maintaining productivity during this time.

**Process:** We met with the Board of Directors, the leadership team and human resources to review the current state of the association, future business objectives and identify challenges. We also surveyed the employees

**Findings:** Staff was not doing all they could to bring in new members. There was a lack of participation and communication between leadership and employees, and morale was low. During the survey process we saw that employees had ideas and suggestions to improve the organization but they didn't think that input was being valued.

**Solution:** We worked with the Board and Association leadership to meet with employees, discuss their business challenges and employee generated solutions. Employees were willing to work fewer hours if it meant that people could keep their jobs. Individual employees had undiscovered skills and experience that would help streamline the process of communicating with membership to identify their needs. They also planned a way to improve membership involvement through the use of online resources.

**4- Situation:** A company in the hospitality industry noticed that there was a decrease in employee performance and increase in employee errors at one of their locations. Where there had been stellar customer service, there was now an increase in complaints. There seemed to be a lack of focus by the employees and an increase in conflict amongst individuals and groups. There was already a loss of revenue due to the economic downturn and they knew that if they didn't take immediate action it would only get worse.

**Process:** We spent two days shadowing the regional director and observing interactions with staff at every level. We also interviewed several managers, employees and key influencers to determine what the issues were, what was in the organization's control and what was not.

**Findings:** The regional director was feeling pressured to increase revenue and bring in more customers. He was also feeling pressure and stress in his personal due to



the job loss of his spouse. The way he managed his stress was to pass it on to his

employees and spend most of his time in his office silo.

The level of stress in the organization was palpable. Employees felt that they didn't know the current state of the organization and that information was being kept from them. In the absence of information, people fill in the blanks with their own fears. Employees were having a hard time focusing on customers.

When the regional director was on-site he spent most of the time criticizing everyone, and giving one-word answers to questions. Employees were disempowered and afraid to make decisions concerning the customer needs. There was a culture of stress.

**Solution:** We knew that the regional director needed to lower the organizational stress level and return the power to meet customer needs to the employees. We taught the regional director how to manage his own stress, make decisions under pressure, and share information with employees. We taught the employees how to manage their stress, take care of themselves under pressure and communicate their concerns.

We helped the executive director develop a plan to lower the stress level of his organization and communicate his concerns with the CEO.



## Quick Questions

### **How long are your programs?**

Keynote speeches can be 30-minute quick shots to all day affairs with breakout sessions. Workshops generally last from a few hours to a few days. Leadership Coaching, as mentioned above, is highly individual, and can vary from weeks to a full year.

### **How do I know which program we need?**

Many individuals approach us with the topic area they are interested in, for example, diversity or stress management. If you aren't sure which program within this topic area to choose, we can suggest a program after an initial phone consultation. If you are a meeting or event planner with more general needs, give us a call and we can determine the keynote speech or seminar best suited for your conference or event.

### **What makes Simma different from other speakers and trainers?**

Simma can get people talking about sensitive topics and move them toward healthier perspectives while motivating people and making them smile. We call this the laugh and learn style. It makes for a thorough, invigorating type of training that employees will enjoy and benefit from.

### **How far ahead do I need to book?**

In general, it is a good idea to book two months in advance. In part, this insures you can hire Simma for a specific date. This also gives us ample time to learn about your business or organization and customize your program. The general rule is the sooner the better. Simma takes last minute engagements when she is able to and can be booked for annual events more than a year in advance.

### **What do you need from me?**

Our goal is to make this process as seamless and easy for you as possible. We will need you to act as a voice for the company or organization you represent to help us understand your needs initially. As we begin to develop your program, we may also solicit your help in getting additional information we need. This may be directing us to a website or sending us some basic information. Often, we ask our clients to provide the names of a few people that we can interview beforehand to supplement the knowledge you have provided us.

### **Sounds good so far. What should I do next?**

Give us a call! We can discuss how we can help meet your objectives. After we reach conceptual agreement we'll send you a proposal with several options for achieving your desired outcomes.

Thank you for taking the time to learn more about Simma Lieberman Associates. We look forward to the opportunity to work with you and help your business or organization meet the demands of the workplace!