



# Discrimination, Harassment, and the Failure of Diversity Training: What to Do Now

*Ray Haines, Hellen Hemphill*

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Billions of dollars have been spent on the wrong solution to the complex, sensitive and emotionally charged issue of discrimination and harassment in the workplace. Companies originally invested in diversity training in order to meet Affirmative Action and Equal Employment Opportunity requirements, to reduce litigation costs, and to buy social peace. The result was often more social conflict?divisiveness, hostility, backlash, and an increase in litigation. This book offers a new, simple and effective solution to organizations that include the need to: establish, publish and enforce a zero-tolerance policy against discrimination and harassment; develop standards which define unacceptable professional workplace behaviors; and provide the relationship skills training necessary for all employees to meet the company's behavioral standards.

Diversity training failed because of its focus on awareness, understanding and appreciating differences rather than teaching basic skills to help employees relate more effectively with each other regardless of their differences. Companies have the right to require professional behavior from their employees. They do not have the right to ask their employees to change their personal values and belief systems. This book provides a blueprint for a skills-based solution to the elimination of discrimination and harassment. It emphasizes the development of professional relationship skills to help employees work more effectively with their bosses, their peers, their team members, their customers, and all those individuals different from themselves. For all business executives, leaders, managers, supervisors, human resource specialists, trainers, consultants, entrepreneurs, and employees.

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