

Decreasing Harassment

WHAT DOESN'T WORK, AND HOW TO ADOPT METHODS THAT DO



Overview

- TRADITIONAL TRAINING DOESN'T WORK
- A BRIEF HISTORY OF HARASSMENT TRAINING
- THE ROLE OF CONVERSATIONS IN HARASSMENT PREVENTION
- PREVENTING HARASSMENT
- CREATING A CULTURE OF RESPECT: METHODS THAT WORK

Companies everywhere spend time and money on mandatory compliance training to avoid the legal ramifications that follow harassment claims.

The problem with old-school training methods is that they don't address the root causes. Instead, they increase employees' knowledge of policies without providing avenues for true behavioral change or context for realistic practice of those policies.

FACT

In 2020 the EEOC saw a **50% increase** in suits challenging sexual harassment.

In 2020 the dollars recovered for victims **doubled from 2019**.

In 2020 **one in three cases** filed were concerning harassment.

These numbers probably underestimate substantially the real situation since most employers settle privately and the results are kept confidential.

Traditional Harassment Training Doesn't Work

Sure, you might be able to avoid legal issues with traditional, check-the-box compliance training. But it isn't preventing unwanted incidents from happening, and it doesn't shift behaviors.

In response, many companies are rapidly evolving harassment training and adopting methods that actually work.

If organizations want to save their businesses from legal problems, unhealthy work environments, and losses in revenue, they need to keep up with the needs of their teams and evolve their approach.

Positive change is within reach. With the right set of priorities and the right tools, companies can create an empowered, candid workforce built on a culture of respect—a culture where it's safe to say “no.”

KEY CONCEPT

Harassment training is more critical than ever, but the outdated traditional approach isn't working. Evolving your company's approach and integrating deliberate practice to improve conversations will allow your organization to go beyond compliance, prevent harassment, and create a culture of respect.

A Brief History of Harassment Training

WHAT HASN'T WORKED, AND WHY

Mandatory harassment training videos began in the 1980s. In their earliest days, they focused on the impact of harassment on the victim. The focus of these videos quickly shifted, however, to more legal content aimed at preventing lawsuits. Its benefits tend to stop there.

THE TRADITIONAL VIDEO APPROACH OFTEN DOES LITTLE TO PREVENT INCIDENTS FROM OCCURRING BECAUSE IT MAY:

- Highlight what to avoid for legal compliance instead of how to prevent harassment.
- Lack an interactive element, often boring trainees and failing to facilitate behavioral shifts.
- Portray individuals as either a perpetrator or victim while reinforcing gender stereotypes.
- Not provide an opportunity to strengthen active listening and communication skills.
- Instill a fear of retaliation, leading to potential exclusion, rather than inclusion, of women.
- Make sweeping generalizations, or list behavior nuances.

Did you know?

We are moving in the wrong direction.

60% of managers who are men are uncomfortable participating in common work activities such as mentoring, working alone with women, or socializing together; a 32% jump from 2017.

LeanIn.org and McKinsey & Co.

Women in the Workplace 2018

A Missing Factor in Preventing Harassment

SHIFTING BEHAVIORS TOWARD MORE INTENTIONAL CONVERSATIONS

Our behaviors are the result of our own personal contexts, habits, and barriers. We are influenced by our upbringing, our environment, and our generation. The approval or disapproval of a particular behavior usually comes down to individual preference; what one person may consider funny could be extremely offensive to another. It's important for teams to get to know each other's preferences and what respect means to an individual.

LEARNING TO SPEAK OUT

When harassment occurs in the workplace, intentional conversations are often missing. An intentional conversation gives individuals and teams an opportunity to define and clarify what is and is not acceptable.

Having a conversation about what is and isn't acceptable, especially when it requires giving tough feedback or gaining clarity around someone's preferences, can be nerve-racking. Knowing how to have these conversations and feeling safe enough to have them in the moment are two different things — it's not just a knowledge problem, it is also a behavior problem that requires mutual respect to effect change. Without ongoing conversation practice, ineffective patterns of communication (including silence) will continue.

*“Courage is what it takes to stand up and speak;
Courage is also what it takes to sit down and listen.”*

Winston Churchill

British Prime Minister

Effective Conversations Require Preparation, and Being Prepared Requires Practice



DELIBERATE PRACTICE GETS RESULTS

No one is a perfect communicator, and we all have areas of weakness. Some may find themselves holding back when they have something important to say, while others may dominate the conversation or regularly interrupt others during meetings.

WHEN A CONVERSATION IS SUCCESSFUL IT HAS THE POWER TO:

- Deepen understanding
- Strengthen relationships
- Build trust and respect
- Establish healthy boundaries
- Foster a culture of belonging
- Resolve and prevent future conflicts



KEY TAKEAWAY

Strengthening conversation skills produces substantial, positive results within an organization for both preventing harassment and strengthening the company culture.

Future of Harassment Training

R-E-S-P-E-C-T IS KEY: THE FUTURE OF HARASSMENT TRAINING IS NOW

The good thing is that deliberate practice develops the skills needed to have effective, inclusive conversations that help prevent harassment and are founded on mutual respect.

Fluency Speak's 2-way, asynchronous, video-based practice & coaching platform provides the tools necessary to practice and grow these essential conversation skills and create a culture where everyone feels safe sharing their perspective.

An evolved approach:

- Concentrates efforts on preventing harassment through the creation of a respectful organizational culture.
- Facilitates interaction and opportunities to apply learned concepts.
- Avoids stereotypes and honors unique individual preferences.
- Promotes active listening and communication practice.
- Encourages inclusion and diversity of thought.

KEY TAKEAWAY

Harassment prevention training is more critical than ever, but the outdated traditional approach isn't working. Evolving your company's approach and integrating deliberate practice to improve conversations will allow your organization to go beyond compliance, to preventing harassment and creating a culture of respect.

Preventing Harassment : Methods That Work



MOVING BEYOND COMPLIANCE AND CREATING A CULTURE OF RESPECT

Here are the methods that are proven to work for shifting behavior and creating a respectful, harassment-free work environment—and how Fluency Speak’s platform makes them easier to adopt them:

- ENCOURAGE CIVILITY
- EMPOWERING BYSTANDERS – SPEAKING UP
- EFFECTIVE CONVERSATIONS – TRAIN OFTEN

“Civility costs nothing and buys everything.”

Mary Wortley Montagu, Poet

Encourage Civility

“One kind word can change someone’s entire day.”

What’s considered “civil” varies from person to person and culture to culture. Differences in body language, tone, and behavior can lead to miscommunication across cultures and between individuals.

Instead of focusing only on what not to do, give examples of what to do. Fluency Speak’s platform provides asynchronous interactive video communication practice where users can address cultural differences, clarify preferences, give praise, record and review the intentional conversations they plan to have, and practice active listening.

Leaders can model respectful behavior and promote equity through video messaging which can be deployed to teams quickly and easily. Teams can also leverage topic-specific video channels to promote 2-way dialogue — get to know each other by sharing likes, pet peeves, and what you appreciate most at work.



BYSTANDER INTERVENTION ISN'T ABOUT PLAYING THE HERO – IT'S ABOUT HAVING A CONVERSATION

Employees are often apprehensive about when and how to step in and intervene when they observe a problem or a harassment-related issue in the workplace. Bystander intervention isn't about playing the hero—it's about having a conversation.

Deliberate, video-based practice prepares employees to communicate confidently and professionally in what are sometimes tough situations without straying from essential policies and procedures. It also enables bystanders to be "First Responders" and act quickly by speaking up before a situation escalates.

Fluency Speak's 2-way video practice platform enables employees to rehearse what they would say in various situations, review their video answers, and send them to coaches, HR, or managers for feedback. The platform is easy to use and new training can be deployed at the speed of change.

"In the end, we will remember not the words of our enemies, but the silence of our friends."

Martin Luther King, Jr.

Train Often

IMPROVE LEARNING RETENTION

One-time training isn't "sticky." The most effective training results are accomplished through a combination of frequency, practice, and coaching. Learners need engaging repetition in addition to strong pedagogy.

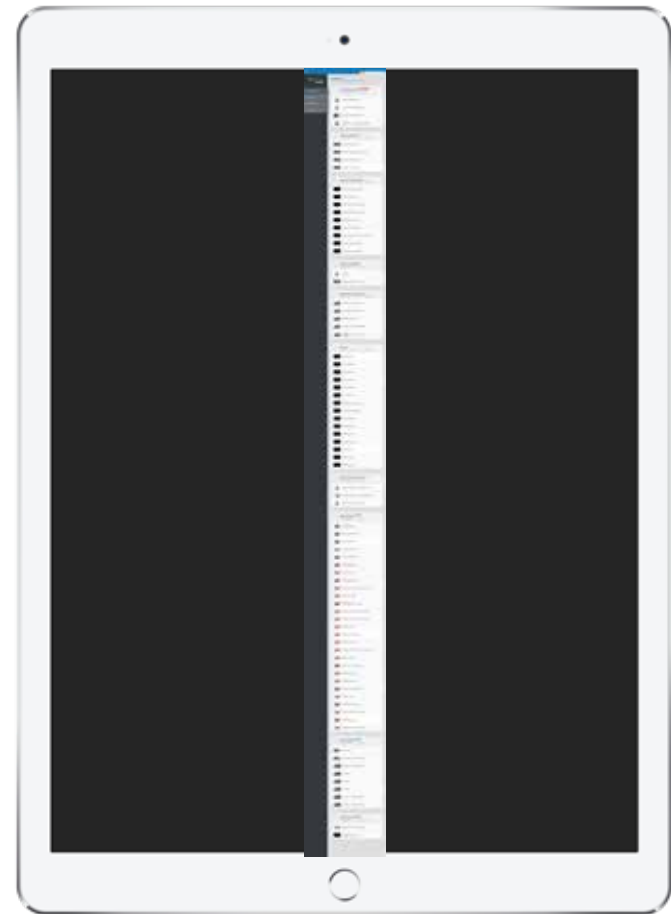
Fluency Speak's practice platform makes it simple, fast, and easy to train continuously and practice the challenging conversations that are required to tackle important issues in the workplace.

"The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through."

Sydney J. Harris

INNOVATE TO ACCELERATE BUSINESS PERFORMANCE

- Make all relevant training information accessible to the entire organization, in any geographical location.
- Shift behavior with interactive, asynchronous video dialogs and opportunities for real-world application.
- Easily go beyond compliance and one-time training with deliberate practice, repetition, and coaching to create a work culture based on respect.
- Assess body language, tone of voice, and other nuances when reviewing or practicing respectful communication skills.
- Foster a sense of belonging, authenticity, and engagement through company-wide communication and collaboration.



PRACTICE ANYTIME – ANYWHERE



EMPOWERING CONVERSATIONS THAT GROW AND PROTECT YOUR BUSINESS

Reach out and learn how
we can help you train and
engage your workforce.

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Traditional Harassment Training Has Not Worked

TRANSITION TO METHODS THAT WORK

OLD APPROACH	NEW APPROACH
Highlights what to avoid for legal compliance instead of how to prevent harassment.	Concentrates efforts on preventing harassment through the creation of a respectful culture.
Lacks an interactive element, often boring trainees and failing to facilitate behavioral shifts.	Facilitates interaction and opportunities to apply learned concepts.
Portrays individuals as either a perpetrator or victim while reinforcing gender stereotypes.	Avoids stereotypes and honors unique individual preferences.
Doesn't provide an opportunity to strengthen active listening and communication skills.	Promotes active listening and communication practice.
Instills a fear of retaliation, leading to potential exclusion rather than inclusion of women.	Encourages inclusion and diversity of thought.
Makes sweeping generalizations and lists behavior nuances with no regard for individual preferences or boundaries.	