



BaFa' BaFa'™

Train The Trainer: When Used For Diversity

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BaFa' BaFa' Has Been Used For Many Different Purposes:

- To prepare people to live or work in other cultures.
- To help different business units understand one another better.
- To prepare a corporation for a merger or an organizational change.
- To help groups that perceive one another as different understand one another. Over the years this has included almost every type of group one can imagine: men and women, doctors and nurses, students and faculty members, nurses and patients, management and labor, faculty and students etc.



BaFa' BaFa' Has Been Used For Many Different Purposes (cont.):

- One of the most common uses of BaFa' BaFa' is diversity training. Dr. Garry Shirts recently trained trainers from Indiana Department of Health in how to use BaFa' BaFa' as diversity training. He also gave a speech on diversity. We are including a copy of the power point presentation and also a copy of the speech in the hope that if you are using BaFa' BaFa' for diversity training you will find this helpful.
- It should be noted that the power point should not be used as a substitute for the BaFa' BaFa' Director's Guide. The Director's Guide is still the ultimate authority on how to prepare for, setup and run BaFa' BaFa'.

We hope you find this helpful.

Sincerely,

The Simulation Training Systems team.



History of Diversity Training

- Diversity as legal obligation.
- Diversity as moral obligation.
- Diversity as a means for creating benefits for the organization.
 - ▣ Improved moral.
 - ▣ Improved creativity.
 - ▣ Improved productivity.
 - ▣ Greater trust.
 - ▣ Reduced risk of explosive incidents.



Organizations Are Becoming Increasingly Diverse

- Demographically, the US and the world are becoming more diverse.
- Internet increases probability of cross cultural work groups and teams.



Consequence of Not Valuing Diversity:

- Negative can turn viral. One incident can tear an organization apart.
- Negative tends to go underground.
- Hard to detect: Negative tends to start with one offended individual or group and then spreads like cancer within the group.



Both Similarities & Differences Are Important

- Culture is the way different groups of people have solved common problems.
- Understanding that we have common problems helps us understand and appreciate one another.
- The different values and approaches used to solve these common problems can be a source of energy and creativity.



Goals For BaFa' BaFa' Train the Trainer

- Feel confident you can do one or more of the following:
 - Direct BaFa' BaFa'
 - Run Beta Culture
 - Facilitate or assist in the debriefing
- Understand basic cultural issues and how they affect organization and individuals.
- Be able to teach strategies that help participants become culturally competent.
- Understand the importance of creating a safe, inclusive, productive work culture that benefits from diversity.



Why BaFa' BaFa'?

- Our reaction to culture is both intellectual and emotional.
- It's also largely unconscious, for example, personal space.
- BaFa' creates teachable moments, not likely from lectures.
- Start with BaFa' to open participants up to considering other cultures and then move to lectures, books, and specific information about cultures.
- It's a safe activity.



To Be Culturally Competent

- Means being able to communicate and interact competently with people from other cultures.
 - ▣ Person to person.
 - ▣ In small groups.
 - ▣ In teams and work groups.
- To be highly competent means a person would be able to design (create) and shape the work groups and organizations in which he or she participates so everyone benefits from diversity.



Cohesion Through Diversity: It Doesn't Just Happen.

- Creating a work culture that maximizes the productivity of members of a diverse culture doesn't just happen. It requires:
 - A strategy for creating a work culture in which people from different cultures will feel safe, valued and be able to maximize their productivity.
 - Leadership.
 - Training in negotiation, conflict reducing dialogue, and basic cross cultural understanding.
 - Commitment from leaders and members of work culture.
 - Core of culturally competent people.



Creating A Work Culture That Benefits from Diversity: Level One

- Goals for the organization include:
- Avoidance of behavior that makes anyone feel unsafe, excluded or demeaned such as:
 - ▣ No stereotyping.
 - ▣ No disparaging remarks.
 - ▣ No demeaning jokes.
 - ▣ No excluding behavior.
 - ▣ No violation of cultural taboos.
 - ▣ No attributing negative motives to behavior of another without his or her consent.



Creating A Work Culture That Benefits from Diversity: Level Two

- A work culture is created that is a modification of the existing work culture.
- Developed by existing leadership with input from cultural guides within and without organization.
- The goal is to create a work culture in which every person feels safe, valued and is able to work productively.
- Rule based rather than agreement based.



Creating A Work Culture That Benefits from Diversity: Level Three

- A work culture is created that has a sense of uniqueness, that is different from the dominant culture, one everyone has to adapt to. Everyone understands he or she must be bi-cultural. They have their birth culture and their work culture.
- Created by members of the work culture and existing leadership who understand how to create a work culture in which people from diverse backgrounds, races and cultures can feel safe, feel valued and contribute to the cultural and business goals of the organization.
- Difference between level two and three is degree of involvement by members of different work cultures and the degree of uniqueness and prominence that cultural elements play in culture.
- Agreement based rather than rule based.



Special Strategies for Creating a New Culture

- Use the power of super ordinate goals to bring diverse groups together: Encourage everyone in work culture to work together to achieve business and work culture goals. (See Sherif study)
http://en.wikipedia.org/wiki/Realistic_conflict_theory
- Understand and use the power of identity.
- Include everyone in the process.
- Focus on behavior not attitudes. Speech is behavior.
- Establish recurring procedures for ensuring progress.
- Regularly and routinely measure progress.
- Help everyone become meta-thinkers regarding culture: make the existing and new culture visible. Make the implicit explicit.
- Train people in nature of other cultures, negotiation, conflict reducing dialogue.



Special Strategies: Focus on Behavior?

- Focus on behavior:
 - ▣ Can observe and measure behavior.
 - ▣ Can set standards for behavior.
 - ▣ Trying to get people to change their attitudes has been largely ineffective.
 - ▣ If change behavior, attitudes will likely follow (basic assumption of cognitive therapists).



Special Strategies: Use Power of Identity

- Make everyone be part of and feel part of new culture with symbols, badges, logos, clothing, special greetings, ritual, unique words, common experiences, art and music.
- Create single identity for work culture i.e., don't form sub-groups by culture, ethnicity, race, gender preference, work assignments etc.
 - *Note: As a simulation designer I've come to appreciate the power of identity. If I put a badge on a group of people, they immediately feel a kinship and are ready to compete against other groups. Churches, nations, armies know the power of identity. It is so powerful one must be careful and only use it to promote the common good.*



Special Strategies: Create Awareness of Culture

- Help everyone become cultural meta-thinkers. Take the fish out of the tank so it can see the water.
- Make explicit and obtain agreement through dialogue and negotiation on the invisible culture: time, rules, power distribution, status, unspoken goals, unwritten roles, informal reward system, decision making process, committing to group, valuing different work styles.



Some Important Ways Cultures Differ

- High Contract.....High Context.
- IndividualisticCollectivistic.
- Treatment of women.
- Perception of time.
- Response to authority.
- Personal space.
- Showing of emotions.
- Negotiation styles.
- Attitude towards work.
- Taboos Should dos.



Alpha Culture in BaFa' BaFa'

- Hierarchical.
- Family oriented.
- In-group out-group.
- Touch culture.
- Cooperative, non-competitive.
- Close personal space.



Beta Culture in BaFa' BaFa'

- Competitive.
- Meritocracy.
- Flat non-hierarchical.
- Respect only for achievement.
- Values negotiation.
- Values Beta trading language.



Use the Director's Guide to Prepare

- Going through the experience is the most important part of the training.
- You can read how to run the simulation from the guide.
- Avoid these killer mistakes:
 - ▣ Not proper physical space.
 - ▣ Forgetting to have CD players.
 - ▣ Not getting all the materials set out and prepared ahead of time.
 - ▣ Failure to hide Beta instructions from Alphas.
 - ▣ Lecturing during the initial debriefing instead of facilitating a discussion.



Initial Preparation

- Arrange for:
 - ▣ Two Rooms.
 - ▣ Two CD players.
 - ▣ Tables for CD players (1 for each culture).
 - ▣ 1 Chair per person in main room.
 - ▣ Flip Charts and pads equal to 1/5 of participants.
 - ▣ 2 overhead projectors (optional).
- Time: Two and half hours to begin, more later on.
- Simulation Materials
 - ▣ Director's Kit
 - ▣ Participant booklets (1 per participant)



Director's Duties On Day of Simulation

- Arrange chairs.
- Put up introductory wall chart.
- Ensure beta person is prepared and has materials.
- Set up Alpha CD Player and cue to start.
- Have participant books ready to distribute.
- Have wrist bands & cards ready to distribute.
- Manage exchange of observers and visitors.



Assistant Director's Preparation

- Advance Preparation:
 - Read and study assistant director's guide.
 - Listen to Beta CD.
- On day of simulation:
 - Cue up CD.
 - Have demonstration cards ready.
 - Post language rules.
 - Have books ready to distribute.
 - Play CD and pantomime directions. Stop CD to explain.



During the Simulation Alpha and Beta Directors:

- Give participants time to practice.
- Signal to other Betans/Alphans when ready.
- Exchange observers.
- Exchange visitors.



General Approach To Debriefing

- Discovery not lecture.
- Respond to questions with questions, observations, suggestions that will help the person solve the problem him or herself.
- Help participants clarify their thoughts and feelings.
- Listen for the intent behind the question.
- Listen for the emotion behind the question.



Discussion and Analysis (Debriefing)

(Stage One: Data Gathering)

- Have Betans sit facing Alphans.
- Get data for discussion sessions. Ask four questions:
 - ▣ What comes to mind when think of Betans/Alphans.
 - ▣ How did Betans/Alphans appear when in your culture.
 - ▣ How did it feel to be in the other culture.
 - ▣ How did you cope when in the other culture i.e., withdraw, get aggressive, etc.
- Record responses on flipcharts so all can see during general discussion and during small group discussion.
- No discussion of rules until small groups.



Discussion and Analysis or Debriefing (Stage Two: The Rules)

- Divide into small groups.
 - ▣ Betans ask questions of Alpha about their rules.
 - ▣ Alphans ask questions of Beta about their rules.
 - ▣ Explore ways of asking questions about culture.
 - ▣ Explore how it makes one feel when asked about one's culture.
 - ▣ Emphasize the importance of learning how to talk about and resolve differences through dialogue and negotiation.



Discussion and Analysis or Debriefing (Stage Three: Small Group Discussion).

- Ask the small groups to answer questions you've identified in the director's guide.
- Have each group report its most important conclusions/learning.
- Look for and focus on teachable moments.



Discussion and Analysis (Stage Four: Summary and Follow Through)

- Ask them to identify what they've learned.
- Ask them to identify ways they can apply what they've learned in their lives or work.
- Give them assignments and resources for further study about specific cultures.
- Ask them to identify a process for creating a new work culture that makes it possible for individuals and the group to benefit from diversity.



Contact Us

- We'll gladly help in any way, please don't hesitate to call with any questions about BaFa' BaFa' or any of our experiential programs.
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