



EPA Cultural Diversity Vendor Catalog



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CULTURAL DIVERSITY TASK FORCE

TRAINING SUBCOMMITTEE

November 1991

PREFACE

In May of 1990, EPA Deputy Administrator F. Henry Habicht II established the EPA Cultural Diversity Task Force to develop a comprehensive assessment of diversity issues and develop strategies and recommendations to meet current and future workforce challenges.

The Task Force activities were divided into four subcommittees; Literature Search/Best Practices, Data Analysis, Employee Survey, and Training.

This catalog of potential vendors for diversity training has been developed as a tool to provide guidance and assistance to organizations wishing to develop diversity training. This listing of vendors was developed from a variety of sources, including input from various AAships and regions. It is not an exhaustive listing of potential training sources.

The catalog was developed under the leadership of Training Subcommittee chairperson Michael H. Shapiro, Deputy Assistant Administrator, Office of Air and Radiation, with the special assistance of Training Subcommittee members Marilyn Braithwaite-Hall, Joann Brennan McKee, Rosa N. Morales, Ann E. Goode, and Jerome F. King.

Cultural Diversity Training Subcommittee Members

Michael H. Shapiro, Chairperson
Office of Air and Radiation

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Region II
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Office of Air and Radiation
Secretarial Advisory Committee
Office of Human Resources Management
Office of Air and Radiation
Office of Civil Rights
Office of Human Resources Management
Blacks in Government
Office of Pesticide Programs

INTRODUCTION

BACKGROUND

Valuing diversity and making it work for EPA is a matter of business necessity. It means utilizing the creative energy arising from the wealth found in the diversity of our current workforce to enhance EPA's effectiveness and productivity. Capitalizing on the richness that diversity brings to an organization can have a major positive impact. Productivity, for instance, has become increasingly linked to how well people communicate and interact with one another and work together in teams. Diversity within a group leads to higher quality solutions, if the group is able to successfully manage and build on their varied viewpoints. Diversity breeds new ideas, new styles, and new methods of solving problems.

Effectively utilizing diversity is also an increasingly important issue as we plan for the future. *Work Force 2000*, a 1987 report developed by the Hudson Institute for the U.S. Department of Labor, identified some significant trends in the demographics of the U.S. workforce. According to that report, between now and the year 2000, minorities, white women, and immigrants will constitute five-sixths of the net additions to the workforce. The average age of those in the workforce will also rise and there will be more workers with disabilities, due to their increased acceptance in the workplace and legislation prohibiting discrimination against them.

Our vision of EPA is one of a work community in which members recognize the relativity of their own cultural and other perspectives and biases, and avoid harming or misjudging fellow workers as a result of those perspectives. Further, we want people to reach beyond their own experience to understand and interact effectively with a wide range of groups and individuals and recognize and appreciate the differences, and learn how to use this understanding to stimulate creative problem-solving and enhance organizational effectiveness and productivity. In fact, appreciating and learning how to utilize this richness more effectively to achieve our environmental mission is our greatest challenge.

DIVERSITY AND TOTAL QUALITY MANAGEMENT

In an increasingly competitive environment, some business leaders have recognized that they must build quality and organizational excellence measures directly into their everyday operations. One way of doing that is to understand and effectively utilize the diversity internal to an organization,

as well as that of the external clients which it serves. Understanding the direct impact and the subtle nuances of cultural differences of clients and workers is one means of becoming a total quality organization. Sensitivity to diversity needs to be an integral part of Total Quality Management (TQM) training, in order to develop quality action teams with members who can effectively communicate and interact to achieve goals and carry out the organization's mission. The tools of the TQM process can also be effectively utilized to implement activities which develop as an offshoot of diversity training. For instance, an organization may choose to examine career development efforts within its organization, to determine if they are effectively reaching all segments of its workforce, and develop strategies to eliminate any barriers which might be identified.

DIVERSITY AND AFFIRMATIVE ACTION

Affirmative action is the law. Diversity training can be an important tool to enhance EPA's effectiveness in meeting its legal obligation to provide equal employment opportunity for all employees or applicants for employment, regardless of race, color, religion, sex, national origin, age, or handicap.

Affirmative action requires employers to establish a program which consists of special or extra efforts to recruit, hire, develop, and promote members of groups protected by discrimination laws. Diversity training can provide the awareness and guidance to make needed changes in organizational systems, structures, and management practices to remove barriers that could keep some members of the organization from reaching their full potential.

Executive Order 11478, which defines equal employment opportunity for Federal employees, states that:

It is the responsibility of each department and agency head....to administer such a program in a positive and effective manner; assure that recruitment activities reach all sources of job candidates; utilize to the fullest extent the present skills of each employee; provide the maximum feasible opportunity to employees to enhance their skills so they may perform at their highest potential and advance in accordance with their abilities; provide training and advice to managers and supervisors; and assure participation at the local level with other employers, schools, and public or private groups in cooperative efforts to improve community conditions which affect employability.

Diversity training can assist managers, EEO staff, and human resource personnel in creating an effective affirmative action program.

DIVERSITY TRAINING

Diversity training is part of a process to reach the desired goal of creating a work environment in which differences among fellow workers are respected, appreciated, and affirmed. The challenge of creating this work environment is not one that can be addressed solely by special or one-time training, but training can be a critical catalyst to create a process which affirms diversity and identifies and removes barriers to its successful utilization.

Diversity training should have a strong emphasis on awareness and action. Participants should leave the training with both new insights and tools that will enable them to examine their workplace and, as needed, make changes that will create a more productive environment for all employees. The training should explain the significance of the issue within the context of accomplishing the Agency's mission; highlight the importance of valuing differences; provide examples of differences, such as an introduction to the cultural history or characteristics of different groups, and explain how these differences may affect work life (this should include discussion of differences based on race, gender, ethnicity and disability, among others); help participants understand their own values, biases, stereotypes, and prejudices; and provide practical guidance on how to become better informed about the issue and utilize the new insights in the workplace.

An organization that deals effectively with diversity is one that has developed systems and practices to meet the needs of a diverse workforce. This would begin with ensuring that the workforce is diverse and that barriers do not exist for people because of cultural or other differences, such as age, disability or gender. The following critical areas might be examined as action items that flow from diversity training:

1. Recruitment systems to locate talented people of diverse backgrounds;
2. Career development systems that monitor the successful career development (e.g., who's getting chosen for non-routine assignments, special projects, rotational opportunities, training, and conference participation) to ensure that cultural bias is not a factor;
3. Advocacy, mentoring, and networking systems to support groups that may be at risk in the organizational culture; and

4. Rewards for managers who hire, retain, and develop the potential of people of diverse backgrounds.

Diversity training should be viewed as part of a process to create a work environment which affirms and appropriately utilizes the diversity of our workforce. It is not an end in itself. Action plans to address concerns raised in the training and periodic reviews to monitor improvement are critical components of any meaningful change process relative to diversity.

We have included a diversity training checklist which is designed to guide the development of training that can lead to positive organizational change. The list reflects the experience which we have gained as the result of personally previewing over 23 vendors, as part of a three-day market analysis done by our subcommittee, talking with over 30 other potential vendors, taking several diversity training courses, and reviewing literature on the subject and information gathered by the Best Practices Subcommittee of the Agency's Cultural Diversity Task Force. We offer this information to you as a tool to construct an appropriate training strategy for your organization.

Michael H. Shapiro, Chairperson
Training Subcommittee
Cultural Diversity Task Force

DIVERSITY TRAINING CHECKLIST

1. Determine why you want to have diversity training.

Training should not simply create or heighten awareness. Instead, it should signal the beginning of positive cultural change within your organization. Training will create the expectation that organizational policies and practices will be more supportive of those who do not feel totally enfranchised within the existing organizational structure and culture. Problems will ensue if you raise expectations without providing the means to realize them. A commitment to training should, therefore, be a commitment to positive organizational change.

2. Secure support from your top management.

Any process that may result in organizational change must have the support of top management. As a practical matter also, few managers will take the initiative on diversity without an indication that top management cares about and is willing to reward such activities, particularly in light of the competing priorities which we all face.

3. Carefully select a trainer.

The Training Subcommittee previewed 23 diversity vendors over a three-day period. We learned that there are many excellent trainers available who use a variety of techniques and materials. Your organizational culture, the intended audience for the training, and the nature of the issues related to diversity which your organization wants to address will determine the training approach(es) which are most effective for you. Also, different people feel more comfortable with different training techniques. This point was driven home during our three-day market analysis. Some subcommittee members favored trainers who used an analytical or historical teaching approach, while others preferred trainers who used a highly interactive or experiential approach.

The following are questions which we asked each of the 23 vendors to address, in order for us to gain a better understanding of their philosophy, methodology, and capability. You may find them useful in your own selection process.

- o Describe your company's experience in diversity training, including the kinds of groups and organizations for whom training was provided.
- o Define diversity and explain why this is an issue deserving of special attention.
- o Describe how you deal with affirmative action and its relationship to diversity in your training.
- o How do you deal with racism and sexism in your training?
- o Describe your training techniques and materials.
- o What do you seek to achieve through your training?
- o What are benchmarks for determining that an organization has improved relative to diversity issues?
- o What kind of followup is required to sustain results?

The subcommittee also found that many trainers work with one another on a variety projects and conferences. One tack you may want to consider is using several vendors to get the blend of expertise which will best meet your organization's needs.

4. Develop a training strategy.

The following are important components or concerns which should be addressed in your training strategy.

Establish goals.

Development of a training strategy is perhaps the most important thing which you need to do prior to initiating training. Your strategy should clearly state your goals, i.e., what do you hope to accomplish by initiating training. The goals should be responsive to actual organizational issues and concerns and the training should be designed to address these concerns. They should also be realistic. Set goals that your organization is likely to be able to achieve with this initial effort. To ensure this, a needs assessment is a critical part of your strategy.

Decide who will be trained.

You need to decide who will be trained. It is important that managers be a key component of those trained. Managers must understand the issues and concerns if you want their support for appropriate followup activities. In most instances, it will not be feasible to train everyone. You may, therefore, want to consider initiating a pilot effort in one part of your organization, or pull together a cross section of people from various components of your organization to address common problems and concerns. Any work groups that are created as the result of the training should include a mix of employees and managers. This will ensure that various viewpoints are considered early on so there will be a greater likelihood that real solutions can result if both management and employees have been part of the problem resolution process.

Determine the training methodology.

Once you determine who will be trained, discuss training approaches with the trainer you have selected. The training approach may vary depending on the audience. As noted earlier, some groups prefer a more analytical, historical approach while others find a highly interactive approach more satisfying. A good trainer will share these sensitivities and will be flexible in designing the best training experience for your group.

Plan workgroup activity as a part of the training process.

A good training experience will provide your organization with tools to begin to address diversity issues on your own. Those tools should be utilized by workgroups, following the training, to look at your organization's policies and practices as they relate to specific diversity issues.

Effectively communicate the training opportunity.

The training opportunity should be communicated to managers and employees in such a way that they understand the potential personal and organizational benefits. Though the emphasis of your training will probably be on issues related to race, ethnicity, gender, and perhaps disability, there are other diversity issues which may also be important to your organization. If there are other important concerns, address them in the actual training and make it clear in communicating the training opportunity that it is indeed for everyone.

Integrate this training with other Agency initiatives, e.g. TQM.

Diversity training should not be considered an add-on to normal organizational activity. Nor should it be considered an end in itself. Failure to appropriately understand and effectively utilize diversity offers enormous potential for creating critical barriers to successful communication, negotiation, and teamwork. The Agency's efforts to realize its mission require creative and effective partnerships from the global to the local levels, with an increased emphasis on integrated solutions to environmental problems. The issues associated with diversity impact directly on our ability to effectively develop partnerships and should, therefore, be integrated into every facet of our program activity. The skill required to successfully utilize workforce diversity is also consistent with the Agency's emphasis on the new management skills of motivating, empowering, facilitating, and teambuilding.

There are many opportunities to effectively integrate diversity training with other initiatives. As noted earlier, the tools of the TQM process can be used to implement activities that develop as an offshoot of diversity training. For instance, an organization may choose to examine its recruitment process to determine if it is effectively reaching all segments of the population, and develop strategies to eliminate any barriers which might be identified.

Also, consider using existing vehicles, e.g., local human resource councils, special emphasis groups, other employee committees, management councils, etc., to include in the training and to sponsor workgroups that result from the training.

Do a followup assessment.

The followup assessment is the last critical part of your training strategy. Your needs assessment will highlight issues of concern. Your followup assessment will indicate whether or not there has been any change as the result of the training and workgroup activity and, therefore, whether work remains to be done to create a more positive work environment. It will, therefore, help you identify successes and provide a framework for further needed activity.

WHAT IS CULTURAL DIVERSITY?

The term cultural diversity is used to describe the differing values and social forms, including unspoken rules of social interaction, held by ethnic, racial and other groups. In a broader sense, the term refers to a range of differences held by people belonging to various groups, including differences related not only to race and ethnicity, but also gender, disability, problem solving approaches, professional disciplines, management styles, etc.

The Subcommittee supports the broader definition of the term and recommends utilizing the term diversity rather than cultural diversity to reflect this broader definition. The issues of race, ethnicity, gender, and handicap, which served as the stimulus for the development of the Agency's Cultural Diversity Task Force, should remain key focal points for any training, because these have been identified as areas of real concern within the EPA culture. However, the purpose of training in this area should be to develop an appreciation and an ability to effectively utilize the richness found in the diversity which exists within our entire work force. To do that effectively, the training should be as inclusive as possible.

LIST OF VENDORS

Ben Alexander and Associates, Inc.
1615 Colonial Avenue
Norfolk, VA 23517

804/ 626-0187, or
202/ 328-8620

Contact Person: Benjamin or Debra Alexander

Ben Alexander and Associates was founded in 1981 and provides human resources management training, instructional materials, and consulting services. In addition to developing tailored training, the company also provides "off the shelf" courses. These include EEO training for managers and supervisors and career planning workshops. The firm has developed an extensive set of instructional materials, including video tapes. Their diversity training sessions emphasize the value of experiential learning. Over 150 clients from the public and private sector have utilized their services, including several EPA regions.

American Indian Science and Engineering Society
1630 30th Street
Suite 301
Boulder, CO 80301

303/ - 492-8658

Contact Person: Debra LaFountaine, Director of Development

The American Indian Science and Engineering Society (AISES) offers workshops on American Indian culture which are highly experiential and focus on learning about oneself and then looking at life from other perspectives. The workshops are highly participatory, have a strong environmental emphasis and utilize lecture, videos, and music. The workshops also address issues relating to Blacks, Hispanics, and women. AISES has presented these workshops to organizations such as Michigan State University, AT&T, Digital Corporation, and DuPont.

**American Indian Studies
School of Ethnic Studies
1600 Holloway Avenue
Psychology Building 103
San Francisco State University
San Francisco, CA 94132**

415/ 338-1054

Contact Person: Elizabeth Parent, Ph.D.

Dr. Parent is an Associate Professor and Chair of the Department of American Indian Studies at San Francisco State University where she teaches courses in American Indian History and American Indian Women. She provides consultative services to schools, government agencies, and businesses relative to American Indian issues. She is also the host of a cable television show which deals with American Indian concerns.

**The American Institute for Managing Diversity, Inc. (AIMD)
Morehouse College
Box 38
830 West View Drive, S.W.
Atlanta, GA 30314**

404/ 524-7316

Contact Person: Lexie Walker

AIMD has worked in human resource and organizational development since 1984 serving corporations and organizations. AIMD is a nonprofit enterprise affiliated with Morehouse College in Atlanta. The organization offers a variety of programs, a key one of which is Diversity Consultants, Inc., which is under the guidance of AIMD founder, Dr. R. Roosevelt Thomas. This component of the organization works with organizations' affirmative action programs to strengthen employee motivation, teambuilding, productivity and customer service. Major clients have included American Airlines, Coca-Cola, Ford Motor, U.S. Army Corp of Engineers, Weyerhaeuser, and EPA's Office of Human Resources Management, Headquarters.

American Management Association (AMA)
700I Southridge Drive
McLean, VA 22101

703/ 442-8459 or
212/ 903-7947

Contact Person: Jack McCririe

The American Management Association is a large, nationally known training organization which provides seminars on a broad range of communications, management, and human resource development issues. Scheduled seminars are conducted at locations around the country and audiences are drawn from clients throughout the public and private sectors. In 1990, AMA introduced a new course entitled *Managing Cultural Diversity*. The three-day seminar is conducted by outside experts affiliated with AMA and is aimed at managers, supervisors, trainers, personnel, and human resource specialists.

Amistad Associates
6610 Barbara Drive
Sebastopol, CA 95472

707/ 823-6846

Contact Person: Juan T. Lopez

Amistad Associates was founded in 1983 and specializes in training related to managing diversity, cross-cultural communications, organizational change, leadership, and career development for women and Latino/Hispanic people. The firm currently offers a workshop for executives on leadership and valuing cultural diversity and understanding race relations in strategic planning. The firm's clients have included Levi Strauss and Company, Southland Corporation, AT&T, National Park Service, Department of Energy, and the San Francisco Fire Department.

Applied Training International, Inc.
6913 McLean Park Manor Court
McLean, VA 22101

703/ 734-8396

Contact Person: Carmen A. Rivera, President

Applied Training International, Inc. has provided specialized training in human resources since 1986. The firm prefers small work groups of no more than 20 participants per workshop. Methods employed in the workshops include lecturettes, games, simulations, and an experiential approach to training. Training workshops emphasize creating improved working relationships in the areas of communication, teambuilding, and leadership. The firm's workshop on valuing diversity stresses cross-cultural awareness, valuing differences, and intercultural communication. Their clients have included the Bureau of Census, FDIC, U.S. West, and COMSAT.

Banks Associates
3021 Dower House Drive
Herndon, VA 22071

703/ 620-1297

Contact Person: George Banks

Banks Associates is a management and professional development company. Organizational effectiveness, individual development, and interpersonal skills relative to dealing with diversity are the focal points of training to bring about organizational change. The company can develop train-the-trainer training upon request and consultation.

Banks Brown, Inc.
50 California Street, Suite 3335
San Francisco, CA 94111

415/ 788-5444

Contact Person: Marlene Shigekawa, Managing Partner

Banks Brown, Inc. has specialized in providing services relative to management effectiveness and strategic planning for human resource development since 1982. The firm was founded by Ronald B. Brown, Ph.D. and offers three major training modules, in addition to its general consultative services. These modules are *Competitive Advantage Through Cultural Diversity*, *Leveraging Unique Cultural Skills*, and *Business Planning*. The firm has six primary associates located on the West Coast. Its clients have included Digital Equipment Corporation, General Electric, and the McDonald Corporation.

Maisha Bennett & Associates
225 North Michigan Avenue, Suite 1800
Chicago, IL 60601-76701

312/ 946-8000

Contact Person: Maisha Bennett, Ph.D., President

Maisha Bennett & Associates provides a range of psychological services to individuals, groups, and agencies, including training and continuing education. Training programs include *Stress Management*, *EEO Training*, *Drugs and AIDS Education*, and *Multicultural Diversity*. The *Multicultural Diversity* training includes modules on confronting stereotypes, social milieu (forms of greeting, organizing time, etc.), behavioral meanings (verbal; non-verbal, etc.), styles of work, and male-female interactions. Training can also be tailored to meet specific client needs.

Bridges in Organizations, Inc.
9118 Redwood Avenue
Bethesda, MD 20817

301/ 469-6008

Contact Person: S. Kanu Kogod, Ph.D., Director, or
Teresa Goins, Associate

Bridges in Organizations, Inc. provides assistance to organizations relative to the analysis, training, and development of organizational approaches to effectively address diversity issues. The consulting firm provides a range of services, including one-day workshops on *Valuing Cultural Diversity*, *Team Development in Multicultural Environments*, *Cultural Encounters in the Workplace*, and *The Cultural Component of Customer Service*. The firm also has a three-day program entitled *Managing Diversity* for trainers and human resource professionals. Bridges also works with clients to meet their individual needs.

Center for Creative Leadership
4250 Executive Square
Suite 600
La Jolla, CA 92037

619/ 453-4774 or
919/ 288-7210

Contact Person: Robert Gregory

The Center for Creative Leadership does organizational assessments to determine an organization's progress in diversifying their leadership ranks in terms of ethnic origin, sex, age, etc. The Center's clients have included Eastman Kodak, General Electric, IBM, and Westinghouse.

Chesapeake Consulting Center
511 Duvall Lane
Annapolis, MD 21403

301/ 269-1360

Contact Person: Elizabeth Schroeder

Chesapeake Consulting Center is a twelve year old organization which offers training workshops in management development, presentation methods, and clerical and secretarial skills. The Center currently offers over thirty workshops, including one entitled, *Multicultural Organizations - How to Understand and Manage Differences*. The workshop explores issues such as what makes people different, prejudice, managing cultural discomfort, and learning to value differences. The firm has provided training to a variety of public and private sector clients such as the Internal Revenue Service, Office of Personnel Management, Marriott Hotels, and Time-Life Books, Inc.

Coleman Management Consultants, Inc.
11 Piedmont Center
Suite 200
Atlanta, GA 30305

404/ 266-2991

Contact Person: Peggy Gregg, Assistant to the President

The firm was founded in 1979 and provides needs assessments and analyses, train-the-trainer programs, a course on managing diversity, and individualized consulting services on management issues. Its course on diversity is described as highly participative and includes exercises, discussion, films, and slides. Clients have included the Mellon Bank, the City of Atlanta, USDA, AT &T, and McDonnell Douglas.

Corporate Performance Management, Inc.
31 Greenway South
Babylon, NY 11702

516/ 321-4415

Contact Person: Ellen Cooperperson, President

This firm is a full-service management consultancy which specializes in human resource development. The firm has a training program entitled *Managing Workforce Diversity* designed to assist managers and employees in working more effectively with people from various cultural backgrounds. The firm also develops individualized training for clients and train-the-trainer programs. The firm's client list includes organizations such as the U.S. Postal Service, Allstate Insurance, Underwriters Laboratories, and the New York Telephone Company.

C&W Associates, Inc.
14749 Warwick Boulevard
Suite 3
Newport News, VA 23602

804/ 877-2388

Contact Person: Carolyn C.W. Hines, President

C&W Associates, Inc. has operated since 1979 as a management consultant firm specializing in human resources development, personnel staffing, and productivity systems improvement. The firm offers training in managing cultural diversity. Clients have included the Defense Mapping Agency, Hoechst Celanese Corporation, Professional Secretaries International, Mary Washington College, the Office of Personnel Management, and the EPA Greater Leadership Opportunity Program.

**DeLoayza Associates
Bosenkill Road
P.O. C-2
Altamont, NY 12009**

518/ 861-6935

Contact Person: Winifred DeLoayza, Training Director

DeLoayza Associates offers a range of comprehensive and individualized services. Areas of specialization include leadership and management development, organizational redesign, multicultural organizational development, and managing diversity in the workplace. Founded in 1981, DeLoayza works collaboratively with its clients to provide new skills and affect organizational change. The firm employs games, simulations and experientially based techniques in its training. The firm's clients have included government, corporate, voluntary, and educational institutions such as Avon, the State University of New York systems, and Eastman Kodak.

**Jane Edmonds & Associates, Inc.
Four Copley Place
Boston, MA 02116**

617/ 437-9840

Contact Person: Emily Goldman, Associate

Founded in 1981, this firm specializes in organizational development and training. The firm has training programs on issues such as managing diversity, sexual harassment, and the Americans With Disabilities Act. Its clients have included the American Red Cross, General Mills, Inc., Otis Elevator, and United Technologies Corporation.

Employment Training and Consulting
918 W. Bertona Street
Seattle, WA 98119

206/ 283-1694

Contact Person: Mary L. Sebek, Owner

Employment Training and Consulting is a one-person firm, established in 1989, which provides cultural diversity training and EEO training in the areas of sexual harassment, handicap accommodation, and affirmative action. Mary Sebek is an attorney who, before entering the consulting field, held several positions within the federal government, including with the U.S. Equal Employment Opportunity Commission, the U.S. Merit Systems Protection Board, and the U.S. Court of Appeals for the Ninth Circuit. The firm has provided training in cultural diversity to the U.S. Department of the Navy, the Pittsburgh office of the U.S. Army Corps of Engineers, the Departments of Energy, Interior, Health and Human Services, and EPA. Ms. Sebek employs a variety of training techniques, including lecture, discussion, audio-visual aids, and individual and group exercises.

Ensemble Training and Consulting
P.O. Box 906
Los Altos, CA 94023

415/ 941-5407

Contact Person: Anita K. Enander, President

Ensemble Training and Consulting was established in 1983 and offers training in management development, communication skills, and workforce diversity/EEO. Consulting services are offered in general management, teambuilding, and cross-cultural communication. The firm's president has held several positions with the IRS and the U.S. Geological Survey. The firm has developed a video-based course in cross-cultural communication that is supplemented with individual and group exercises and discussions. The firm offers off-the-shelf or custom developed programs in needs assessment, training design and implementation, and post-implementation evaluation. The firm's clients have included the U.S. Department of Agriculture and EPA, among others.

Gallegos, Brown, Silvey & Associates
1151 Via Doble
Concord, CA 94521

415/ 672-8055

Contact Person: Robert Gallegos, Partner

Formed in 1988, Gallegos, Brown, Silvey & Associates is a management consulting firm which specializes in human resources development. The firm offers several training seminars under its *Diversity Leadership Program*. Its one day seminar is designed to introduce all employees to diversity concepts and define the requirements of an effective diverse work environment, within the context of what that organization hopes to accomplish with its diversity initiative. The firm also has a three day workshop for managers or others who will lead the diversity initiative within their organization and three separate one-day *Strategy & Design Workshops* for managers to develop skills to facilitate work group improvements.

The GilDeane Group
13751 Lake City Way N.E.
Suite 105
Seattle, WA 98125-3615

206/ 362-0336

Contact Person: Barbara Deane, Editor

The GilDeane Group maintains a data base of consultants who utilize an intercultural approach to their services, relative to both U.S. and global diversity issues. These include services such as cross-cultural organizational development, training, and organizational cultural audits. The organization also publishes the *Training & Culture Newsletter*.

**Hanamura Consulting
9500 S.W. Barbur
Suite 115
Portland, OR 97219**

503/ 246-2261

Contact Person: Steve Hanamura

Steve Hanamura has twenty years of experience in training and consulting in cross cultural training and diversity. He is nationally known for his work *Valuing People Who Are Different*, and was the recipient of the Multi-Cultural Network Trainer of the Year Award (1987) from the American Society for Training and Development. His clients have included corporations, mid and small size businesses, organizations, and government agencies.

**The Henderson Company
1375 Kemper Meadow Drive
Suite 7
Forest Park, OH 45240**

513/ 825-8088

Contact Person: Clebard C. Henderson, President

Since 1969, The Henderson Company has provided specialized training in the areas of education, training, and diversity. Customized training is developed for clients such as Proctor and Gamble, the Cincinnati Health Department, the University of Cincinnati, Xerox of Canada, and the General Motors Corporation.

**Human Systems Design
16 Harcourt Street
Boston, MA 02116**

617/ 262-3278

Contact Person: Shirley Harrell

Shirley Harrell is an independent consultant who has been conducting diversity training for approximately six years. Her basic training offering is entitled *The Good Manager: Toward a Theory of Professional Competence* and is based on the premise that effective management of diversity is a basic requirement for managerial effectiveness. This course is typically offered as a one-half day or full day course and can be tailored to meet individual client needs.

**Ibis Consulting Group, Inc.
2269 Massachusetts Avenue
Cambridge, MA 02140**

617/ 492-6499

Contact Person: Katharine Esty, President

Ibis is an independent women owned consulting group that works with organizations to develop creative, flexible, and pro-active strategies for change. Consulting and training programs are offered but not limited to the following: *Managing Diversity, Strategic Human Resource Planning, Corporate Culture Change, and Leadership Development*. Ibis is committed to an approach that is collaborative, and results oriented. They have experience with train-the-trainer programs. Ibis offers a one day diversity program that can be altered to suit client needs. Past clients have included manufacturing companies, non-profit organizations, educational institutions, and state and federal government agencies, including EPA.

IMPACT Communications
1812 E. Madison Street, #30
Seattle, WA 98122

206/ 323-9329

Contact Person: Joe C. Jones, President/General Manager

IMPACT Communications is an independent marketing and management consulting firm, founded in 1974, which specializes in solving communications related problems and the management of human resources. The firm is linked to local, regional and national experts, in the area of human resource development, who have background and training in multicultural awareness education and training. The firm's clients have included private sector companies, local, state, and federal government agencies.

Industry Education Connection Enterprises, Inc.
4319 Covington Highway
Suite 309A
Decatur, GA 30035

404/ 289-9692

Contact Person: William G. Shackelford, Jr., President

The Industry Education Connection (IEC) was founded in 1987 by William G. Shackelford, Jr. IEC is a comprehensive multicultural human resources training and program development consulting firm. The firm's services are designed to address key workforce 2000 issues relative to the identification, recruitment, and retention of culturally diverse individuals. The firm's clients have included companies such as Union Pacific Railroad, Aetna Life & Casualty, Proctor and Gamble, Columbia University, and government agencies, including EPA.

Institute for Diverse Leadership
P.O. Box 39775-0775
Denver, CO 80239

303/ 371-7673

Contact Person: Juanita Cox-Burton, President

The Institute for Diverse Leadership offers a range of human resource training opportunities, including customized training for managers in the area of diversity and informational programs for employees, utilizing internal communication sources. The firm also offers a leadership development program, as a follow-up to diversity training, that is specifically designed to help prepare women and people of color for management and leadership positions. The firm's client list has included Omaha Public Power District, Public Service Company of Colorado, Auburn University, and Martin Marietta Astronautics Division.

The Institute for Human Development, Inc.
12101 Lihou Court
Fort Washington, MD 20744

301/ 292-0599

Contact Person: Bernard E. Robinson, President

The Institute for Human Development, Inc. is a professional development and management consulting firm. Their human systems development expertise is divided into two areas: 1) organizational effectiveness services, i.e., process consultation, rational planning and problem solving; and 2) training skills, i.e., presentation skills, managing diversity. The firm has 20 years of experience working with clients that have included the business community, health care institutions, and government agencies.

The International Counseling Center
3000 Connecticut Avenue, N.W.
Suite 138
Washington, DC 20008

202/ 483-0700

Contact Person: Rebecca Edelson

The International Counseling Center has inaugurated a series of workshops on multi-culturalism to address the ethnic, racial, and cultural changes taking place across the country. Their workshops relate to cross-cultural counseling, multicultural education, and diversity in the workplace. Workshops are scheduled for October, 1991 and February and March, 1992. The firm also provides individual consulting services on diversity issues.

Katz & Associates, Inc.
1806 Springfield Avenue
New Providence, NJ 07974

908/ 464-7048/8974

Contact Person: Marcia Katz, President

Katz & Associates, Inc. is a management consulting firm which specializes in organizational development and corporate transition. The firm provides services in the areas of conflict management, management development, communications consulting, and workforce diversity, among other areas. Their workshop entitled *Managing Workforce Diversity* is divided into units enabling it to be presented in various forms, from a two hour "mini-workshop" to a two day workshop, depending on what unit or units the client would like to utilize. The firm utilizes groups discussions, case studies, the "sociodrama" techniques, and presentations in the workshop. Workshops can also be tailored to the client's needs. Clients have included AT&T, Bellcore, Drew University, Exxon, Johnson & Johnson, and Trans World Airlines, among others.

**Florence R. Kluckhohn Center
c/o Lummi Indian Business Council
2616 Kwina Road
Bellingham, WA 98226-9298**

206/ 647-6258

Contact Person: Kurt Russo, Executive Director

The Florence R. Kluckhohn Center is a 501 C(3) non-profit educational institution founded in 1985, to promote understanding between diverse cultures and subcultural groupings. The Center includes a research and training institute and designs and implements cross-cultural research utilizing the Value Orientation Method developed through the Harvard Values Project. The Center utilizes structured and open-ended research in workshops and educational seminars. Recently, it completed research and training in cooperation with the Lummi tribe, the Yakima Indian Nation, the Northwest Indian Fish Commission, and other tribal and intertribal organizations and natural resource agencies in the western U.S. The Center's Board of Directors and staff include individuals with a range of ethnic and cultural backgrounds from the U.S., Canada, Mexico, and Brazil.

**Kochman Communication Consultants, LTD
2100 North Racine
Chicago, IL 60614**

312/ 477-3204

Contact Person: Thomas Kochman, President

This firm consists of a group of psychologists, corporate trainers, communicators, and educators brought together under the leadership of Dr. Thomas Kochman. Dr. Kochman is a professor of communications at the University of Illinois at Chicago and is the author of *Black White Styles In Conflict*. The firm offers the *Effective Management of Cultural Diversity Seminar Series* (African American/ Anglo, Hispanic/Anglo, Asian/Anglo) which presents the underlying issues that are often at the root of cross/cultural communication breakdowns. Additional services include social/cultural audits, diagnostic research, train-the-trainer, and keynote presentations at conferences.

Legare Associates
555 El Dorado Avenue
Oakland, CA 94611

510/ 654-2832

Contact Person: Martha Legare

Legare Associates is a management consulting firm which specializes in strategic planning for organizations with culturally and ethnically diverse clients and employees. The firm's workshops includes *Valuing Diversity* (three days), *Across Race and Gender* (two days on teambuilding and conflict resolution), *Male/Female Dynamics in the Workforce* (one day), *Intercultural Rapport Building* and a *Career Leadership Series* which deals with the upward mobility of minorities and women. The firm's clients have included the American Management Association, AT&T, Digital Equipment, and Honda.

Management Team Consultants, Inc.
1010 B Street
Suite 403
San Rafael, CA 94901

415/ 459-4800

Contact Person: Jim Kennedy President, or
Anna Everest, Vice President

Management Team Consultants, Inc. offers a half-day workshop entitled *Interviewing a Diverse Workforce*, for managers and supervisors to help them get beyond what the firm terms as their "own cultural filters" relative to the issue of culture and gender. The firm has trained clients both in the U.S. and abroad in "behavioral interviewing techniques" since 1982.

McClure Lundberg Associates, Inc.
1515 U Street, N.W.
Washington, DC 20009

202/ 483-4107

Contact Person: Joe McClure

Founded in 1972, McClure Lundberg Associates, Inc. offers seminars for managing a diverse workforce for supervisors and managers, courses for employees working in a diverse workplace, as well as specialized workshops on sexual harassment awareness, women in management, and EEO and affirmative action. The firm also provides a desktop recruiting center through its Minority Graduate Data Base, which can identify candidates by general academic criteria, or criteria specified by the organization making the request. The firm's principals have more than 50 years of experience providing training to both government agencies, including EPA, and the private sector.

Multi-Cultural Institute of Leadership
P.O. Box 20069
Austin, TX 78720-0696

512/ 331-6816

Contact Person: Enidio Magel

The Multi-Cultural Institute of Leadership is a small firm that focuses on cultural diversity as an aspect of the global marketplace. The firm lists five programs: *Managing a Culturally Diverse Work-Place*; *Developing global Leadership*; *Understanding Leadership Preferences of Hispanic Workers*; *Inter-Ethnic and International Relations Training*; and *Culturebriefs - Japan*.

Multi-Cultural Training Resource Center
1540 Market Street
Suite #320
San Francisco, CA 94102

415/ 861-2142

Contact Person: Byron Kunisawa

The firm was established in 1984 and specializes in the establishment of multi-culturalism as a process in the design, implementation, and evaluation of program management. The center provides services in five major categories: 1) training and technical assistance, 2) organizational change, 3) evaluation and assessment, 4) public speaking , and 5) professional career development. The firm has a one day cultural diversity course and also offers *Multi-culturalism 2000*, which they describe as a model for change which enables the organization to strategically determine the needs, priorities, and deficiencies of the total organization in accomplishing program goals and objectives. The firm's client list includes private sector companies, e.g., AT&T, Fortune Magazine, and governmental organizations, such as the Internal Revenue Service and NASA.

New Perspectives, Inc.
45 Kingman Road
P.O. Box 782
Amherst, MA 01004

413/ 549-4141

Contact Person: Rita Hardiman

This firm offers a variety of programs which can be tailored to the client's needs. Their training programs include the following: *Managing Sexual Dynamics in the Workplace*; *Cross-Cultural Counseling*; and *Changing Male/Female Roles: A Workshop for Men*. The firm's clients have included the CIGNA Corporation, Massachusetts Institute of Technology, Kaiser Permanente, C & P Telephone, Simmons College, and United Airlines.

Nichols and Associates
1523 Underwood Street, N.W.
Washington, DC 20012

202/ 723-2117

Contact Person: Dr. Ruth King

Dr. Edwin J. Nichols is a clinical/industrial psychologist who has taught in the Department of Psychiatry at Meharry Medical College, worked as a clinical psychologist at the Kansas Neurological Institute, an affiliate of the Menninger Foundation, and held several positions with the National Institute of Mental Health. He has conducted cross-cultural management workshops, which address issues relating to cultural difference, for the public and private sectors, including EPA, throughout the United States and abroad. Dr. Nichols also relates these issues to developing and managing a total quality environment.

O.D. Systems, Inc.
1200 Prince Street
Alexandria, VA 22314

703/ 683-8600

Contact Person: Annette K. Sturdevant, President, or
Joyce O. Taylor, Senior Associate

O.D. System, Inc. was founded in 1980 and is a full-service human resources consulting firm. The firm's areas of specialization include managing cultural diversity, Total Quality Management, and business ethics. Their emphasis is on the development of simple management models to provide a structure for individual and organizational analysis and development. The firm's clients include state and local governments, colleges and universities, like Johns Hopkins University, and federal agencies such as the National Aeronautics and Space Administration, and the Library of Congress.

ODT, Inc.
P.O. Box 134
Amherst, MA 01004

413/ 549-1293

Contact Person: Bob Abramms, Senior Associate

ODT, Inc. is an employee-owned corporation specializing in diversity awareness training. The firm creates a diagnostic profile of clients to ensure that the training meets the needs of the organization. The methods employed by ODT are didactic and experientially based. The firm also offers train-the-trainer programs and has developed a set of diversity awareness resources that includes audio tapes, books, a diversity assessment tool, booklets, etc.

O'Mara and Associates
5979 Greenridge Road
Castro Valley, CA 94552

510/ 582-7744

Contact Person: Julie O'Mara, President

O'Mara and Associates is a full-service human resources consulting firm formed in 1972. Services provided by the firm cover a range of organizational development and human resource issues. The firm offers a training program entitled *Managing the Diverse Workforce*. Other services provided by O'Mara and Associates relative to diversity include diversity audits, executive briefings, train-the-trainer programs, and other training programs. Ms. O'Mara is the former National President of the American Society for Training and Development and has co-authored a book entitled *Managing Workforce 2000: Gaining the Diversity Advantage*.

Pacific Resources Education Programs, Inc.
530 Howard Street
Fourth Floor
San Francisco, CA 94105

415/ 397-1937

Contact Person: Carol McHuron, Vice President

Pacific Resources Education Programs, Inc. is a management consulting firm which provides services and programs focused on issues related to effectiveness and productivity in today's changing work environment. The firm helps clients to more effectively utilize human resources through the development of skills to better manage change and diversity, both for employees and external clients. The firm's clients have included Pacific Bell, Chevron, Stanford University, and Lockheed Missile and Space Company.

Pope & Associates, Inc.
1313 E. Kemper Road
Suite 350
Cincinnati, OH 45246

513/ 671-1277

Contact Person: Maria A. White, Director of Marketing

Pope & Associates, Inc. is a 17 year old consultant firm that provides training in diversity, affirmative action, and employee development. Its course offerings include *Leading a Diverse Work Force*, *Managing Personnel Diversity*, *Increasing Self-Development: Minorities*, *Increasing Self Development: Women*, *Enhancing Work Relationships*, and *Improving Team Performance*. The firm's course entitled *Managing Personnel Diversity* is designed to provide managers with an understanding of the responsibilities of managing a diverse workforce and introduce them to multicultural management principles which are consistent with sound management skills and practices. The training materials include a workbook and reference guide. The firm's clients have included organizations such as Eli Lilly, *Chicago Tribune*, Exxon, Walt Disney World Productions, GSA, and Monsanto Research Corporation.

Resolution Dynamics, Inc.
1777 T Street, N.W.
Suite 1
Washington, DC 20009

202/ 483-7550

Contact Person: M. Nicholas Mann, President
Karen Gaskins Jones, Executive Vice President

Resolution Dynamics, Inc. is a full service human resource management consulting and training company founded in 1988. The firm provides a range of human resource management services, including surveys, support for teambuilding, conflict resolution, process consultation, planning consultation, and Total Quality Management. The firm also offers a two day management course entitled *Managing Diversity in the Workplace*. The firm consists of a team of six trained professionals with unique areas of expertise. Their client list predominately reflects work with governmental and non-profit agencies

Santos Associates
46709 Rancho Higuera Road
Fremont, CA 94539

510/ 623-7655

Contact Person: Victoria J. Santos, Trainer & Consultant

Santos Associates provides consultation services for the development of programs for multicultural staff and companies doing business with foreign populations. The firm's training programs are designed to assist managers in supervising staff from diverse backgrounds, defuse conflicts among staff based on cultural and ethnic differences, and assist foreign-born staff in understanding their work environment. The firm also has a train-the-trainer program designed for human resource development personnel. The firm will also design training to meet individual client needs. Clients have included city, county, state, and federal agencies, hospitals, educational institutions, and international organizations.

Schroeder Associates Psychological Services
60 Elm Street
Rockville, CT 06066

203/ 875-0292

Contact Person: Farah A. Ibrahim

Dr. Ibrahim is a Schroeder Associate who co-developed (1984) the Scale to Assess World Views (SAWV). Her training incorporates a "psychoeducational, process approach to understand individual and organization culture, and the impact of these two variables on the work environment." The SAWV model is currently being used by Columbia University in their Senior Executive Training Program to enhance cultural diversity.

Simmons Associates
P.O. Box 712
31 N. Sungan Road
New Hope, PA 18938

215/ 862-3020

**Contact Person: Terry Simmons, President, or
Tony Simmons, Vice President**

Simmons Associates is a management consulting firm with 14 years of experience providing training and consultation services in the areas of cultural diversity, equal employment opportunity, and affirmative action. The firm offers two programs on diversity; *Leadership 2000: Managing Diversity for Increased Productivity*, which is a program for managers that combines affirmative action concepts with management skills training; and the *Executive Diversity Workshop*, which is designed to assist executives in developing the strategies, systems, and behavior patterns needed to successfully utilize the diversity within their organizations. The firm's approach to training begins with a needs analysis and review of the organization's policies, practices, and culture. The firm's clients include organizations such as The Boston Globe, Dow Chemical, Cornell University, Morgan Guaranty Trust Company, Scott Paper Company, the U.S. GAO, and EPA.

**Stanford University
Office of the Dean of Students
323 Old Union
Stanford, CA 94305-3010**

415/ 723-2733

Contact Person: Greg Ricks

Greg Ricks is an independent consultant who specializes in issues related to managing a multi-cultural workforce. His areas of specialization include management development, career development, managing diversity, racism and sexism awareness training. Clients have included private corporations, public groups, and educational institutions.

**Sutton Enterprises
5702 Colorado Avenue, N.W.
Washington, DC 20011**

202/ 723-6870

Contact Person: Dianne Floyd Sutton, President

Sutton Enterprises is a management consulting firm that was founded in 1987 and provides a wide range of consulting and training services. The firm's principal areas of concentration are communications, EEO and affirmative action, career development, and human resources management. The firm also offers a course entitled *Understanding and Managing Diversity*. The firm can tailor programs to the client organization and incorporate a variety of training techniques, including experiential exercises and audio-visual aids. The firm employs a small staff and assembles training teams as necessary. The firm's clients have included the U.S. Departments of Agriculture, Navy, Labor, and Transportation; the Illinois Department of Transportation; Arlington County, Virginia; the Washington Hospital Center; the Martin Marietta Corporation, and IBM.

Swain & Swain
405 Lexington Avenue
New York, NY 10174

212/ 953-9100

Contact Person: Madeleine T. Swain, President

One of the major focuses of Swain & Swain is the firm's program *Capitalizing on Diversity*. The firm describes its programs as "reality based for specific organizational cultures." The firm has been in the consulting field since 1978, providing consultative services to hundreds of corporations and institutions on a broad range of human resource management issues. Its founders co-authored the book *Out The Organization* in 1988.

Tulin DiversiTeam Associates
5 Curtis Park Drive
Wyncote, PA 19095

215/ 884-7325

Contact Person: David Tulin, President

Tulin DiversiTeam Associates specializes in multicultural management training and diversity teambuilding for greater productivity, multicultural managerial growth, and organizational change. The firm has developed and implemented programs on workforce diversity and what they call *Unlearning Isms*, which includes the utilization of humor and personal and professional experiences. Clients have included Xerox Corporation, University of Pennsylvania, Coca Cola, Albert Einstein Hospital, Philadelphia Inquirer, Spanish American Civic Association, U.S. Department of Agriculture, Philadelphia Police Department, etc.

Transformative Management, Inc.
1767 High Street
Denver, CO 80218

303/ 399-1165

Contact Person: Linda S. Guillory, President

Transformative Management, Inc. is a human relations, management, and technical training firm with a permanent staff of training professionals. The firm has a workshop entitled *Valuing Differences* and has published a manual entitled *Myth and Method: Strategies for Managing a Multicultural Workforce*. The firm tailors its programs based on an evaluation of the organization's needs. It sees training as a step in the process of changing corporate culture. In general, the firm believes in focusing on training an organization's top managers, and having them identify issues and develop action plans to address those issues. Its clients have included the Public Service Company of Colorado, U.S. West, Inc., the Denver Water Department, Southern California Edison, Eastman Kodak, TRW, the National Aeronautic and Space Administration, and EPA.

21st Century Management Services, Inc.
P.O. Box 962
West Chester, OH 45069

513/ 860-1050

Contact Person: Floyd Dickens, Jr., President

Floyd and Jacqueline Dickens co-founded 21st Century Management as a professional management consulting firm in 1981. The firm specializes in management techniques which are designed to increase productivity through cultural diversity. The firm has courses entitled *Management of Diversity* and *Added Value and Ownership*. It also develops customized programs for clients. The Dickens co-authored a publication entitled *The Black Manager* which has been used by schools such as Yale, Howard, Wharton, and the University of Michigan. Clients who have been served by 21st Century Management include numerous educational institutions, private corporations, and local and state government institutions.

**Urban Crisis Center
75 Piedmont Avenue N.E.
Atlanta, GA 30303**

404/ 584-7818

Contact Person: Charles King, President

The Urban Crisis Center has addressed the issue of improving race relations for the past twenty years. The Center's programs help to identify problems and solutions to racial tension in corporate, government, and civic institutions. The Center offers a two day seminar, for a maximum of 40 people, entitled *Improving Race Relations in Corporate America*. The seminar stresses the urban setting, its tension and people. Dr. King uses a combination of lecture, role playing, and individual discussion to surface the issues. Past clients have included Federal Express, Procter and Gamble, AT&T, Bell Laboratories, U.S. Department of Commerce, and the CIA.

**Dr. Gary Weaver
5801 Utah Avenue, N.W.
Washington, DC 20015-123**

202/ 363-8695

Contact Person: Gary Weaver, Ph.D.

Dr. Weaver has been a Professor of International and Intercultural Communication at the School of International Service, The American University for over twenty years and has done diversity training for clients including Federal agencies, the Universal Postal Union, colleges and universities, business, and industry. He has developed and presented seminars, workshops, and lectures on topics such as *Culture Shock*, *Cross-Cultural Communication*, *Negotiation and Hostage Taking*, *the Black Identity Movement*, *Cross-Cultural Childcare*, and *Multi-cultural Organizational Behavior*. He believes that diversity training should focus on changing the organization and not the individual to fit the organization. His teaching approach incorporates cognitive and experiential techniques. He utilizes a variety of formats, including, lecture, audio-visual aids, and audience participation. Courses are designed specifically for the client organization based on a needs assessment.

Williams & Associates
859 Calmar Avenue
Oakland, CA 94610

415/ 547-1182

Contact Person: Adrienne Fost Williams, Ph.D.

Dr. Williams is a human resource management and organizational development consultant with over twenty years of experience in management teambuilding, personal/career effectiveness, managing and valuing workforce diversity, managing organizational change, and conflict management. Clients have included the Tennessee Valley Authority, Wells Fargo Bank, First National Bank of Boston, Addison-Wesley Publishing Company, and public sector organizations.

Herbert Z. Wong & Associates
The Multi-Cultural Training Institute
383 Diablo Road
Suite 100
Danville, CA 94526

415/ 838-3028

Contact Person: Herbert Z. Wong

The Multi-Cultural Training Institute is a division of Herbert Z. Wong & Associates. It consists of a core group of consultants with experience in management, training, organizational growth, and multi-cultural customer/workforce development. The Institute custom designs training and offers seminars in select cities throughout the country through the Institute Seminar Series. The following is a partial list of seminar offerings: *Effective Multi-Cultural Workforce Practices for Supervisors, Managers, and Professionals, Human Relations and Group Process Skills for Employees in Multi-Cultural Organizations, Stress and Conflict Management for a Multi-Cultural Workforce, The Asian-Pacific American Customer/Workforce Base* (similar seminars for Blacks, Native Americans, and Hispanics). Dr. Wong is a clinical/industrial psychologist.

**Dr. Joanne Yamauchi
7305 Rockford Drive
Falls Church, VA 22043**

703/ 573-0668

Contact Person: Joanne Yamauchi, Ph.D.

Dr. Yamauchi operates a one person consultancy which specializes in managing organizational diversity. She also conducts workshops on Asian American concerns. She is a full professor in the School of Communication of The American University in Washington, D.C. Her instructional approach includes five stages; awareness, assessment, analysis, application, and actualization. She utilizes role-playing, reading lists, participant self-assessment, and videotaping of interactions in her workshops. Dr. Yamauchi's clients have included numerous government agencies such as NASA and NIH, and educational and private sector organizations.