

Promising Practices for Training

Eden King

My 10 Minutes

- Dispel dominant myth about training
- Review training best practices
- Describe emerging evidence about promising anti-harassment practices

No Evidence That Training Prevents Harassment, Finds EEOC Task Force



By [Christina Folz](#)

Jun 19, 2016

By **JONATHAN BERR** / **MONEYWATCH** / *June 21, 2016, 2:30 PM*

Why workplace harassment training doesn't work

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Whether it's an ethnic slur from a supervisor or repeated lewd gestures, getting harassed at work is still all too commonplace, despite a 30-year effort to deter the unlawful behavior. In short: training programs used by U.S. corporations to deter workplace harassment don't work and should be changed.

Sexual harassment training may have reverse effect, research suggests

Trainings' use of 'cartoonish, unrealistic' examples could be partially to blame for men's subsequent dismissal of allegations, says Berkeley professor



'People in powerful positions don't have a good grasp of what it's like to be in a non-dominant group' Photograph: Rex/Shutterstock

The Myth: A False Dichotomy

- It isn't a matter of whether training "works" or "doesn't work"
- Instead, it's more complex
 - For whom?
 - How?
 - When?
 - Where?
 - Why?
 - According to what outcome?

Dispelling the Myth: Meta-Analytic Evidence

- 65 separate studies on anti-harassment and diversity training published before 2011
- Training was modestly effective in increasing knowledge and skills, less effective in changing attitudes
 - Only 6 studies looked at actual behavioral changes
- Positive effects most likely when training:
 - Lasted more than 4 hours
 - Was conducted face-to-face
 - Included active participation with other trainees on interdependent tasks
 - Was conducted by a supervisor external expert

Best Practices in Training

1. Conduct system analysis
2. Determine training needs and specify objectives
3. Create optimal environment for training
4. Determine best sequencing of components
5. Consider alternative ways of learning
6. Evaluate- training, transfer, intraorganizational, interorganizational

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via compendiumblog.com

Emerging Evidence of Promising Practices

- Overcoming resistance to training
 - “Bias blindspot” intervention
 - Awareness + Changing Norms
 - Leader endorsements
 - Aligning unit and organizational cultures
- Expanding the outcomes of training
 - Goal setting
 - Perspective-taking

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THANK YOU!