



Advocate Role Play Exercise

Role Play A – The Advocate

You have been a member of your organization's senior leadership team for two years. Two weeks ago, a new President took over the organization and you are excited because she has a reputation in the industry as a highly competent business leader who consistently delivers results. Already, she has worked with the senior leadership team to create a compelling share vision for the organization. She has empowered people to question how things get done and is open to ideas. You are highly motivated and excited as you know the new President will take the organization to the next level.

However, the only issue you have with the new President's leadership style is that she tends to make rude and explicit comments about males and/or tells jokes that degrade men. You know she served 20 years in the Marine Corps and 10 years in the oil and gas industry, so you were expecting some rough edges, but her comments and jokes seem to target and attack men. This morning at a major project review, a young male manager stood up to brief and the President made an off-hand comment about him "dressing to the right" today. The male manager got embarrassed and flustered and did not do well briefing.

Requirement: You realize that if the President continues with her negative and sexual comments and jokes directed towards men, the organization will suffer. You have setup an office call with her that takes place in just a few minutes. Use the BIC technique to bring this behavior to the President's attention and be an advocate for all members of the organization at risk for being objectified or 'othered' by the President.

Role Play A – Person Receiving the Message

You have been President of the organization for two weeks and you are enjoying the ride. In just two weeks, the senior leadership team has created a shared vision, embraced a more empowering leadership style, and started the process to make needed changes to the organization to get it to the next level of performance. You pride yourself as being open to new ideas, empowering direct reports, a strong work ethic, and keeping it real for people through the use of humor and jokes. You are passionate about the organization and its purpose and you will do what it takes to ensure it is successful.

Requirement: One of the members of the senior leadership team scheduled an office call with you to discuss concerns. You tried to get him/her to discuss at the project review meeting this morning, but he/she wanted to have the discussion in private. Listen to what the senior leader has to say and respond naturally.



Advocate Role Play Exercise

Role Play B – The Advocate

You are a member of your organization's futures team. The mission of the futures team is to identify, explore, and maximize possible future opportunities for the organization. The team spends most of its time reading about trends from various industries, sifting through economic forecasts, investigating emerging technologies, and identifying emerging social trends that potentially create opportunities for the organization to exploit. The core of the team is made of members who are 25-40 years old and has established a very innovative, open, and technology savvy culture. Recently, one of the team members departed to start a futures team at an organization in Washington state. This open position has been advertised internally within the organization. You are a member of the committee who will select the next futures team member. At the committee's initial screening of applications, the committee chair made comments regarding the ideal candidate and the characteristics included: open, innovative, technology proficient, energetic, creative, and young at heart. He/she closed by saying the team does not want any "dinosaurs" who tend to be inflexible, closed minded, and married to the old ways. You noticed after the chair's opening comments, applications for five organizational members over 40 were removed from consideration. You strongly felt that this was a form of prejudice and discrimination against older organizational members.

Requirement: You realize that if the chair and members of the futures team are allowed to prejudice and discriminate against older members of the organization, the futures team and organization will suffer because the older team members' experience and wisdom will not be tapped and the organization will fail to uphold its core values. You have setup an office call with the chair of the search committee which takes place in a few minutes. Use the BIC technique to bring to the chair's attention the prejudicial and discriminating behavior directed towards older members of the organization you witnessed at the search committee's application screening meeting.

Role Play B – Person Receiving the Message

You are the chair of the futures team search committee to replace a member who departed to pursue a wonderful opportunity. You are excited to have the responsibility to lead the committee that will select the next team member. You want to preserve the team's innovative, open, loose, and technology savvy culture. At the search committee's initial meeting, you provided to committee members attributes you would like the ideal candidate to embody. The attributes included: open, innovative, technology proficient, energetic, creative, and young at heart. You strongly feel these attributes are important for the futures team to continue to identify, explore, and exploit opportunities for the organization. After you gave your opening comments, you notice that one team member seemed deeply concerned.

Requirement: The deeply concerned teammates scheduled an office call with you, that will take place in just a few minutes. You are looking forward to hearing his/her concerns. React naturally to your teammate's comments.



Advocate Role Play Exercise

Role Play C – The Advocate

You just recently graduated from Wake Forest Business School with a master's degree in management and were hired as a HR entry-level leader. One of your major responsibilities is to coordinate the college recruiting program. As you are reviewing the schools that your organization recruits talent from, you realize that it only hires engineers from Stanford University, Massachusetts Institute of Technology, and California Institute of Technology. These schools are some of the best in the country, but also private. You realize that by recruiting exclusively from private engineering schools, your organization is excluding people from lower socioeconomic status. This denies the organization diversity of thought and perspectives, and is also a form of discrimination. You strongly feel that North Carolina State produces outstanding engineers from a variety of socioeconomic backgrounds that would enrich your firm. You are somewhat concerned about making waves, but you feel strongly that this policy is wrong and discriminates against people who may not be able to afford to pay tuition at an elite private school.

Requirement: You have scheduled an office call with the Head of HR to voice your concerns and provide recommendations on how the organization can enhance its pool of schools it recruits from. Use the BIC technique to bring to the Head of HR's attention how the organization's current recruiting practice regarding engineers is discriminating against people of lower socioeconomic status.

Role Play C – Person Receiving the Message

You are the Head of HR for one of North Carolina's leading engineering firms. You are excited about the prospects of your newest member to the HR Team. The new member just graduated from Wake Forest and brings a lot of passion to the team. You were so impressed that you made him/her responsible for overseeing the college recruiting program. Your organization recruits talent from a variety schools in North Carolina and the southeast. However, new engineers only come from Stanford University, Massachusetts Institute of Technology, and California Institute of Technology. The philosophy behind only recruiting from the Country's best engineering schools is simple: bring in the best and the firm will be the best.

Your new HR team member has scheduled an office call with you to provide some suggestions to enhance the firm's recruiting program. You are excited to hear about the new ideas.

Requirement: Listen to the new team member's ideas to enhance talent acquisition in the firm and respond naturally.