**Executive Leadership & Gender Sketches**

Transforming Theatre Ensemble

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Facilitator Outline

* Introductions: 2 minutes
* Agenda for the session: 3 minutes
* Define Implicit Bias, Microaggressions: 4 minutes
* Sales meeting sketch: 6 minutes
* Small group discussion: 10 minutes
* Report out/large group discussion: 18 minutes
* Asking for a raise sketch: 4 minutes
* Small group discussion: 10 minutes
* Report out/large group discussion: 18 minutes
* Introduce actors: 3 minutes
* Debrief/Take-aways: 10 minutes
* Evals: 2 minutes

= 90 minutes

**SALES MEETING SKETCH**

Characters:

Patricia: 40s, black, straight, sales, consistently high sales.

Joelle: 20s, white, queer/gender-non-conforming presentation, marketing/media buyer, hired one year ago.

Chuck: 50s, white, straight, founder/ceo, genuinely nice guy, liked by his employees.

Ben: 40s, white, straight, sales, first employee hired by Chuck.

Elijah: 20s-30s, white, gay, masc-presenting, sales.

*The team is gathered for a meeting. Chuck, the boss, clicks his pen incessantly, takes up a lot of physical and psychic space in the room. He’s gregarious, kind, and has a lot of energy. We see the team as they’re nearing the end of the meeting.*

**Chuck:** Ok, folks, just a few more items on the agenda before we can head out for lunch. I have an update for your on production how the production side of the house is going. We have a new plant manager, Steve Haley.

**Ben:** Good guy.

**Chuck:** Yes. Just moved from Pennsylvania.

**Ben:** He’s a Steelers fan, so he’s on my side. Sorry Chuck!

**Chuck:** Hey, I would never wish being a Lions fan on anyone! So, uh, he’s on boarded five new employees in the last month, and hopefully we’ll have 6-8 more added in the upcoming month. Construction has officially been completed on our new warehouse and shipping division, so they’ll be fully moved into that space by the end of the week.

**Ben:** They’ve got a nice set up down there now, I’ll tell ya. Elijah and I went down yesterday.

**Elijah:** Very efficient re-design, so they should be able to speed up shipping significantly.

**Patricia:** Do they have an estimate--

**Elijah:** *(interrupting)* They were talking about getting orders out up to five days sooner.

**Patricia:** Really? That’s great, that would have a huge impact on--

**Ben:** *(interrupting)* That’s a rough guesstimate, they really won’t know until they’ve had a chance to see the new systems up and going.

**Patricia:** Sure, of course.

**Chuck:** With the three minutes we have left, let’s get into the numbers. What’ve we got this week?

**Ben:** I’m at 1,349 units sold for the original product line, which is up a lot from the week before. The pages hits are way above that. I’m attributing that to the mention the line received in a blog? Did anyone else see the link I sent around?

**Chuck:** I did.

**Joelle:** *(overlapping)*Yeah!

**Patricia:** *(overlapping)* Mmmhmm

**Elijah:** *(overlapping)* Very cool.

**Joelle:** Blog posts are the kind of thing I’d like to see us push more.

**Chuck:** How?

**Joelle:** Send outa press release with a sample of one of our products to thirty or so niche blogs or listicle-generating sites.

**Chuck:** Thirty? That sounds costly, my dear.

**Patricia:** Can you work up a cost/benefit analysis? Based on Ben’s recent sales bump?

**Ben:** Why waste time on that? Why not send out one press package to a larger, established website with higher click numbers? Rather than thirty smaller blogs?

**Joelle:** Yeah, I guess I’m thinking we go more niche because our product has different uses. Our consumers can be broken down into segments by use, and each segment is based around a particular lifestyle. So I’d want to target based on that. With a larger site, they expect you to spend ad dollars, too,

**Chuck:** Interesting. But we’ve had good results in the past reaching out to a larger website, as Ben suggests. And the cost associated with it is much lower...

**Joelle:** Larger sites do expect you to spend ad dollars.

**Elijah:** Can’t hurt to have Joelle crunch the numbers to see which path is ultimately cheaper.

**Ben:** More information is never a bad thing.

**Chuck**: Exactly. Can you get me something before next week’s meeting?

**Joelle:** Sure can.

**Chuck:** Thank you. Patricia, how about your numbers?

**Patricia:** My assistant just emailed that we had 288 new orders come in today, so that puts the new product line at 2,105 units sold.

**Chuck:** Good. Great. Ok, let’s adjourn. Ben, you have lunch with a new client today?

**Ben:** Yep, I’m off like a prom dress!

*Chuck and Elijah chuckle. Joelle politely smiles. A reaction crosses Patricia’s face but she quickly tries to hide it.* *As Ben and Chuck exit, everyone else gathers up their things to go.*

**Elijah:** *(To Patricia)* Hey, great numbers. I’ve got to buy you coffee and pick your brain soon. I want to be Patricia when I grow up.

**Patricia:** *(chuckling)* Be careful what you wish for, I’ll hand my kids over to you right now!

**Joelle:** I’d take them, they’re adorable!

**Elijah:** They really are! Well, I should get back--(to my desk)

**Patricia:** Are you off like a prom dress?

**Joelle:** Oh my gosh, *Ben*!

**Elijah:** Ben and his dad jokes!

**Patricia:** Is that what that was? A joke?

*Joelle shrugs.*

**Elijah:** He’s harmless, I wouldn’t take him too seriously.

**Patricia:** I hope he doesn’t speak to clients that way.

**Joelle:** Ooooh, yeah, that could be bad.

**Elijah:** Oh, relax.I’m sure they would take it as a joke.

**Patricia:** He intends it to be a joke, but what is implied? I’m not sure what this “joke” is trying to--

**Elijah:** *(interrupting)* Don’t read into it too much. There are bigger things to worry about.

**[END SCENE]**

**Small Group Discussion Questions**

1. What behaviors and language did you observe that you would characterize as a microaggression or an example of implicit bias?
2. If you were in the meeting, what might you have done to call attention to those moments in the moment?
3. What could Chuck, as the leader, do to create a work environment where microaggressions are less likely to happen?
4. When you go back to your workplace tomorrow, what can you do to be an ally for other women, people of color, and gender-non-conforming folks?

**ASKING FOR A RAISE SKETCH**

Characters:

Joelle: 20s, white, queer/gender-non-conforming presentation, marketing/media buyer, hired one year ago.

Chuck: 50s, white, straight, founder/ceo, genuinely nice guy, liked by his employees.

*Chuck and Joelle are in Chuck’s office, sitting on either side of his desk. Prior to this meeting, Joelle asked for a raise via email, and Chuck responded by asking for a face-to-face.*

**Chuck:** Thanks for coming in. I hope you understand why I’d rather do this face to face.

**Joelle:** *(smiles weakly; she’s nervous)* Oh, yeah, I get it. So...what do you think?

**Chuck:** I guess I was surprised to get your email. You’ve only been with us for a year.

**Joelle:** Oh. Sure. I guess I thought it was worth a conversation at least.

**Chuck:** Fair enough.So. Give me the pitch. Why do you think you should receive a raise?

**Joelle:** Well. Of course you know, everyone on the team has been effusive about my contributions to sales.

**Chuck:** Yes. Ben, Patricia, Elijah-- they’ve all been very clear that I made a good hire in you.

**Joelle:** Exactly, so I wanted to revisit--*(beat. shifts her approach)* When I was hired in, I had no experience, so I appreciate you taking a chance on me. But I also accepted the position for a salary that’s lower than the average for those in my role in similarly sized companies.

**Chuck:** But you accepted that salary. Unfortunately, we can’t re-write history.

**Joelle:** No, I know. But I think it’s reasonable to ask if, now that I’ve proven yourself….you know, ummm...if ummmm...I could be brought up to that level. Industry standard.

**Chuck:** Ok, let’s start back at square one. I know you add value to this company. The question is, how much value? What are your numbers? How has your work resulted in sales.

**Joelle:** Ummmm...I don’t have numbers in front of me, but...click-throughs from online ads have gone up.

**Chuck:** Do you have the number? For click-throughs that resulted in sales?

**Joelle:** *(making a note on her pad)* No, I guess I could...ummm… look it up….ummm... yeah, I’ll get that to you.

**Chuck:** Good. Get that to me, and we’ll talk some more.

**Joelle:** I do want to say that my strategic and creative approach to the work has resulted in some new ways of communicating our products’ worth to consumers. I’ve also been very responsive to the needs of the sales team. I-I-uh-think I am a consummate team player.

**Chuck:** You certainly are. You have a great attitude, you’re very creative, and I do appreciate you always remembering birthday cards and cakes and those kinds of things. I have such a terrible memory, I’m just not goodat making sure that stuff happens.

**Joelle:** Oh, yeah, of course.

**Chuck:** It makes a difference. We’re a family here, and you get that. You’re a good kid.

**Joelle:** Thank you Chuck.

**Chuck:** So I’ll say this: you’ve made some good points, but I need to know more. So get me those numbers, and I also need to know what exactly you’re asking for. You say industry standard, but that’s encompasses a large salary range. Ok?

**Joelle:** Yep, will do.

**Chuck:** Good.

*Chuck stands, sticks out his hand. Joelle stands. They shake.*

**Joelle:** Thanks Chuck. I’ll get all of that to you as soon as I can.

**Chuck:** Sounds good.

**[END SCENE]**

**Small Group Discussion Questions**

1. What did you observe about Joelle’s attempt at asking for a raise?
2. What do you think Joelle got right in terms of her tactics, approach, preparation?
3. What do you think Joelle could’ve done to present a stronger case for a raise?
4. What did you observe about Chuck’s response? Did you pick up on any bias?