Diversity and Inclusion
E-Learning

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DIVERSITY & INCLUSION: A BUSINESS IMPERATIVE

IBIS is a pioneer in developing diversity e-learning programs, launching our first CBT program in 2002. Our interactive and engaging programs are rich in both content and cutting edge technology. Our online diversity and inclusion training solutions are developed using the knowledge base and expertise of over 20 years in diversity consulting and training. The programs provide users with hands-on experiences that address real-life diversity and inclusion dilemmas in the workplace. They take learners beyond diversity awareness to skills development.

IBIS offers both “off-the-shelf” and customized e-learning programs. Our “off-the-shelf” diversity program Diversity and Inclusion: A Business Imperative includes:

- A definition of diversity that is global and multi-dimensional and includes race, ethnicity, age, gender, cultural differences, sexual orientation, religion, disability, work styles, etc.
- In-depth knowledge of business rationale for diversity.
- The concept of inclusion and exclusion outlining specific feelings and behaviors associated with each.
- Common issues and challenges faced by people in different demographic groups and geographic locations.
- Six Diversity & Inclusion scenarios (for individual contributors and managers) that provide information on the individual actions and best practices that contribute to an inclusive environment.
- A built-in action planning tool that prompts learners to take personal responsibility for achieving and sustaining an inclusive culture at work.

We are grounded in the theories and practical applications of adult learning research. Whether in instructor-led training or e-learning methodologies, we use the model of “head, heart and hands” and include cognitive learning, emotional impact and practical skills in each training design. We understand that different individuals have different learning styles, and we include a mix of learning methodologies in all our e-learning programs. We include presentations of conceptual models and theories, interactive exercises, simulations, case studies, videos, personal reflection and action planning templates.

Here is an example of how learners experience our courses:

“I am a Secretary of Defense Corporate Fellow working with Microsoft this year. As a current military officer who has been taking diversity training courses for over 20 years, I would like to congratulate you on creating the best diversity training program I have experienced. The use of technology to put the student in a role playing mode was an excellent method to teach the appropriate concepts. More importantly, the course did superb job taking the diversity discussion out of the normal race and sex domain and putting it into the larger context of the myriad differences we share as a society. Finally, the course continually linked the importance of diversity and inclusion to the accomplishment of Microsoft’s core mission. I would love the opportunity to talk with the course creators and attempt to bring this level of training back to the DOD. Thank you. William Valentine, Lt Col, USAF.”
DIVERSITY & INCLUSION: A BUSINESS IMPERATIVE: CUSTOMIZATION OPTIONS

<table>
<thead>
<tr>
<th>Level of Customization</th>
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<tbody>
<tr>
<td>Level 1: Add company logo/branding, opening leader message, text changes for up to 5 slides</td>
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<tr>
<td>Level 2: Add company logo/branding, opening leader message, text changes for up to 10 slides</td>
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<tr>
<td>Level 3: Add company logo/branding, opening leader message, text changes for up to 10 slides, and industry relevant business case statistics</td>
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<tr>
<td>Level 4: Add company logo/branding, opening leader message, text changes for up to 10 slides, industry relevant business case statistics, and up to 6 new scenarios integrated with organizational competencies</td>
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CUSTOM DEVELOPED DIVERSITY & INCLUSION E-LEARNING

IBIS has partnered with several clients to develop custom diversity and inclusion e-learning solutions. We use different approaches that range in production value to provide clients with a solution that meets their learning and budget requirements. The multimedia options include stock photos, graphic novel approach, digital photo shoots and highly interactive and engaging video shoots. For any of these multimedia options we use professional actors. The use of professional actors also provides learners with a more real and engaging learning experience.

Examples of custom diversity and inclusion solutions include:

- IBIS developed Microsoft’s first e-learning program on Global Diversity and Inclusion. This cutting-edge program includes videos that focus on diversity issues such as gender, work style, disability and cultural differences. IBIS has also developed several other diversity and inclusion programs as a follow-up to the first course. These include: Diversity & Inclusion for HR: A Strategic Partner; Addressing Conscious and Unconscious Biases; Working Effectively with People with Disabilities.

- IBIS provided Campbell Soup with a diversity e-learning program for their field sales force. The program consists of modules on definitions of diversity; the business case for diversity; best practices for diversity; interactive scenarios and action planning. We are currently working with Campbell Soup to develop their e-learning program on Microinequities. The program will include video scenarios.

“The IBIS team has extensive diversity education/consulting experience and knowledge to partner effectively with us and to customize a training tool that fits our specific organizational needs. They are true professionals...patient, focused and willing to meet us where we are in the change process.”

Gwen Houston GM, Global Diversity Microsoft
which were shot in Campbell Soup’s plant with professional actors.

- IBIS worked with Nestle to customize the off-the-shelf program Diversity and Inclusion: A Business Imperative.

- IBIS developed an e-learning program for Boeing, entitled Diversity and Inclusion: The Competitive Advantage. It consists of two modules designed as bookends to instructor-led training and includes definitions, the business case, the corporate strategy, laws, interactive scenarios and best practices for employees and managers.

- IBIS developed an e-learning program for Aetna on Managing Diversity. This program focused on managerial roles and responsibilities for building an inclusive environment at Aetna.

- IBIS developed an e-learning program for Grainger which includes modules on definitions of diversity; the business case for diversity; best practices for diversity; interactive scenarios and action planning.

- IBIS is working with McCormick to develop their first global Diversity & Inclusion e-learning program for their exempt as well as hourly employees.

**IBIS THOUGHT LEADERSHIP IN DIVERSITY AND INCLUSION**

For more than 25 years, IBIS has been an internationally recognized leader in diversity, inclusion and cross-cultural consulting. Founded by Katharine Esty, co-author of the highly-regarded manager’s resource book *Workplace Diversity*, IBIS provides a wide range of diversity services, including a full spectrum of diversity trainings, diversity assessments, diversity strategic planning, e-learning, coaching, cross-cultural trainings, global leadership, and implementation. IBIS’s consulting approach is systemic, collaborative and results-oriented. We work with clients to deliver the training results they seek in high-impact, innovative and interactive programs.

We take a systems approach to diversity, recognizing that the greatest impact is derived from integrating a focus on organizational systems -- such as recruitment and hiring, professional development, talent management, performance evaluation etc. -- with a focus on individual diversity skills enhancement. We assist organizations to modify their organizational culture and the formal and informal systems that may be barriers to realizing their diversity objectives and organizational mission.

We recognize the complexity of diversity and inclusion issues in a global context. Often the U.S. based concepts, models, and frameworks are not exactly transferable to other global regions. We help organizations develop programs that will be relevant for audiences in global regions and at the same time help communicate a consistent diversity message to different locations. IBIS has strategic

“As a result of the multi-year consultation provided by IBIS, we experienced a huge internal shift in terms of awareness of employees around diversity and inclusion. Their wise and strategic guidance resulted in a significant increase in organizational support and commitment, and by openly recognizing our internal diversity, I believe we may have seen gains in the area of retention as well.”

_Tasha Kitty_
_Senior HR Program Consultant_
_Sun Life Insurance_
alliances and affiliates in regions such as Europe, South Asia, Asia-Pacific and the Middle East.

Some of our recent clients include Aetna, Advance Auto, Boeing, Campbell’s Soup, Gillette, Grainger, Hanover Insurance, John Hancock, Microsoft, Nestlé, Putnam Investments, PricewaterhouseCoopers, Sodexho, Sun Life Financial, Thrivent Financial of Lutherans, Texas Health Resources and TIAA-CREF. IBIS is certified as a woman and minority owned firm.

**TECHNICAL PARTNER**

For technical development of e-learning, IBIS has a strategic collaboration with our technical partner, Illumina Interactive, Inc. Illumina Interactive is based in Dedham, MA and has over 12 years’ experience developing multimedia and technology-based learning solutions for life-science, high-tech and financial service companies as well as academic agencies and government institutions, including Boston Scientific, Microsoft, Grainger, State Street Bank, US EPA, US Veterans Administration, Raytheon, Novartis and Millennium. For additional information on Illumina Interactive, visit [www.illumina-interactive.com](http://www.illumina-interactive.com).

Illumina Interactive has extensive experience integrating e-learning courseware into many of the leading learning management systems, including Saba, Plateau, SumTotal, IntraLearn, Xercco, KnowledgeWorks, IntraLearn, Adobe Connect, Articulate Online, among others. Our courseware follows the common e-learning standards – including AICC, SCORM 1.2 and SCORM 2004.