

APPENDIX: PARTIAL LIST OF THE KALEIDOSCOPE GROUP EDUCATION SOLUTION DESCRIPTIONS

Speaker Series: The Business Value of D&I Speaker Series could include some of following speaker topics:

- I Am Diversity
- “Moving from Fairness to Finances”: Future Trends in Diversity
- Real Dialogue Leading to Real Value
- A Diverse Lens: Driver of Innovation & Results
- Maximizing ROI Through Multicultural Marketing and Innovative Solutions
- Working Across Generations: The Power of Connecting, Collaborating & Contributing
- What Does Diversity Mean To Our Customers?
- Global Diversity Best Practices - Becoming a Successful Global Diversity Organization
- Leading a Powerful, Inclusive Culture

Why Diversity Matters: The “Why Diversity Matters” e-Learning module provides a web-based education program that creates a common language of diversity and inclusion and why it is important to the business. This program gives the learner an overview of diversity and inclusion and includes engaging scenarios and interactive knowledge checks to gauge understanding. This module is designed as a pre-requisite for facilitator-led Diversity Awareness Education.

D&I Awareness: Awareness is the first step in the Diversity education process. The Kaleidoscope Group's approach builds support from organizations' stakeholders and provides a lively, interactive, and engaging session where participants drive the learning. In this session, you will have the opportunity to experience our skillful facilitation of challenging yet real dialogue and see how we create a learning environment where all participants have the opportunity to contribute. Participants will leave with: an understanding of how their cultural backgrounds impact how they see the world and their ability to operate effectively with colleagues, and how their own personal actions can create a more inclusive environment

D&I Skills: Developing Diversity Skills is phase II in the Diversity education process. Developing the skills and mindsets to communicate and work productively with people from many different cultural backgrounds is essential to realize the overall goals of every organization. In this session, participants will have the opportunity to practice critical skills necessary to create effective and productive relationships with everyone.

Executive Alignment and Vision of Success Session: Aligns and prepares Senior Leadership to drive success by engaging senior leadership and key stakeholders in clarifying and articulating what Diversity & Inclusion/Cultural Competence success will look like for the organization and aligning the D&I effort with the business strategy. Typical outcomes of this process include a D&I positioning statement, case for D&I, identified strategic areas of focus and outcome measures for the overall effort.

Executive D&I Commitment Journey: This is a series of 90-minute to 2-hour modules that align the strategic direction of the D&I effort with the implementation of committed behaviors and actions from the Executive Team. At the end of the Journey, Executives will be able to:

- Articulate the business case for D&I
- Lead all audiences towards a sustained commitment to D&I
- Lead all personnel in valuing differences
- Sponsor and support D&I efforts
- Lead in a Culturally Competent way

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Executive Dialogues: An Executive Dialogue is a session where executives and senior-level members of under-represented groups (e.g. women and people of color) come together to have real dialogue and discussion of diversity & inclusion issues facing the organization as well as recommendations for improvement. This session provides a powerful opportunity to give and seek feedback across lines of difference and for senior management to demonstrate their commitment to D&I.

Executive Coaching: Our executive coaches work one-on-one with executives to identify areas in need of attention and areas that need to be developed as it relates to D&I leadership. We do this by developing strong, trusting relationships with the executive which enables us to help them achieve maximum success. Our coaching process includes a variety of assessment tools such as one-on-one interviews, upward feedback and 360 degree instruments to gather data and feedback for the client. The coach will then meet with the executive to process the data, provide feedback, identify areas of strength and development opportunities, and create a development plan to achieve their desired goals.

Executive Modules: The Executive Modules are categorized by key areas of focus for a successful D&I Journey. The process for selecting the modules will be based on the developmental needs of the executive team, organizational challenges/opportunities, and areas of interest. Areas of focus and module topics include:

Business Imperative

- Diversity & Inclusion: A Business Strategy
- Diversity & Inclusion: A Business Imperative
- ROI of Diversity & Inclusion

Sustainable Infrastructure

- Leveraging Business Resource Groups as a Strategic Business Partner
- Maximizing the Potential of a D&I Council
- Monitoring Progress & Measuring Success of D&I
- Delivering the D&I Message Internally and Externally
- Diversity Champion Strategy: Moving from Approval to Commitment

Deeper Insight

- Managing Privilege
- Courage
- Innovation
- ABCD: Apathy, Bliss, Conviction, Discomfort
- Unlocking Your Bias Box
- Peace vs. Trust
- Inclusive Coaching

Diverse Representation

- Understanding the Organizations Profile of Success
- New Theories for Recruiting & Hiring Diverse Talent
- Developing & Retaining Diverse Talent
- Reverse Mentoring
- Succession Planning for Diversity & Inclusion

Diversity Dimensions

- Intergenerational Respect
- What should we know about the LGBT community?
- Managing the Issue of Race Today
- Understanding the Physically Challenged Workforce
- Religion in the Workplace
- Thinking Styles
- Communication Styles

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Managing Inclusively: This 1.5 day session clarifies the business case for D&I and establishes the role of the Manager in diversity & inclusion. Managers will gain increased insight regarding how their cultural backgrounds impact how they see the world and their interactions with others. In this session, participants will have the opportunity to practice critical skills necessary to lead inclusively, manage challenges, and create effective and productive relationships with everyone. Managers leave with a personal action plan for enhancing D&I in their teams.

Embracing Inclusion: This one-day session clarifies the business case for D&I and establishes the role of individuals in diversity & inclusion. Participants will gain increased insight regarding how their cultural backgrounds impact how they see the world and their interactions with others. In this session, participants will have the opportunity to practice critical skills necessary to create effective and productive relationships with everyone. Individuals leave with a personal action plan for enhancing D&I in their teams.

D&I Huddle or Discussion Guides: A series of eight, 30-minute discussion guides that can be used by managers or supervisors to facilitate interactive discussions about Diversity and Inclusion with their intact teams and reinforce lessons learned from the Managing Inclusively and Embracing Inclusion workshops. Each guide includes clear instructions, an experimental activity, speaking points, and discussion questions. This solution is a great reinforcement to D&I Awareness & Skills education. The topics addressed in the Guides include:

- Lowering the Waterline (Strengthening Work Relationships)
- Giving & Seeking Feedback
- Accepting Responsibility
- Making Mutual Contact
- Valuing Individual Differences
- Taking a Stand Against Inappropriate Behaviors (Part 1)
- Taking a Stand Against Inappropriate Behaviors (Part 2)
- Intent/Impact: Understanding Different Perspectives

Manager Development Journey: The Manager Development Journey clarifies the business case for D&I, establishes the role of the Manager and develops management skills and competencies necessary to lead inclusively and leverage diversity for enhanced team effectiveness, productivity and innovation. It is comprised of four phases:

Phase I: Understand Diversity & Inclusion
Phase II: Develop Personal Awareness & Inclusive Communication Skills

Phase III: Include Everyone
Phase IV: Deliver Team Results

Each phase begins with an assessment of the current state and pre-work, contains specific actions to be implemented during each phase, and includes a measurement process for monitoring progress and success.

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HR Change Agent Journey: The role of Human Resources in D&I is to Understand D&I, Develop their individual cultural competence, be able to Coach others on the topic and play a key role in Sustaining the D&I change effort. The Human Resource D&I Development Journey provides a unique opportunity to build internal capability in the D&I arena by developing and enhancing the thoughts, beliefs, behaviors and skills required to support and guide the D&I efforts.

D&I Strategic Practitioner Development Journey: The role of internal Diversity & Inclusion (D&I) Strategic Practitioner is to Immerse themselves in a deeper awareness of who they are, their role and how they need to show up as a D&I Practitioner, Partner and build effective relationships with internal & external stakeholders, enhance their ability to influence and Coach others, and Sustain the D&I effort by ensuring strategic alignment and implementation. The D&I Practitioner Development Journey provides a unique opportunity for internal practitioners to successfully fulfill this role.

Council Development Journey: Diversity Councils engage a cross-section of employees at all levels to guide the implementation of the organization's diversity strategy. D&I Council Development provides the support and counsel needed to build the infrastructure and support ongoing development of an effective and fully functioning Council by developing or enhancing Council Infrastructure, educating the Council, establishing Council Effectiveness Measurement Tools, Assessing Level of Council Maturity, Developing Strategies for Increasing Council Effectiveness & Impact and Facilitating Council Development Sessions.

ERG Development: For leaders to effectively guide ERGs, they often need to broaden and deepen their understanding of D&I and its impact on business. They must push their ERG and company to the next business level while simultaneously grounding its members in the organization's mission and vision. Learn to lead and manage ERGs effectively to serve the org and its members, create relationships across the organization, gain thought leadership and skills to enhance ERG performance, develop and enhance ERG strategy and action plan.

ERG Summit: ERG Summit is a learning program which creates awareness, understanding, and alignment among the different ERG aiding in better support of an organization's Diversity & Inclusion objectives. This one or half day session creates greater alignment around the overall business and D&I strategy, supports employee engagement, talent management, community development and multicultural marketing . The workshop also educates ERG leaders regarding their roles in leading the business and their resource group. Additionally, the session creates collaboration among ERGs allowing them to better support one another while collectively contributing to the business and D&I goals.*

***Maturity Assessment & Strategy:** Typically, ERGs undergo a journey starting at a stage where they initially focus on socially networking and individual development. From there, they evolve into resource groups that build organizational awareness and policy alignment. Eventually, the ERG matures to a resource that impacts the business bottom line. (Usually built into ERG Summit or Strategic Alignment Workshops) This assessment includes the ERG Maturity Model enabling participants to assess where the group is currently and then begin to strategize how to move from that stage to next level.

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ERG Strategic Alignment Workshop: Up-front planning is essential to the long-term success of any ERG effort. At the onset, ERGs need guidance, structure, and support. A defined roadmap with clear roles, responsibilities, goals, and objectives is necessary to align a BRG's purpose with the purpose of the overall organization.* Topics include:

- Strategic Goals, Objectives, and Tactics
- Areas of ERG Focus
- Member recognition and motivation
- Influencing Skills
- Partnership Development
- Prioritization of tasks
- Internal & External Communication Strategy

(Employee Resource Group (ERG's) are also in some organizations called Business Resource Groups (BRG's) or Affinity Groups)

Real Talk Dialogues: The REAL TALK Dialogues include a series of 90-minute dialogue forums. Each REAL TALK features a unique topic presented in a consistent framework. REAL TALK is facilitated by experienced facilitators who are skilled in maintaining a framework for constructive dialogue which leads to desired outcomes while also allowing for the conversation to "go in directions" relevant to participants. As a result, each dialogue feels authentic, pertinent and constructive.

KaleidoTheater: Education via drama, can be a stand-alone education experience, an introduction, a supplement to facilitator-led or online training, or a way to sustain the ongoing effort. It is designed to cover specific topics in an interactive and provocative forum that helps the participants become aware of the origin and impact of exclusive and unproductive behaviors. Through the drama scenes, the participants will see the wrong way of interacting with others, give suggestions to the actors to correct their behavior, and see the more appropriate behavior demonstrated before their eyes.