

Navigating Global Inclusion

A HANDBOOK FOR TODAY'S MODERN WORKPLACE





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The vital role of D&I training in today's workforce

In today's dynamic workplaces, the quest for diversity and inclusion (D&I) isn't just an exercise—it's a journey toward fostering a culture where every voice is heard and celebrated.

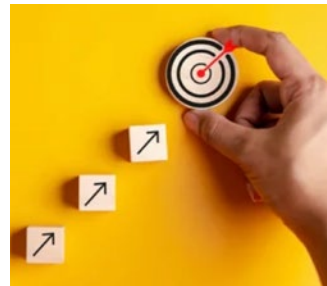
Yet, the path to global inclusion goes far beyond superficial measures like standardized questionnaires and one-size-fits-all training programs. It requires a holistic approach that includes non-biased hiring practice, effective policies, and reliable assessments that measure how well your organization's initiatives are working.

At **RW3 CultureWizard**, we understand that inclusivity is more than just meeting compliance standards—it's about embracing diversity as a catalyst for productivity, innovation, and growth. That's why we've made it our mission to provide the most comprehensive and customized D&I training available today.

To help you get started, our team has created this D&I training handbook—a comprehensive guide designed to kickstart your D&I training process and help you navigate the complexities of building an inclusive workplace.

From assessing your organization's current state of diversity and inclusion to designing customized training solutions tailored to your unique needs, RW3 CultureWizard takes an innovative approach to D&I training.

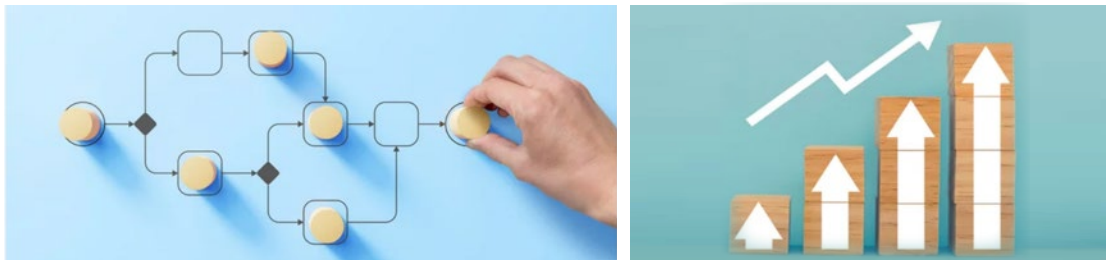
Our assessments also measure the individual's attitudes towards diversity and inclusion. We are able to aggregate the data and provide an organization, or segments of an organization, with a measurement of how the employees respond to the assessment criteria. Leaders learn where they face challenges, what they can do to improve, and compare the data to see how their people change over time.



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How does D&I training empower the workforce?

In today's diverse and interconnected world, fostering inclusivity is a strategic advantage. Effective diversity & inclusion (D&I) training equips employees with the tools and insights needed to navigate diverse environments, understand different perspectives, and foster a culture of respect and belonging.



By embracing diversity and creating an inclusive workplace, organizations can unlock myriad benefits, including enhanced innovation, better decision-making, and improved employee retention of highly qualified talent.

It can also lead to improved revenues and greater ROI. In a real-life scenario, RW3 helped a pharmaceutical client that was facing difficulties engaging with several multicultural communities realize an ROI of \$7.50 on every dollar they spent.

Having invested considerable resources in research, the company was nevertheless finding it difficult to effectively sell into a particular ethnic community and was concerned that the research and development would return less than expected.

Turning to RW3 Culturewizard for assistance, we assessed the situation and realized that addressing the cultural differences through a blended approach of our digital training combined with a customized workshop would help build the skills that individuals in the company needed to be effective. The solution was extremely successful and boosted their sales performance significantly.

At **RW3 CultureWizard**, our D&I training emphasizes a positive approach to help reinforce inclusive behaviors. Instead of dwelling on workplace shortcomings, we empower individuals to make real change through simple, actionable steps.

The importance of a positive approach

While Diversity and Inclusion initiatives aim to create more inclusive workplaces, not all approaches yield the desired results. This discrepancy often arises from the inherent challenge of addressing D&I issues, which can inadvertently trigger defensiveness among certain individuals.

To navigate this challenge effectively, it's essential to adopt a positive approach in D&I training. By emphasizing positive actions and fostering an environment of empowerment, individuals are more likely to embrace change and actively contribute to a culture of inclusivity. This positive reinforcement not only cultivates a sense of value and belonging among employees but also leads to heightened engagement, increased productivity, and stronger team cohesion.

In such an environment, every team member can thrive and unleash their full potential, ultimately driving organizational success and increasing personal contributions.



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What challenges does D&I training address?

D&I training addresses a range of interconnected challenges within organizations:

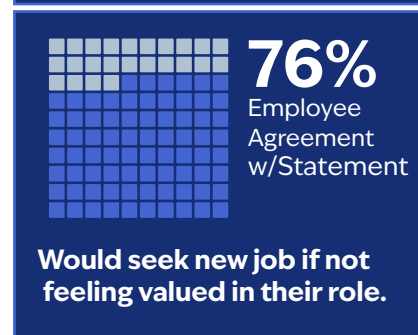
Inclusion

When employees don't feel welcomed, valued, or appreciated at work, it affects their sense of belonging and engagement. Research shows that 68% of employees believe inclusion and diversity training can significantly improve talent retention.



Talent retention

Employees may leave if they experience implicit bias, microaggressions, or feel unable to be themselves at work. Losing talent is costly and disrupts company culture. According to a 2024 Workplace learning report, 76% of employees said they would look for a new job opportunity if they didn't feel valued within their role. To make matters worse, it costs employers roughly 33% of an employee's yearly salary for their resignation.



Talent acquisition

Prospective hires are increasingly drawn to companies with robust D&I policies and visible commitment to inclusion. Millennials and Gen Z employees, in particular, seek workplaces where diversity and inclusion are prioritized. In a recent survey by Monster, 83% of Gen Z candidates said that a company's commitment to workforce diversity is important when choosing an employer.





D&I training plays a pivotal role in tackling these challenges, as evidenced by **RW3's Global Mindset Index, where 73% of employees acknowledge the transformative effects of D&I training on talent engagement and retention.**



“When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization.”

– Pat Wadors—Chief Talent Officer at ServiceNow

What are the different D&I training options available?

Selecting the appropriate training solutions is essential in achieving a more inclusive workplace, but the abundance of options can be overwhelming. Whether it involves developing in-house programs or partnering with specialized D&I training providers, the ultimate objective is to bring about lasting change and cultivate an inclusive culture where every employee feels valued and respected.



HERE ARE FOUR KEY APPROACHES:

- 1 Do it yourself (DIY):** Create custom training resources tailored to your organization's unique needs and deliver them internally.
- 2 Big box providers:** Explore platforms which offer ready-made courses covering various D&I topics, providing a convenient plug-and-play option.
- 3 Individual instructor-led training:** Collaborate with smaller providers offering personalized, instructor-led sessions focused on D&I topics.
- 4 Blended learning from D&I experts:** Engage with providers offering a blend of self-paced online courses and optional instructor-led sessions, specializing in D&I subject matter.

Do it yourself (DIY)

When it comes to D&I training, one option is to develop it in-house, whether through in-person workshops or online courses. This approach comes with a set of challenges, but does allow for targeted content.



+ Pros

Customized for you: Tailor the training content to address the specific diversity and inclusion needs of your organization, ensuring relevance and alignment with company culture.

Further insight: This level of customization enables you to address unique challenges and opportunities within your organization, maximizing the impact of the training.

No subscription required: Avoid ongoing subscription fees associated with external training providers, potentially reducing long-term costs.

Branded for your company: Customize the training materials to reflect your company's branding and messaging, reinforcing organizational values and identity.

In summary, developing D&I training in-house offers the advantage of customization and alignment with organizational needs but requires careful consideration of costs, expertise, speed-to-completion and resource allocation.

- Cons

Expensive: Developing and implementing custom D&I training programs can incur significant upfront costs, including resources for content creation, training delivery, and ongoing support.

Limited expertise: Relying solely on internal resources may result in a lack of specialized expertise in D&I training, potentially limiting the effectiveness of the program.

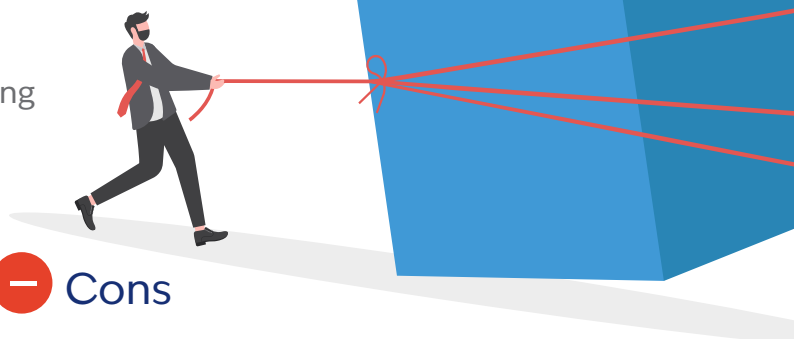
Time-consuming: Developing custom training materials and delivering workshops internally can be time-consuming, diverting resources and attention from other critical business activities.

Lack of objectivity: Internal training may lack objectivity and impartiality, potentially leading to biases or blind spots in content development and delivery.

Limited access to best practices: Internal training initiatives may lack exposure to industry best practices and emerging trends in D&I training, limiting their effectiveness and relevance.

Big Box Providers

Big box providers specialize in offering training across various topics, often billing per seat and seamlessly integrating into existing learning management systems.



+ Pros

Plug-and-play: These providers offer plug-and-play models, making it easy to access a wide range of training content with minimal setup or customization required.

Pay-per-user models: With pay-per-user models, organizations only pay for the training consumed, ensuring efficient resource allocation.

Cohesive design: Big box providers typically offer courses with a uniform design and structure, ensuring consistency and cohesion in the learning experience.

- Cons

Spray-and-pray approach: Some big box providers offer generic, non-specialized content that may not align with specific organizational needs or goals.

Limited interactivity: Many providers rely on passive learning models, such as talking-heads videos, which may fail to engage employees effectively.

Information overload: Some platforms may overwhelm learners with excessive content and features, leading to confusion and reduced effectiveness.

In summary, **big box providers** offer a convenient and cost-effective option for company-wide, self-paced learning initiatives. However, the lack of specialization and interactivity may limit their effectiveness in achieving long-term D&I goals. Organizations should carefully consider their specific needs and objectives before opting for this approach to ensure alignment with their inclusivity objectives.

Individual instructor-led training

Some companies opt to host stand-alone workshops or webinars for their employees, partnering with workshop providers or D&I training experts. These sessions can be conducted during company off-sites or as webinars ranging from one to two hours.



+ Pros

Customized to your needs:

Workshops offer tailored content and interactive engagement, allowing participants to ask questions and receive immediate feedback from trainers.

Visible commitment: Hosting workshops demonstrates a visible commitment to providing D&I training, showcasing organizational dedication to fostering an inclusive workplace.

Targeted learning: Individual workshops provide focused learning opportunities for key groups within the organization, allowing for targeted skill development and knowledge enhancement.

- Cons

Limited behavior change:

One-off workshops may not effectively drive long-term behavior change, requiring ongoing reinforcement through follow-up sessions or continuous learning initiatives.

Scalability challenges:

While one or two sessions may be cost-effective, hosting multiple workshops can become expensive and may strain budgetary resources.

Trainer quality: The effectiveness of a workshop is heavily dependent on the expertise and effectiveness of the trainer facilitating the session.

In summary, stand-alone workshops offer valuable learning opportunities for organizations, particularly for targeting specific groups or addressing key skill development needs. However, they are most effective when integrated into a broader, ongoing D&I training strategy to support sustained behavior change and continuous learning.

Blended learning from D&I experts

Specialized blended learning providers offer tailored solutions for D&I training, distinguishing themselves from general learning providers. Blended learning combines self-paced online modules with instructor-led workshops, providing flexibility in learning delivery.



+ Pros

Specialized expertise:

Blended-learning providers are passionate about D&I and offer expertise beyond general learning offerings, serving as dedicated partners in achieving your inclusion goals.

Comprehensive assessments:

Many providers offer assessments to evaluate inclusive behaviors, providing valuable insights for measuring progress.

Customization options: Some providers, like RW3 CultureWizard, offer customizable self-paced online courses to meet specific organizational needs and preferences.

- Cons

Technology reliance:

Integration with learning management systems or technology capabilities may vary among providers, potentially affecting seamless implementation and user experience.

Cost considerations:

Depending on the provider, blended learning solutions may incur higher costs compared to big box providers or stand-alone workshops. However, they can still be more cost-effective than in-house development.

In summary, selecting the right blended-learning provider offers the potential for tailored solutions, expertise, and comprehensive assessments, mitigating risks associated with in-house content development. However, organizations should carefully evaluate customization options, technology capabilities, and cost considerations to ensure alignment with their D&I goals and objectives.

Understanding D&I training cost differences

The cost of quality D&I training varies widely among different providers. Workshops can range from \$7,500 to initiatives requiring budgets in the hundreds of millions.



Building training in-house comes with upfront research and development costs, along with staffing considerations. If you conduct sessions internally, you'll need to allocate resources or adjust existing staffing budgets, which can add up quickly.

Opting for a big box provider may offer lower upfront costs, but if the training doesn't deliver value, there's a growing opportunity cost as employees question the effectiveness of D&I training.



Factors to consider when selecting D&I training

When choosing the right approach for your organization, consider these key questions:



- ✓ **Audience**
Who is the training for? Are you prioritizing the right people?
- ✓ **Engagement**
Will the training be engaging enough to drive behavioral change? Is there time to practice the new skills?
- ✓ **Time commitment**
How much time are you comfortable with your employees committing to this training?
- ✓ **Growth goals**
What are your objectives for learning and development regarding D&I?
- ✓ **Measurement**
Can you effectively measure the growth and impact of the training?

While some providers may advocate for a one-off workshop, creating lasting change and a more inclusive workplace often requires an ongoing approach, such as a fully blended learning solution.

Doing it yourself might seem tempting, but it comes with significant upfront and upkeep costs, and expanding your library of content could be challenging. Big Box Providers offer extensive content but may lack customization, tracking, and engagement.



The best options are those that offer customization, audience targeting, low upfront costs, repeatability, and the ability to measure growth, as our D&I training can do.

Return on investment

Another important factor is return on investment. One of our clients at RW3 CultureWizard has reported an impressive ROI of \$7.50 for every dollar spent on our solutions.

Focusing on D&I training has shown positive impacts on talent retention, acquisition, and engagement. Multiple surveys back this up, including our Global Mindset Index Study, which supports these findings.



“The ROI on diversity and inclusion is undeniable. It leads to better decision-making, more innovation, and ultimately, superior financial performance.”

—Brian Moynihan—CEO of Bank of America

Choosing what works for you

Selecting the optimal D&I training solution tailored to your company's distinct needs and circumstances is crucial for fostering meaningful change.



When making your decision, consider these factors:

- ✓ **Applicability of the content**
Ensure that the training content fits your organization's unique needs and goals.
- ✓ **Ease-of-use**
Look for solutions that are user-friendly for all team members.
- ✓ **Customizability**
Allow customization to align with your specific requirements.
- ✓ **Integration with LMS**
Consider how easily the training can be integrated into your Learning Management System (LMS) for smooth deployment and tracking.
- ✓ **Cost per user vs. opportunity cost**
Weigh the cost per user against the potential costs of not having D&I training or investing in the wrong training.



The decision on D&I training is not just about cost-effectiveness but about long-term impact and alignment with your organizational goals. By carefully considering factors such as audience engagement, growth objectives, and measurement capabilities, you can ensure that your chosen solution not only meets your immediate needs but also sets the stage for sustained progress toward a more diverse, equitable, and inclusive workplace.

Unlocking your D&I goals with RW3 CultureWizard training

Not all solutions are created equal when it comes to fostering genuine behavioral change. Our award-winning training methodology is meticulously crafted to offer interactive scenarios grounded in real-life situations, fostering practical, actionable insights.

With a focus on reinforcement, pre-work, and post-work activities, our program empowers individuals to identify strengths and areas to improve in promoting inclusivity.

Superior customer success

At RW3 CultureWizard, we prioritize delivering exceptional client service and technical support to ensure your journey with us is seamless and successful.

Your dedicated Client Service Manager (CSM) will serve as your primary point of contact, offering personalized assistance with content customization, integration into your learning management system, launch planning, and more. To maximize our partnership, consider the following tips:



- ▶ **Partnership from the start:** From day one, view us as your strategic partner. Your CSM will collaborate with you to craft a tailored launch plan aligned with your goals and timelines. The better we understand your needs, the more effectively we can deliver the outcomes you desire.
- ▶ **Clear communication:** Clearly articulate your expectations, goals, and preferences for employee involvement to your CSM. This fosters a strong relationship and ensures that we can meet your needs effectively.
- ▶ **Define performance metrics:** Take the time to define the performance metrics that matter most to your organization. If you need guidance, our RW3 Data Analytics team is on hand to explore possibilities and measure success accurately.
- ▶ **Regular performance reviews:** Internal training may lack objectivity and impartiality, potentially leading to biases or blind spots in content development and delivery.
- ▶ **Keep your CSM informed:** Stay proactive by keeping your CSM informed of any upcoming changes or developments within your organization. This proactive approach helps us anticipate challenges and enables your CSM to offer insightful suggestions based on your evolving needs.

Still not fully convinced?

Here's a testimonial from one of our clients about their experience with our team.



*Our client in the Consumer Products industry approached RW3 CultureWizard because it needed to enhance its hiring practices so there would be greater diversity in its employee talent pool. It wanted to more effectively penetrate its diverse marketplace and this required additional, and different talent. Management recognized the need for employees to have greater bias awareness as well as learn how to be inclusive. Since the company had a worldwide workforce, it needed a cost-effective, global product that could be online and tailored to teams with different needs. The company used the assessment in the RW3 Global Inclusion Course to discover where its specific teams' issues were regarding bias and hiring practices. The organization was highly motivated to become a Best Practice in this area, and actively partnered with RW3 CultureWizard to meet that goal. Using the Global Inclusion course, the Global Inclusion Assessment, and the Inclusive Hiring course, employees were able to see where their strengths and weaknesses were, and also use the coursework to address their challenges and learn new skills. **The result: a more diverse and inclusive workplace that has promising results in transforming its hiring practices.***



With a proven track record of driving meaningful change and fostering inclusivity, RW3 CultureWizard stands as the premier choice for organizations seeking impactful D&I training solutions. Our comprehensive approach, coupled with cutting-edge tools and tailored support, ensures that your organization can unlock its full potential on the journey towards diversity and inclusion.

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Forging tomorrow's inclusive workplaces: Empowering diversity for a brighter future

Charting the course towards inclusive workplaces requires more than just intention, it demands decisive action and strategic guidance. At RW3 CultureWizard, we understand the intricacies of this journey and the transformative power of effective Diversity and Inclusion (D&I) training.



Our approach goes beyond mere education, it's about instilling a culture where diversity thrives, and inclusion is second nature. With our proven methodologies and tailored solutions, we equip organizations to navigate the complexities of diversity, dismantle barriers, and foster a sense of belonging among all team members.

Choosing **RW3 CultureWizard** means choosing a partner committed to your organization's success. Our innovative techniques, backed by years of experience, ensure that your investment yields tangible results. From heightened employee engagement to increased innovation, the benefits of our D&I training extend far beyond the workplace.



Join us in shaping a future where every individual is valued, respected, and empowered to contribute their best. Together, let's build inclusive workplaces that not only attract top talent but also drive sustainable growth and innovation.

RW3 culturewizard™
GLOBAL INCLUSION EXPERTS

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