



LEADING

WITH

DIVERSITY

Organizational Consulting and Training



Our Mission

The mission of the National MultiCultural Institute (NMCI) is to work with individuals, organizations, and communities to facilitate personal and systemic change in order to build an inclusive society that is strengthened and empowered by its diversity. Through the development of strategic initiatives, partnerships, and programs that promote an inclusive and just society, NMCI is at the forefront of global efforts to address critical and emerging issues in the diversity field.

In today's global economy, companies and organizations that succeed in sustaining a diverse and inclusive workplace environment will have a significant advantage over their competitors. The multidimensional, multifaceted nature of diversity has become more apparent as a result of increasing international trade, travel and migration, and significant demographic changes in the United States. Conflicts involving culture, ethnicity, race, age, class, gender, religion, physical/mental ability, and sexual orientation continue to challenge us to develop new awareness and skills that help us work together successfully.



With more than two decades of experience, NMCI's
proven methods help individuals and organizations
gain the skills necessary to seamlessly integrate
effective diversity and inclusion practices into their
organizational culture.

Why Diversity? Why Now?

The U.S. Census Bureau has projected that by the year 2050, the population of the United States will have grown to more than 400 million people with 90 percent of the population growth coming from people of color. At that time:

- ▶ About half of the U.S. population, as well as the workforce, will be people of color.
- ▶ Nearly half of the U.S. workforce will be women.
- ▶ Workers over age 55 will constitute almost 20 percent of the workforce.
- ▶ People of color will generate at least 44 percent of the increase in consumer purchasing power.

A diverse workforce is a strategic imperative for successful organizations. When employee differences are managed effectively, diversity provides a competitive advantage in today's global economy. An inclusive workplace environment that empowers every employee's talents and contributions will increase not only employee morale but client and customer satisfaction as well.

Diversity Impacts the Bottom Line

Organizations that value and effectively manage diversity experience lower absenteeism, higher employee retention, greater job satisfaction, and better morale among employees than organizations that do not. Further, diverse and inclusive organizations have also been shown to have greater productivity and better financial performance than their counterparts. Research shows that diverse work teams that have



received training on managing diversity score six times higher on problem-solving tests than homogenous groups.

Diversity work is often assumed to be "too costly." However, not addressing diversity issues can be even more costly. When employees feel undervalued, millions of dollars are wasted due to absenteeism, lack of commitment, turnover, interpersonal conflicts, and discrimination lawsuits that can tie up the energy and resources of an organization for years.

To develop a high-performing organization in today's highly competitive marketplace, the people in that organization must first be adequately equipped to work effectively in a diverse environment.

NMCI Brings **Leadership, Experience, and Innovation**

The National MultiCultural Institute, through its Organizational Consulting and Training Division, partners with its clients to create and implement those initiatives that maximize the power of workplace diversity, ensuring that those initiatives are aligned with their organizational objectives and that they contribute to long-term success.

We deliver: consulting services that help organizations increase their cultural competence; diversity audits that reveal both the strengths and challenges to building and sustaining an inclusive workplace environment; custom-designed training programs that provide meaningful learning experiences to meet the specific needs of our clients; and executive coaching that provides individual leaders with the insight and support needed to effectively manage a diverse workforce.

When it comes to diversity consulting and training, NMCI provides...

Leadership

An ever-growing body of evidence documents the compelling benefits of diversity and inclusiveness, but the ability of diverse individuals and groups to work together effectively is not an innate skill. It must be learned. The National MultiCultural Institute, a nonprofit organization founded by Elizabeth P. Salett in 1983, has from its inception:

- ▶ Been at the forefront of efforts to increase communication, understanding, and respect among diverse groups;
- ▶ Organized nationally recognized conferences to address critical issues of multiculturalism, global diversity, and inclusion;
- ▶ Created and published outstanding resources and educational materials on diversity training and cultural competence; and
- ▶ Developed innovative methodologies and formed cross-disciplinary strategic alliances to address emerging issues in the diversity field.

Experience

The NMCI staff and a highly skilled, talented, and experienced national network of associates, trainers, facilitators, and coaches are available to meet the distinct needs and strategic goals of our clients. Well-versed in our unique consultation, assessment, and training approaches, each diversity practitioner has proven his or her ability to deliver successful programs and to effectively meet a client's objectives. This diverse pool of associates allows NMCI to match the background and expertise of our facilitators to the specific needs of each client.

Innovation

NMCI remains up-to-date on cutting-edge policy and practice trends in diversity in a variety of industries. Our knowledge of diversity best practices is combined with our unique approach to organizational change to provide custom-designed client solutions for creating and sustaining an inclusive workplace. NMCI delivers innovative strategies and tools that help our clients move beyond short-term change and achieve a lasting transformation in the organizational culture. NMCI offers Web-based training and state-of-the-art technologies to increase internal capacity for managing diversity and facilitating the transfer of diversity knowledge and skills.

NMCI's training programs are custom-designed to fit the unique needs of each client. Curriculum development is based on information gathered from an assessment of an organization's strengths and opportunities. Case examples, drawn from the experiences of the participants, are often included to make the learning highly relevant and applicable to their work.

Providing diversity training to employees and managers helps organizations to:

- ▶ Build a culture that is empowered by diversity of thought and experiences;
- ▶ Develop effective, high-performing multicultural teams;
- ▶ Recruit and retain a talented and committed diverse workforce;
- ▶ Resolve conflict within the organization;
- ▶ Reduce employee turnover; and
- ▶ Promote employee productivity.

Our training programs always include the following basic components:

- 1. KNOWLEDGE**—needed to function effectively in multicultural environments
- 2. AWARENESS**—of learned prejudices and fears about differences, and how these impact interactions within an organization
- 3. SKILLS**—to increase the level of cultural competence, cross-cultural conflict resolution, and creative problem-solving
- 4. ACTION**—to develop plans to implement the new knowledge, awareness, and skills on both the individual and organizational levels. Change may start at the individual level, but it is best sustained when it takes place simultaneously at the structural and systemic levels.



“What a great experience! In my many years as a diversity practitioner, I have never received more invaluable resources, training, and networking opportunities than I did in one NMCI conference.

NMCI provides experiential learning opportunities in a best practices environment.”

Jacqueline Thomas-Hall, manager,
Office of Workplace Inclusion,
Medtronic, Inc.

Core Training Programs

NMCI will customize training programs to meet your specific needs, basing them on proven core curricula. Following is a sampling of our core training courses:

- ▶ Building Cultural Competence
- ▶ Coaching and Mentoring
- ▶ Cross-Cultural Communication
- ▶ Cultural Competency in Dialogue Facilitation
- ▶ Culturally Competent Customer Service
- ▶ Developing Learning Organizations
- ▶ Leadership Development
- ▶ Designing and Implementing a Diversity Initiative
- ▶ Exploring Our Cultural Assumptions
- ▶ Managing a Diverse Workforce
- ▶ Mediating Multicultural Conflict
- ▶ Organizational Culture Change
- ▶ Performance Management
- ▶ Preventing Sexual Harassment
- ▶ Recruiting, Interviewing, Hiring, and Retaining a Culturally Diverse Staff
- ▶ Strategic Planning
- ▶ Training of Diversity Trainers

Web-Based Training

NMCI's interactive Web-based training (WBT) modules are designed as stand-alone training courses or as supplements to classroom training. WBT programs:

- ▶ Provide safe learning environments in which employees learn without fear or anxiety,
- ▶ Allow employees to learn at their own pace,
- ▶ Serve as a permanent resource,
- ▶ Increase access to training while reducing training costs, and
- ▶ Offer employees convenience and flexibility.

Evaluation

Evaluation measures the transfer of knowledge and long-term effectiveness of a diversity initiative. NMCI's approach to evaluation is comprehensive, examining both immediate and long-term impact through a variety of evaluation tools and techniques.

▶ A CASE IN POINT

Academy for Educational Development (AED)

The Academy for Educational Development (AED) is a private nonprofit organization that implements global and domestic programs focusing on educational, health, and economic opportunities for communities to become self-sufficient.

NMCI began work with AED through a highly customized staffwide training program, "Rethinking Race and Strengthening Workplace Relationships," which has been delivered to all 600 staff members at AED, from support staff to senior leadership, and continues to be offered as a required part of new staff orientation training. NMCI also has developed a variety of learning support trainings for various AED centers. These trainings have focused on topics such as *Generational Diversity*, *Building Cohesive Multicultural Teams*, *Linking Performance to the Diversity Initiative*, and *Becoming Diversity Advocates*.

Design and Implementation of Diversity Initiatives

NMCI's consulting services help to integrate diversity into all aspects of an organization's structure, systems, and culture. NMCI has developed specific learning strategies and tactics to meet the unique needs of managers and employees in diverse workplace settings.

A **DIVERSITY INITIATIVE** is a proactive, comprehensive approach to institutionalizing cultural competence within an organization. It is designed to help managers and staff members to leverage diversity for competitive advantage, meet the needs of diverse internal and external stakeholders, and seamlessly integrate diversity throughout all levels of the organization in order to sustain an inclusive workplace environment.

Call us to find out how NMCI's cost-efficient, customized diversity and inclusion surveys can help measure the diversity climate in your organization and jump start your diversity initiative!

Surveys available for education, health care, government, nonprofit, and arts and cultural organizations.

NMCI has the expertise to assist clients in all aspects of designing and implementing diversity initiatives that are tied to organizational goals. NMCI believes that successful diversity initiatives must answer the following questions about an organization:

- ▶ Does the organizational structure leverage the skills, knowledge, and abilities of all employees?
- ▶ Are the management systems, policies, and procedures strategically aligned to promote an inclusive workplace environment and reflect the needs of a culturally competent workforce?
- ▶ Does the culture enhance employee satisfaction, effectiveness, creativity, and efficiency?

NMCI works closely with clients to design and implement a **DIVERSITY ACTION PLAN** that serves as a blueprint for integrating diversity and inclusiveness throughout the structures, systems, and culture of the organization.

“Given Girard College’s tradition and importance in Philadelphia’s civil rights history, we want to continue to encourage a vibrant and vital climate of cultural competence. We have been very impressed with the level of knowledge, professionalism, and creativity that NMCI has brought to our partnership.”

Dominic M. Cermele,
Girard College president.



NMCI assists organizations to create **DIVERSITY COUNCILS**, inclusive entities in which staff members and managers from all levels of the organization work together to develop diversity initiatives. We skillfully guide councils in creating, implementing, and sustaining innovative and successful efforts.

Councils are particularly important in providing leadership to an organization-wide change process. They often focus on areas such as:

- ▶ Policy review and benchmarking
- ▶ Strengthening and developing recruitment and retention programs
- ▶ Planning and assessment
- ▶ Promoting cross-cultural communication
- ▶ Networking with affinity groups
- ▶ Developing relationships with diverse suppliers
- ▶ Sponsoring special events

Assessments

Assessment lays the groundwork for sustainable diversity initiatives. Effective organizational diversity audits, training needs assessments, evaluations, policy reviews, and benchmarking often differentiate diversity initiatives that simply spin their wheels from those that produce lasting change and growth in an organization.

Diversity Audits

NMCI conducts a diversity audit for many of its clients in order to provide a “snapshot” of the climate for diversity and inclusion within the organization. An audit can be performed as part of an established diversity initiative or as a tool for developing a strategic diversity plan.

NMCI is particularly skilled in both gathering relevant information and reporting it back in ways that minimize defensiveness and maximize impact. Our audits are tailored to the client, and a comprehensive report is provided with results and recommendations.

NMCI uses a variety of qualitative and quantitative tools to assess the strengths and challenges the organization faces in creating an inclusive and culturally competent environment for employees, customers, clients, and other stakeholders, including:

- ▶ Confidential individual interviews that allow for candid conversations about sensitive topics that provide insight into the needs and expectations of stakeholders;
- ▶ Focus groups that also allow for open discussion of diversity issues within an organization with the added benefit of hearing multiple perspectives on the same topics;
- ▶ Surveys that gather quantifiable data from a large number of stakeholders on issues such as key differences between cultural subgroups on specific items including job satisfaction, morale, and an organization's diversity climate;
- ▶ Review of key diversity-related policies and processes that assess potential structural barriers and impediments to an inclusive workplace environment; and
- ▶ Benchmarking to determine an organization's strengths and challenges as compared to industry standards and best practices.

What People Say About NMCI Training Institutes

"It was wonderful. It continues to meet and exceed my expectation in quality and content."

**Revella Nesbit,
Piedmont Behavioral Healthcare**

"A very rewarding experience! I will look to take this information to Proctor & Gamble, and apply it to our diversity efforts and all professional relationships."

**Richard Cooke,
Proctor & Gamble**

"Very pleased each time I've attended. The expertise of the trainers and the commitment of the NMCI staff is excellent."

**Fredrika McCain,
Institute for Cultural
Partnerships**

"The conference was personally empowering and professionally impactful."

**Liliana Bynes,
University of California, Davis**

"It's a wonderful opportunity to learn, network, and reinforce and sharpen your skills and knowledge base."

**Annie Weatherby,
City of Madison, WI**

Executive Consultation and Coaching

While training is valuable for executives, it is often impractical to include them in a training process with their staff members. A program catered to an individual manager's unique circumstances is a direct and effective means of professional development. NMCI's expert coaches deliver confidential one-on-one coaching sessions with executives, complete with performance objectives and measurements. These sessions address topics such as managerial style, stress and work pressure, delegation, conflict management, performance appraisals, and feedback.

Special Product Design and Implementation

NMCI consults with clients to provide specific products that expand an organization's ability to meet the goals of its diversity initiative and diversity training programs. Our services include developing customized Web-based diversity quizzes and training courses, creating content for diversity Web sites, and conducting research on targeted diversity issues.

Technical Assistance

For any project, we will provide ongoing technical assistance through activities such as pre-training support, creation of a communication plan, post-training followup, meeting facilitation, report generation, resource development, and consultation to managers.

National Diversity Leadership Development Institutes

Every year NMCI holds Diversity Leadership Development Institutes in the spring and fall that bring together professionals from across the country and around the world to explore diversity and multiculturalism in both personal and professional contexts. The institutes include (1) a series of workshops for professional development on diversity and training, (2) special events for networking and relationship-building in the field, and (3) opportunities for dialogue on the critical issues of multiculturalism in our society.

NMCI institutes provide a unique opportunity for indepth training through a large variety of 2-day and 4-day workshops on issues that define and redefine the diversity field. Training of Trainers workshops and programs in cultural awareness and cultural competency along with many other topical workshops are offered at every institute to allow participants to take advantage of NMCI's diversity expertise and to learn from an outstanding cadre of presenters and facilitators.

NMCI Publications

NMCI publications document cutting-edge learning in the field and serve as resources to those pursuing cultural competence in personal, organizational, and community contexts. Our training manuals and books provide an extensive set of resources for organizations seeking to develop successful diversity initiatives.

Training Manuals

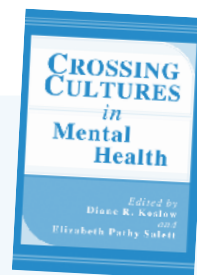
- ▶ Developing Diversity Training for the Workplace
- ▶ Teaching Skills and Cultural Competency
- ▶ Cultural Competency in Health Care
- ▶ Customizing Diversity Training With Case Vignettes

Books

- ▶ Race, Ethnicity and Self: Identity in Multicultural Perspective
- ▶ Crossing Cultures in Mental Health

Other Resources

- ▶ Multicultural Case Studies
- ▶ A Diversity Glossary
- ▶ Tips for Building an Inclusive Workplace
- ▶ Tools for Building an Inclusive Workplace



Leading Edge Projects

NMCI develops projects that lead the diversity field in new directions, employing innovative methodologies, forming cross-disciplinary partnerships, and highlighting key issues in the field. Recent leading edge projects at NMCI include:

Combating Human Trafficking

A growing number of agencies and organizations are addressing the complex issues of human trafficking, sex slavery, and forced labor both in the United States and internationally; however, there is little opportunity for advocates, service providers, and law enforcement personnel to gain knowledge and skills in cultural competence in this area. NMCI is working to fill this void.

www.HumanTraffickingSearch.net

NMCI created this groundbreaking Web portal as a source of information for advocates, service providers, law enforcement personnel, and others working to eliminate human trafficking worldwide. Searchable in many languages by keyword, by country, and by theme, www.humantraffickingsearch.net and its “deep search” engine provide information on such topics as human trafficking, child labor, forced labor, and sex slavery. The portal offers a vast amount of information, updated regularly, on more than 120 countries through a broad range of articles, research studies, congressional testimony, case studies, brief videos, a data map on child labor, and a daily news service.

Cultural Considerations in Assisting Victims of Trafficking

Building on NMCI’s core strength in the area of cultural competency, this program provides training to facilitate service delivery to victims

of human trafficking. The curriculum for the training combines cultural awareness and cultural competency training with specific case studies, role plays, and knowledge and skill-building on human trafficking.

Arts and Culture Diversity Leadership Initiative

In order to remain vibrant, vital, and viable, arts and culture organizations must appeal to, engage, and nurture an ever-broadening audience of diverse stakeholders. Leaders of these organizations must become culturally competent agents of transformation working to make the principles of diversity and inclusion transparent throughout all operational areas and levels of their organization (board, staff members, volunteers, donors, and patrons).

NMCI’s Arts and Culture Diversity Leadership Initiative provides the awareness, knowledge, and skills to help leaders transform their organizations into exemplars of inclusive artistic experiences.

Emphasizing a systemic approach where efforts to align policies, systems, and organizational culture lead to sustainable change and continuous growth, the program uses an Appreciative Inquiry approach to provide a framework for thinking critically and strategically about diversity and its potential for strengthening the field of arts and culture. It also explores the multidimensional nature of diversity and its implications from multiple perspectives, including board and staff development, donor cultivation, public participation and audience development, and program/production design and implementation.

Selected Client List

NMCI has worked with hundreds of clients over the years, including Fortune 500 companies, local and Federal Government agencies, universities and school systems, foundations, nonprofit organizations, and health care organizations, including:

- ▶ Academy for Educational Development
- ▶ American Cancer Society
- ▶ Arlington County (VA) Public Schools
- ▶ Council for the Advancement and Support of Education (CASE)
- ▶ Fayette County (GA) Public Schools
- ▶ Free the Slaves
- ▶ Gallaudet University
- ▶ Girl Scouts of Virginia Skyline Council, Inc.
- ▶ Girard College
- ▶ InterAction
- ▶ InterAmerican Development Bank
- ▶ International Monetary Fund
- ▶ Lockheed Martin
- ▶ Lucent Technologies
- ▶ Lynchburg City Schools
- ▶ Maryland Health Partners
- ▶ Minnesota 4-H
- ▶ Minnesota State Colleges and Universities
- ▶ National Association of Independent Schools
- ▶ National League of Cities
- ▶ New Britain General Hospital
- ▶ New Jersey State Bar Association
- ▶ PepsiCo
- ▶ Population Council
- ▶ Radio Free Asia
- ▶ Reading is Fundamental
- ▶ Sodexo USA
- ▶ The Epilepsy Foundation
- ▶ TIAA-CREF
- ▶ U.S. Department of Health & Human Services, HIV/AIDS Bureau
- ▶ U.S. Department of Justice, Office for Victims of Crime
- ▶ Valdosta State University
- ▶ ValueOptions
- ▶ Vitas Healthcare Corporation
- ▶ Wyoming Victim Services
- ▶ XO Communications

▶ A CASE IN POINT

International Monetary Fund (IMF)

The IMF is an international organization that works to build financial cooperation, promote sustainable economic growth, and reduce poverty among its 184 member countries. The IMF has called on NMCI for many years to implement cultural competence training programs for its staff members and leadership.

NMCI currently facilitates trainings for all 2000+ managers and staff members on “Promoting a Respectful Environment” at the Fund. The training program is highly customized to meet the specific diversity needs of the Fund. NMCI also has provided training programs for the IMF on topics such as *Gender Diversity in the Workplace*, *Exploring Cultural Assumptions*, *IMF’s Discrimination Policy*, and *Appreciative Inquiry*.

NMCI PUBLICATIONS ORDER FORM

Title	ISBN	PRICE	S&H	Qty	S&H Total	Totals
TRAINING MANUALS						
Developing Diversity Training for the Workplace: A Guide for Trainers (8th Edition)	1-885077-43-2	\$169.95	A			
Teaching Skills and Cultural Competency: A Guide for Trainers (5th Edition)	1-885077-52-1	\$169.95	A			
Cultural Competency in Health Care: A Guide for Trainers (4th Edition)	1-885077-63-7	\$169.95	A			
Developing Strategic Diversity Initiatives: A Guide for Organizational Culture Change		\$169.95	A			
Cultural Competence in Educational Systems: A Guide for Embedding Principles of Inclusion and Respect		\$169.95	A			
CASE STUDIES						
MultiCultural Case Studies (3rd Edition)	1-885077-72-6	\$49.95	B			
Customizing Diversity Training With Case Vignettes (3rd Edition)	1-885077-81-5	\$49.95	B			
BOOKS						
Race, Ethnicity and Self (2nd Edition)	1-885077-22-x	\$29.95	B			
Crossing Cultures in Mental Health (2nd Edition)	1-885077-21-1	\$29.95	B			
OTHER DIVERSITY RESOURCES Buy any 2 diversity resources and save \$10!						
A Diversity Glossary	1-885077-91-2	\$19.95	C			
TIPS for Building an Inclusive Organization		\$19.95	C			
TOOLS for Building an Inclusive Organization		\$19.95	C			
Order Summary						
TOTAL AMOUNT DUE						

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B	\$5.00 first copy, \$4.00 each additional unit
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