



General Training Offerings

ABOUT TANENBAUM

Employees increasingly bring their multiple identities – including their religious beliefs and practices – into today’s multicultural workplaces. Despite this, workplaces are rarely prepared to respond when religious tensions emerge. Tanenbaum is the only secular, non-sectarian not-for-profit organization with over 20 years of experience providing workplaces with practical programs, resources, and trainings that help them function in a religiously inclusive manner.

Regularly sought out by multinational corporations, government agencies, and international non-profits, Tanenbaum helps align the religious needs of employees with the bottom line. Tanenbaum has the expertise to address these complex issues and works closely with clients to build skills and develop resources to effectively respond to religious issues in the workplace.

Training Formats

Tanenbaum trainings can be delivered in-person or via webinar. Both in-person trainings and webinars can utilize interactive polling technology to engage participants. Though in-person trainings might feature group discussions and role plays components that are not possible for webinars, webinars can be live-broadcast to potentially hundreds of participants and recorded for use at a later date. All activities must be pre-approved by your company.

A La Carte Trainings

[General Employee Lunch and Learn Training](#)

[Human Resource Practitioner Training](#)

[Manager’s Training](#)

[The December Dilemma](#)

[The December Dilemma and Mental Health](#)

[Holidays as Opportunities](#)

[The Power of Faith-Based Employee Resource Groups](#)

[Interfaith Employee Panel](#)

[Beyond the Blame Game: Religion and LGBTQ Inclusion at Work](#)

[Mirror, Mirror: Solutions for Challenges around Religious & LGBTQ Identities](#)

[LGBTQ and Religion Employee Panel](#)

[Executive Briefing](#)

General Employee Lunch and Learn Training

A 1-hour session designed specifically for general employees at your company would introduce religious diversity in the workplace.

Specific topics would include, but are not limited to:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration, aging and religious adherence.
- **Why should I care?** Examining reasons why employees should pay attention to religious diversity at work, including improved teamwork and collaboration, enhanced individual and team productivity, and customer relations.
- **How does religion become an issue?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up in the workplace.

Cost of 1-hour Webinar: **\$6,500**

Cost of 1-hour in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

Human Resource Practitioner Training

A 60 to 90-minute session designed specifically for Human Resource and Diversity & Inclusion Practitioners would focus on better practices for responding to challenging accommodation requests, respectful communication and fostering an inclusive work environment for employees of all faiths and none.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention.
- **The Legal Landscape:** A review of federal legal protections for religious identity and expression at work, and legal mandates related to providing reasonable accommodations for employees. As discussed, this portion of the presentation could be delivered via pre-read materials if agreed that the audience members have a strong foundation in this information.
- **Tanenbaum's 10 Bias Danger Signs ®:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion emerge in the workplace, including religious expression and proselytizing, employee networks, attire, scheduling, backlash to sexual orientation, and accommodations. During this portion, participants will be introduced to the Accommodation Mindset, a Tanenbaum tool developed to support employees in proactively and effectively accommodating religion at work.

- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

Manager's Training

A 60 to 90-minute session designed specifically for managers and team leaders would focus on better practices for responding to challenging accommodation requests, respectful communication and fostering an inclusive work environment for employees of all faiths and none.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention.
- **The Legal Landscape:** An overview of federal legal protections for religious identity and expression at work, and legal mandates related to providing reasonable accommodations for employees.
- **Tanenbaum's 10 Bias Danger Signs:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion emerge in the workplace, including issues related to the current political climate. During this portion, participants will be introduced to the Accommodation Mindset, a Tanenbaum tool developed to support employees in proactively and effectively accommodating religion at work.
- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

The December Dilemma

The goal of this 60 to 90-minute interactive session is to raise awareness among employees about religious differences and the ways in which those differences often impact employee and customer relationships during the holiday season. We recommend that this session be held in October or November, when employees are starting to think about the upcoming holiday season. Holding this session prior to December may prevent conflicts from emerging, while holding it at the beginning of the holiday season helps the session feel relevant and interesting to participants.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **How does religion become an issue during the holiday season?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up among employees.
- **Why should I care?** Examining reasons why employees should pay attention to religious diversity at work, especially during the holiday season, including improved morale, teamwork, productivity and customer relations.
- **How would I respond?** Learning from case studies based on real interactions that have created workplace tensions.
- **How can I help (during the holiday season and year-round)?** Reviewing ways that employees can contribute to a more respectful and diverse workplace culture at your company, during the holiday season and year-round. The session would conclude with Tanenbaum's better practices and communication tools for negotiating religious diversity and inclusion issues.

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

The December Dilemma and Mental Health

The goal of this 60 to 90-minute interactive session is to raise awareness among employees about religion, resilience, and mental health during the winter holiday season. The winter holiday season can be a particularly stressful and taxing time of year and this presentation will help you understand why, and how you can help. We recommend that this session be held in October or November, when employees are starting to think about the upcoming holiday season. Holding this session prior to December may prevent conflicts from emerging, while holding it at the beginning of the holiday season helps the session feel relevant and interesting to participants.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **How does religion become an issue during the holiday season?** Analyzing the ways in which obvious and subtle forms of religious ignorance and bias show up among employees.
- **Where does mental health play a role?** Highlighting the reasons the holidays may be a time of added stress for people.

- **How would I respond?** Learning from case studies based on real interactions that have created workplace tensions.
- **How can I help (during the holiday season and year-round)?** Reviewing ways that employees can contribute to a more respectful and diverse workplace culture at your company, during the holiday season and year-round. The session would conclude with Tanenbaum's better practices and communication tools for negotiating religious diversity and inclusion issues.

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

Holidays as Opportunities

The goal of this 60 to 90-minute interactive session is to raise awareness among employees about religious differences and the ways in which those differences often impact employee and customer relationships around holidays that fall throughout the year. This session can function as a follow up to a December Dilemma training, or as a stand-alone training, at any point during the year. Although in the West, we tend to focus on the winter holiday season as a period of overlapping holidays, there are a variety of times during the year when celebrations of different religious traditions overlap or coincide. This session will introduce attendees to upcoming holidays to be aware of and better practices for approaching holidays as workplace opportunities.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **How would I respond?** Learning from case studies based on real interactions that have created workplace tensions.
- **What are we talking about?** Going over important terminology around religious diversity in the workplace
- **What's coming up?** Looking at upcoming holidays of note that attendees should be aware of
- **How can I help?** Reviewing ways that employees can contribute to a more respectful and diverse workplace culture at your company, during the holiday season and year-round. The session would conclude with Tanenbaum's better practices and communication tools for negotiating religious diversity and inclusion issues.

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

The Power of Faith-Based Employee Resource Groups

The goal of this 60 to 90-minute interactive session is to educate leaders and members of faith-based ERGs about the landscape of workplace religious diversity and about faith-based ERGs and the role they can play in companies. We recommend that this session be held at or before the launch of the ERG, or as a refresher for members.

Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **How respectful am I?** Exploring the disconnect between the way we think we treat people, and the way people actually feel they're being treated.
- **Why is religious diversity an issue?** Identifying the impact of current trends on religion in the workplace including globalization, immigration and religious adherence.
- **ERGs: The Current Landscape** Looking at data around ERGs globally and their increasing presence at companies
- **Faith-Based ERGs: A Range of Approaches** Exploring the different structures that faith-based ERGs may take, so that members and leaders can better understand the structure of their own
- **Opportunities – Personal Growth and Business Goals:** Identifying the areas in the company where a faith-based ERG can
- **Your Tanenbaum Resources:** Sharing the Tanenbaum resources that ERG members can benefit from and share because of the company's Corporate Membership

Cost of 60 to 90-minute Webinar: **\$6,500**

Cost of 60 to 90-minute in-person session: **\$7,500**

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

Interfaith Employee Panel

Tanenbaum staff would facilitate and moderate a 60 to 90-minute panel comprised of diverse employees, guiding them through a structured discussion of their beliefs and experiences and how their religious identity intersects with their work. The facilitation of the panel discussion would be designed to expose your company's employee population to diverse belief systems in order to demystify unfamiliar traditions, educate the workforce on the variety of ways that individuals practice their faith, and identify commonalities between individuals of different faiths and non-faiths. The goals for this panel would be to increase awareness among employees of the religious diversity within your company.

In preparation for this session, Tanenbaum would work directly with your company to identify, vet and prepare 4-6 employees to participate on the panel. Tanenbaum would provide with an initial questionnaire concerning the potential participants' experience of religious diversity to ensure that the participants' objectives for the session align with your company's core diversity and inclusion values. Working closely with your company, Tanenbaum would create a set of questions to ask the panelists during the panel discussion (to be provided to the panelists in advance). Tanenbaum would then conduct a 1-hour conference call with all of the participants to inform the agenda for the discussion.

During the panel discussion, a member of Tanenbaum's staff would introduce the panel with a brief overview of the topic of religious diversity, accompanied by PowerPoint slides. Each panelist would then speak

for 5-10 minutes about their personal religious identity, and the ways in which that religious identity impacts the workplace. The moderator would then introduce the question and answer portion of the session, asking the panelists prepared questions, and then taking vetted questions from audience members (to be written on index cards and vetted by your company's staff).

This panel could be live streamed and recorded to maximize the number of employees who could access the panel. The panel would take place at your company's offices and based on the location of the panelists who are ultimately selected for the panel, to be mutually agreed upon by your company and Tanenbaum.

*Cost of 60 to 90-minute Panel: **\$7,500***

**(plus travel expenses and lodging for one Tanenbaum staff member)*

Beyond the Blame Game: Religion and LGBTQ Inclusion at Work

Conflicts in the workplace often occur when one (or both) parties feel as though a core identity is being threatened. It is critical to acknowledge these divisive conflicts, but it is equally important to participate in conversations that identify the misinformation, stereotypes, and oversimplifications that are so regularly resorted to when tensions arise. By identifying the misperceptions, participants will also come to identify common pitfalls that companies face, such as blame-shifting, prioritization of some employees' identities over others, and attempts to change employees' beliefs or identities.

During this 90-minute joint facilitation, representatives from Tanenbaum and PFLAG National will provide real-life examples to illustrate the many ways that religious and LGBTQ identities intersect, discuss the common stereotypes and pitfalls that often stifle constructive conversations about this intersection, and strategies for creating inclusive workplaces, without pointing fingers. This conversation will set the parameters and possibilities for creating inclusive workplaces for employees regardless of their identities and beliefs.

The facilitators will help answer the frequent questions they encounter, such as:

- Can my company proactively address both religious and LGBTQ inclusion?
- Should religious employees be allowed to opt-out of LGBTQ initiatives if they feel uncomfortable?
- Should religious employees be allowed to actively protest LGBTQ initiatives if they disagree with the company's position?

After attending this session, participants will be better versed in the diversity of this intersection of identities in the United States, and the concrete ways that companies can improve their workplace culture on all fronts.

Specific topics would include, but are not limited to:

- **Defining and contextualizing** the many ways that religious and lesbian, gay, bisexual, and transgender identities intersect at work.
- **Discussing common stereotypes and pitfalls** that companies must overcome in addressing religious and LGBTQ inclusion at work.
- **Identifying concrete next steps** that participants can use to have more productive and inclusive conversations about the intersection of religious and LGBTQ identities at work.

*Cost of 90-minute joint facilitation: **\$13,000***

**(plus travel expenses and lodging for 1 Tanenbaum staff member and 1 PFLAG staff member)*

Mirror, Mirror: Solutions for Challenges around Religious & LGBTQ Identities

A 60 to 90-minute session designed specifically for Human Resource and Diversity & Inclusion Practitioners would focus on understanding the many ways that religious and lesbian, gay, bisexual, transgender, and queer (LGBTQ) identities may intersect at work. The session explores the parameters and possibilities for mitigating conflicts that arise from common stereotypes and pitfalls and must be overcome to effectively address religious and LGBTQ inclusion at work. Tanenbaum will assist in identifying concrete next steps to create a culture of inclusion for all employees at work.

This session could be delivered as either a webinar or an in-person Lunch & Learn. If possible, for in-person sessions Tanenbaum will use live audience polling using sensors in order to engage participants. Sensors allow participants to answer questions anonymously and for the client company to engage in informal benchmarking. Webinars allow for an unlimited number of participants. Depending on platform capabilities, interactive polling, whiteboards, and multiple choice questions may be used to engage participants.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious and LGBTQ diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company. Pre-reading outlining trends and statistics could be provided in order to allow more time for case studies and practice during the session.

Specific topics would include, but are not limited to:

- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity and sexual orientation/gender identity in the workplace can improve productivity, performance and retention.
- **The Legal Landscape:** A review of federal legal protections for religious identity and sexual orientation/gender identity and expression at work, and legal mandates related to providing reasonable accommodations for employees. As discussed, this portion of the presentation could be delivered via pre-read materials if agreed that the audience members have a strong foundation in this information.
- **Tanenbaum's 10 Bias Danger Signs ®:** Tanenbaum's ten danger signs of obvious and subtle forms of religious bias that frequently show up at work.
- **Finding Creative Solutions:** Case scenarios of situations provide a real-life opportunity to understand how issues of religion and LGBTQ identities emerge in the workplace, including religious expression and proselytizing, employee networks, attire, scheduling, interaction with sexual orientation/gender identity, and accommodations. During this portion, participants will be introduced to the Accommodation Mindset, a Tanenbaum tool developed to support employees in proactively and effectively accommodating religion at work.
- **Better Practices and Implementation Tips:** Strategies for proactively addressing religious diversity, accommodating a diverse workforce, and contributing to a culture of religio-cultural respect.

*Cost of 60 to 90-minute Webinar: **\$6,500***

*Cost of 60 to 90-minute in-person session: **\$7,500***

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

LGBTQ and Religion Employee Panel

Tanenbaum staff would coordinate, facilitate and moderate a 90-minute panel comprised of employees with diverse religious identities and sexual orientation or gender identities, guiding them through a structured discussion of their beliefs and experiences around intersections between religious and LGBTQ identities in the workplace. The facilitation of the panel discussion would be designed to introduce your company's employee population to diverse perspectives on this topic in order to demystify unfamiliar experiences, educate the workforce on the variety of ways that individuals approach this topic, and identify opportunities for diverse groups to become allies for one another in the workplace. This session could introduce the topic and its relevance to your company's workforce.

In preparation for this session, Tanenbaum would work directly with your company to identify, vet and prepare 4-5 employees to participate on the panel. Tanenbaum would provide your company with an initial questionnaire concerning the potential participants' experiences around religion and sexual orientation/gender identity to ensure that the participants' objectives for the session align with your company's core diversity and inclusion values. Working closely with your company, Tanenbaum would create a set of questions to ask the panelists during the panel discussion (to be provided to the panelists in advance). Tanenbaum would then conduct a 1 to 2-hour conference call with all of the participants to inform the agenda for the discussion.

A member of Tanenbaum's staff would introduce the panel with a brief overview of trends and statistics involving religious and LGBTQ identities, accompanied by PowerPoint slides. Each panelist would then speak for about 5 minutes about their personal religious identity and/or sexual orientation or gender identity and the ways in which those identities are impacted in and by the workplace. The moderator would then introduce the question and answer portion of the session, asking the panelists prepared questions developed by Tanenbaum as well as questions submitted by your company's employees and vetted by Tanenbaum staff prior to the session. These questions would be designed to allow employees from all points of view to share their thoughts and opinions regarding your company's diversity initiatives, including points of view that are more critical. Tanenbaum's vetting process will ensure that these questions are framed in a constructive way that fosters dialogue between the panelists and the broader employee base.

This panel could be live streamed and recorded to maximize the number of employees at different office locations who could access the panel.

*Cost of 90-minute Employee Panel: **\$8,000***

**(plus travel expenses and lodging for one Tanenbaum staff member)*

Executive Briefing

A 1-hour session designed specifically for your company's executive leaders would serve as a level-setting opportunity on the topic of religion in the workplace and why it needs to be addressed. This session would ideally be delivered in-person, but could also be delivered via webinar.

In preparation for the session, Tanenbaum will conduct 2-3 confidential interviews to gain a sense of the current experience of religious diversity among your company's workforce. The interviewees will be mutually agreed upon by Tanenbaum and your company.

Specific topics would include, but are not limited to:

- **Why now?** Exploring why religion has become a topic that companies can no longer ignore, especially in the current political climate. Trends and demographics would be used to help frame the conversation.
- **The Business Case:** An overview of the concrete ways in which proactively addressing religious diversity can improve productivity, performance and retention, and why other companies have in-

vested in the topic. This section will also provide examples of how proactively addressing religious diversity has made a direct financial contribution to the company (as well as examples of the cost of ignoring it).

- **Hot Topics:** An overview of the topics Tanenbaum frequently consults on, including faith-based employee resource groups, quiet rooms, the intersection of religion and LGBTQ inclusion, and addressing employees' concerns in the current political and social environment.

*Cost for 1-hour Webinar for the Diversity Council: **\$9,000***

*Cost of 1-hour in-person session: **\$10,000***

**(plus travel expenses and lodging for 1 Tanenbaum staff member if applicable)*

CONCLUSION

By addressing the important topic of religious diversity, you will place yourself as a leader in the complex area of religious diversity and inclusion and continue to innovatively approach diversity in the workplace. Tanenbaum would be honored to assist in your effort to build religio-cultural competence among its employees. We look forward to future conversations and to collaborating on a plan for our work together.