



Diversity & Cultural Awareness Report

Feedback Report

Personalized Report For: Sample Report

Completed: 3/7/2017

Introduction

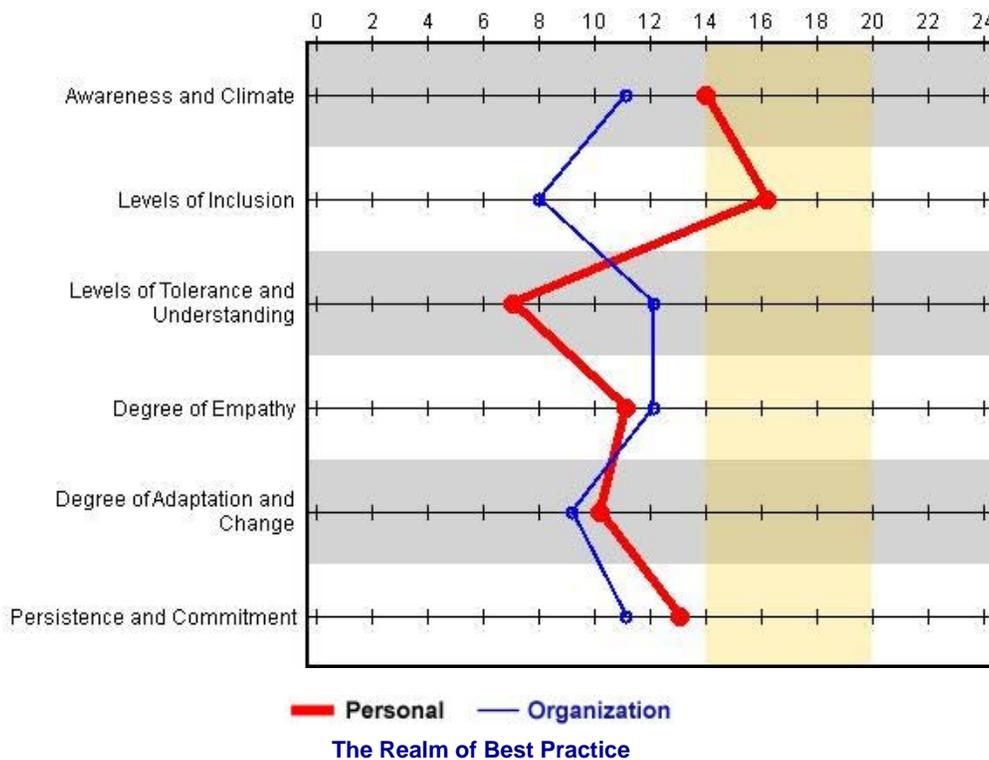
An organization's success rests heavily on how well it harnesses the array of skills and experiences of its employees while they remain a part of its workforce. How good is it at fostering teamwork? Does it bring together people of diverse backgrounds and styles in order to enhance creativity, solve problems more effectively, and discover new approaches to old issues? The organization must do all these things if it wants to achieve its goals and hold on to its best and brightest workers.

Many researchers and industry experts believe that the organizations that excel at these things have six characteristics in common—six sets of actions or attitudes that form the foundation of a successful team of people who take pride in together achieving greater levels of success. The steps can be thought of as a series of competencies that are progressively acquired by individuals and the organization as a whole, illustrated by a pyramid. Starting at the base of the competency pyramid and moving up, these six factors are:

1. Organizations and their employees develop an awareness of the benefits that can flow from cultural diversity, and establish and maintain a climate of mutual trust. They also recognize that this welcoming and trusting climate helps them grow and derive strength from the knowledge, skills, and experience that different people bring to the organization.
2. Minority groups feel a part of and are included in the major decision-making processes of the organization. Their views and ideas are genuinely valued and seen to be important.
3. Different beliefs, stated views, actions, and reactions are fully understood and are naturally tolerated and accepted as part of the rich overall "tapestry" of human behavior.
4. Warmth, sincerity, and goodwill are extended to every individual and group without applying stereotypes, so that each person feels high levels of mutual empathy.
5. Groups, and the organization as a whole, need to adapt and change when bias or prejudice toward people who are different from the majority begin to hold back the organization or the work of individual employees.
6. Individuals, and the organization as a whole, need to persist in their efforts to recognize diversity and cultural awareness shortfalls, commit to increasing overall knowledge, and seek to reap the long-term benefits from people's differences, rather than insist on similarity.

The Diversity and Cultural Awareness assessment details these steps as competencies in the sense that they are required attitudinal and behavioral changes if the organization is to harness all the skills and experiences of its members. The assessment uses these steps on the competency pyramid to give an individual the opportunity to rate their personal performance, as well as to assess the performance of the organization around them. Although this is a subjective judgment, the gaps between individual scores, organization scores, and best-practice scores can be a rich basis for further follow-up and action. Each of the above steps is described in more detail on the following page.

YOUR SUMMARY SCORES



UNDERSTANDING YOUR SCORES

Now that your individual score has been plotted, you should be in a position to:

1. **Review your personal awareness and commitment levels in each of the six categories.**
2. **Review the relative performance of the organization in terms of your perception of its scores in each competency category.**
3. **Compare your score and the organizational score for each competency area and study the gap between the two in each category.**
4. **Determine your priorities (for yourself and for the organization) in terms of changing behavior or actions.**

The essential value of any measurement assessment is in the extent to which it provides a useful indication about a current situation and some guidance in terms of what an individual can do to change it for the better. The individual can then analyze the results and decide whether any adjustments or changes are necessary or desirable.

The items on the assessment, when scored, should provide a useful basis for such a review. To deepen or extend this further, ask two or three of your colleagues to complete the profile as well, to see whether or not they share your perception about cultural diversity (especially as far as the wider organization is concerned). By averaging their scores and plotting them on the grid, you will create an interesting comparison between your own and the organization's awareness and commitment, as well as the awareness and commitment that others perceive to exist.

Whatever your scores (and whether they are yours alone or enhanced by the views of others), consider developing a stronger commitment in those competency areas you are the weakest in.

THE SIX DIVERSITY & CULTURAL AWARENESS COMPETENCIES

1. Awareness and Climate

Any individual or organization that wants to bring about a greater appreciation of the prevailing levels of diversity (and derive direct benefits from it) needs to first build a strong foundation of awareness as a solid base of their "diversity pyramid." This foundation of awareness is created by trying to understand the different ways in which people or groups of people look, feel, believe, and act, and then becoming aware of the need to establish a climate of open, mutual trust. Diversity must be seen as a strength, not a weakness to be attacked.

2. Levels of Inclusion

Individuals and groups make many decisions on behalf of the organization each day. If the decision-making processes are controlled by only a few people or biased toward only one or two majority groups, the organization runs the risk of disenfranchising the groups in the minority, or of subordinating their interests and input. Inclusion requires that you not only give all individuals and groups an equal voice, but also that you make certain that every opinion is genuinely valued and considered worthy of equal consideration.

3. Levels of Tolerance and Understanding

Once awareness has been raised and people have been more equally included in organizational decision-making, there will be greater appreciation for the depth and breadth of people's diversity of beliefs, stated views, actions, and reactions. However, this does not necessarily lead to greater tolerance and/or understanding. Individuals and the organization as a whole need to reject intolerance of any kind and actively defend the right to offer a different view. More discussions need to be held concerning why people hold their particular views and perspectives.

4. Degree of Empathy

Empathy represents the highest level of understanding about another person's beliefs or viewpoint. It therefore reflects an individual's ability to put themselves in the shoes of another person and make a sincere and positive effort to appreciate their background or perspective-not judging or perceiving them according to stereotypes. Empathy is created by showing warm and genuine interest in the opinions of others and seeking to understand the unique underlying feelings and beliefs that might be influencing their words and/or actions.

5. Degree of Adaptation and Change

Most everyone can easily accommodate some level of cultural and general diversity in relation to our own perspective and even accept greater understanding of diversity on an occasional basis, but it is of little sustained value until cultural awareness fundamentally and permanently changes individuals and the organization as a whole. Such change is usually first reflected in policies, procedures, and principles, but must extend visibly to the day-to-day practices of every individual, so that these practices become the "normal" role models of behavior.

6. Persistence and Commitment

Every concerted effort to progress up through the diversity and cultural awareness competency pyramid does not necessarily lead to sustained success. Bias, prejudice, and discrimination will continue to prevail in less visible ways and occasionally undo much of the good work invested in changing attitudes. Individuals and organizations must maintain their commitment and persistence and no longer tolerate negative reactions from others about the new commitment. In addition, they must make active and ongoing cultural learning an indelible part of the workplace-it is through deeper education that we truly change ourselves.

On the following pages, you will find each of the above competencies elaborated on. Each competency includes general action steps to improve in the future, a graph that details the raw scores for yourself and the organization for individual questions, and detailed action/coaching guidelines for individual and organization scores that total less than 3 (improvement scope is indicated).

1. AWARENESS & CLIMATE

If you are serious about becoming more aware of the diversity of people around you and the wealth of cultural resources within your organization, you will understand the need to develop an open-minded attitude and an enthusiasm for the journey toward greater enlightenment, which is in itself valuable and worthwhile. This typically means that each individual will need to reflect on whether their prevailing attitudes are closedminded or limited-and what can be done to change this. The goal is to do your part to create a climate that is welcoming and trusting of diversity of belief, opinion, and action.

When workers actively talk about diversity and focus their minds on the strengths and the benefits that it can bring, they heighten awareness in general and change the organizational climate. They must draw attention to fear, trepidation, bias, discrimination, and prejudice at every opportunity when views and beliefs and people are different than what is reflected by the "majority."

The organization needs to help every individual at this fundamental level to understand the consequences should negative reactions to cultural diversity persist. Formal training can be mandated to help such individuals understand the role of their own upbringing, background, and personality, and to appraise their own beliefs, values, and customs relative to those of others. Such training can also involve people in early debate about how culture arises from the so-called "norms" that are created by such factors as:

- Racial background
- Country of origin
- Religious belief
- Type of work
- Family values
- Age group, generation
- Gender issues

Specific actions to increase awareness of cultural differences and create a more open, accepting climate:

FOR THE INDIVIDUAL

1. Make a concerted effort to spend more time reading about diversity and cultural issues so you increase your general knowledge about the subject.
2. Participate in discussions and meetings that focus on the prevailing culture and beliefs in the organization and the other cultures and beliefs that exist.
3. Involve yourself in diversity-awareness training, and actively participate in individual or group opportunities to learn more about your own culture and its characteristics.

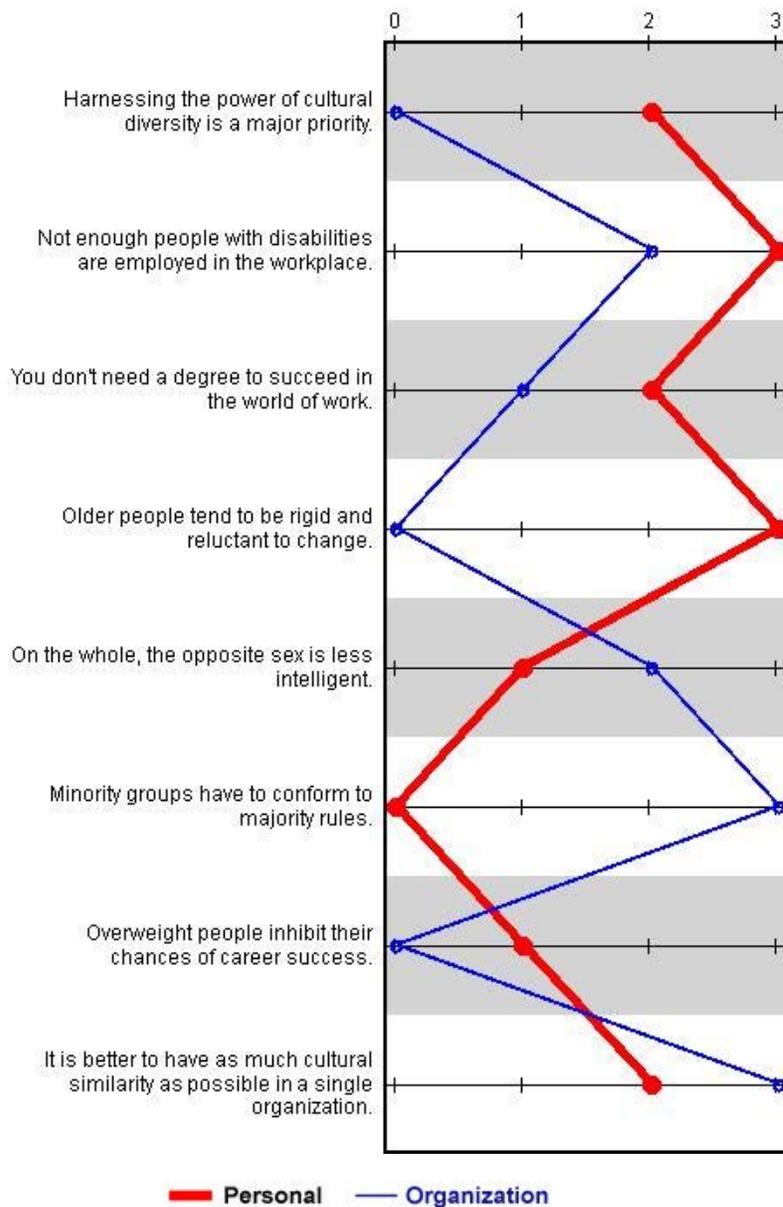
FOR THE ORGANIZATION

1. Take the organization's "cultural temperature" by conducting opinion surveys.
2. Find specific and visible ways to demonstrate that senior managers are committed to greater diversity.

Summary Scores

Individual: 14 out of a possible 24

Organization: 11 out of a possible 24



Awareness and Climate AC-1

Harnessing the power of cultural diversity is a major priority

Both individuals and organizations can pay lip service to the idea of being more aware and accepting of different cultures and people but do little in action terms to make it a major priority. In other words, any commitment is often limited to words, brochures and policy documents only. The best practice approach is to see cultural diversity as a significant organizational advantage, as long as the different strengths of people and groups can be properly recognized, harnessed and aligned. Although this may be a difficult target and an objective that may take a considerable amount of time, the journey has to start with widespread commitment to the cause. This commitment must be real and tangible to see and have a significant impact on every individual in terms of their day to day priorities.

Ask the following questions:

FOR THE INDIVIDUAL

1. How well do I appreciate the value, skills, competencies of cultures/types other than my own?
2. How much of my time do I spend in terms of becoming more aware about different cultures?
3. What decisions of mine would be more rounded or better for a diversity of input and opinion?

FOR THE ORGANIZATION

1. What is the organization doing to promote cultural diversity as a priority beyond a policy on the subject?
2. How much time and attention is given to advocating cultural diversity?
3. What cross cultural decisions or discussions are occurring on a regular basis?

Awareness and Climate AC-7

Overweight people inhibit their chances of career success

Physical differences are often seen by many to be a minor source of discrimination or poor acceptance of diversity. However, particularly in circumstances where the physical difference is seen to be great, intolerance and exclusion can be both fast and direct.

Our concept of physical difference arises from our relative views of so-called 'normality'. For example, men or women of a certain height are expected to be between an upper and lower limit in terms of weight. Although underweight people can suffer some critical intolerance, it is overweight individuals that tend to face the much greater problem in organizational terms. Even nondietary obesity is often seen to be an unwanted non-conformance to the way that people should look to be 'professional'.

Best practice organizations are much more openly tolerant of individuals physical shape, size and weight and promote a climate of non criticism of any physical characteristics ♦ positive or negative.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I find myself reviewing other people's physical size or weight when it doesn't conform to my so-called 'normal' range?
2. Do I communicate or interface with overweight or underweight people in the same way as other people in the organization?
3. Is my thinking inhibited in terms of people's intelligence or ability, in terms of my seeing them as limited or impaired by their physical condition or shape?

FOR THE ORGANIZATION

1. How well do we promote an open climate in which physical shape or size do not matter?
2. How proactive are we in ensuring that no unnecessary or negative comments are made about weight or physical appearance in general?
3. Are people of all shapes and sizes seen in the more senior positions of the enterprise?

2. LEVELS OF INCLUSION

Once everyone in the organization has a heightened awareness of cultural diversity, the organization is ready to look at the extent to which people are afforded fair and free involvement and inclusion in the major decisions that are made by the enterprise, or the collective processes that cause action to be taken. This typically involves a rigorous appraisal of whether or not all recognizable groups and individuals are included in key discussions, meetings, or collaborations, and that their opinions are given equal weight and are truly valued.

Organizational decision-making usually takes place at many levels within a commercial enterprise, starting with the governing board or board of directors and the executive team, and extending to advisory groups, committees, task forces, and action teams. All of these groups should ideally represent as many people as they can across the enterprise-not reflect only one or two majority groups. Every decision-making team should reflect a balance of gender, religious or racial groups, age, and any other relevant common interests as much as this is possible.

Include a wide variety of people at all levels of organizational decision-making. It will help you avoid appearing to concentrate power in the hands of only a few. A balanced approach also provides representation of a wide range of interests in a direct way, and creates a greater sense of perceived fairness and honesty.

Be sure you avoid doing anything that smacks of tokenism. This structural inclusion policy should create useful role models for the various interest groups to emulate. In more informal circumstances, it can help you make sure that all decision-making is based on broad input and opinion in order to strengthen the decisions made and solicit wider support and commitment. It is especially important that you ask for this input before making the decisions.

Specific actions to increase awareness of cultural differences and create a more open climate:

FOR THE INDIVIDUAL

1. Reflect on whether or not you think that power is mainly vested in the hands of a majority group, and why.
2. Review the potential limitations of beliefs or the extent to which some groups are being excluded from organizational decision-making.
3. Look at the people represented at the decision-making meetings you attend and ask why some groups are not represented directly.

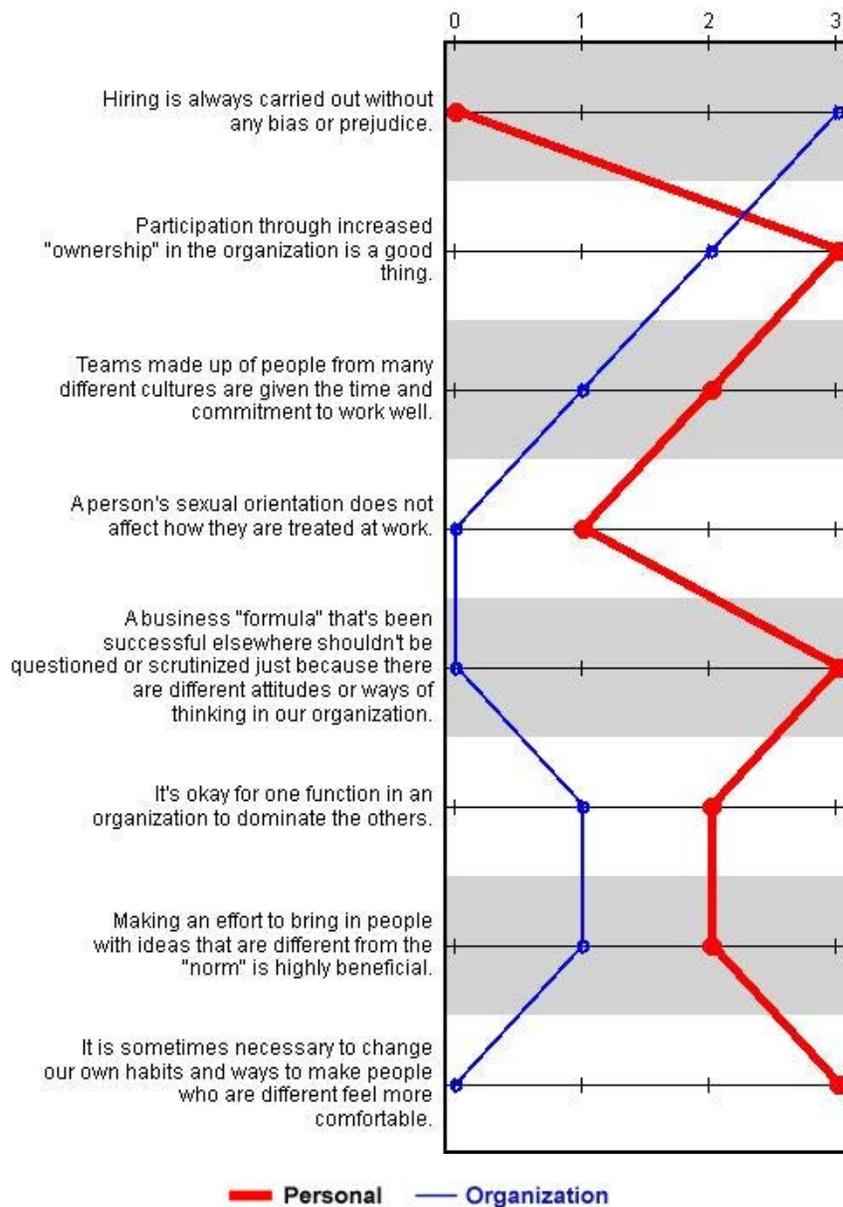
FOR THE ORGANIZATION

1. Look for representation from as many groups as possible in major meetings or in committees that make policy decisions.
2. Encourage all meeting planners to invite participation from individuals who represent different organizational interests.

Summary Scores

Individual: 16 out of a possible 24

Organization: 8 out of a possible 24



Levels of Inclusion LI-4

A person's sexual orientation does not affect how they are treated at work

Perhaps it is because society in general is relatively inhibited and secretive about sexuality and people's sexual orientation that the working world has problems recognizing or dealing with the differences between individual sexual orientations. Few organizations openly recognize the existence of homosexuality and when it does occasionally appear, prefer to see it as a problem to be managed rather than another commonplace and widespread difference to be accepted and accommodated. Unfortunately, many organizations now significantly trail the more open and liberal societal attitudes about homosexuality and the subjective and mainly inaccurate stereotypes that prevail can bring significant disadvantages to teamwork, harmony and productivity.

Best practice organizations aim to take a balanced view about sexual orientation. This is achieved by encouraging a general culture of high self-expression and a high degree of personal knowledge about every group individual including homosexuals that have openly declared their orientation.

Ask the following questions:

FOR THE INDIVIDUAL

1. Am I liberal minded about other people's sexual orientation?
2. Do I have limiting or constraining stereotypical views about homosexuality?
3. If I know someone to be homosexual, do I treat them as fairly and consistently (formally and informally) as I do other people?

FOR THE ORGANIZATION

1. Is the environment or the climate we create in the organization open minded and tolerant of homosexuality?
2. Do we willingly and enthusiastically help individuals to be open about their orientation and express their individuality in many different kinds of ways?
3. Do we discipline people consistently when they discriminate against homosexuals or engage in unfair or negative behavior?

3. LEVELS OF TOLERANCE & UNDERSTANDING

An organization that makes sure a wider representation of views is factored into overall decision-making isn't out of the clear: Levels of tolerance toward diversity and understanding about cultural differences might not have changed and might even have deteriorated. This isn't unusual; power bases of individuals and groups with past vested interest are changing and people aren't sure how they are expected to act in the "new world."

Research has demonstrated that levels of tolerance are related to the extent to which people can accept and live with a high level of general ambiguity or uncertainty. In other words, the more individuals can quietly and calmly accept that they don't fully understand why someone thinks or acts or looks differently (and they remain open-minded), the more comfortable they will be with cultural diversity.

In general, intolerant individuals are more aggressive, cynical, and authoritarian in their attitudes. They want people to conform to pre-set mental models of behavior and appearance. Differences of any kind are threats to this ordered world of certainty, and they are likely to overtly and covertly resist such differences.

You can break down intolerance and reject it by exposing people (or yourself) to different attitudes and beliefs, and through continuing education. Organizations must encourage their people to offer different perspectives, be different, and not conform to pre-set norms that have perhaps successfully prevailed in the past. Their leaders must value and show that they value this free-flow of ideas and self-expression.

Specific actions to increase awareness of cultural differences and create a more open climate:

FOR THE INDIVIDUAL

1. Read articles and books on other cultures and on the subject of diversity.
2. Set up systems and procedures by which widespread input is invited as a matter of course before decisions are made.
3. Calmly and quietly accept situations that you do not fully understand, and take more time drawing conclusions or making judgments.

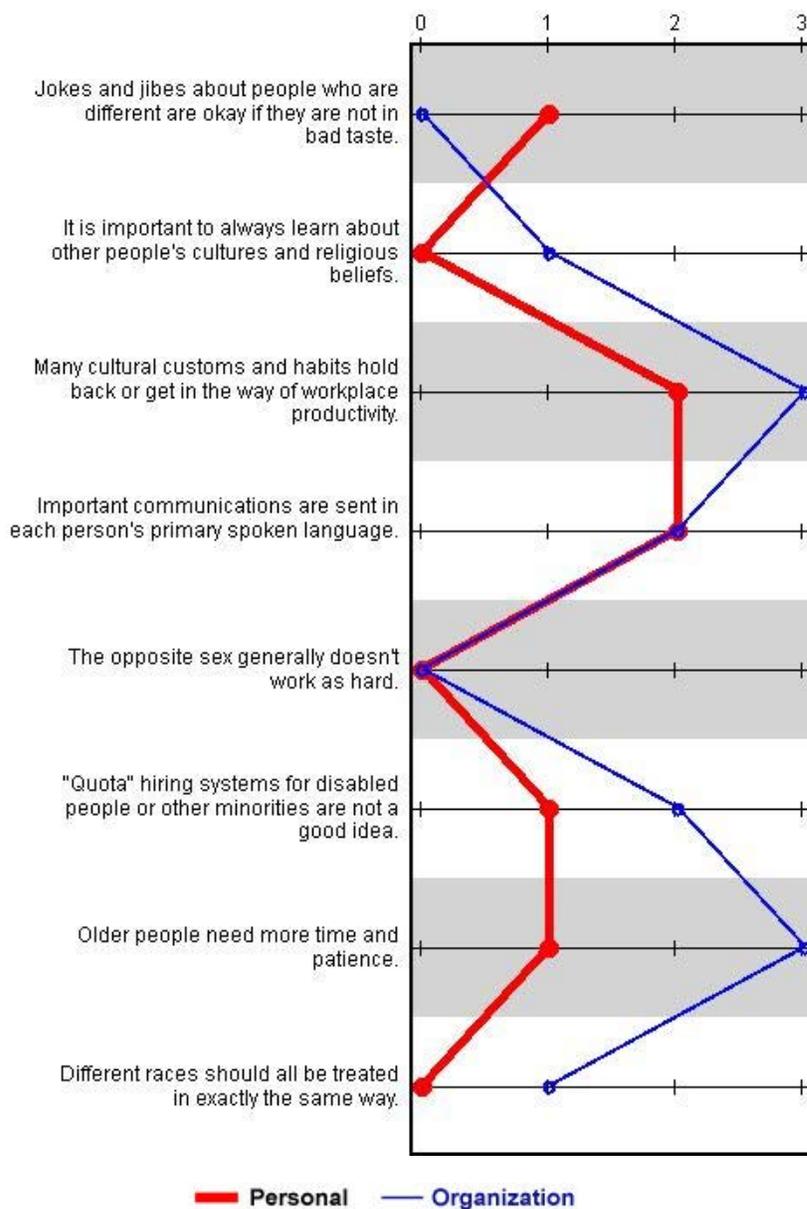
FOR THE ORGANIZATION

1. Encourage individuals to accept uncertainty as a normal reaction in some circumstances, and coach people to seek more information before making final decisions.
2. Put people of different backgrounds and cultures together as teams to complete a short-term task or project together.

Summary Scores

Individual: 7 out of a possible 24

Organization: 12 out of a possible 24



Levels of Tolerance and Understanding LTU-1

Jokes and jibes about people that are different are OK if they are not in bad taste

An extremely common way to deal with cultural diversity is to laugh at the difference, ridicule it or make jokes. This kind of behavior typically arises as a result of poor and limited understanding about another culture or as a way of reinforcing a majority culture behavior as being 'normal'. Most jokes and jibes about culture arise from the general stereotypes and broad brush caricatures (e.g. a typical Jew, gay person, woman, blind person, old person, etc).

As with any stereotypes, at the particular level they are usually extremely inaccurate and can therefore often give offense to an individual or an entire group of people (even if the majority culture enjoys the humor). In this sense, all jokes and jibes that help to reinforce external social or cultural stereotypes can be seen to be in bad taste, even where they are relatively uncritical. Best practice organizations work hard to educate every individual from every culture to avoid jokes, jibes and caricatures of other cultures and diverse groups, including making any unhelpful remarks or innuendo (such as sexual comments) entirely unacceptable.

Ask the following questions:

FOR THE INDIVIDUAL

1. Are jokes or stories that I tell insensitive to other cultures?
2. Do I intentionally or unintentionally make fun of people who are different to me?
3. Do I speak up when others are making insensitive or critical remarks about a particular group or culture?

FOR THE ORGANIZATION

1. Do we tolerate critical, cruel or insensitive comments without making comment or taking action?
2. Have we drafted and communicated our policy position on how people and groups should be treated in the organization?
3. Have we designed and delivered education to every individual on how they should avoid unhelpful remarks, undue culture criticism or innuendo at all times?

Levels of Tolerance and Understanding LTU-2

It is important to always learn about other people's cultures and religious beliefs

Until awareness levels are reasonably high across the enterprise, and individuals and groups can see the benefits of harnessing the power of diversity, it is extremely difficult to get people to invest their time in personal learning and education about other people's' cultures, religious beliefs or general attitudes or circumstances. However, this step tends to make the difference between a merely tolerant organization and one that is taking its first steps towards genuine empathy and teamwork at all levels. In other words, a natural open and non-judgmental curiosity on the part of every individual about all cultural and diversity approaches will always help to build better cooperation on future tasks and projects.

Best practice organizations don't wait for people to learn about cultures other than their own accidentally but provide a range of proactive mechanisms to help facilitate and steer this process, including training, coaching and mentoring activities.

Ask the following questions:

FOR THE INDIVIDUAL

1. To what extent do I know the cultural and religious mix of people in my enterprise?
2. What do I know about large cultures or faiths other than my own in the people around me?
3. Do I spent time talking to and learning from individuals from different faiths and cultures on a regular basis?

FOR THE ORGANIZATION

1. How well do we positively communicate our cultural and/or religious diversity to increase everyone's general awareness?
2. To what extent do we create an open communication climate which supports the on-going and frequent exchange of information on how different cultures work?
3. Do we reward or recognize individuals' genuine efforts to learn more about one another at a cultural level?

Levels of Tolerance and Understanding LTU-5

The opposite sex generally doesn't work as hard

Although there are many diversity issues that need to be tackled in almost every enterprise, the specific range or mix of issues will vary considerably from one organization to the next. Some will spend most of their time managing cultural difference in race or skin color, whilst others will be managing differences in religious beliefs or sexual preferences. However, the one issue that is common to all workplaces is gender difference. This arises even in single gender enterprises as they deal with mix genders in their suppliers, sub contractors and customers.

Gender loyalty and association is strong in both males and females and is often reinforced relentlessly in society (particularly by the media). This can result in some very deep stereotypes about the other sex that act as powerful mental filters in the workplace. One of these stereotypes is that the opposite gender is inferior or doesn't work as hard (or doesn't make the same contribution). Such pejorative views clearly inhibit full empathy and co-operation and can lead to some unacceptable behavior at individual level.

Best practice organizations actively attack gender bias and look to encourage factual information about the opposite sex based on real experience and knowledge.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I have lots of friends and colleagues of the opposite gender?
2. Do I treat the opposite gender as contributing at an equal overall level?
3. Am I prone to occasionally criticizing or demeaning individuals from the opposite gender more than my own?

FOR THE ORGANIZATION

1. Do we have a clear understanding of how "gender balanced" overall attitudes are at the moment?
2. Are individuals encouraged to work in mixed gender groups regularly to gain deeper awareness and a factual understanding of the opposite sex?
3. Do we have a fast response process for any unfair gender criticism or bias that exists in the enterprise when it occurs?

Levels of Tolerance and Understanding LTU-8

Different races should all be treated in exactly the same way

Even where general diversity awareness and tolerance is high in an enterprise, individuals can sometimes feel that they are expected to treat all culturally different groups in exactly the same way. In some case, even enterprise policy will reinforce this belief by suggesting something like "this organization prides itself in treating all people alike, regardless of race, color or creed. Unfortunately, although this may help to ensure that people are treated as individuals rather than being seen as part of a wider group, this isn't always helpful.

Every person thinks and acts with the context of their social or cultural upbringing. It is therefore important to understand this context. Interactions should therefore always try to understand the cultural context of each party and treat people in the way that they would like to be treated not in one universal style.

Best practice organizations avoid one-size fit all policies and practices in terms of promoting how people should 'be treated' and instead aim to seek a discovery led style that allows people to deal with one another in a unique way based on mutual understanding.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I treat people in different cultures in exactly the same way as I expect or would like to be treated myself?
2. Do I fully appreciate the different ways that people from other cultures or styles would like to be treated?
3. Have I engaged individuals from other races in particular in conversation about how they prefer to relate, communicate, behave, etc?

FOR THE ORGANIZATION

1. Do our organizational values discourage individuals from treating everyone else in exactly the same way?
2. Are our organizational policies and procedures flexible enough cater for the different expectations of the various racial groups that exist across the enterprise?
3. How effectively do we encourage individuals to better understand the different races in the organization through their work and socialization?

4. DEGREE OF EMPATHY

Grudging or reluctant acceptance of workplace diversity that lacks true warmth and sincerity is not good enough, but it is a beginning. To move to the next level in the cultural awareness pyramid, individuals and the organization as a whole need to demonstrate open and genuine sensitivity to the needs of all kinds of "different" people, whatever their background, appearance, or beliefs. They need to find many ways to empathize with them.

One of the greatest barriers to genuine empathy toward people who are perceived to be "different" is social stereotyping. Stereotyping is the process of ascribing or assigning particular behavioral traits to individuals on the basis of their apparent connection to or membership in a group. The stereotype might or might not be accurate, but in any case, it acts as a mental "filter" through which judgments can be made.

Stereotypes are typically used as a shorthand way to conveniently categorize people or to "simplify" individual reactions or determine how "the world" operates in general. People use stereotypes to describe race, religion, country of origin, gender, education, weight, height, age, accent, and many other categories.

Stereotypes will continue to prevail as long as people can avoid close associations with different people and groups (or they are arbitrarily kept apart). Higher levels of personal familiarity help us appreciate unique perceptions and beliefs and point out the limitations of stereotypical thinking. By increasing involvement and proximity, an individual's unique identity is highlighted and similarities (rather than differences) of reaction and feeling are consequently more recognizable and accepted.

Specific actions to increase awareness of cultural differences and create a more open climate:

FOR THE INDIVIDUAL

1. Eat lunch with at least one person of "difference" each week or month and find out how they feel about their involvement in the decision-making process.
2. Offer to directly help minority groups in the general community.
3. Think about the accuracy of your own mental stereotypes concerning people around you who come from different backgrounds or cultures.

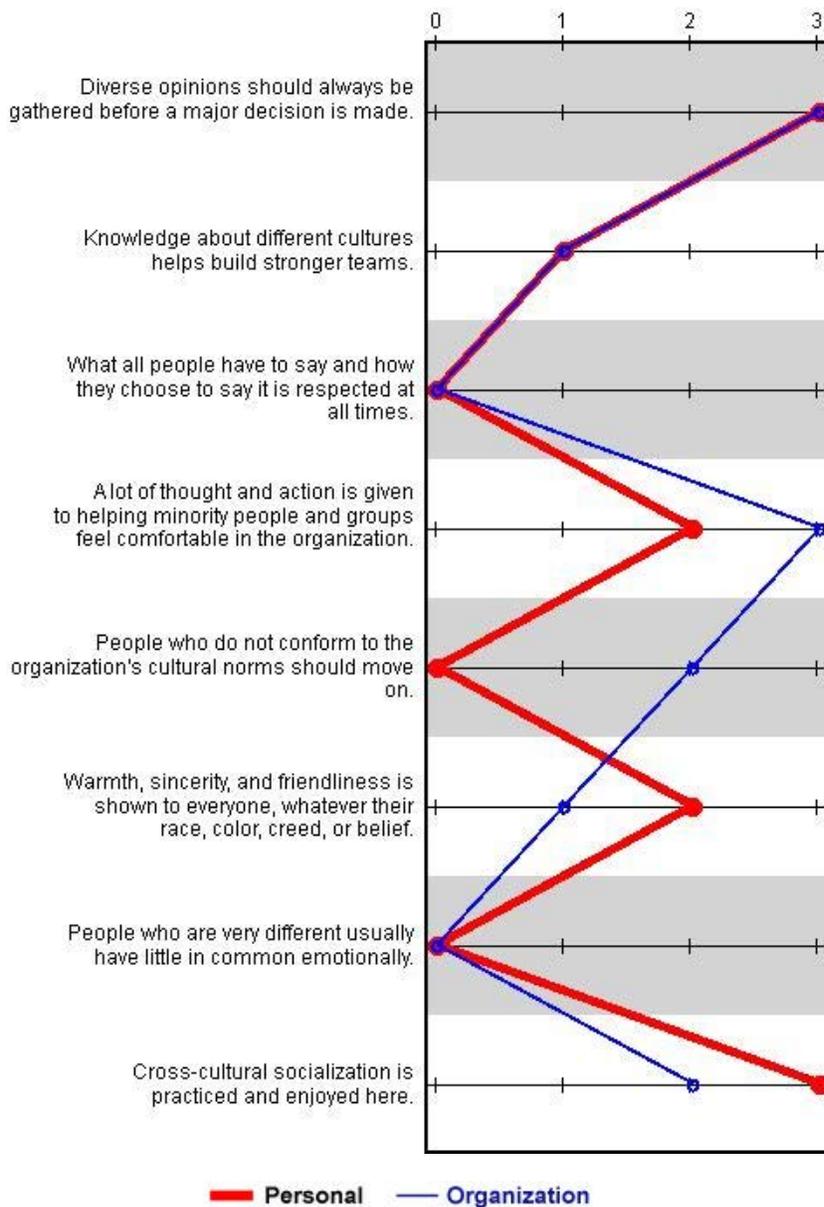
FOR THE ORGANIZATION

1. Become more vigilant about changing existing stereotypes that limit or restrict us from healthy interaction and communication. Discuss this with friends or colleagues.
2. Find ways and means to publicly reward and recognize behaviors and actions that are positive and helpful to the effort to become a more openminded and diverse workplace.

Summary Scores

Individual: 11 out of a possible 24

Organization: 12 out of a possible 24



Degree of Empathy DE-2

Much stronger teams are built through knowledge about different cultures

Few organizations would dispute the benefits of good teamwork being a key part of their overall success formula. However, as much as some enterprises might try, effective teams are not created by proclamation or merely by forming people in to groups and asking them to work together closely. The most successful teams know a lot about each other and use this knowledge to bring about as much alignment as possible.

High performance teams do not need to understand each other well at a personal level (although this often helps). It usually means understanding specific skills, styles, preferences and interests that exist for each person. This information can then be used to look for complimentary ways for people to work together and as a means by which to discover specific gaps that need to be discussed and filled.

Best practice organizations aim to create a climate in which team members find it easy to discover each others skills, styles, preferences and interests, including those arising from different cultures to which they belong or are associated.

Ask the following questions:

FOR THE INDIVIDUAL

1. How much do I know about my fellow work colleagues or team mates in terms of their preferences, interests, general skills, etc?
2. Do I spend enough time in talking to my work colleagues to discuss what they believe or feel to be important and to discover particular preferences and styles?
3. How proactive am I in looking for opportunities to work with new or different people to help build better teamwork and co-operation?

FOR THE ORGANIZATION

1. To what extent do we look to ensure that teams have a healthy mix of cultures or a high diversity of individuals working together in teams?
2. How well do we 'balance' teams to ensure a rich mix of interest, preference styles and skills so that people can learn from one another?
3. Are team leadership positions occupied by individuals from varied cultures in the enterprise?

Degree of Empathy DE-3

What all people have to say and how they choose to say it is respected at all times

Although we would all like to think that we listen to every single individual in an equal fashion, or in an entirely equivalent way, in reality we listen to other people through a range of sensory filters. In simple terms, this means that we use sensory information about a variety of factors that we perceive as a context for what they are saying. These factors include their physical appearance (height, weight, clothes, etc) their background (skin color, hair, etc) their facial features and expressions, their general body language and their speaking style (tone, accent, etc). All of these factors combine to typically form broad stereotypes that can affect the context of a communication. For example, a person with a strong language accent and only an average command of the language being spoken is often perceived to be less intelligent than average and the context of what they have to say (and the interest in it) lessened accordingly as far as the 'listener' is concerned.

Best practice organizations encourage everyone to recognize the potential biases that can arise from their sensory filters and help people to learn to evaluate messages on their merit. This takes time, patience and commitment but ensures that respect in all communications is a primary goal for every individual.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I listen to every person that speak to me without prejudice or bias regardless of their cultural background?
2. How well can I identify my sensory filters in terms of how I see people from different cultures and assess its influence on my thinking?
3. Do I have stereotypes for different types of people that could inhibit my understanding?

FOR THE ORGANIZATION

1. Do we have an open organizational climate in which people feel free to say what they feel in a multitude of different ways?
2. Does the authority structure of the enterprise inhibit communication between individuals at all levels and between different groups?
3. Does the organization recognize and respect the importance of what people are saying without reference to their style or way of saying it?

Degree of Empathy DE-5

People who do not conform to organizational cultural 'norms' should move on

Majority cultures can be highly protective of their power and influence in many enterprises. This can result in active and passive resistance to change in a defensive way (to ensure that the prevailing 'status quo' is not upset in any way). However, if the majority culture feels under significant threat, resistance may be much more offensive, looking to draw attention to cultural disagreements or clashes of even the smallest kind. The purpose of doing this is to portray the majority culture as not only 'normal' but also the most harmonious productive and efficient means by which to ensure organizational success. Other cultures (and particularly large ones) are therefore portrayed as regressive, harmful to productivity and teamwork and gratuitously criticized for their differences in behavior and action. In these circumstances, extreme pressure is often exerted on individuals to conform to the majority culture or to move on to an enterprise in which their culture can be better accommodated.

Best practice organizations guard carefully against a majority culture wielding its power and influence to attack or discriminate against minority cultures and invest even more time and energy into promoting the benefit of cross cultural teamwork and collaborative effort. This may even extend to tangible reward and recognition for those that demonstrate positive action (to help act as a role model to others).

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I passively or actively support and help strengthen the majority culture in the enterprise?
2. Do I portray the majority culture as 'normal' and expect other cultures to conform to some extent?
3. Am I dismissive of other minority cultures (either defensively or offensively)?

FOR THE ORGANIZATION

1. Do we have an efficient means by which to recognize a majority culture pressuring individuals from minority cultures to conform?
2. Are we ready to act quickly and firmly when any kind of cultural discrimination or attacks occur?
3. Do we have tangible reward and/or recognition systems for individuals that engage in positive cross-cultural behavior?

Degree of Empathy DE-7

People of very different types have little in common emotionally

In general terms the less physical aspects of a person's culture tends to be associated with fairly deep seated, strong and relatively unchanging beliefs about the world. These may be religious beliefs, gender based beliefs, racial beliefs, etc. In all cases however, these beliefs are seen to be emotionally rather than analytically founded. In other words, these firm and long standing opinions are not intended to be argued with facts and logic but merely accepted as part of what defines our particular culture as being different.

Although such emotionally orientated viewpoints can be extremely diverse, it cannot be extrapolated that people of very different cultural types have little in common emotionally. People love, laugh, experience sadness and many other emotions in extremely common ways, even when their cultural heritage is very different.

Best practice organizations recognize that individual share more in common emotionally that they are different and as such avoid letting cultural diversity preclude the possibility of many common feelings, values and beliefs between people and teams.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I hold stereotypes about other cultures being more or less emotional than my own?
2. Am I prone to see entire cultural groups as similar in terms of their emotions, feelings and beliefs (e.g., all women, all men, etc)?
3. Do I actively look for what is emotionally common or what is emotionally different in talking to people from other cultures?

FOR THE ORGANIZATION

1. Do we promote a strong sense of common emotional identity for our enterprise regardless of people's cultural background?
2. Do we help individuals to be open about what they feel or believe and discover what is common rather than different?
3. How effective is our process of guiding or coaching people to help them discover emotional similarities and comparisons between themselves and others?

5. DEGREE OF ADAPTATION & CHANGE

You will have to approach the idea of cultural diversity informally at first. A relatively slow and patient build-up of awareness allows the organization to come to terms with shifts in attitudes concerning the involvement of groups that previously had little or no involvement in so-called "mainstream" enterprise processes. However, at an appropriate point, leaders need to signal the organization's formal commitment to supporting diversity at every level and to bringing about structural adaptation and change to past practices.

The tools available to an organization to formerly change or to adapt on a permanent basis typically involve written policies, procedures, standards, and rules that will govern how people are expected to work together to achieve appropriate and acceptable results to the level or standards of performance required. These tools can be used for a range of processes and systems, including:

- The way that people are hired
- Objective-setting and appraisal
- Promotion and career development
- Communication processes
- Rewards and recognition
- Training and development

Policies and procedures can be amended or entirely rewritten to promote and support greater acceptance of cultural diversity (and tolerance of difference) as a primary organizational requirement, and one that will be rewarded in a variety of ways. However, it should be recognized that changes in policy are unlikely to be enough to ensure long-term adaptation and change. Everyone has to commit to implementing any policy so that changes take place in ways that are practical, meaningful, and visible for all to see. If this is also supported by visible behavior on the part of managers, their actions will serve as powerful and positive models for others to emulate.

Specific actions to increase awareness of cultural differences and create a more open climate:

FOR THE INDIVIDUAL

1. Form or serve on a committee that reviews policies designed to help promote greater diversity.
2. Volunteer to work with groups or cultures unfamiliar to you.
3. Start to learn a new language.

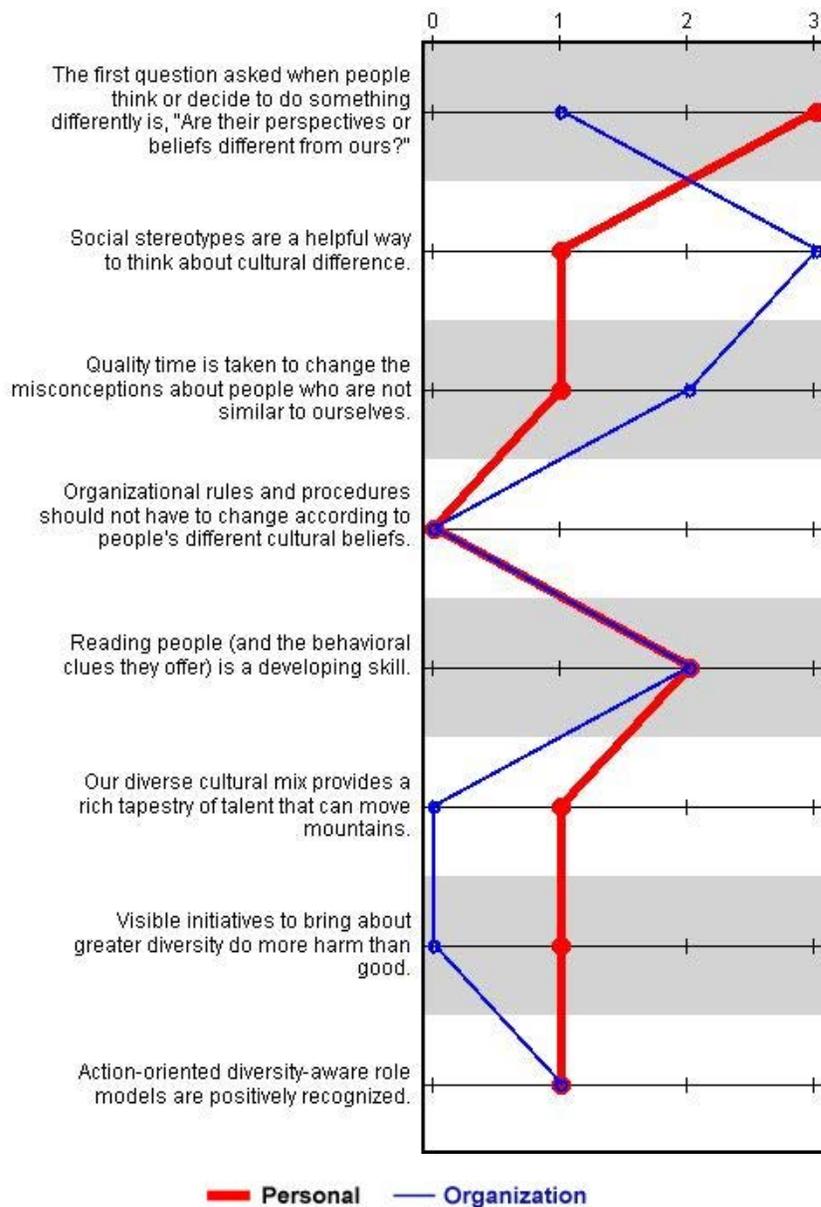
FOR THE ORGANIZATION

1. Review all the major policies and procedures of the organization to help encourage greater cultural diversity and awareness.
2. Make a point of publicizing one major policy change and the actions that you intend to take immediately as a result. Follow through and follow up.

Summary Scores

Individual: 10 out of a possible 24

Organization: 9 out of a possible 24



Degree of Adaptation and Change DAC-4

Organizational rules and procedures should not have to change according to people's different cultural beliefs

Organization rules, policies, procedures or standards are often produced by a few people to govern overall behavior and action with little or no interest in their implications for individuals or specific groups. Add to this that they may well go unchanged for many years and it is easy to see why they come to be seen as relatively sacrosanct and unchangeable unless there is very good compelling reason why they should.

Because most modern organizations are dynamic in terms of their people and process, the rules and procedures that govern what happens in them need to be equally open to change and flexible in their application. This includes the cultural needs of every group that makes up a particular enterprise, who need to feel that their reasonable actions are not unfairly constrained by procedures that may fit the majority cultures but not them. In practical terms, this may mean that some procedures may have to identify special needs, make exceptions on occasions or be written in a broader or less prescriptive way to avoid discrimination.

Best practice organizations aim to produce rules, policies, procedures and standard which take account of cultural issues and applications. This is often achieved by involving a variety of different cultural groups in both the new policy drafting and old policy review processes.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I expect all organization rules and procedures to apply equally to all people across the enterprise?
2. Do I consciously think about how different people will be affected or impacted by organizational rules or procedures when they are applied?
3. Can any procedures or standards be re-written to be fairer or more flexible in applying to minority groups or cultures?

FOR THE ORGANIZATION

1. Has a rigorous review of all policies, procedures, rules and standards been conducted to ensure that they are fair to every cultural group?
2. Are policy, procedure and standard writing efforts balanced in terms of involving a cross section of different people and backgrounds?
3. What checks and feedback mechanisms can be put in place to ensure that old and new procedures are always fair and equitable in their application?

Degree of Adaptation and Change DAC-6

Our diverse cultural mix provides a rich 'tapestry' of talent that can move mountains

Whenever any major initiative is undertaken to lift overall levels of awareness about cultural diversity, there is often considerable doubt about the real and tangible benefits. In fact, some may even see the effort as counter productive in as much as it may distract them from what they may see to be more worthy goals. To be successful in the long term, not only do such doubts and frustrations need to be overcome, but every single person needs to be convinced that the cultural mix within the enterprise provides opportunities and possibilities to do entirely new and exciting things that can make an extremely positive contributor ♦ even move proverbial mountains. This simply means that it should be widely seen that having a variety of different perspectives, attitudes, opinions and views can lead to more creativity, more effective problem solving and more balanced decision making and in combination, create competitive advantage over more mono-cultural enterprises.

Ask the following questions:

FOR THE INDIVIDUAL

1. Is my attitude to (and efforts to lift) cultural and diversity awareness been positive and healthy?
2. How naturally do I see the benefits and advantages of having a rich cultural mix?
3. Can I identify specific opportunities to leverage our cultural diversity to improve the organization and gain competitive advantage?

FOR THE ORGANIZATION

1. How effectively do we promote the concept of diversity as being a rich tapestry of talent?
2. Do we draw upon our cultural diversity to help solve problems or to come up with more creative solutions?
3. Do we work hard enough to utilize our cultural diversity in the way we make decisions in the enterprise?

Degree of Adaptation and Change DAC-7

Visible initiatives to bring about greater diversity do more harm than good

In circumstances where a majority culture has established itself deeply and has control over most of the major decisions and processes of the organization, initiatives to bring about greater diversity to become more culturally diverse are often met with great skepticism (and often at best only tacit support). Even the minority cultural groups can sometimes feel that the effort to change can mean considerable upheaval, dislocation and confusions or at its worst frustration anger and even recriminations and violence. In such case, the more visible these cultural awareness initiatives become the more harm is perceived to be caused ♦ 'better to let sleeping dogs lie'. Although this may be a very real problem in some enterprise situations it is a short-term view and must be seen to be a fear to be overcome. In this respect, the senior officers of the organization have a critical role to play in demonstrating their commitment to greater diversity and to showing zero tolerance for dissent (in whatever form) from others.

Best practice organizations think through the consequences of their diversity initiatives including the likelihood of any overt or covert resistance, and ensure that their efforts are consistent and are followed through to ensure that overall climate improvement is brought about.

Ask the following questions:

FOR THE INDIVIDUAL

1. Am I mentally critical of the time, energy and resources that are expended on increasing diversity awareness?
2. To what extent do I perceive that diversity initiatives bring serious problems to all cultures in the enterprise?
3. Do I hold back or stop myself from supporting other cultures?

FOR THE ORGANIZATION

1. Have we clearly demonstrated the organization's will and commitment to make diversity appreciation a strength of the enterprise?
2. Do we effectively plan to deal with any confusion, resistance cynicism or dissent over as long as it takes?
3. Do we expose any overt or covert resistance to the overall positive thrust of our diversity efforts?

Degree of Adaptation and Change DAC-8

Recognize and reward those who demonstrate personal commitment to helping create a vibrant and diverse workforce and a healthy work environment for all.

As your efforts bring about greater diversity start to have an impact (even in small ways), you will notice some individuals happily taking the lead by acting and behaving in diversity-conscious ways. Perhaps they are people for whom cultural diversity has always been an important issue, or individuals who are excited about this new cause. In either case, such people are important "pioneers" because they act as role models to others. Their behavior is more likely to be emulated.

It is important that the organization openly and publicly applaud and recognize the efforts of individuals who are action-oriented and diversity-conscious. Consider giving tangible or intangible rewards according to the circumstances; the important thing is that everyone should see some clear benefit to these individuals for their actions. This will help to convince others that they will also be positively regarded and recognized if they make similar efforts.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I try to demonstrate personal commitment and act as a "diversity" role model?
2. Do I observe people who focus on cultural diversity and help it strengthen the entire organization?
3. Do I emulate the positive efforts of others to appreciate the diversity within our organization? In what ways do I do this?

FOR THE ORGANIZATION

1. How effective are we at recognizing positive efforts to appreciate our diversity and/or action when it occurs?
2. Are diversity role models openly recognized for their efforts? On a consistent basis?
3. Are individuals tangibly rewarded (through job moves, promotions, etc.) for their positive attitude and efforts to improve and promote cultural awareness?

6. PERSISTENCE & COMMITMENT

Successful organizations get that way and stay that way because of enduring conviction and commitment. A widespread cultural change of any sort takes considerable time, energy, and commitment. It makes enormous demands on the organization to achieve a permanent and sustainable level of success. However, it can lead to some difficult conflicts and negative impacts that will undermine the overall goal to establish cultural diversity as a valuable organizational strength. In such situations, the organization needs to maintain the courage of its convictions and persist in its objectives, despite opposition or discomfort.

The ultimate success of any effort to bring about widespread acceptance of diversity requires that you adopt two long-term planning strategies: One, focus on a model or a methodology for resolving conflict positively at all levels- perhaps widespread training and individual coaching, but more importantly, communicating a commitment to integrative or "win/win" resolutions, rather than "win/lose" encounters that can create ill will and resentment.

Secondly, attack subtle or obvious bias, prejudice, and discrimination that might have been driven "underground" because individuals see that it is now more openly difficult to resist diversity. The organization must develop a much more "assertive" intolerance toward people and groups that continue to demonstrate negative reactions: Apply more serious sanctions than were used in the past. Selectively remove such individuals from positions of authority and influence (and possibly from the enterprise as a whole).

In the final analysis, organizations cannot afford to be complacent if they want to create a comfortably diverse culture. They must continue to commit to educating people and advocate the benefits of the goal in relentless fashion.

Specific actions to increase awareness of cultural differences and create a more open climate:

FOR THE INDIVIDUAL

1. Regularly raise diversity and cultural awareness as a topic of discussion in meetings and forums.
2. Test all major decisions made by you or the organization to ensure that they are not discriminatory in any way.
3. Work harder at finding win/win solutions that benefit as many people with differing interests as you can.

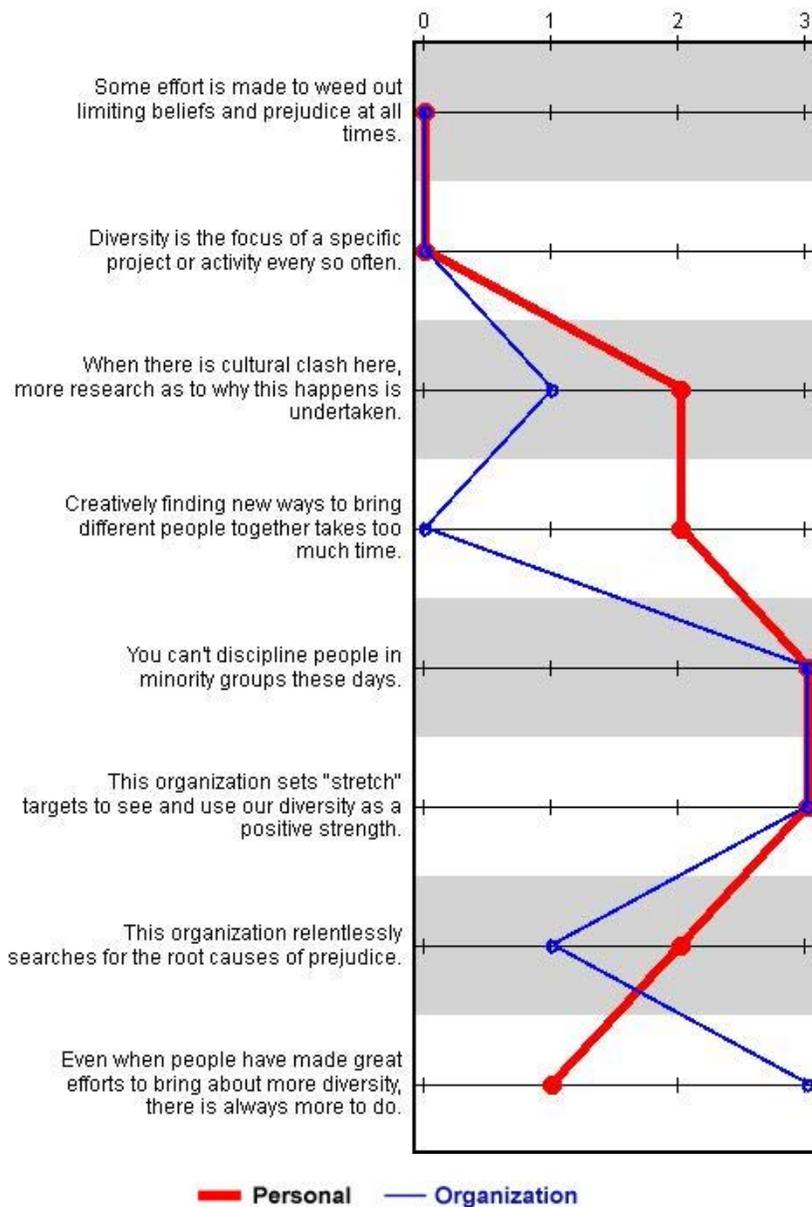
FOR THE ORGANIZATION

1. Invoke sanctions on individuals and groups that continue to discriminate.
2. Offer conflict resolution training and coaching to all those who would benefit from it.

Summary Scores

Individual: 13 out of a possible 24

Organization: 11 out of a possible 24



Persistence and Commitment PC-1

Some serious effort is made to 'weed out' limiting beliefs and prejudice at all times

Although it may take a long time before limiting beliefs, biases and prejudices about other cultures start to become the exception rather than the rule, if individuals and organizations are serious about significantly increasing diversity awareness, there comes a point when the people or groups that continue to hold unhelpful attitudes, need to be helped to finally come to terms with the issue. This means that prejudice and bias must become openly challenged and firmly stated to be unacceptable as a way of thinking or acting.

In some enterprises a 'hard, collective core' of cultural prejudice may exist which needs to be challenged and permanently changed. In other enterprises, limiting beliefs and prejudice may be more individualized and sporadic. In both cases (and however hard nosed the resistance may be) at this point, often the best approach is to adopt a one to one coaching role (starting with the most resistant people first). These discussions need to discover why the prejudice exists at a detailed level and what can be done to change it for the better.

Best practice organizations tackle this issue on an on-going relentless basis and ensure that there are high levels of consistency between their diversity policy in words and their diversity action or ideas.

Ask the following questions:

FOR INDIVIDUALS

1. Do I feel uncomfortable about been required to become more diversity focused?
2. Am I prepared to ask for help to better appreciate whatever is required to become as culturally empathetic as possible (where necessary)?
3. Is the culture in this organization right for me in the longer term?

FOR THE ORGANIZATION

1. Do we consistently coach and actively steer individuals with poor attitudes to cultural diversity in general?
2. Are publicly expressed limiting beliefs, bias and prejudice strategically challenged?
3. Are we prepared to ask individuals to leave the organization where they are not prepared to change their behavior?

Persistence and Commitment PC-2

Diversity is a specific project activity every so often

Many organizations will be very familiar with an approach to a major organizational change of any sort being treated as a project, or something which is given special attention for a period of time. In such circumstances a senior organizational person is often assigned to the task of leading the project initiative and a considerable amount of time and resources may be diverted to help make the project a success.

Diversity and cultural awareness are often led in this way by treating the changes required as a specific project with goals and targets, a budget and even a person to lead the effort, often on 'special' assignment. Unfortunately, unlike a project to build something, manage a relocation or market a new product or service, creating permanent and structural change to help make diversity a prevailing asset in the enterprise is a long-term journey. It is also a change that must be picked up in every quarter and by every individual (not just in the project team).

Best practice organizations recognize the limitation of project initiatives as the prime means by which to permanently change the enterprise, or to leverage its diversity for competitive advantage. They choose instead to hold line managers and individuals accountable, for the attitudes, behaviors and actions desired and expect this to be an everyday focus not just a short term objective every once in a while.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I see initiatives to increase diversity awareness as just another program or project that will have a beginning, middle and end over a relatively short time?
2. Do I try to make my personal diversity efforts an on-going part of my behavior and efforts in the work place rather than something to focus on as a specific goal or target only?
3. Am I prepared to challenge diversity project type thinking when I believe it may not be helpful?

FOR THE ORGANIZATION

1. Do we treat diversity as a project to be tackled?
2. Do we set goals, targets and milestones based on shorter term project outcomes?
3. What efforts are we making to get better diversity appreciation into the everyday focus of people's on-going, long term working lives?

Persistence and Commitment PC-4

Creatively finding new ways to bring in different people together takes a lot of time

Although the long term aim of positive cultural diversity initiatives is not to eliminate or ignore people's individual culture, a key part of the process is to bring people together so that they can become better acquainted with specific cultures. In so doing, the increase in familiarity can help to reduce the negative response to people that are different (in a number of ways) and to start to establish relationships built on individual characteristics (without culture getting in the way).

Of course, such ambitions of widespread togetherness take time and energy and may frustrate people who feel that they have other important priorities and tasks to focus upon. Some may even resent the time that it takes to find new and creative ways to bring different cultures together and complain that the enterprise is losing its focus and becoming distracted with "side" issues.

Best practice organizations recognize that the time needed to bring many different cultures together may be high (particularly at the outset) and communicate strongly and consistently that relationship building is of the utmost importance. Although other issues and projects may therefore, be equally important, they also try to ensure that people do not see this as an either/or conflict to be resolved.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I make enough personal time to focus on long term improvements to diversity appreciation?
2. Am I sufficiently patient when it comes to bringing people together from very different backgrounds or perspectives?
3. Do I use my own initiative regularly to increase my cultural awareness and commitment to better diversity?

FOR THE ORGANIZATION

1. How well do we advocate the importance of long term cultural relationship building?
2. Do we give people clear guidance about the priority of diversity appreciation relative to other organizational goals and objectives?
3. Do we plan specific strategies to help maintain the momentum and commitment to better diversity over the long term?

Summary

This report has suggested that better appreciation of diversity, or other cultures in general, is a progressive journey for both the organization and the individual. We have suggested that this essentially involves coming to appreciate as much as you can about yourself and your own views and attitudes before looking to better appreciate those views and attitudes of those that you see to be different.

Although it has not been stated explicitly, we have been describing this journey in a step-by-step fashion, building on a solid foundation or base awareness of the diversity issues within the enterprise; of course, these are steps that many organizations may not get beyond. Ultimately, we have suggested that successful enterprises will make widespread changes to organizational culture and individual attitudes towards being more open and far less tolerant of any kind of discrimination, prejudice, and bias.

The six steps or stages do not have hard or fixed boundaries, and can be merged into one another or skipped altogether. However, for the most part, they reasonably reflect the stages that most committed organizations and individuals experience as they look to improve over time.

As we said at the outset, the ambitious aim has been to talk about how we bring about better human understanding, tolerance, and appreciation of other people, even when they are different to ourselves. Hopefully, we have provided some food for thought about how this might be done for each participant.

"Diversity involves a broad range of human uniqueness: personality, work style, perception, attitudes, values, lifestyle, work ethic, world view, communication style, and much more. Valuing diversity means appreciating and encouraging people to be who they really are, helping them to develop their full potential, and utilizing their special talents, skills, ideas, and creativity".

My Contract For Change

1. My personal goals to manage diversity awareness more effectively in the future are :

- a) _____
- b) _____
- c) _____

2. As a result I will make more time to achieve the goals by giving less priority to:

- a) _____
- b) _____
- c) _____

3. Each week I will record my progress by: _____

4. My support person(s) will be: _____

5. My support person(s) will help me by: _____

6. I will use the following methods to maintain my momentum and learn along the way:

- a) _____
- b) _____
- c) _____

7. I will reward myself for achieving my milestones by: _____

8. My end reward will be: _____

Signed _____ Dated _____