

# **Diversity & Cultural Awareness Report**

**Sample Report**

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## Introduction

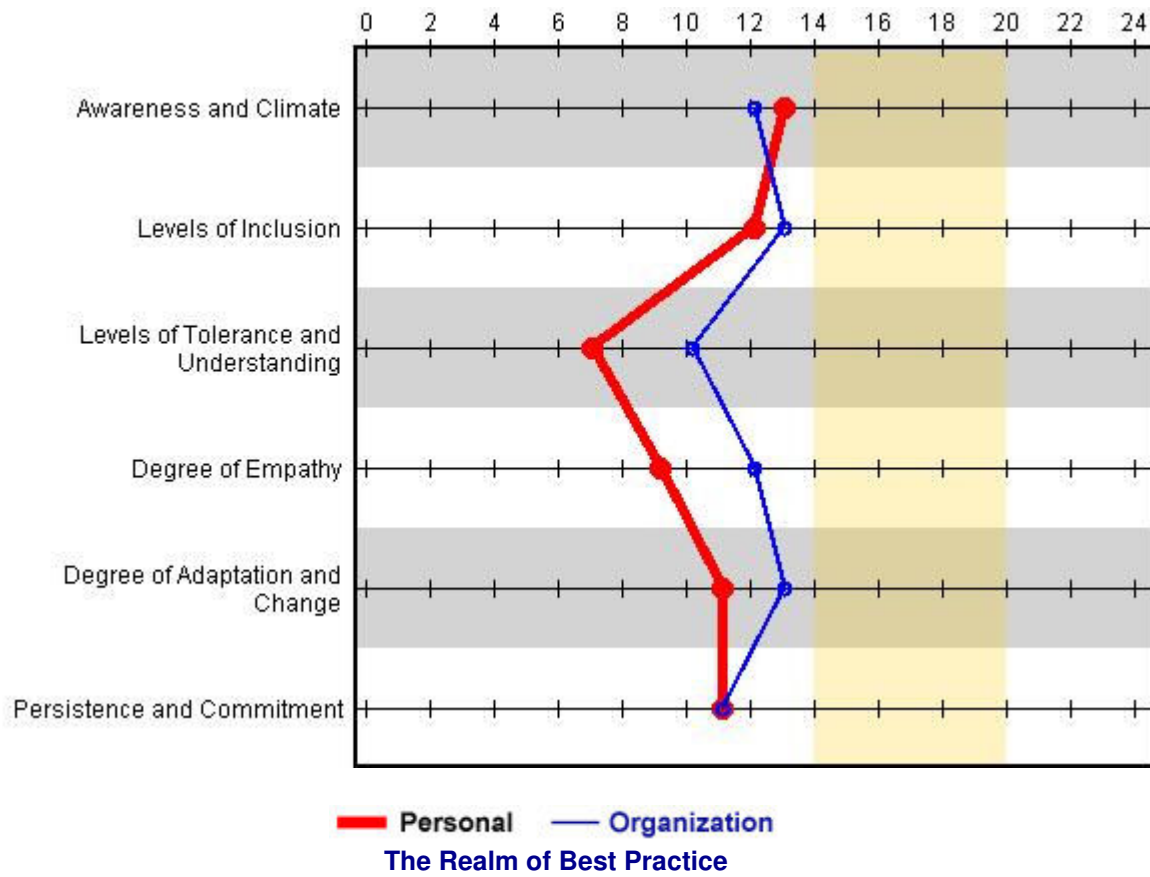
An organization's success rests heavily on how well it harnesses the array of skills and experiences of its employees while they remain a part of its workforce. How good is it at fostering teamwork? Does it bring together people of diverse backgrounds and styles in order to enhance creativity, solve 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.

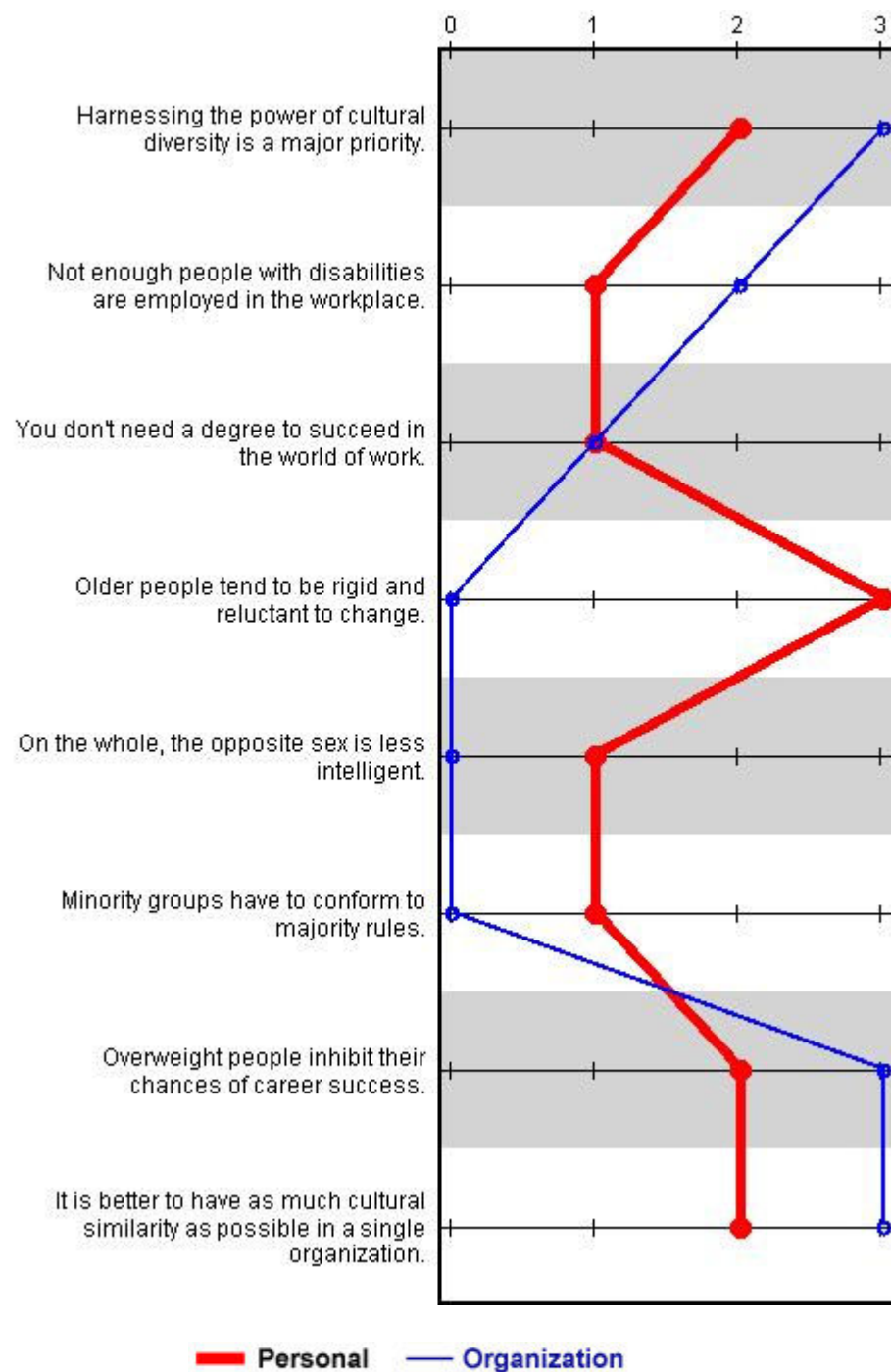
### FOR THE ORGANIZATION

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: 13 out of a possible 24

Organization: 12 out of a possible 24



# Awareness and Climate AC-3

## **You don't need a degree to succeed in the world of work**

We are often taught from a very young age that a good formal education is important and will be helpful in getting and keeping an interesting job. Whilst this advice may generally hold true, we do not all start from the same point or have access to the same opportunities. In addition, learning can occur in many different and varied situations and different individuals can travel at quite different rates in terms of their overall development.

Some organizations fail to recognize this learning diversity and become overly reliant upon paper qualifications as the sole means by which an individual's intelligence or educational aptitude is judged. In some cases individuals without university degrees are not considered at all for managerial or leadership positions.

Best practice organizations do not rely on paper or formal qualifications alone, or see these as only a broad initial indicator of the level of individual skill or ability that they might expect. They then use several others means to assess an individuals potential contribution and promote and help them to develop regardless of their qualification starting point.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Is concern about any lack in formal qualifications or over lack of 'proven' skills 'worn on my sleeve' (shown openly to others)?
2. Do I demonstrate my openness and willingness to keep learning on a continual basis?
3. Do I properly stress my unique skills and aptitudes or competencies as the best measure of my abilities to perform a task or role?

### **FOR THE ORGANIZATION**

1. Do we discriminate against individuals, or overlook their real skills, because they lack formal qualifications?
2. Do our overall standards or job/role requirements need revising to attract the best candidates not just the most qualified ones?
3. Do we create a positive climate in which individuals are given lots of opportunities to improve or to continue learning by formal or informal means?



# Awareness and Climate AC-5

## **On the whole, the opposite sex is less intelligent**

A remarkable number of people support the idea that the opposite sex is less skilled, able or generally intelligent. For the male gender, women are often seen to lack vision, commercial acumen, technical knowledge, decision making capability and the ability to intellectually keep up with the hard and driving pace commonly found in the world of work. For the female gender, men are often seen to lack emotional intelligence, have a bias to being over analytical and over intellectualize about task oriented issues and trivia (such as sport for example). Both of these views are pejorative stereotypes and tend to be convenient extensions of our hunter/gatherer ancestry. Unfortunately, they often serve to unfairly maintain gender loyalty and engender particular discrimination against the opposite gender.

Best practice organizations invest a considerable amount of time in building high levels of gender awareness mainly through ensuring that both sexes are involved and understand each other well at all levels of the organization and are represented in all major policy decisions and meetings.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I have several colleagues of the opposite gender to whom I can regularly and freely talk?
2. Do I have gender specific mental stereotypes (both genders) that frame my thinking?
3. Do I judge people's intelligence, ability, ideas etc based on their gender?

### **FOR THE ORGANIZATION**

1. Do different rules or standards apply to men or women in the organization?
2. Are men and women streamed into different jobs/roles (intentionally or unintentionally) via the recruitment or promotional processes?
3. Can men and women achieve the same end outcomes in the enterprise?

# Awareness and Climate AC-6

## **Minority groups have to conform to majority rules**

In most organizations (small to large) it is a matter of fact that a majority culture will dominate enterprise wide, decision making and expect minority groups to conform. Conformity is expected on the basis of some kind of false democratic principle that the large group or party of individuals can govern all others in a relatively self-interested way. Despite this widely prevailing viewpoint, majority cultural groups are neither elected nor 'in office' for a fixed term. As such, even a strong mono-culture needs to take a much more inclusive and long term view.

Best practice organizations assess the extent to which all or most of the so called minority groups are involved in enterprise wide decision making and work hard at helping the majority culture to understand that they must enfranchise the entire organization and all of its cultures (and even let some minority group decisions prevail). This is particularly true in multi national enterprises where the majority culture in one country may unfairly and unhelpful override a minority culture that is much closer or more in tune to the customer and markets that they serve.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I let the majority culture dictate the climate in which organizational decisions are made?
2. Am I prepared to take genuine account of minority views or opinions when enterprise wide decisions need to be made?
3. Do I expect the majority voice to prevail in the event that we can't agree on something?

### **FOR THE ORGANIZATION**

1. How much of the overall enterprise culture, goals, policies, standards etc have been shaped by the majority culture?
2. Are minority groups given a real and equal voice in terms of shaping procedure, rules standards and regulations?
3. Are systems in place to obtain broadly based cultural feedback when new rules or policies are written or introduced?

## 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.

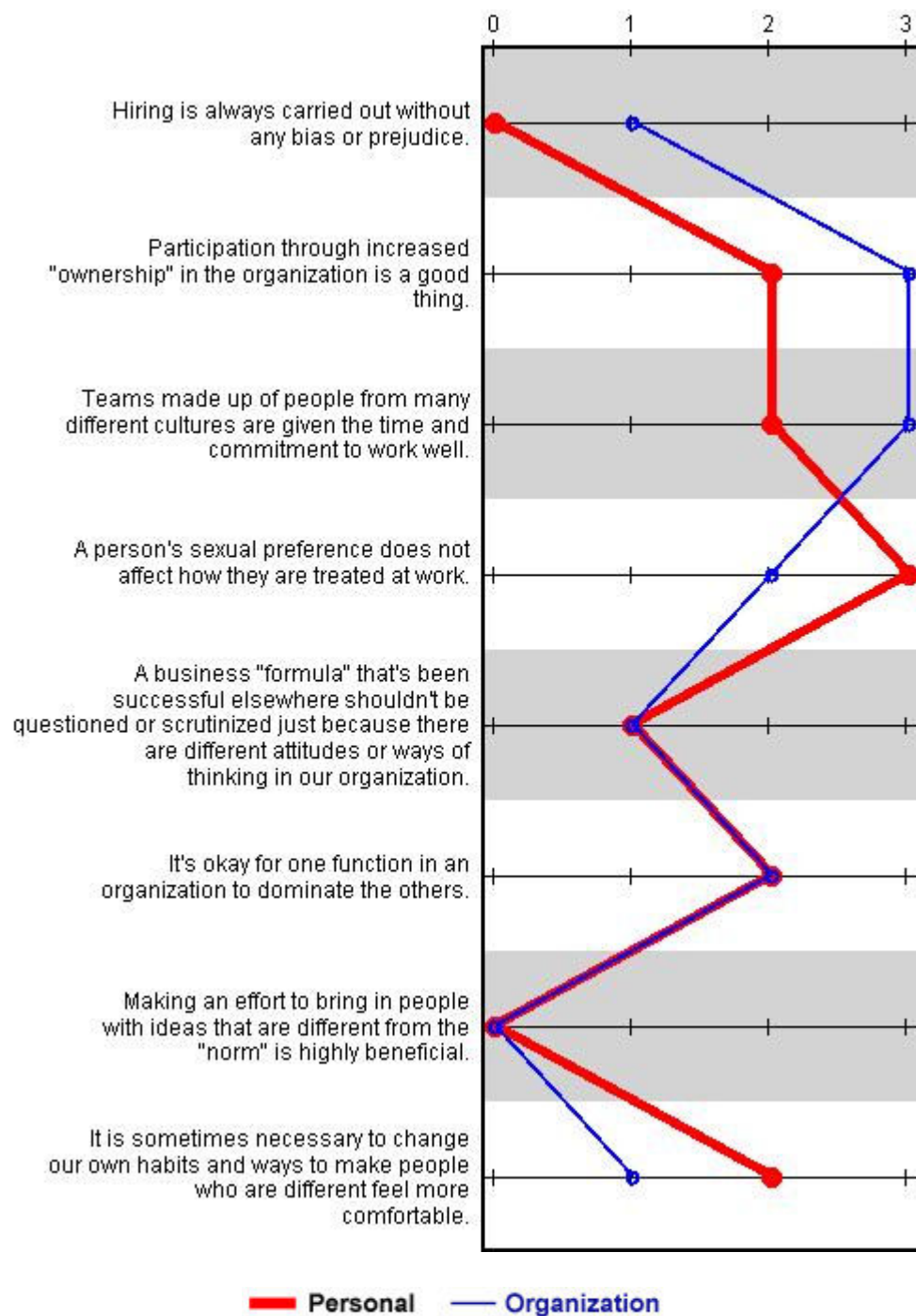
### FOR THE ORGANIZATION

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: 12 out of a possible 24

Organization: 13 out of a possible 24



# Levels of Inclusion LI-1

## **Hiring is always carried out without any bias or prejudice**

Equal employment opportunity (EEO) is often both a legal requirement (in many societies) as well as a strong policy commitment in many enterprises. However, this does not necessarily mean that hiring practices are always free of bias and/or prejudice. The law as well as having a stated EEO policy is only a foundational step in fair recruitment process. To be entirely without prejudice or bias the process therefore also needs to look at:

- ☐ The way that candidate specifications are written
- ☐ The way that internal and external advertisements are written
- ☐ The diversity of culture of people doing any pre-screening
- ☐ The diversity of culture of people carrying out any interviewing or other assessment
- ☐ The diversity of culture of people carrying out the final hiring decision
- ☐ The way that the successful applicants are invited to join the organization

Best practice organizations make sure that all of these steps are fairly designed at the outset and ensure that training is available to every individual that is involved in recruitment/hiring decisions in any way.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I carry any preconceptions about any categories of job applicants-are they reasonable and fair?
2. Do I consciously maintain an open, flexible and balanced attitude to applicants for job roles at any stage of the hiring process in which I am involved?
3. Is my ultimate assessment of other people based on fact and evidence rather than guesses, assumptions and stereotypes?

### **FOR THE ORGANIZATION**

1. Do we have a comprehensive and well-rounded EEO policy covering every step of the hiring process?
2. Is the EEO policy applied fairly and consistently by every person that is involved in the hiring process (inside and outside the enterprise)?
3. Is effective EEO training available to all individuals involved in the hiring process?

# Levels of Inclusion LI-5

## **A successful business format or formula doesn't need to be questioned because of local 'differences' of view or attitude**

When a small group or individual hits on a winning business formula, it is commonplace to look to replicate the idea again and again in new and different places and reap the same rewards or benefits. Even very large enterprises repeat their successful strategies on an international scale (e.g., shops, restaurants, service stations, factories, etc).

Although exact physical replication is often important to maintain high levels of cost effectiveness (and to help maximize revenues) policies and practices relative to people are also applied almost universally. This amounts to extending the human resources cultures of one site, country or majority culture and transposing it into a very different geography and culture. Although this sometimes causes little in the way of problems, more often than not, the local culture is forced into 'submission' and treated as relatively unimportant or inferior.

Best practice organizations see their successful business format and formulas as flexible and open frameworks within which local cultural variation can and should occur to ensure that the format has the best chance of working and can even be improved.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I tend to think that my ideas or ways of doing things at work can be readily translated to any other environment without modification?
2. Am I aware of the cultural influences that would change my way of doing business?
3. Do I invite input and comment from 'local' people about how they would like to tackle their work or their goals?

### **FOR THE ORGANIZATION**

1. Do we slavishly apply our business format irrespective of the local culture that prevails?
2. Is our business format strong and flexible enough to tolerate variation and adaptation when improvement suggestions are made in new locations?
3. Are we prepared to allow local experimentation with the business approach to help gain local support and improve overall flexibility and long term success?

# Levels of Inclusion LI-7

## **Making an effort to bring in people with very different ideas to the 'norm' or is highly beneficial**

The dangers of 'groupthink' (or everyone failing to think independently from the group) have become quite widely publicized in recent times. However, groupthink problems can apply to much more than just a few people and may affect whole organizations. This happens when enterprises expect high levels of compliance with senior management decisions hierarchical authority in general or merely the rules and regulations that exist.

In such situations individuals and groups may have either broadly similar ideas or self regulate any ideas that they feel will be difficult for the culture to accept. Consequently, new ideas and fresh creative input can often be more difficult to generate and competitive 'edge', harder to generate.

Best practice organizations aim to promote free or even 'maverick' thinking and thinkers. Maverick contributors are therefore regularly invited to help ensure that new ideas are stimulated in group discussions and to further ensure that the possibility of groupthink is minimized.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I think independently when asked to make decisions without reference to others before deciding?
2. Am I prepared to 'speak up', challenge organizational 'wisdom' or disagree with a majority view when I feel it is appropriate or necessary?
3. Do I regularly talk to other people in the organization whose views I know to be very different and even contrary to my own?

### **FOR THE ORGANIZATION**

1. Do we nurture a climate in which people are encouraged to speak out, give honest opinion and play devil's advocate where necessary?
2. Do we allow individuals to run with speculative or "maverick" ideas and thoughts to create an atmosphere of challenge and low tolerance of mediocrity?
3. Do we actively guard against groupthink when we have to make important decisions?

### **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**

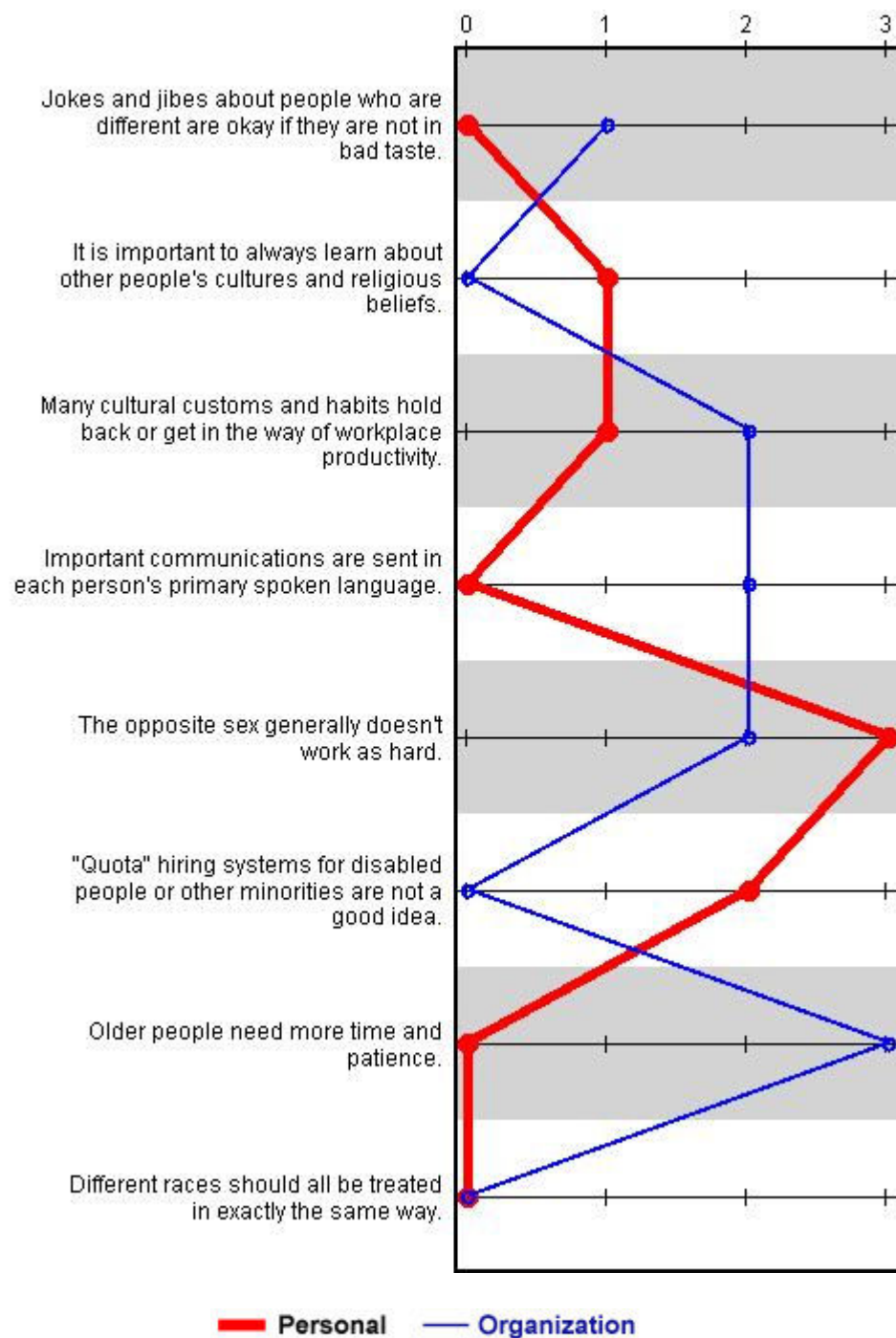
1. Encourage individuals to accept uncertainty as a normal reaction in some circumstances, and coach people to seek more information before making final decisions.
2. Put people of different backgrounds and cultures together as teams to complete a short-term task or project together.



## Summary Scores

Individual: 7 out of a possible 24

Organization: 10 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 (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-4

## **Important communications are sent in all people's first spoken language**

Although in almost every country or society has a primary or first spoken language, it is rare for every individual to speak it fluently (or sometimes even at all!) In places like India and China for example, the majority of the population uses four or five different language and the entire population utilizes many more dialects and adapted variations.

As the world becomes more and more of a global village, the diversity of languages that are informally spoken in the workplace become even greater. Although some enterprises tend to ignore this diversity and maintain all communications in a single language (expecting everyone to conform to this protocol), this can potentially exclude a large number of people from getting a high quality appreciation of what is happening.

Best practice organizations audit their entire workplace to better appreciate individual and team fluency in the primary language. In addition, they note important informal languages that are used and make sure that critical written communications or policies and procedures document are translated and made readily available.

Ask the following questions

:

### **FOR THE INDIVIDUAL**

1. Do I recognize that my communications in one language may not convey complete understanding to individuals whose first language is different to mine?
2. Do I spend time thinking about the simplicity and clarity of my communications and the delivery methods and means I need to use for the audience (including translation where necessary)?
3. Do I check that others really understand when I am sending important communications?

### **FOR THE ORGANIZATION**

1. Do we know what languages people speak across the enterprise, to what extent and how fluently?
2. Do we have key communications translated into major languages that people in the enterprise use the most, wherever necessary?
3. Have we created good clarification and feedback processes for all individual language groups after significant communications have been sent?

# Levels of Tolerance and Understanding LTU-6

## **Quota hiring systems for disabled people or other minorities are not a good idea**

One of the major challenges for any enterprise that wants to create a highly tolerant and co-operative climate for diversity is face up to the fact that their current performance may be extremely poor and heavily biased towards the one group of people or a majority culture. Because adjusting this balance can take an extremely long time and cause considerable difficulty and dislocation if not handled quickly) □special' re-balancing strategies and tactics often have to be adopted. Although such strategies and tactics are many and various, an extremely early issue that often needs to be addressed is the people that are recruited into the enterprise. In simple terms, left to its own devices a majority culture will continue to recruit individuals from the same or a similar culture and do little or nothing to change the balance of cultures that is desired. Best practice organizations often utilize quota hiring systems for specific groups such as disabled people or other minority cultures. This helps to create a welcoming climate for every individual no matter what their background.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I readily accept the principle that minority or disadvantaged groups should be given more help and assistance to be recruited in the workplace on occasions?
2. Do I personally speak up for minorities such as disabled people when hiring is required?
3. When people need to be recruited do I look for greater diversity by looking to bring in disabled or other similarly disadvantaged people where I can?

### **FOR THE ORGANIZATION**

1. Is our recruitment policy flexibly written to seek disabled or other similar individuals as openly as other people?
2. Is our culture warm and inviting to disabled people to want to join us?
3. Do we take extra or special effort to hire disabled and other minority groups that face special problems or barriers in getting into the workforce in general?

# 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.

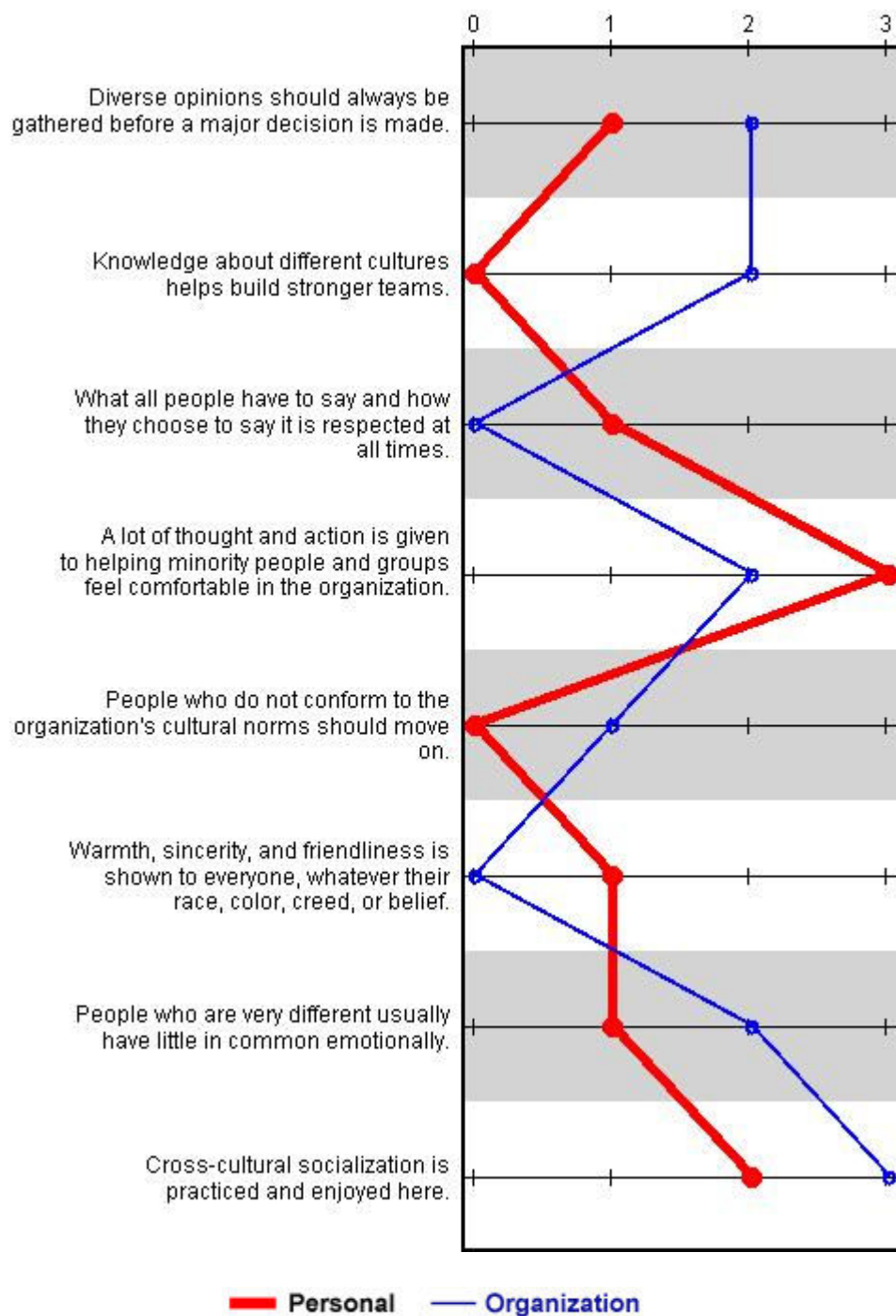
### **FOR THE ORGANIZATION**

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: 9 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-6

## **Warmth, sincerity and friendliness is shown to everyone, whatever their race, color, creed or beliefs**

Warmth, sincerity and friendliness are one of the best ways in which to create real empathy with every individual, whatever culture they may come from. Empathy represents the highest level of understanding about another person's beliefs or viewpoint. It therefore reflects on individual's ability to put themselves in the shoes of another person and to make a sincere and positive effort to appreciate the entire context without applying a limiting 'stereotypical' view, by which an issue may be being judged or perceived.

Empathy is created by showing warm and genuine interest in the opinions of others, and by looking to understand the unique underlying feelings and beliefs that may underpin words and/or actions. The more individuals engage in such actions, the greater the momentum builds towards real and permanent appreciation of the benefits of diversity.

Best practice organizations establish the values of warmth, sincerity and friendliness as an important part of every individual behavior towards one another and openly recognize people's efforts when they go out of their way to behave this way.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do I put myself in the shoes of others or try to appreciate their perspective when talking with them?
2. Have I thought deeply about the stereotypes that I have in relation to people from other races, colors, beliefs, etc?
3. How much time do I invest in being genuinely warm, sincere and empathetic to people from other cultures?

### **FOR THE ORGANIZATION**

1. To what extent have we strongly communicated that the organization values warmth, sincerity and friendliness to all people at all times?
2. Is emotional intelligence about people's feelings and beliefs an important competency in what we expect of our leaders?
3. Do we recognize, value and promote individuals on their ability to demonstrate warmth and empathy with people of all types?

## **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.

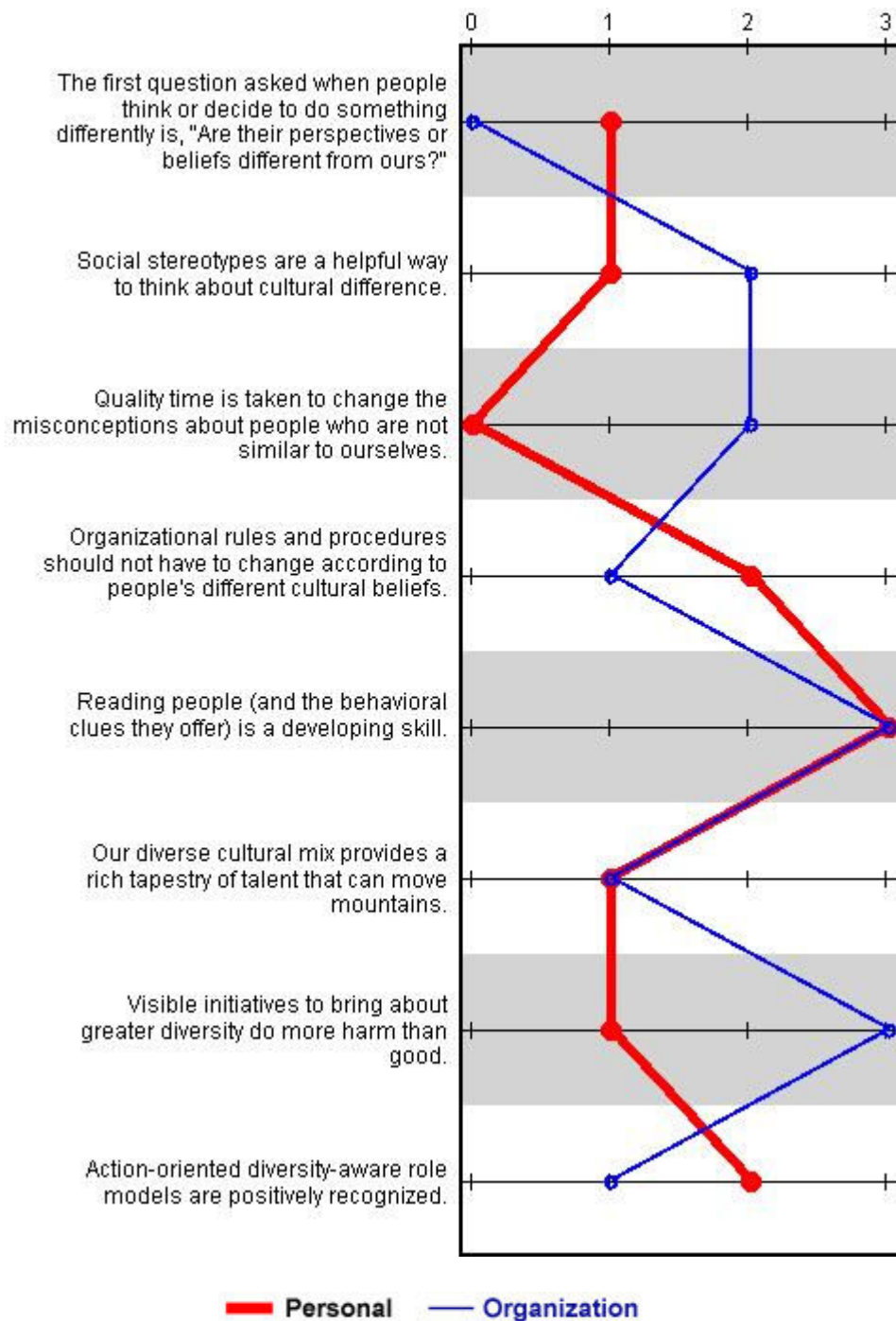
### **FOR THE ORGANIZATION**

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: 11 out of a possible 24

Organization: 13 out of a possible 24



# Degree of Adaptation and Change DAC-1

**The first question asked when people think or decide to do something differently is "could other individuals perspective or beliefs be different to ours"**

No matter what its type or size, every organization operates a complex social system in which people make decisions about what should be done in the future. It can therefore clearly be successfully argued that the quality of this decision making will have a significant (if not the main) impact upon whether the organization does well or otherwise. It is consequently reasonable to suggest that considerable care needs to be taken in designing not only the decision-making system or process but also who is to be involved, and perhaps most significantly are different views and perspectives gathered before decisions are made. Many enterprises fail to consider such issues, and are then surprised when particular groups feel disenfranchised or claim that their interests have been overlooked.

Best practice organizations design decision-making processes to ensure that every interest group is involved, at least in some way. In addition they carefully design in checks and balances to invite comment and input from people with different perspectives before decisions are made which can affect the entire organization.

Ask the following questions:

## **FOR THE INDIVIDUAL**

1. Who do I look to for help in making large or complex decisions and are they from diverse backgrounds?
2. Do I willingly bring in people from cultures very different from my own to help solve problems or make decisions?
3. Do I look for cultural balance and involvement from everyone when decisions affect the whole enterprise?

## **FOR THE ORGANIZATION**

1. Does our decision making process involve many people (or only a few) and involve every group or culture in the enterprise?
2. Do we bring cross cultural groups together to help make better long term or large organizational decisions?
3. Do we allow time for people of all backgrounds and types to make input to the decisions and feel fully enfranchised?

# Degree of Adaptation and Change DAC-3

## **Quality time is taken to change the misconceptions about people who are not similar to ourselves**

Bringing about long term structural change to people's awareness, understanding and empathy with different cultures takes a considerable amount of energy and time. The energy or enthusiasm to tackle diversity awareness is rarely a problem as many enterprises that are serious about the task will often make the subject a key goal or objective to be achieved. However, such high levels of initial energy often wanes or dissipates relatively quickly, particularly where early results are not forthcoming, and eventually other organizational pressures and priorities come along.

Individual awareness about other cultures often follows a similar path, with lots of early enthusiasm and good intentions but far less capacity to commit the time that is necessary to change attitudes at a deeper or more meaningful level. For both the organization and individuals within it, there should ideally be no choice but to commit quality time to the overcoming of misconceptions about other groups – especially where the dissimilarity is high.

Best practice organizations make long term sustained time commitments to encouraging diversity awareness (often over many years) and encourage individuals to do the same by ensuring that it is reflected in goals or objectives for as long as necessary.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Do my deeds match my words in terms of becoming more fully aware of people who are very different to myself?
2. Do I commit quality time in my schedule to talk substantially to people from different cultures?
3. Do I fully appreciate how I need to maintain my interest and enthusiasm over the long term to increase my cultural awareness?

### **FOR THE ORGANIZATION**

1. Is the diversity and cultural awareness strategy of the enterprise written for the long term (or is it seen as a shorter term project).
2. Has our diversity strategy been researched properly and does it give people quality time to change their misconceptions about the various cultures that exist?
3. Is a coaching and guidance structure in place to help support our diversity initiative over many years?



# 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?

## **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.

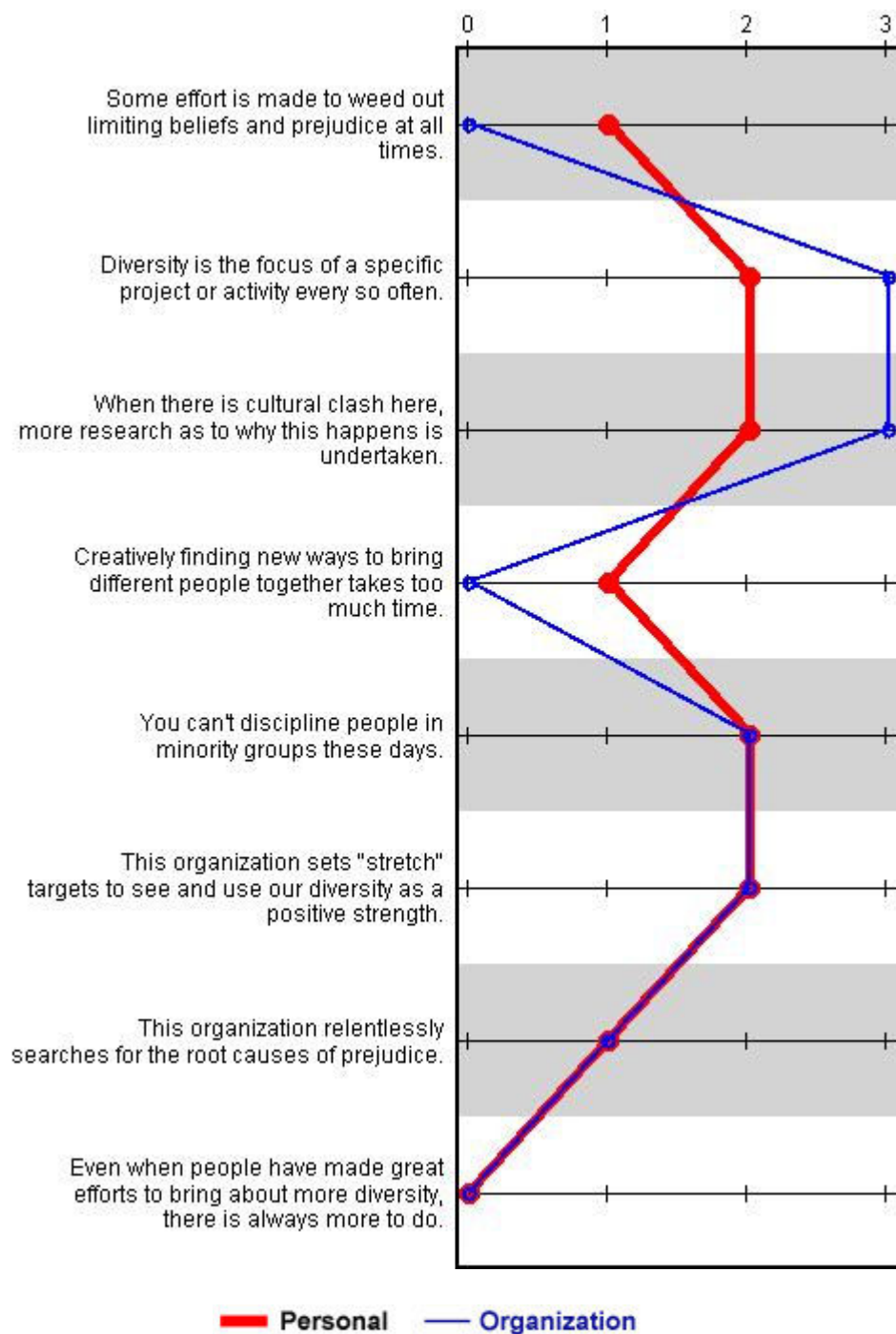
### **FOR THE ORGANIZATION**

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: 11 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-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?

# Persistence and Commitment PC-7

## **Effort to find the 'root causes' of prejudice is relentless**

Even those organizations that have an 'excellent' reputation for their diversity efforts and results well understand that 100% success is almost impossible to achieve. Prejudice and bias in individuals and groups often has extremely deep roots and no amount of promotion, cajoling or persuasion to be positive about the value of cultural diversity is going to make any significant difference.

When an enterprise believes that it has reached the point when any diversity resistance is now down to a 'hard core' of people, it often faces a difficult choice. To either accept the situation (and try to minimize the impact, attacking only the public shows of intolerance) or challenge the hard core (even more aggressively than before).

While the first approach is often the practical reality for many enterprises, best practice organizations elect to follow the second path. Amongst many strategies that they can adopt to do this, one key strategy is to challenge resistant individuals to make a genuine change in attitude or choose to leave the organization. Although this is a difficult process to manage, it shows that the organization is serious about its goals and even one or two people leaving can help to convince the rest of the hard core resisters that they must decide what to do openly.

Ask the following questions:

### **FOR THE INDIVIDUAL**

1. Am I a quick convert to better cultural relationships or am I slow to change my attitudes or behavior?
2. Do I maintain some diversity prejudices despite the organizations best efforts to change them?
3. Should I stay in the enterprise at all if I am not willing to change my diversity behavior substantially?

### **FOR THE ORGANIZATION**

1. Do we engage in creative approaches to identify any hard core resisters and seek to discover the root causes of their discomfort with our diversity goals?
2. How effectively do we apply on-going pressure to those people that continue to show cultural bias and prejudice?
3. Are we prepared to dismiss or terminate employees if they do not demonstrate the diversity behavior we are seeking?

# Persistence and Commitment PC-8

**Even when efforts to bring about more diversity have been enormous, there is always a lot more to do**  
It is widely reported in journals, articles and case study material that of all the enterprise based change initiatives that can be undertaken, bringing about long lasting tolerance and positive acceptance of cultural diversity is amongst the hardest. This partly arises because of the huge shift in the prevailing and embedded power base (controlled by the existing majority culture(s) and the difficulty involved in changing individual and group behaviors that may have existed for a lifetime. The implication is that even quite extensive and focused efforts over many months may only have a small impact and there is always a lot more that can be done to keep improving.

Best practice organizations recognize that the enterprise is ever changing and dynamic entity (with people joining, leaving and moving to different positions regularly). As such, maintaining diversity as a positive and beneficial aspect of organizational life need unrelenting attention as well as lots of new thinking to keep the momentum fresh and forward focused.

Ask the following questions:

## FOR THE INDIVIDUAL

1. What new ideas, suggestions or initiatives do I put forward to keep improving our diversity appreciation efforts?
2. To what extent do I look to involve myself in helping others build their cultural awareness?
3. How effectively do I keep up with the latest thinking and ideas on diversity awareness and high performance multicultural climates?

## FOR THE ORGANIZATION

1. How effective are our cultural awareness and diversity induction efforts to ensure that new employees fully understand our goals and objectives in this area?
2. How effective are our general efforts to promote the value of diversity at every level of the enterprise?
3. How effectively do we keep up to date with diversity best practice in other organizations and use the knowledge to bring in fresh ideas for on-going renewal?

## 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** \_\_\_\_\_