



Spectra Diversity Inclusion Assessment

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Honoring Differences - Creating an Inclusive Workforce

In today's world, we are confronted at every turn by differences in the individuals we work with and manage. It may be differences based on factors such as culture, ethnicity, race, gender identity, religion and socio-economic status or even differences in how we approach work and communicate with one another. Our challenge is to understand ourselves, understand others and translate that understanding into actions and behaviors that impact our organizations. Research shows that organizations that are inclusive and which honor diversity benefit in many ways.

-  **Financial benefits:** A recent McKinsey study looked at the top executive teams of 180 public firms and found that those with more diverse teams outperformed their peers in ROE and EBIT margins. ¹
-  **Problem solving:** A study of 28 teams found those that were heterogeneous solved complex tasks better than the homogeneous teams. They noted the diverse teams exhibited a higher level of creativity and a broader thought process. ²
-  **Innovation:** Companies that drive innovation by leveraging employee ideas and knowledge meet product revenue targets 46% more often and product launch dates 47% more often than industry peers. ³

The ***Spectra Diversity Inclusion Assessment*** provides a diversity and inclusion path forward for organizations of any size.

Spectra Diversity Inclusion Assessment

The ***Spectra Diversity Inclusion Assessment*** is delivered to employees and managers/supervisors. The employee remains anonymous, and group results are provided to management to assess areas of need or strengths.

The ***Spectra Diversity Inclusion Assessment Report*** is intended to better focus change efforts related to diversity and inclusion based on the needs of the group or organization. The information in this report includes both the individual and organization aggregate responses.

Five Simple Actions - ABCDE

- A**cknowledge unconscious bias
- B**e present and pause
- C**onsider the other person's point of view
- D**etermine what to do differently
- E**ngage others through dialogue

What are You and Your Organization Willing to Do?




About this Report

The ***Spectra Diversity Inclusion Assessment*** is organized into two distinct areas: The Organization and the Individual.

Organization

Knowing where the organization's commitment lies on diversity and inclusion matters greatly. An organization that recognizes how diversity and inclusion directly impacts employee engagement and innovation is a forward-thinking, inclusive organization. When employees believe their organization is invested in diversity and inclusion efforts and that all stakeholders (employees, customers, partners) feel welcomed, valued, respected and heard, the result is a more engaged workforce. Organizations benefit by seeing an increase in productivity, innovation and morale.



The Profile measures the following:

-  **Management** (how management sees itself and how management is seen by employees in terms of diversity and inclusion)
-  **Culture** (the organizational norms and beliefs)
-  **Policies, Practices and Procedures (3Ps)** (how diversity and inclusion efforts are put into practice on an organizational level)

Individual

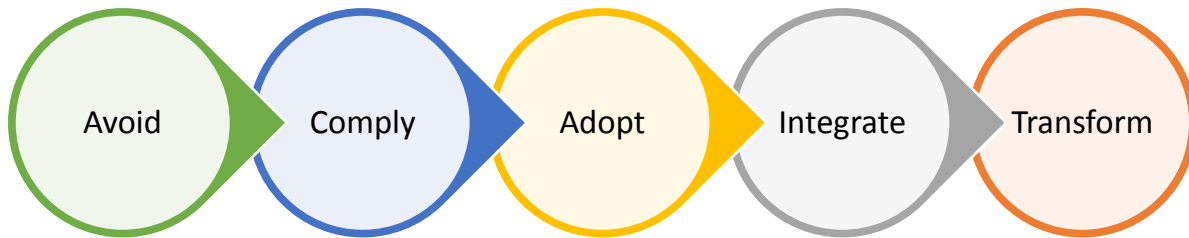
To understand others, it is important to begin with understanding yourself. This self-awareness can help you become more sensitive about how your behavior might affect others. The ***Spectra Diversity Inclusion Assessment*** also assesses respect for others. When you display openness and non-judgmental behavior, it demonstrates that you value the diversity of others in the workplace. In turn, behavior is directly influenced by your self-awareness and interpersonal skills. By being self-aware, you are able to identify your belief system that drives your behavior. By understanding that, you can further choose to adapt behavior to be more inclusive of others in the workplace.

The profile measures the following:

-  **Beliefs** (self-awareness and personal beliefs related to diversity and inclusion)
-  **Interpersonal skills** (putting inclusion into action)

Spectra Diversity & Inclusion Maturity Model

Each individual and each organization lies somewhere on this continuum.



Your Organization's Diversity & Inclusion Maturity Level

Avoid	Comply	Adopt	Integrate	Transform

As one might expect, there are few individuals and organizations on either end of the spectrum, with the majority clustered in the center, as in a traditional bell curve. The actions and beliefs of the five stages include, but are not limited to, the following.

Avoid

Organization: Diversity and inclusion is not seen as a “real” issue; lacks policies and procedures to address diversity and inclusion. Work atmosphere may feel hostile to employees who are perceived as “different.” Could be either mono-cultural or consist of segregated work groups with lack of trust.

Individual: Little or no awareness of diversity and inclusion. Cultural differences are generally thought of as food, dress and celebrations. Behaviors may include: shaming and blaming others, initiating humor at the expense of others, holding beliefs that others are inferior or should be avoided, demonstrating lack of trust, avoiding or withdrawing from cultural differences.

Comply

Organization:

Individual:

Adopt

Organization:

Individual:

Integrate

Organization:

Individual:



Transform

Organization:

Individual:

Organization Data and Insights: Management

Management is Key to Diversity & Inclusion Efforts

The success of diversity and inclusion in the workplace begins with senior management. The more senior leaders understand and communicate the benefits of diversity and inclusion on business opportunities and outcomes, the more likely others in the organization will engage.

Diversity and inclusion is a change initiative that requires fundamental changes that should be led by the leadership team. A key driver of success is to have diversity and inclusion as a core competency and a measure of performance management. Having senior level executives actively engaged and held responsible for clear deliverables will send a strong message that diversity and inclusion is a business priority.

21.5% of non-institutionalized persons aged 21-64 years with a disability in the United States were employed full-time/full-year in 2013.⁴

If you are a manager, have you made efforts to ensure inclusion on your team, of those who have a disability?

Statements: Management

How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.



Management shows that diversity is important through their actions.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
14	47	61	25	9	3.2	156

Companies can no longer be successful if managers don't recognize, appreciate and value employee differences. Management must lead the way or there will be minimal buy-in from employees.

Management has created a culture of diversity and inclusion at our organization.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
13	31	72	34	6	3.1	156

This means that all employees feel valued and therefore are engaged in the workplace. The greater the appreciation, the more a person is willing to contribute and work on small issues before they become big problems.

Management ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

We all need positive role models. With constant change in today's workplace and workforce, managers who try to demonstrate respect will achieve greater results.

Management ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Organizations benefit when management is aligned across the organization. When management understands and is aligned on the meaning of diversity and inclusion, it translates into consistent messaging, respectful actions and engaging behavior.

Management ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Fair treatment is different from equal treatment. Holding others accountable for their behavior is critical to team success. Managers need to show empathy while understanding and respecting differences.

Organization: Management Score Level Two

Overall your organization scored a Two on a scale of 1-3, in terms of management's behavior that is in support of diversity and inclusion.

Management Insights
<p>On average, responses indicate that management views diversity and inclusion as part of their responsibilities and understands the basics of how diversity and inclusion impact the workplace. Individuals and teams seem to feel management does value their contributions and tries to include others and reward behaviors. There seems to be an acknowledgement on the part of management that diversity and inclusion is part of their role in leading the organization. Because this is the middle range, there are growth opportunities for management, perhaps in adopting new strategies to develop a more inclusive group culture or in individual efforts when interacting 1:1 with team members.</p>

Diverse and Inclusive Management Signals to Observe

Supportive Management Behavior	Non-supportive Management Behavior
Models the proper behavior for being inclusive and diverse	Does not act as a role model for inclusive behaviors

Organization Data & Insights: Culture

A Diverse and Inclusive Culture Drives Innovation

Like the word diversity, culture has a broad range of meanings. For our purposes, we will use the following definition. Simply defined, culture is a way of doing things that is passed down from older to younger (not necessarily chronological age/may be tenure). The framework for culture is the values that have been established to guide behaviors.

While it is not an easy task, research supports that having a diverse and inclusive culture drives innovation.

Diversity is a key driver of innovation and is a critical component of being successful on a global scale. Senior executives are recognizing that a diverse set of experiences, perspectives and backgrounds is crucial to innovation and the development of new ideas. ⁵

Research confirms that diversity is a valuable resource for innovation. Professor Ron Burt of the University of Chicago conducted an empirical study indicating that people with more diverse sources of information generate consistently better ideas. ⁶




How is diversity and inclusion incorporated into your organization’s culture?

Statements


How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

 I understand what diversity and inclusion means at our organization.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

When employees have a solid understanding of diversity and inclusion, it means that a standard has been set and employees understand the standard. Employees who have a clear expectation of behavior are more likely to exhibit the appropriate behavior.

 Employees ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

This means that regardless of differences (age, experience, gender, race, religion, etc.) that there is a diversity and inclusion effort being made on an organizational level. These interactions can vary over time as new team members are added or move in the team.

 When diversity issues arise ...


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Employees watch to see if organization actions line up with the stated beliefs, mission statement and other policies. Does the organization “walk the talk?”

 This organization ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

The foundation of diversity lies in the organizational culture. Does management support diversity? Is it publicized with clear commitment statements? Do policies support and reward inclusive behaviors?

 Disrespectful and non-inclusive behavior

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

This item indicates the level of tolerance for inappropriate workplace behaviors such as insensitive humor. Organizational culture is not defined by words, but by actions. Acting when disrespect is demonstrated is critical to a strong and supportive culture.

Organization: Culture Score Level Two

Overall your organization scored a Level Two on a scale of 1-3, in terms of a culture that is in support of diversity and inclusion.

Culture Insights
Culture is like the air we breathe; you don't notice it until something is wrong with it. At this level, there seems to be a vision for diversity and inclusion but perhaps it hasn't been translated into guiding business principles. On average, this group reports that in general, the organization seems to support diversity and inclusion. While there seems to be organizational support for diversity and inclusion, the group may still be unclear as to organizational support of the connection between diversity and organizational effectiveness. There are untapped opportunities in defining diversity and supporting inclusion through actions.

Diverse and Inclusive Culture Signals to Observe

Culture is Diverse and Inclusive	Culture is Not Diverse and Inclusive
Culture is rooted in a shared philosophy that brings people together	Culture is rooted in company rewards or other tangibles

Organization Data & Insights: Policies, Practices and Procedures (3Ps)

3Ps are Diversity and Inclusion in Action

The fastest way to impact change is through the policies, practices and procedures that show organizational support of diversity and inclusion work.

Policies that demonstrate what organizations truly value can often be understood by reviewing what gets rewarded. To support a diverse and inclusive workforce, minimally the policies, practices and procedures (3Ps) related to recruitment, hiring, training, performance appraisals/review process,

promotion guidelines and development should be assessed to identify any barriers/obstacles that could unintentionally lead to the exclusion of some individuals or groups.


Half of all organizations sponsor all employee diversity awareness training and a little over a third sponsor manager-level diversity awareness training. However, High Performance Organizations are 33% more likely to sponsor all employee diversity skills training, and a quarter focus training on recruiting diverse talent. ⁷

Does your organization have diversity and inclusion training, policies, practices and procedures in place?

Statements

How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

 Effort is made to solicit ideas of all employees in this organization.


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Employees are encouraged to provide input and ideas that may be perceived as "different." There is an intentional effort to include individuals that may not be generally included or sought out.

This organization ...


Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Diversity is reflected internally in the employee base. The commitment to diversity is communicated externally via the company website, marketing materials and meaningful community involvement.

 Everyone ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Training and developmental opportunities are offered to all employees. Individuals are not discouraged or overlooked due to age, role, gender or other dimensions of diversity.

 The HR policies, practices and procedures ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Employees adhere to policies and procedures. What gets measured, gets addressed. Inclusive policies and practices, such as flextime, lead to practices that become the norm.

 This organization ...

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses

Individuals notice what is happening in organizations rather than what is a stated intent. It is often visible that positions that are more senior are less diverse.

Organization: Policies, Practices and Procedures Score: Level Two

Overall your organization scored a Level Two on a scale of 1-3, in terms of policies, practices and procedures that are in support of diversity and inclusion.

Policies, Practices and Procedures Insights

This is a true test. Does what you say as an organization match what you do in practice? On the average, this group is reporting that there is opportunity for improvement in organizational policies, practices and procedures that support diversity and inclusion work. Are the needs of the individuals in the organization being met as best they can with organizational practices? Individuals look for policies that support what we say we value as an organization. The policies, practices and procedures (3Ps) related to recruitment, hiring, training, performance appraisals/review process, promotion guidelines and development could perhaps be reviewed to identify any barriers/obstacles that could unintentionally lead to the exclusion of some individuals or groups.

Diverse and Inclusive 3Ps Signals to Observe

3Ps Are Clear and Known	3Ps Do Not Promote Diversity & Inclusion
Efforts extend beyond standard online and sector specific job boards	Efforts are focused on traditional channels that produce limited diversity of candidates

Individual Data and Insights: Beliefs

Individual Beliefs Are Built on Personal Experiences

We are all influenced by multiple factors such as, gender, race, age, family, friends, education, where and when we grew up, etc. Over time, these influences shape our values and beliefs and determine how we perceive others, the world and ourselves. Our beliefs filter our perceptions and construct our reality. They show up through our attitudes, behavior and habits. How we respond to others is directly linked to what we believe and can lead to inclusion or biased or prejudicial behavior.

Research has shown that many people's decisions exhibit subconscious biases based on gender, ethnicity and other factors. ⁸

Statements

How to interpret the responses: Note the variation in responses. Variation in the responses can point you to areas where further education or communication may be needed. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
I believe that ...							
Diversity and inclusion efforts are ...							
Diversity is ...							
A diverse and inclusive workforce is ...							
Education ...							
I believe ...							



Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never	Rating Average	Response Count
Personal characteristics...							
Personal characteristics...							

Moving Forward

Beliefs are deeply ingrained and are set at a very early age. This does not mean however, that they cannot change during time. The ABCDE Five Simple Truths relate primarily to individual beliefs.

Five Simple Actions - ABCDE

- Acknowledge unconscious bias
- Be present and pause
- Consider the other person's point of view
- Determine what to do differently
- Engage others through dialogue

Individual Data and Insights: Interpersonal Skills

Interpersonal Skills are Diversity and Inclusion in Action

This measures the extent to which an individual can interact effectively with others different from him or herself. Knowing who we are and how we impact other people helps us choose appropriate behavior. A skillful person can manage situations and successfully interact with people who may be different from him or herself. At this point, we can modify our behavior to meet the needs of a situation. Effective interpersonal skills reflect an ability to be flexible when reacting to the ideas and opinions of others. We show others respect and trust through cooperation, attentiveness and friendliness. This, in turn, results in more harmonious relationships and increased productivity.

More than 40% of the 2010 Fortune 500 companies were founded by immigrants or their children. Even though immigrants have made up only 10.5% of the US American population on average since 1850, there are 90 immigrant-founded Fortune 500 companies, accounting for 18% of the list. ⁹

Statements

How to interpret the responses: Note the variation in responses. Variation in the responses can point you to areas where further education or communication may be needed. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never	Rating Average	Response Count
I take ...							
When I disagree ...							
I am aware ...							
I work to ...							
I reflect on ...							
I adapt ...							
I openly ...							
When I do not ...							

Moving Forward

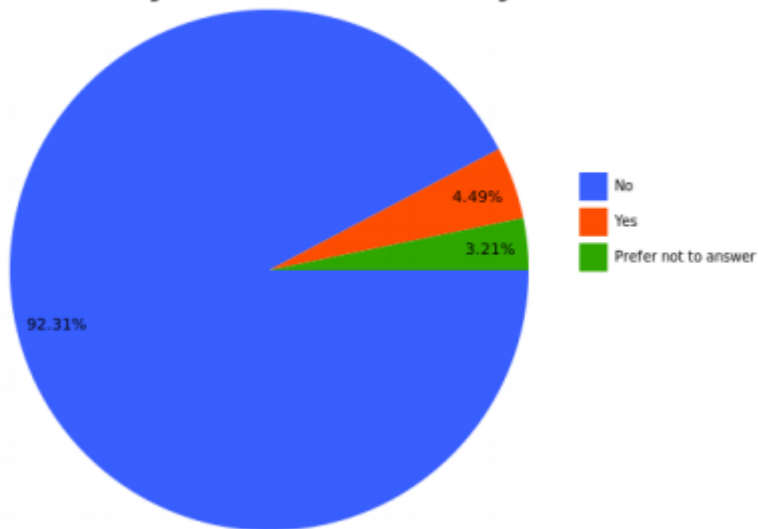
Diversity and inclusion have come a long way due to current research and identified best practices. The advantages of organizational diversity and inclusion efforts extend beyond improved teamwork, creativity and productivity into impacting the profitability of any organization, ultimately making or breaking a business. Ignoring the impact of diversity and the power of inclusion in this global marketplace will not only hold organizations back but will greatly limit its talent pool and customer base, challenging the core of existence.

Responses to Your Organization's Open-Ended Question

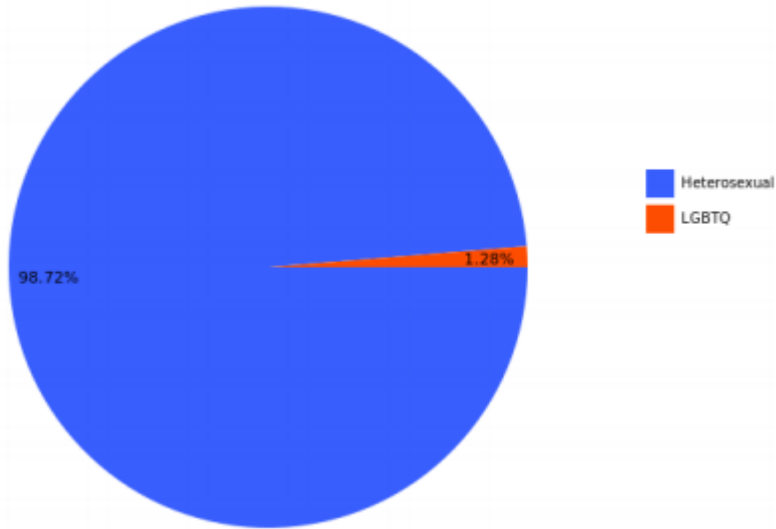
Question #1: Optional open-ended question and responses are inserted here.

Question #2: Optional open-ended question and responses are inserted here.

Do you have a disability?

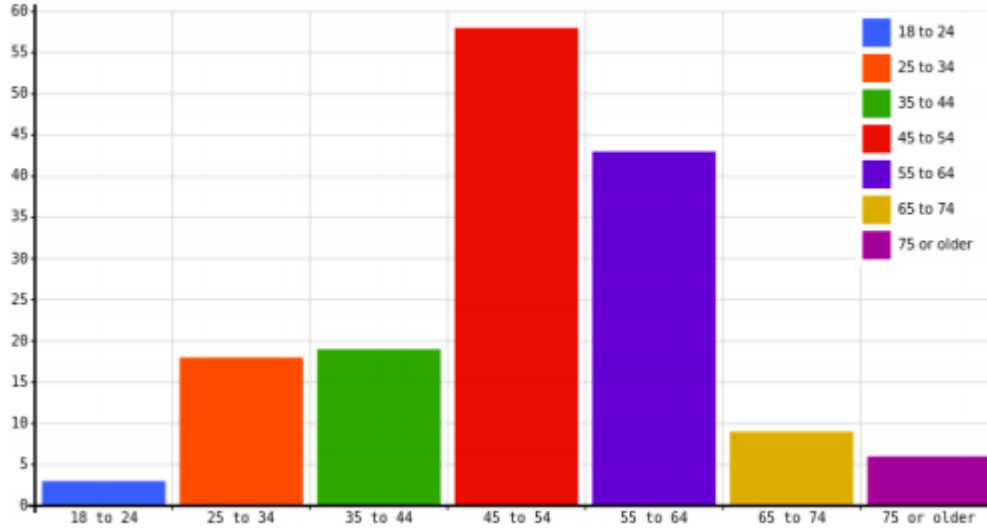


What is your sexual orientation?

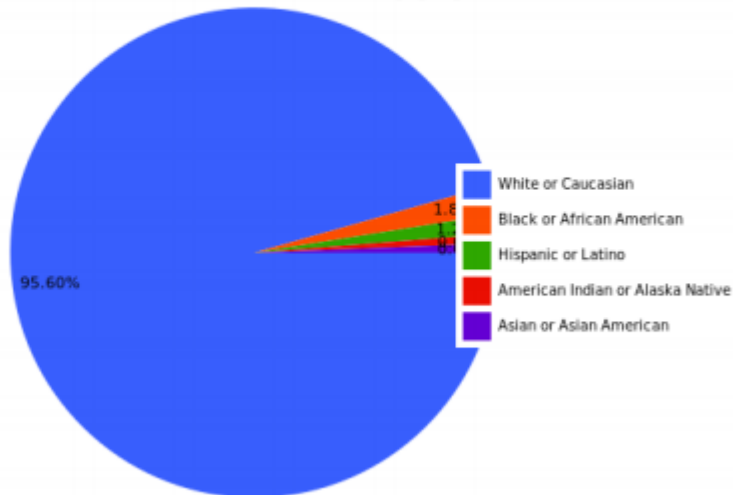




What is your age?

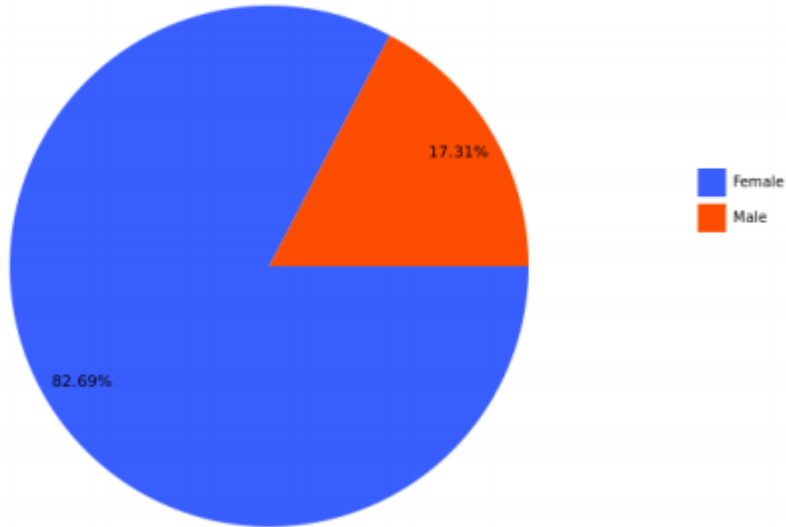


With which race/ethnicity do you identify. Check all that apply.





What is your gender or gender identity?



1 "Is there a payoff from top-team diversity?" McKinsey Quarterly, April 2012.

2 Henley Management College, UK; Ford Germany

3 Aberdeen Group, 2009

4 "Attracting Talent," DiversityInc, Fall 2015

5 "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workforce," Forbes, July 2011

6 "Proof That Diversity Drives Innovation," DiversityInc, 2011

7 i4cp, 2010

8 Project Implicit, 2011

9 "The 'New American' Fortune 500," "Partnership for a New American Economy, June 2011



SpectraDIVERSITY
Open Minds ~ Transform Organizations



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