



SpectraDIVERSITY

Open Minds ~ Transform Organizations

Spectra Diversity Inclusion Assessment

Individual Report: [name]

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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 Profile*** provides a diversity and inclusion path forward for organizations of any size.

Spectra Diversity & Inclusion Profile

The ***Spectra Diversity & Inclusion Profile*** 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 Profile 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 responses regarding the individual, the team, and the organization.

Five Simple Actions - ABCDE

1. Acknowledge unconscious bias
2. Be present and pause
3. Consider the other person's point of view
4. Determine what to do differently
5. Engage others through dialogue

What are You Willing to Do?




About this Report

The **SPECTRA Profile** 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 impact employee engagement and innovations shows a forward thinking, inclusive organization. When employees that feel 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

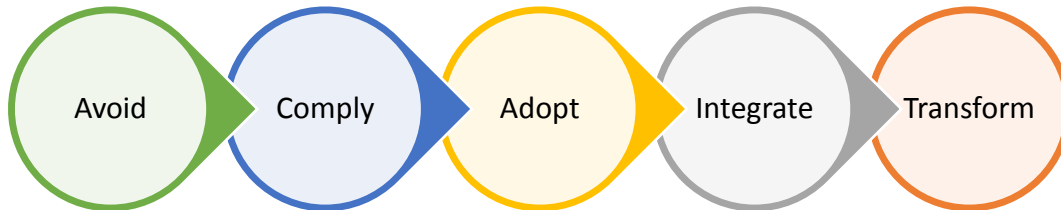
To understand others, it is important to begin with understanding yourself. This self-awareness can help you become more sensitive about how your behavior might affect others. The SPECTRA Profile also assesses respect for others. When employees display openness and non-judgmental behavior it demonstrates that they value the diversity of others in the workplace. In turn, behavior is directly influenced by one's self-awareness and interpersonal skills. By being self-aware, one is able to identify his/her belief system. By understanding that, an individual can further choose to adapt behavior to be more inclusive of others in the workplace.

This profile measures the following:

-  **Beliefs** (personal opinions 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 Relative 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, lack of trust.

Individual: Little or no awareness of diversity and inclusion. Cultural differences are generally thought of as food, dress, and celebrations. May engage in shaming and blaming, initiates humor at the expense of others, holds beliefs that others are inferior or should be avoided, lack of trust, may avoid or withdraw from cultural differences.

Comply

Organization:

Individual:

Adopt

Organization:

Individual:

Integrate

Organization:

Individual:

Transform

Organization:

Individual:

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

What are your subconscious biases? What do you believe to be the absolute truth?

Statements

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe that I personally benefit from diversity and inclusion.					

Individuals who are more inclusive tend to be more mindful of others. They learn and grow from different perspectives and approaches, moving away from “my way is the best way.”

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Diversity and inclusion efforts ...					

Workplace diversity goes beyond EEO and protected classes. Each employee must consider how to be inclusive on a daily basis, as it is a process - not a one-time event.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Diversity is ...					

Research shows that companies that drive innovation by leveraging by employee ideas through inclusion efforts, meet product revenue targets and launch dates nearly 50% more often than competitors.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A diverse and inclusive workforce is ...					

Attracting and retaining talent adds a competitive edge to any organization. When individuals are included and appreciated, it directly increases loyalty and productivity. People want to be part of organization that values their input and contributions...that is the heart of any diversity and inclusion effort.

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Education about diversity and inclusion will ...						

When people are respected, included and engaged, performance increases and therefore profitability.

Statement		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I believe ...						

Research shows that Individuals have biases, whether or not they are aware of those biases.

Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never
Personal characteristics, such as race, gender, age, etc. ...					

This is often an indicator of unconscious bias. Each individual has a valid contribution to make, and the sum of the contributions lead to overall success. The key is to focus on the contribution - rather than the personal characteristics of the contributor.

Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never
Personal characteristics...					

This too can be an indicator of unconscious bias. When individuals feel they are held back due to diversity, they may stop contributing. Everyone needs an equal chance to develop and further their career.

Your Individual Composite Score: Level Two

Overall you scored a Level Two on a scale of 1-3 in terms of your beliefs that are in support of diversity and inclusion.

Based on your responses to the profile, you seem to have developed a basic awareness and understanding of how your personal behavior is influenced by your beliefs. You seem to understand how diversity and inclusion impacts the organization and your own workplace performance. You may seek out resources to continue to learn and grow. It appears you have begun to accept responsibility for the quality of your relationships with co-workers.

Moving Forward

Beliefs are deeply ingrained and are set at a very early age. This does not mean however, that they cannot change during the course of time.

Individual Data and Insights: Interpersonal Skills

Interpersonal Skills are Diversity and Inclusion in Action

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

We are a nation of immigrants. Do you believe your organization is inclusive of immigrants?

Statements

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I take the time to ...					

Awareness is the first step to skill development. By taking the time to learn about others, we can consider situations from multiple viewpoints before acting. Everyone has unconscious biases, whether they are aware of them or not. Knowing that you have biases, helps you to explore, identify and help to prevent you from judging others unfairly.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I adapt ...					

Increased awareness opens the door to consider multiple approaches, workstyles, and communication. It is the opposite of "my way is the best way..."

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I openly ...					

Open discussions about potentially sensitive issues enables us to learn and grow.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
When I...					

Diversity is a complex issue. It's a skill to recognize when to ask for help. One of the most powerful ways to complement others is to genuinely listen to develop a deeper understanding.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I work to ...					

A basic skill in managing relationships with diverse co-workers is to include all members equally. When your goal is to listen to others' perspectives, you can modify personal behavior to meet the needs of other people. This will increase one's ability to show respect/trust toward co-workers through cooperation, attentiveness, and friendliness.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
When I ...					

This is not about right or wrong. When there is disagreement it takes courage to explore other ideas and beliefs which you may not have considered.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am aware ...					

Very few people are aware of their biases when "in the moment." Reflection can help you recognize when your biases may have impacted your decisions.

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I reflect on ...					

Being able to pause and reflect on one's own behavior is a skill for which many do not make the time. It is difficult to adapt and grow, without the step of self-reflection.

Your Individual Composite Score: Level Two

Overall you scored a Level Two on a scale of 1-3 in terms of your Interpersonal Skills that are in support of diversity and inclusion.

Based on your response to the profile, you probably have basic skills in managing relationships with co-workers. You have likely begun to modify your own behavior to meet the needs of others. You are likely becoming more aware of how your behavior impacts others as you seem to be open to asking for help and learning about different perspectives. You now have an opportunity continue to ask for input, be conscious of your behavior with interacting with others and consider how you can be more inclusive of your co-workers.

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.

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 buy in.

Diversity and inclusion initiatives require fundamental changes that have to 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

Statements

-  Management ...
 - *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 ...
 - *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 ...
 - *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 the more willing to work on small issues before they become big problems.*
-  Management ...
 - *Organizations benefit when management is aligned across the organization. This means consistent messaging, respectful actions and engaging behavior.*

 Management ...

- *Fair treatment is different from equal treatment. Managers need to show empathy while understanding and respecting differences.*

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

Similar to the word diversity, culture has a lot 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


Statements


 I understand ...

- *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 ...
 - *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 and inclusion issues arise ...
 - *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 is ...
 - *The foundation of diversity lies in the organizational culture. Does management support diversity, is it publicized with clear commitment statements and do policies support and reward inclusive behaviors?*

-  Disrespectful and non-inclusive behavior ...
 - *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. Taking action when disrespect is demonstrated is critical to a strong and supportive culture.*

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 perks 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

Statements

-  Effort is made to ...
 - *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 ...
 - *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 ...
 - *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, procedures...
 - *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 ...
 - *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.*

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



- 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 DiversityInc, 2015
- 5 "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workforce," Forbes, 2011
- 6 <http://www.diversityinc.com/diversity-management/proof-that-diversity-drives-innovation>
- 7 i4cp, 2010
- 8 Project Implicit, 2011
- 9 Partnership for a New American Economy: study