



Spectra Diversity Inclusion Assessment™

Organization Report: Financial Institution

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Powering Inclusive Cultures

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 Assessment

The **Spectra Assessment** is delivered to employees and managers/supervisors. All respondents remain anonymous, and group results are provided to management to assess areas of need or strengths.

The **Spectra 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

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

Individual

To understand others, it is important to begin with understanding yourself. This self-awareness can help you gain clarity on how your behavior might affect others. The **Spectra Assessment** also assesses your perception of how often you demonstrate inclusive interpersonal skills. 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.




This assessment measures the following:

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

Organization

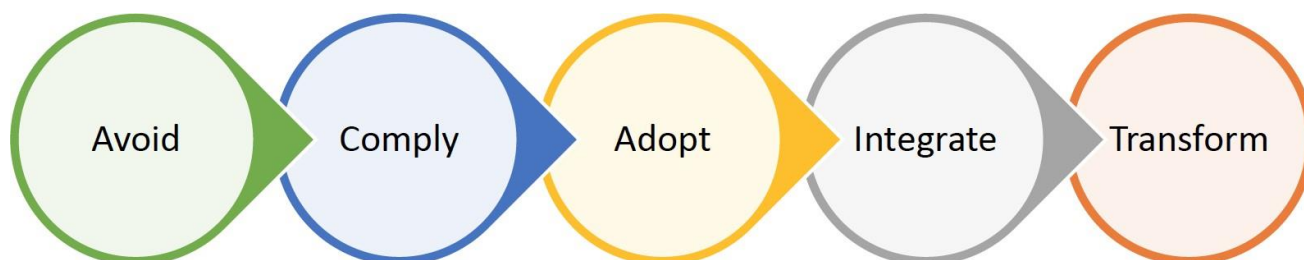
Knowing where the organization's commitment lies on diversity and inclusion matters greatly. An organization that recognizes how diversity and inclusion directly impacts employee engagement and innovation is a forward-thinking, inclusive organization. When employees believe their organization is invested 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 assessment 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

Spectra Diversity and Inclusion Maturity Model

Each individual and each organization lie somewhere on this continuum.



Your Organization's Relative Diversity and Inclusion Maturity Level

Avoid	Comply	Adopt	Integrate	Transform
		X		

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: Follows basic federally mandated anti-discrimination law to avoid negative consequences. Focus is on treating everybody the same way. Tends to be reactive and often stops any initiatives once they are in compliance.

Individual: Goes along to get along. Pays "lip service" to diversity and inclusion in the workplace. Tolerates humor at the expense of others, remains quiet or uninvolved when witnessing micro aggressions, lacks knowledge about those who are different from self, views cultural differences in terms of 'us' versus 'them.'

Adopt

Organization: Views diversity and inclusion as a key driver of organizational efficiency, employee engagement and/or opportunities to expand market opportunities. Measurements are place to evaluate diversity and inclusion initiatives. There is some infrastructure (e.g. diversity and inclusion council, employee resource groups, etc.). Diversity and inclusion are aligned with the organization's mission and vision. Works to promote inclusion.

Individual: Works to include others, acknowledges and respects differences, understands that we are the way we are because of our cultural backgrounds and influences, recognizes and appreciates patterns related to culture, ethnicity, gender, age and other dimensions of diversity.

Integrate

Organization: Diversity and inclusion have been integrated into all aspects of the organization and is a core value. Policies, practices, and procedures are inclusive. Employees are committed to diversity and see themselves responsible for creating a culture that is inclusive for all.

Individual: Able to interact with different people, able to perform tasks with comfort and ease in interactions with those who are different from 'self.' Models and promotes appropriate inclusive behaviors.

Transform

Organization: Diversity and inclusion is part of everyday business, is fully integrated and is part of the cultural norms of the organization. Has its diversity and inclusion best practices emulated by other organizations.

Individual: A visionary; actively incorporates inclusionary behavior in interactions. Holds self-accountable for creating and sustaining a diverse and inclusive culture.

Organization Data and Insights: Management

Management is Key to Diversity and 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 are change initiatives 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

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.

1. Management shows that diversity is important through their actions.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
591	1639	1057	232	52	3.7	3571

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.

Organization: Management Score Level Two

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

Insights
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.

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
Understands why and how inclusion is important to the organization	Lacks an understanding of the importance of diversity and inclusion's role in team or organization success
Accepts and supports team/organizational decisions with grace and dignity	Supports team/organizational decisions reluctantly
Utilizes the unique skills, abilities and experience of all employees to achieve business results	Does not use the full skill set of all employees or team members
Build teams that reflect a variety of opinions, experiences and thoughts	Fails to encourage the opinions of all employees
Takes personal responsibility of one's own outcomes	Pushes responsibility onto others or blames others for negative outcomes

Organization Data and 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.

6. I understand what diversity and inclusion means at our organization.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
961	2099	435	56	20	4.1	3571

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.

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
Company mission statement identifies strong core values including diversity and inclusion	Company has a mission statement that does not address inclusion or respect
Inclusive culture is carried out into the world by your people, ambassadors and witnesses of your culture	Inclusion may not be addressed in the workplace; if it is, inclusion tends to be confined to within the walls of the workplace or only when working with customers or clients
Diversity is reflected in the boardroom as well as the workplace in general	Board members are remarkably similar and do not reflect the diversity of the marketplace
Focus on building internal resources and developing employees at multiple levels	Focus on more technical or role specific skills gap

Organization Data and 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.

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

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
540	1621	988	337	85	3.6	3571

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.

Organization: Policies, Procedures and Practices 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.

Insights
<p>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.</p>

Diverse and Inclusive 3Ps Signals to Observe

3Ps Are Clear and Known	3Ps Do Not Promote Diversity and Inclusion
Efforts extend beyond standard online and sector specific job boards	Efforts are focused on traditional channels that produce limited diversity of candidates
Positions advertised in a wide variety of places and relationships are built with organizations that work with diverse communities	Limited outreach to non-traditional organizations, universities, associations, etc. that may reach more diverse candidates
Efforts are made to reduce barriers and bias in job descriptions and interviewing	Job descriptions use language that encourage or discourage individuals to apply; interviewing approach is not behavioral based
Policies are updated to reflect the needs of the employee base (flex time, prayer rooms, mother rooms, etc.)	Policies are not reviewed on a regular basis; employee input regarding policies is not solicited

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 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.*

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
16. I believe that I personally benefit from diversity and inclusion.						
624	1385	1314	208	40	3.7	3571

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

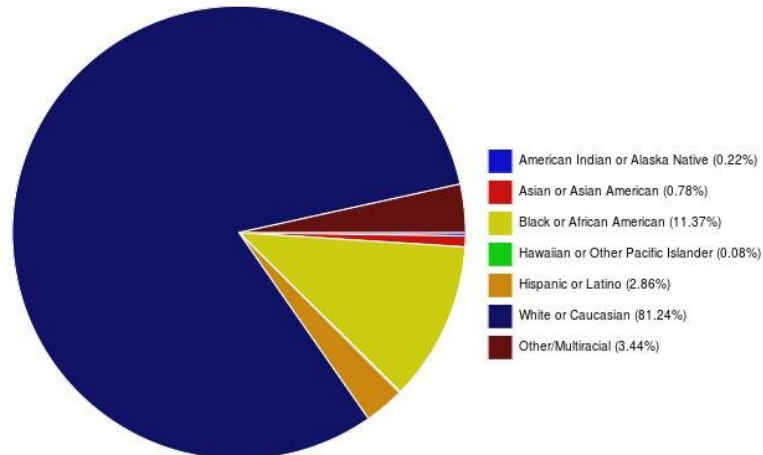
Statements

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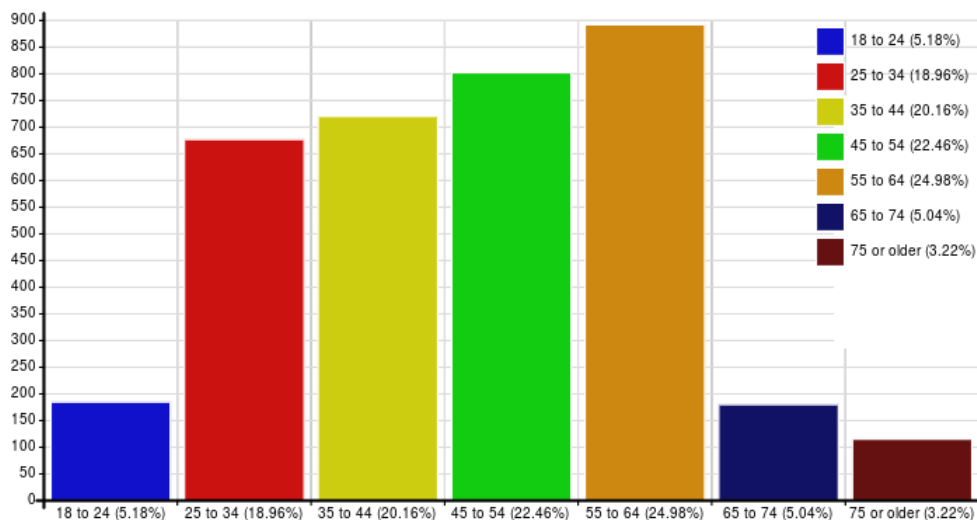
Almost Always	Frequently	Sometimes	Rarely	Almost Never	Rating Average	Response Count
24. I take the time to learn how those different than me want to be treated.						
1078	1441	878	135	39	3.9	3571



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



What is your age?



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 20