Spectra Diversity Inclusion Assessment™

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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[TM] (SDIA)* provides a diversity and inclusion path forward for organizations of any size.

SDIA

The **SDIA** 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 **SDIA** 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 **SDIA** 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 **SDIA** also assesses your preception 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.
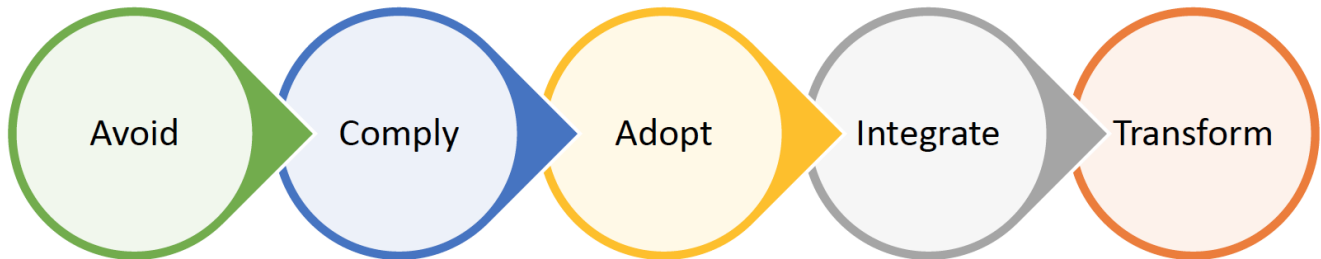
Your Overall Score on the Diversity and Inclusion Maturity Model

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

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Comply

Adopt

Integrate

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

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, behaviors 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. [4]

Do you believe you have unconscious biases?

What do you believe to be the absolute truth?

Statements

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

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
2. Diversity and inclusion efforts are necessary to this organization's success.	X				

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.

Your Individual Composite Score: Level Two

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

Beliefs
Based on your responses to the assessment, 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 as time progresses.

Individual Data and Insights: Interpersonal Skills

Interpersonal Skills are Diversity and Inclusion in Action

This measures the extent to which you can interact effectively with others different from yourself. Knowing who you are and how you impact other people helps you choose appropriate behavior. A skillful person can manage situations and successfully interact with people who may be different from oneself. 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 American population on average since 1850, there are 90 immigrant-founded Fortune 500 companies, accounting for 18% of the list. [5]

We are a nation of immigrants.

Do you honor the differences of those coming from cultures other than your own?

Statements

Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never
9. I take the time to learn how those different than me want to be treated.	X				

Awareness is the first step to skill development. By taking the time to learn about others, you 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 them, identify them and stop yourself from judging others unfairly.

Statement	Almost Always	Frequently	Sometimes	Rarely	Almost Never
10. I adapt my approach to work more effectively with those who are different from me.	X				

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

Your Individual Composite Score: Level Three

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

Interpersonal Skills
Based on your response to the assessment, you probably interact well with co-workers on an individual basis. You are likely to be flexible toward others' ideas and opinions and show respect to co-workers through cooperation, attentiveness and friendliness. It seems you are not only willing to ask for help, but also try to be inclusive of others in the workplace. Be aware of your actions as you most likely are a role model for inclusivity; keep the dialogue open and transparent.

Moving Forward

As our world and our nation become more diverse, possessing interpersonal diversity and inclusion skills is rapidly moving from a position of "nice to have" to "need to have" in terms of career progression, ability to be a quality team member, and overall engagement with others. It is a life skill that can reap benefits both on and off the job.

Your Organization's Score on the Diversity and Inclusion Maturity Model

Avoid → Comply → Adopt → Integrate → Transform
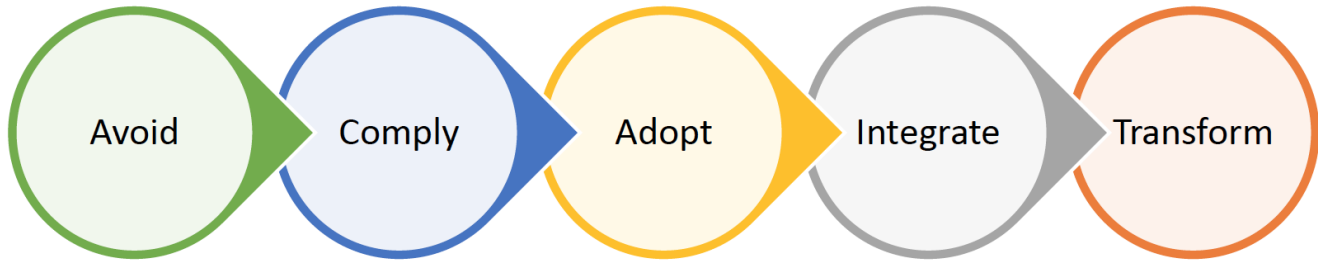
Avoid	Comply	Adopt	Integrate	Transform

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.

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.

Adopt

Organization: Views diversity and inclusion as a key driver of organizational efficiency, employee engagement and/or opportunities to expand market opportunities. Measurements are in 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.

Integrate

Organization: Diversity and inclusion have been integrated into all aspects of the organization and is seen as 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.

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.

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 buy in.

Diversity and inclusion are part of change initiatives that often require 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.[6]

Statements

17. Management shows that diversity is important through their actions.
    - *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.*

18. Management sets a positive example for our organization in terms of inclusion.
    - *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.*

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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 lot broad range of meanings. For our purposes, we will use the following definition: 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. [7]

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. [8]

Statements

22. I understand what diversity and inclusion means at our organization.
    ○ *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.*

23. Employees of different backgrounds interact well in our organization.
    ○ *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.*

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Diverse and Inclusive Culture Signals to Observe

When Culture is Diverse and Inclusive	When 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 very 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 25% focus training on recruiting diverse talent. [9]

Statements

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

28. This organization has done a good job hiring people of diverse backgrounds.
    ○ *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.*

Diverse and Inclusive 3Ps Signals to Observe

3Ps Are Clear and Known	3Ps that 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

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 Project Implicit, 2011

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

6 "Attracting Talent," DiversityInc, Fall 2015

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

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

9 i4cp, 2010

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