

**Mary Sample**  
**Diversity & Cultural**  
**Awareness Report**  
**Tuesday, February 05, 2002**

## Diversity & Cultural Awareness Profile

### Introduction

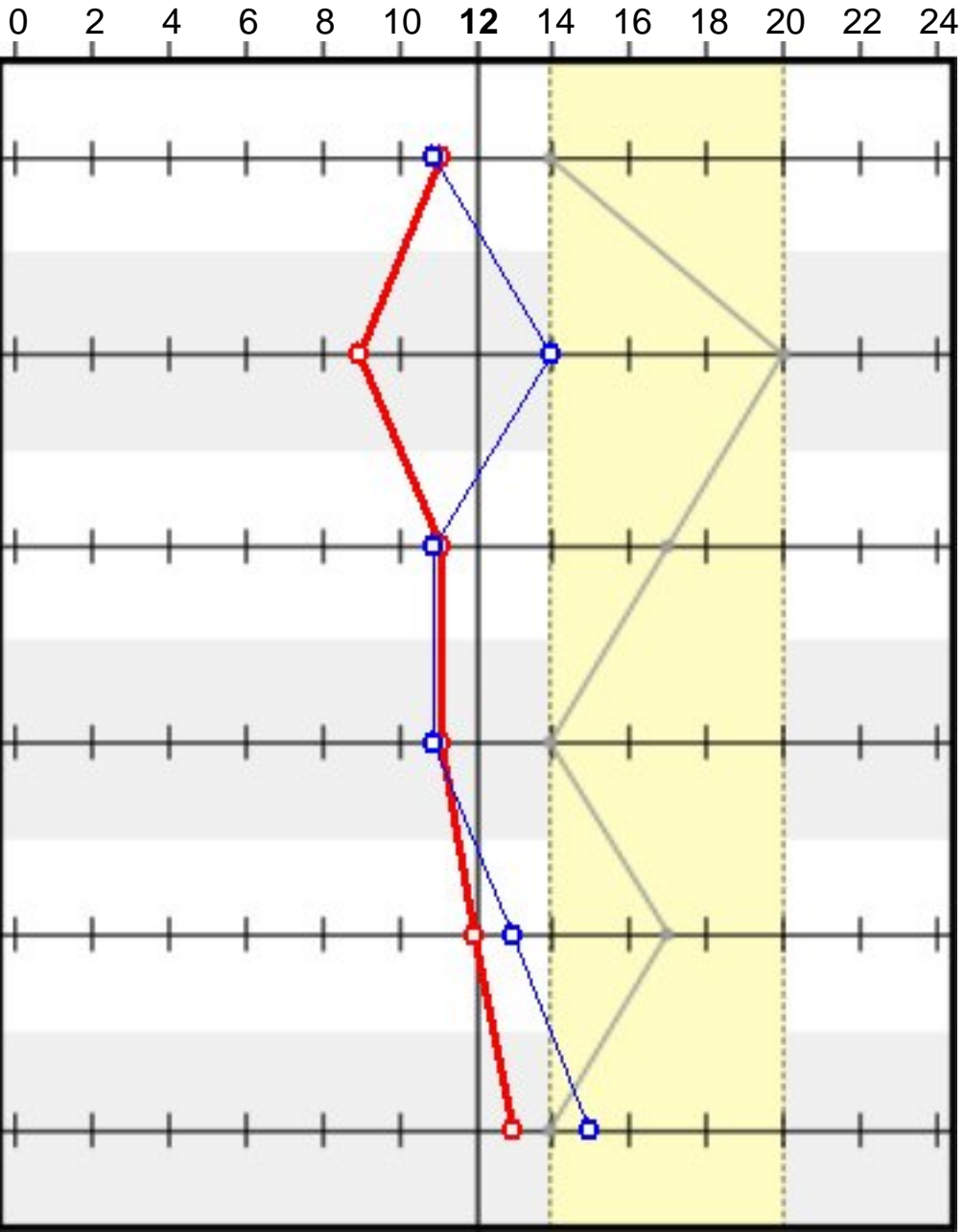
In recent years, it has become increasingly recognized and understood that an organization's success rests heavily upon how well it harnesses the whole array of skills and experiences of its employees. This mainly means how well it fosters widespread teamwork, bringing together people of very different backgrounds and styles to enhance creativity, the ability to solve problems more effectively, discover new approaches to old issues, and realize many other benefits. Extensive research from a wide variety of sources has identified six specific steps that are common to people and organizations that harness the benefits that can flow from diversity. These steps are seen to be a necessary foundation in building and maintaining a strong and successful team of people who are happy to work with each other to achieve greater levels of success. The progressive steps in building this pyramid are:

1. That people and organizations need to be aware of the benefits that can flow from cultural diversity, and to recognize that a climate of mutual trust needs to be built and maintained. It is also recognized that this helps to foster growth and to derive strength from the knowledge, skills and experience that different people bring.
2. That minority groups need to feel included in the major decision- making processes of the organization, and that their views and ideas are genuinely valued and seen to be important.
3. That different beliefs, stated views, actions and re-actions are fully understood and are naturally tolerated and accepted as part of the rich overall 'tapestry' of human behavior
4. That warmth, sincerity and good will is shown to every individual and group without applying collective stereotypes, so that they feel high levels of mutual empathy
5. That groups ( and the organization as a whole ) permanently adapt and change where their beliefs or reactions are limiting, or are prone to bias or prejudice towards people that are different from the majority.
6. That individuals and the organization as a whole persist in their efforts to recognize diversity and cultural awareness shortfalls, and commit to increasing overall knowledge, and to seek to reap the long term benefits from people's differences rather than to celebrate their similarity.

The Diversity & Cultural Awareness instrument details these steps as categories. The instrument uses these categories to give an individual the opportunity to rate their personal performance, as well as to estimate the performance of the organization around them. Although this is a subjective judgment, the resultant gaps between individual scores, organization scores and best practise scores can be a rich basis for further follow up and action.

## Diversity & Cultural Awareness Profile

### YOUR SUMMARY SCORES



— Personal — Organization

The Realm of best Practise

## Diversity & Cultural Awareness Profile

# 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 category.**
- 3. Compare your score and the organizational score and the gap between the two in each category.**
- 4. Determine what you might like to prioritise for yourself and for the organization in terms of making future changes to your cultural diversity behavior or actions.**

The essential value in any measurement instrument is in the extent to which it provides a useful indicator about a current situation and provides some guidance in terms of what you might do to change it for the better. This should ideally be helpful in a way that individuals can reflect upon and judge whether any adjustments or changes are necessary or desirable.

By completing this profile, the intensity of your scores and those that you have assigned to the organization as a whole, should provide a useful basis for such a review to take place. To deepen or extend this further, you may want to ask two or three of your colleagues to complete the profile to assess whether they see cultural diversity to be the same as you (especially as far as the wider organization is concerned). By averaging their scores and plotting them on the grid, this can create an interesting comparison between your own and the organization's awareness and commitment that others perceive to exist.

Whatever your scores, and whether they are yours alone or enhanced by the views of others, you may want to develop your skills in categories other than the ones in which you are already strongest.

## **Diversity & Cultural Awareness Profile**

### **THE SIX DIVERSITY & CULTURAL AWARENESS CATEGORIES**

#### **AWARENESS AND CLIMATE**

Any individual or organization that wants to bring about a greater appreciation of the prevailing levels of diversity (and to benefit from it directly) need to first build a strong foundation of awareness. This awareness foundation is built by understanding the different ways in which people, or groups of people can look, feel and act, and by becoming aware that a climate of open, mutual trust needs to be established to ensure that this is seen as a strength to foster, not a weakness to be attacked.

#### **LEVELS OF INCLUSION**

Individuals and groups make many decisions in the organization and agree to take certain actions every single day. If the decision making processes are controlled by only a few people, or biased towards only one or two majority groups, the risk is run of disenfranchising the so called 'minorities', or of subordinating their interests and input. Inclusion involves not only ensuring that all individuals and groups are given an equal voice, but also ensuring that every opinion is genuinely valued and considered to be worthy of equal consideration.

#### **LEVELS OF TOLERANCE AND UNDERSTANDING**

Once awareness has been raised and people have been included in organizational decision making more equally, the depth and breadth of people's diversity of beliefs, stated views, actions and reactions will be better appreciated. However, appreciation does not necessarily lead to tolerance and/or understanding. As a result both individuals and the organization as a whole need to actively defend people's right to offer a different view and reject intolerance of any kind. In addition, more effort needs to be invested in thinking about why people hold their particular views and perspectives.

#### **DEGREE OF EMPATHY**

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, which an issue may be being judged or perceived. Empathy is created by showing warm and genuine interest in the opinions of others and looking to understand the unique underlying feelings and beliefs that may underpin words and/or actions.

#### **DEGREE OF ADAPTATION AND CHANGE**

Whilst it is easy to accept some levels of cultural and general diversity in relation to our own perspective, and to accept greater understanding of diversity occasionally, it is of little sustained value until cultural awareness fundamentally and permanently adapts and changes individuals and the organization as a whole. Such adaptation is usually reflected in policies, procedures and principles initially, but should also be visible in the day to day practices of every individual (so that these become the 'normal' role models of behavior).

#### **PERSISTENCE AND COMMITMENT**

Even concerted effort to establish the diversity and cultural awareness 'pyramid' does not necessarily lead to sustained success. Bias, prejudice and discrimination may continue to prevail in less visible ways and can act to undo much of the 'good' work done to change attitudes. Individuals and organizations therefore, have to maintain their commitment and persistence and to become entirely intolerant of negative reactions from others. In addition, they need to ensure active and on-going cultural learning, as it through deeper education that we truly change ourselves.

**In the following pages, you will find each of the above categories elaborated further. Each category includes general action steps to improve in the future. A category graph is also included detailing the raw scores for yourself and the organization for individual questions. Finally, detailed action/coaching guidelines are included for individual and organization scores that total less than 3. (improvement scope is indicated)**

## **Diversity & Cultural Awareness Profile**

### **AWARENESS & CLIMATE**

**Effort to become more aware about the diversity of people around you, or the cultural breadth that prevails in your organization, is built upon an open-minded attitude and a willingness to accept that the journey towards greater enlightenment is valuable and worthwhile in the first place. This typically means that individuals need to reflect upon where their prevailing attitudes may be closed minded or limited and what needs to be done to change this (and to bring about a climate that is welcoming and trusting of diversity of belief, opinion and action).**

Awareness is typically heightened, and the organizational climate is changed by actively talking about diversity and by focusing people's minds on the strengths and the benefits that it can bring. At the same time effort needs to be committed to drawing attention to fear, trepidation, bias, discrimination and prejudice in relation to looking different or having views and beliefs that are different to the 'majority' opposition.

At this 'fundamental' level, the organization needs to help every individual to appreciate the limitations and restrictions that can apply if negative reactions to cultural diversity continue to exist. Formal training can therefore, be arranged that helps individuals to reflect upon their own upbringing, background and personality and to appraise their own beliefs, values and customs relative to others. Such training can also involve people in early debate about how culture arises from the so called 'norms' that are created by:

- Racial background
- Country of origin
- Religious belief
- Type of work
- Family values
- Age group
- Gender issues
- Other common interest factors

#### **Specific actions to increase diversity awareness and to create a more open climate:**

##### **For the individual**

1. Look to spend more time reading about diversity and cultural issues and to increase your levels of knowledge.
2. Participate in discussions and meetings to talk more about the prevailing culture and beliefs in the organization.
3. Involve yourself in diversity awareness training and actively participate in reflection about your own culture and its characteristics.

##### **For the Organization**

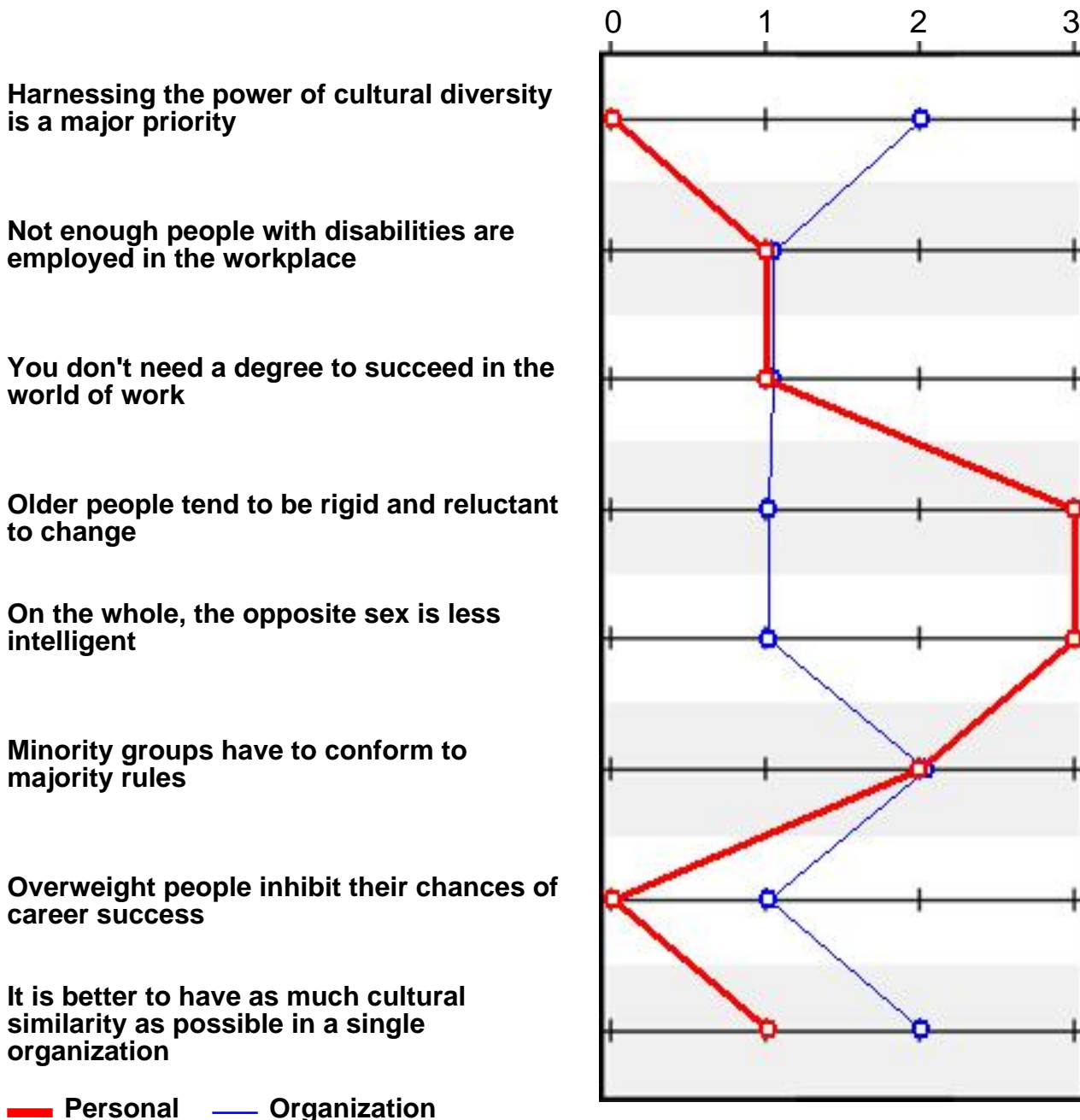
1. Audit the cultural feelings through opinion surveys
2. Find ways to demonstrate senior management commitment to greater diversity

## Diversity & Cultural Awareness Profile

# AWARENESS & CLIMATE

Effort to become more aware about the diversity of people around you, or the cultural breadth that prevails in your organization, is built upon an open-minded attitude and a willingness to accept that the journey towards greater enlightenment is valuable and worthwhile in the first place. This typically means that individuals need to reflect upon where their prevailing attitudes may be closed minded or limited and what needs to be done to change this (and to bring about a climate that is welcoming and trusting of diversity of belief, opinion and action).

Summary Scores - Individual: 11 out of a possible 24  
Organization: 11 out of a possible 24



# 1 Awareness and Climate

---

## Harnessing the power of cultural diversity is a major priority

Both individuals and organizations can pay lip service to the idea of being more aware and accepting of different cultures and people but do little in action terms to make it a major priority. In other words, any commitment is often limited to words, brochures and policy documents only. The best practice approach is to see cultural diversity as a significant organizational advantage, as long as the different strengths of people and groups can be properly recognized, harnessed and aligned. Although this may be a difficult target and an objective that may take a considerable amount of time, the journey has to start with widespread commitment to the cause. This commitment must be real and tangible to see and have a significant impact on every individual in terms of their day to day priorities.

Ask the following questions:

### FOR THE INDIVIDUAL

1. How well do I appreciate the value, skills, competencies of cultures/types other than my own?
2. How much of my time do I spend in terms of becoming more aware about different cultures?
3. What decisions of mine would be more rounded or better for a diversity of input and opinion?

### FOR THE ORGANIZATION

1. What is the organization doing to promote cultural diversity as a priority beyond a policy on the subject?
2. How much time and attention is given to advocating cultural diversity?
3. What cross cultural decisions or discussions are occurring on a regular basis?



## 1

## Awareness and Climate

---

### Not enough people with disabilities are employed in the workplace

Individuals in the age range of 18-65 that have a disability of some sort make up between 10 and 15% of the population in every society. Of this, about two thirds are capable of working in some capacity and can often hold and successfully perform in very complex and senior organizational positions.

These statistics suggest that most organizations should recruit a disabled person at least one in every fifteen hires and be able to sustain a disabled percentage of the population of at least 5%. Unfortunately, these percentages are predominantly anywhere from 3 – 5 times better than even the best performing organizations who often hide behind statements such as “It is too hard”, “we can’t find them when we need them”, or “employees don’t like it”?

The few best practice organizations that do exist look to make their culture warm and accommodating for disabled people (both in physical terms like allowing easy access, etc and in human terms through better educational awareness of their hiring staff and general employee population)

Ask the following questions:

#### FOR THE INDIVIDUAL

1. What is my attitude to different types of disablement?
2. Do I exhibit any poor or negative behaviors towards disabled people (even in subtle ways)?
3. Could I be more sensitive or accommodating towards disabled people?

#### FOR THE ORGANIZATION

1. What are the correct levels of disabled people relative to the rest of the population?
2. Is our environment structurally accommodating to disabled people?
3. Could our culture be warmer or more welcoming to disabled people to help them want to join us in the future?



# 1 Awareness and Climate

## 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 other means to assess an individual's potential contribution and promote and help them to develop regardless of their qualification starting point.

Ask the following questions:

### FOR THE INDIVIDUAL

1. Is there 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?



# 1 Awareness and Climate

## Overweight people inhibit their chances of career success

Physical differences are often seen by many to be a minor source of discrimination or poor acceptance of diversity. However, particularly in circumstances where the physical difference is seen to be great, intolerance and exclusion can be both fast and direct.

Our concept of physical difference arises from our relative views of so-called 'normality'. For example, men or women of a certain height are expected to be between an upper and lower limit in terms of weight. Although underweight people can suffer some critical intolerance, it is overweight individuals that tend to face the much greater problem in organizational terms. Even non-dietary obesity is often seen to be an unwanted non-conformance to the way that people should look to be 'professional'.

Best practice organizations are much more openly tolerant of individuals physical shape, size and weight and promote a climate of non criticism of any physical characteristics – positive or negative.

Ask the following questions:

### FOR THE INDIVIDUAL

1. Do I find myself reviewing other people's physical size or weight when it doesn't conform to my so-called 'normal' range?
2. Do I communicate or interface with overweight or underweight people in the same way as other people in the organization?
3. Is my thinking inhibited in terms of people's intelligence or ability, in terms of my seeing them as limited or impaired by their physical condition or shape?

### FOR THE ORGANIZATION

1. How well do we promote an open climate in which physical shape or size do not matter?
2. How proactive are we in ensuring that no unnecessary or negative comments are made about weight or physical appearance in general?
3. Are people of all shapes and sizes seen in the more senior positions of the enterprise?



## **Diversity & Cultural Awareness Profile**

### **LEVELS OF INCLUSION**

**With their heightened awareness of cultural diversity, both individuals and the organization can appraise the extent to which people are afforded fair and free involvement and inclusion in the major decisions that are made by enterprise, or the collective processes that cause action to be taken. This typically means that a rigorous appraisal is made of whether all recognizable groups and people are included in key discussions, meetings or collaborations and that their opinion is given equal weight and is truly valued.**

Organizational decision making is usually effected at many levels of a commercial enterprise, starting with the governing board (or board of directors) and the executive team, to advisory groups, committees, task forces and action teams. All of these groups ideally need to broadly represent as many people as they can across the enterprise, and not reflect only one or two majority groups. As a result, any decision-making team should reflect a balance of gender, religious or racial groupings, age or other relevant common interests (as much as this is possible).

Including a wide variety of people at all levels of organizational decision making helps to avoid the actual or perceived concentration of power in the hands of only a few. In addition, a balanced approach provides both representation of a wide range of interests in a direct way and creates a greater sense of perceived fairness and honesty.

Although care needs to be taken to avoid such efforts being seen as mere tokenism, this structural inclusion policy should create useful role models for the various interest groups to emulate. In addition, in more informal circumstances, it can help to ensure that all decision making is made by inviting broad input and opinion, in order to strengthen the decisions made, and to solicit wider support and commitment.

#### **Specific actions to increase diversity awareness and a more open climate:**

##### **For the individual**

1. Reflect upon whether 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 may be being excluded from organizational decision making.
3. Look around at people at decision-making meetings that you attend and ask why some groups are not represented directly.

##### **For the organization**

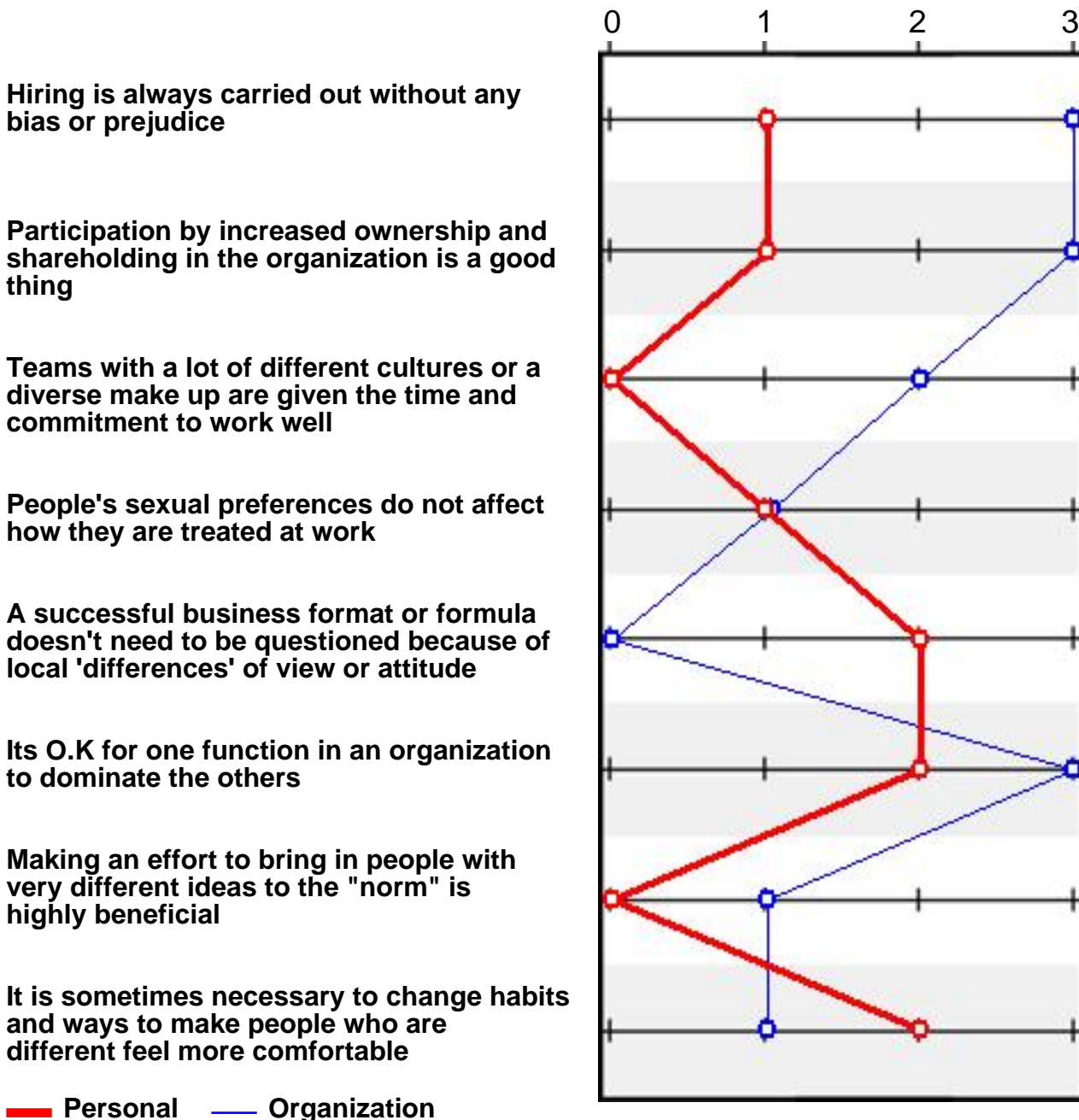
1. Look for representation from as many groups as possible in major meetings or committees that make policy decisions
2. Encourage all meetings to invite participation from individuals that represent different organizational interests.

## Diversity & Cultural Awareness Profile

### LEVELS OF INCLUSION

With their heightened awareness of cultural diversity, both individuals and the organization can appraise the extent to which people are afforded fair and free involvement and inclusion in the major decisions that are made by enterprise, or the collective processes that cause action to be taken. This typically means that a rigorous appraisal is made of whether all recognizable groups and people are included in key discussions, meetings or collaborations and that their opinion is given equal weight and is truly valued.

Summary Scores - Individual: 9 out of a possible 24  
Organization: 14 out of a possible 24



## Levels of Inclusion

### Teams with a lot of different cultures or a diverse make up are given the time and commitment to work well

Many organizations 'launch' racial harmony, equal opportunity and other diversity and cultural awareness programs with loud fanfares and particular targets to be achieved with a certain timeframe. Unfortunately, many approaches are far too 'task' focussed or deadline driven, expecting tangible results in weeks and months (regardless of their relative starting point). When targets are often slipped or failure is experienced the program falters and the 'overall culture' slowly slips back into its pre-launch state (or perhaps a little further back than it was before).

All serious cultural diversity efforts need to have a long term focus and need to be seen as an on-going commitment, not a project with a beginning, middle and end. In addition, as changes to approach are introduced, time, resources and commitment to success are needed.

Best practice organizations create a patient and committed climate by setting very loose objectives for their diversity efforts and by making sure that unhelpful targets and milestones are not set or are only used to check progress and then review the energy to do more wherever necessary.

Ask the following questions:

#### FOR THE INDIVIDUAL

1. Do I have the time and freedom to work on my relationships with people from other cultures?
2. Does my organization demonstrate the commitment that I need to take positive action to bring about greater cultural diversity?
3. Do I avoid imposing arbitrary deadlines and time pressure on other people to relate more effectively?

#### FOR THE ORGANIZATION

1. Do we have a realistic view of how long it takes to help people from different cultures to work together successfully?
2. Are our diversity objectives/goals and targets loose and flexible enough to give people the time that they genuinely need?
3. Have we been successful in not imposing outcomes that must be achieved by a particular date or time?



## Levels of Inclusion

### People's sexual preferences do not affect how they are treated at work

Perhaps it is because society in general is relatively inhibited and secretive about sexuality and people's sexual preferences that the working world has problems recognizing or dealing with the differences between individual sexual preferences. Few organizations openly recognize the existence of homosexuality and when it does occasionally 'appear', prefer to see it as a problem to be managed rather than another commonplace and widespread difference to be accepted and accommodated. Unfortunately, many organizations now significantly trail the more open and liberal societal attitudes about homosexuality and the subjective and mainly inaccurate stereotypes that prevail can bring significant disadvantages to teamwork, harmony and productivity.

Best practice organizations aim to take a balanced view about sexual preference. This is achieved by encouraging a general culture of high self-expression and a high degree of personal knowledge about every group individual including homosexuals that have openly declared their preferences.

Ask the following questions:

#### FOR THE INDIVIDUAL

1. Am I liberal minded about other people's sexual preferences or leanings?
2. Do I have limiting or constraining stereotypical views about homosexuality?
3. If I know someone to be homosexual, do I treat them as fairly and consistently (formally and informally) as I do other people?

#### FOR THE ORGANIZATION

1. Is the environment or the climate we create in the organization open minded and tolerant of homosexuality?
2. Do we willingly and enthusiastically help individuals to be open about their views (even sexual preference ones) and express their individuality in many different kinds of ways?
3. Do we discipline people consistently when they discriminate against homosexuals or engage in unfair or negative behavior?



## Levels of Inclusion

### **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

### **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 possible 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?



## **Diversity & Cultural Awareness Profile**

# **LEVELS OF TOLERANCE & UNDERSTANDING**

**Despite the fact that a wider representation of people's views may have been brought about in overall organizational decision making, levels of tolerance towards diversity, and understanding about cultural difference may go unchanged or even may have deteriorated. This often arises as a direct result of the altered power bases of individuals and groups with past vested interest, and because of the resultant increase in uncertainty about how to act in the 'new world' in what will be seen to be 'the right way'.**

Research has demonstrated that levels of tolerance are commonly related to the extent to which people can accept, and live with, a high level of general ambiguity. In other words, the more individuals can quietly and calmly accept that they may not fully understand why someone thinks or acts or looks differently (and remain open minded towards gathering more data) the more tolerant of and comfortable towards cultural diversity they are likely to be.

In general, intolerant individuals often tend to be more aggressive, cynical and authoritarian in their attitudes. They therefore broadly seek conformity to pre-set mental models of behavior and appearance, as well as certainty about how people are likely to act in a given set of circumstances. Differences of any sort are therefore potentially threatening to this ordered world of certainty, and it is therefore to be resisted by such people (overtly and covertly).

Intolerance is best broken down and rejected by greater levels of exposure to differences in attitude and belief, and by continuing education. Acceptance of ambiguity therefore has to be seen to be valued, and both individuals and the wider organization need to defend and promote the right, and even the requirement to offer a different perspective, be different, or not to conform to some pre-set norm that may have successfully prevailed in the past.

### **Specific actions to increase diversity awareness and a more open climate:**

#### **For the individual**

1. Read articles or even books on other cultures and on diversity in general.
2. Set up systems and procedures by which widespread input is invited as matter of course before decisions are made.
3. Calmly and quietly accept situations that you do not fully understand, and make less effort to come to a quick conclusion or to judge.

#### **For the organization**

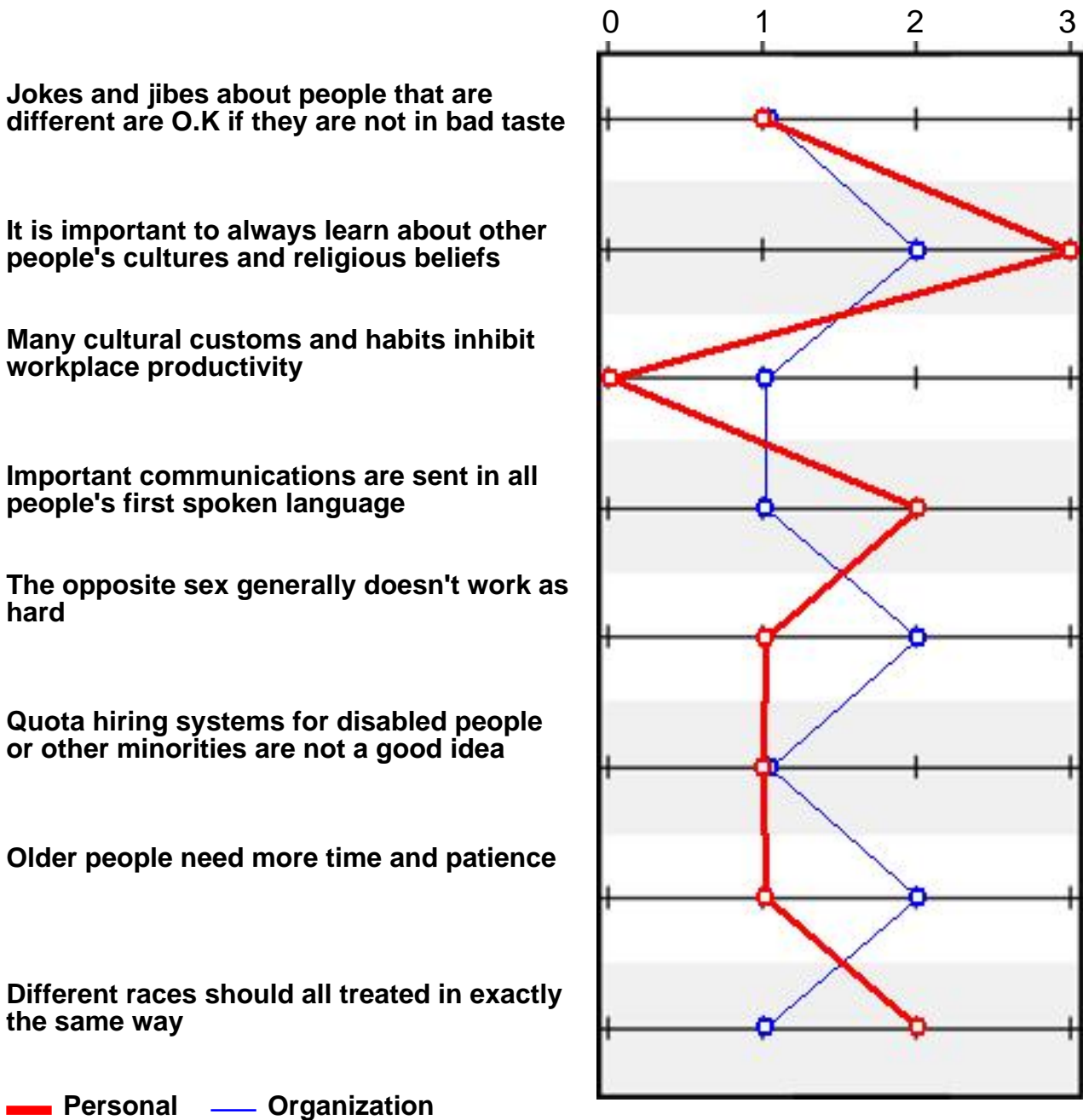
1. Encourage individuals to accept organizational 'ambiguity' as a normal reaction in some circumstances and coach people to seek more information before finally deciding.
2. Form people of different backgrounds and cultures into teams to work together to complete a short term task or project.

## Diversity & Cultural Awareness Profile

# LEVELS OF TOLERANCE & UNDERSTANDING

Despite the fact that a wider representation of people's views may have been brought about in overall organizational decision making, levels of tolerance towards diversity, and understanding about cultural difference may go unchanged or even may have deteriorated. This often arises as a direct result of the altered power bases of individuals and groups with past vested interest, and because of the resultant increase in uncertainty about how to act in the 'new world' in what will be seen to be 'the right way'.

Summary Scores - Individual: 11 out of a possible 24  
 Organization: 11 out of a possible 24



# 3 Levels of Tolerance and Understanding

## 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 offence 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?



# 3 Levels of Tolerance and Understanding

## Many cultural customs and habits inhibit workplace productivity

One of the significant inhibitors to building long-term tolerance, understanding and empathy is a perception that the customs, habits and practices of different cultures are potentially disruptive to workplace productivity. There are two major problems associated with this viewpoint. The first is that the majority culture makes a judgement about 'different' customs and habits, relative to their own customs or habits (which are either ignored or deemed to be acceptable). Secondly, this opinion tends to arise from a highly traditional culture in which work and productivity are best done without interruption and following collective rules laid down by the enterprise. Although there may be nothing wrong with this approach in some cases, it allows little room for cultural difference or even much individuality.

Best practice organizations take a broader and longer-term perspective about cultural customs and habits, seeing that individual and groups can choose many paths to achieve the goals of the enterprise, in which their cultural practices can be fully accommodated.

Ask the following questions:

### FOR THE INDIVIDUAL

1. Do I have an open, flexible and tolerant attitude towards the customs and habits of other cultures in my enterprise?
2. Do I avoid making negative and critical remarks about the habits of other cultures?
3. Do I genuinely accept that we all do things differently and believe that my habits and customs are no more or less disruptive than any others?

### FOR THE ORGANIZATION

1. How well do we mentally accommodate the different habits or customs of different cultures in our enterprise?
2. What flexibility and physical facilities do we provide to help individuals to pursue the cultural habits simply and easily?
3. To what extent are we looking to design our working environment and processes to ensure that people can focus on their work without feeling inhibited in terms of their cultural habits?



## Levels of Tolerance and Understanding

### 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?



## Diversity & Cultural Awareness Profile

### DEGREE OF EMPATHY

Tolerance and understanding can be demonstrated by people passively, invisibly and in non-committal fashion. In other words, acceptance of diversity can continue to be somewhat grudging and reluctant, and lacking in true warmth and sincerity. 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. That is, they need to find many ways to empathize with them.

One of the greatest barriers to genuine empathy towards people that 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 of a group. This may or may not be accurate, but in either case, acts as a mental 'filter' through which judgments can be made.

Stereotypes are typically used as a convenient way to conveniently categorize people, and/or to 'simplify' individual reactions or to basically determine how 'the world' operates in general. People use stereotypes for race, religion, country of origin, gender, education, weight, height, age, accent and many other categories.

Stereotypes will continue to prevail whilst a close association between different people and groups is avoided (or they are arbitrarily kept apart). In other words, higher levels of personal familiarity helps distinguish people's unique perceptions and beliefs, and assists in demonstrating the limitations of the stereotypical thinking. By increasing involvement and proximity, an individual's unique identity therefore comes very much to the fore, and similarities (rather than differences) of reaction and feeling are consequently much more recognizable.

#### **Specific actions to increase diversity awareness and a more open climate:**

##### **For the individual**

1. Eat lunch at least with one person of difference each week or month and discuss their views on their involvement in enterprise decision-making.
2. Offer to directly help minority groups in the general community.
3. Think about the accuracy of your own mental stereotypes about different people around you.

##### **For the organization**

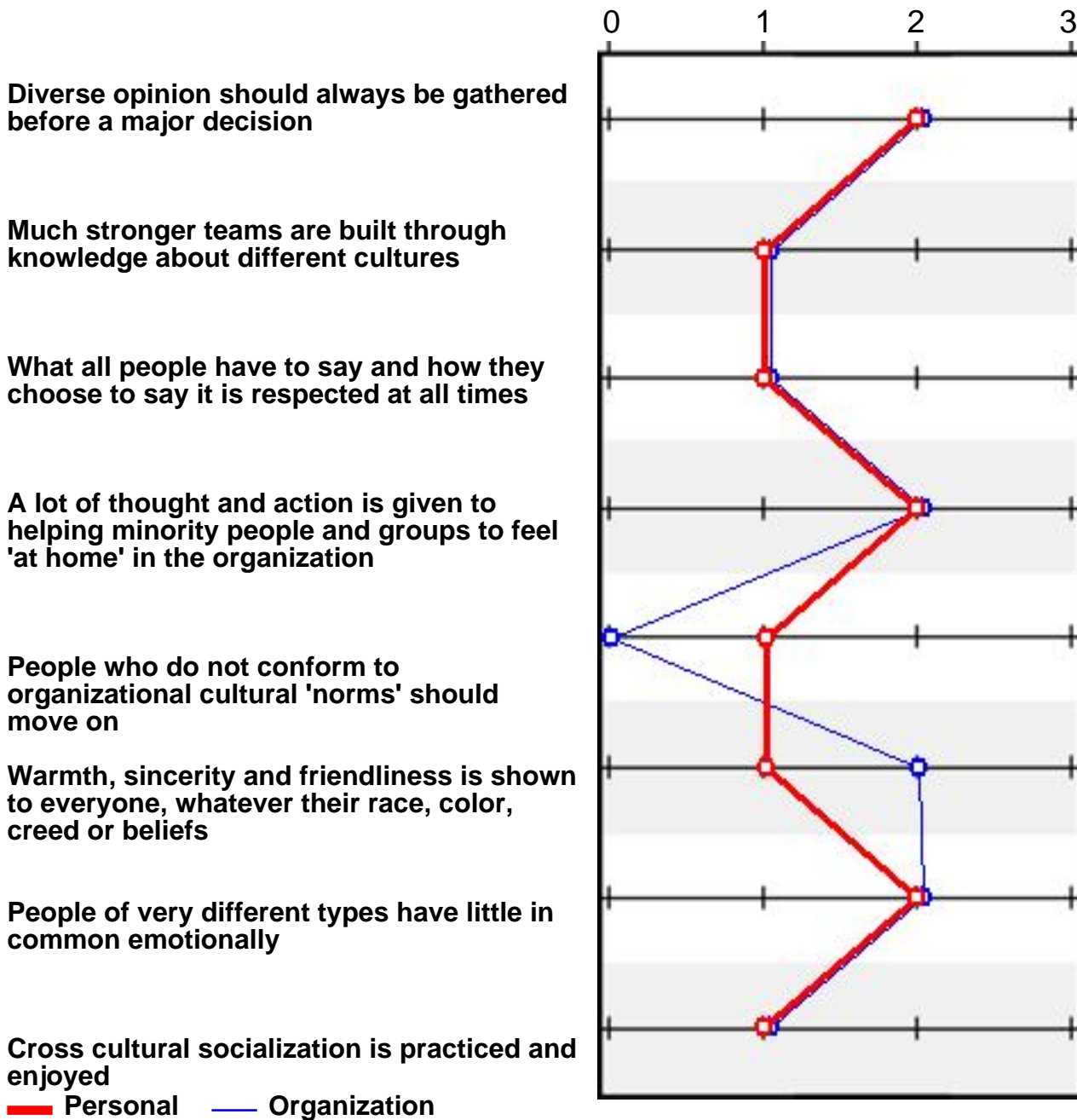
1. Become more vigilant for the existence of social stereotypes that limit or restrict more accurate and individual perception.
2. Find public ways and means to reward and recognize behaviors and actions that go against stereotypical 'norms'.

## Diversity & Cultural Awareness Profile

### DEGREE OF EMPATHY

Despite the fact that a wider representation of people's views may have been brought about in overall organizational decision making, levels of tolerance towards diversity, and understanding about cultural difference may go unchanged or even may have deteriorated. This often arises as a direct result of the altered power bases of individuals and groups with past vested interest, and because of the resultant increase in uncertainty about how to act in the 'new world' in what will be seen to be 'the right way'.

Summary Scores - Individual: 11 out of a possible 24  
Organization: 11 out of a possible 24



# 4 Degree of Empathy

## 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?



# 4 Degree of Empathy

## 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?



# 4 Degree of Empathy

## 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?



# 4 Degree of Empathy

## Cross cultural socialization is practiced and enjoyed

Building cross cultural empathy cannot be done successfully or in a sustainable way by being merely warm and friendly with individuals, irrespective of their culture. The building of true empathy involves getting to know other people at a deeper level and start to experience how they may see the world around them through their eyes. Although this is possible to some extent with the work environment, the opportunities for 'free exchange' are likely to be limited and individuals are unlikely to open up completely in the more formal climate that most enterprises create.

One successful way to help build deeper levels of empathy between people is through socialization (or engage in social contact within and outside work). In many organizations this occurs in cultural cliques or groups. However, if it is done across the stronger cultures that exist it can quickly break down barriers and extend relationships considerably.

Best practice organizations encourage general socialization and even assist in orchestrating social get-togethers in various forms that can allow people from different cultures to work, play and relax together on a regular basis.

Ask the following questions:

### FOR THE INDIVIDUAL

1. How much do I want to get to know people from completely different cultures at a much deeper relationship level?
2. Do I regularly socialize at work with people from other cultures or who are very different to myself?
3. Do I look to make friends with individuals from different cultures outside the work environment?

### FOR THE ORGANIZATION

1. Have we created a strong culture of socialization between employees, inside and outside working hours?
2. Are specific opportunities or events designed and made available to everyone to increase overall levels of socialization?
3. Do the organization leaders or supervisors get involved in social activity to act as role models to others?



## Diversity & Cultural Awareness Profile

### DEGREE OF ADAPTATION & CHANGE

Almost of necessity, most of the initial efforts to develop organizational comfort with cultural diversity have to be informal. That is, a relatively slow and patient build up of awareness allows the organization to come to terms with shifting of attitudes towards groups that previously may have had little or no involvement in so-called mainstream enterprise processes. However, at an appropriate point, the organization needs to signal its formal commitment to supporting diversity at every level and to bring about structural adaptation and change to past practices.

The tools available to an organization to formally change or to adapt on a permanent basis typically involve the written policies, procedures, standards and rules that govern how people are expected to work together to achieve appropriate and acceptable results to the level or standards of performance required. This may relate to a range of processes and system including:

- The way that people are hired
- Goal and objective setting
- Promotion and career development
- Communication processes
- Reward and recognition
- Training and development selection

Policies and procedures can be amended or entirely re-written 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 sufficient in themselves, to ensure long-term adaptation and change. Full and committed policy implementation also has to occur so that change occurs in a way that is practical, meaningful and visible for all to see. If this is also supported by visible behavior by managers in the workplace, their actions are likely to serve as a powerful and positive role model for others to start to emulate.

**Specific actions to increase diversity awareness and a more open climate:**

#### For the individual

1. Form or serve on a committee that review policies to help promote greater diversity.
2. Volunteer for assignments to work with different groups or cultures to your past experience.
3. Start to learn a new language.

#### For the organization

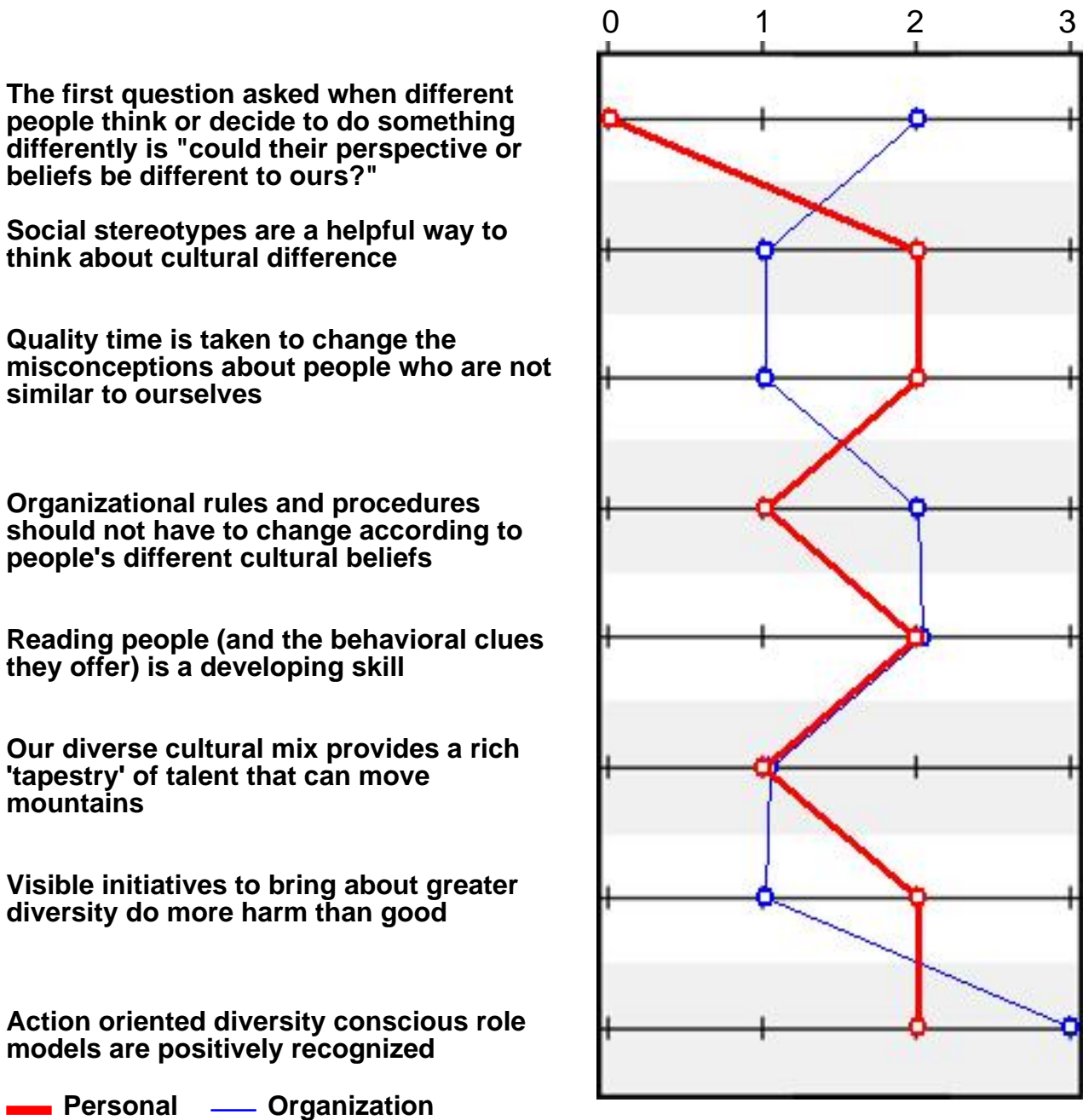
1. Review all the major policies and procedures of the organization to help encourage greater cultural diversity and awareness.
2. Make a point of publicizing one major policy change and the actions that you intend to take immediately as a result (and follow through strongly).

## Diversity & Cultural Awareness Profile

# DEGREE OF ADAPTATION & CHANGE

Almost of necessity, most of the initial efforts to develop organizational comfort with cultural diversity have to be informal. That is a relatively slow and patient build up of awareness allows the organization to come to terms with shifting of attitudes towards groups that previously may have had little or no involvement in so-called mainstream enterprise processes. However, at an appropriate point, the organization needs to signal its formal commitment to supporting diversity at every level and to bring about structural adaptation and change to past practices.

Summary Scores - Individual: 12 out of a possible 24  
 Organization: 13 out of a possible 24



# 5 Degree of Adaptation and Change

**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?



# 5 Degree of Adaptation and Change

---

## 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?



## **Diversity & Cultural Awareness Profile**

# **PERSISTENCE & COMMITMENT**

**A widespread cultural change of any sort often takes considerable time, energy and commitment. In these circumstances, this makes enormous demands of the organization to achieve a permanent and sustainable level of success. However, it can lead to some difficult conflicts and issues that may have a negative impact, and even 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 to persist in its objectives, despite any level of opposition or discomfort.**

Ultimate success in accepting diversity as a widespread organizational benefit is often dependent upon two long-term strategies. The first is to focus on a model or a methodology for resolving conflict positively at all levels. This may involve widespread training and individual coaching, but more importantly, involves communicating a commitment to integrative or 'win/win' resolutions, and not 'win/lose' encounters that can create ill feeling and resentment.

Secondly, bias, prejudice and discrimination towards some groups may have been driven 'underground', or become manifest in much more subtle ways (once individuals see that it is now more openly difficult to resist diversity). As such, the organization needs to develop a much more 'aggressive' intolerance towards people and groups that continue to demonstrate negative reactions. This may include the application of more serious sanctions than may have been used in the past, and even the selective removal of 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 conformably diverse culture that relishes its breadth and capacity to tolerate ambiguity in general. As such, they must continue to commit to educating people and advocate the benefits of the goal in relentless fashion.

### **Specific actions to increase diversity awareness and a more open climate:**

#### **For the individual**

1. Regularly raise diversity and cultural awareness as a topic of discussion in many 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**

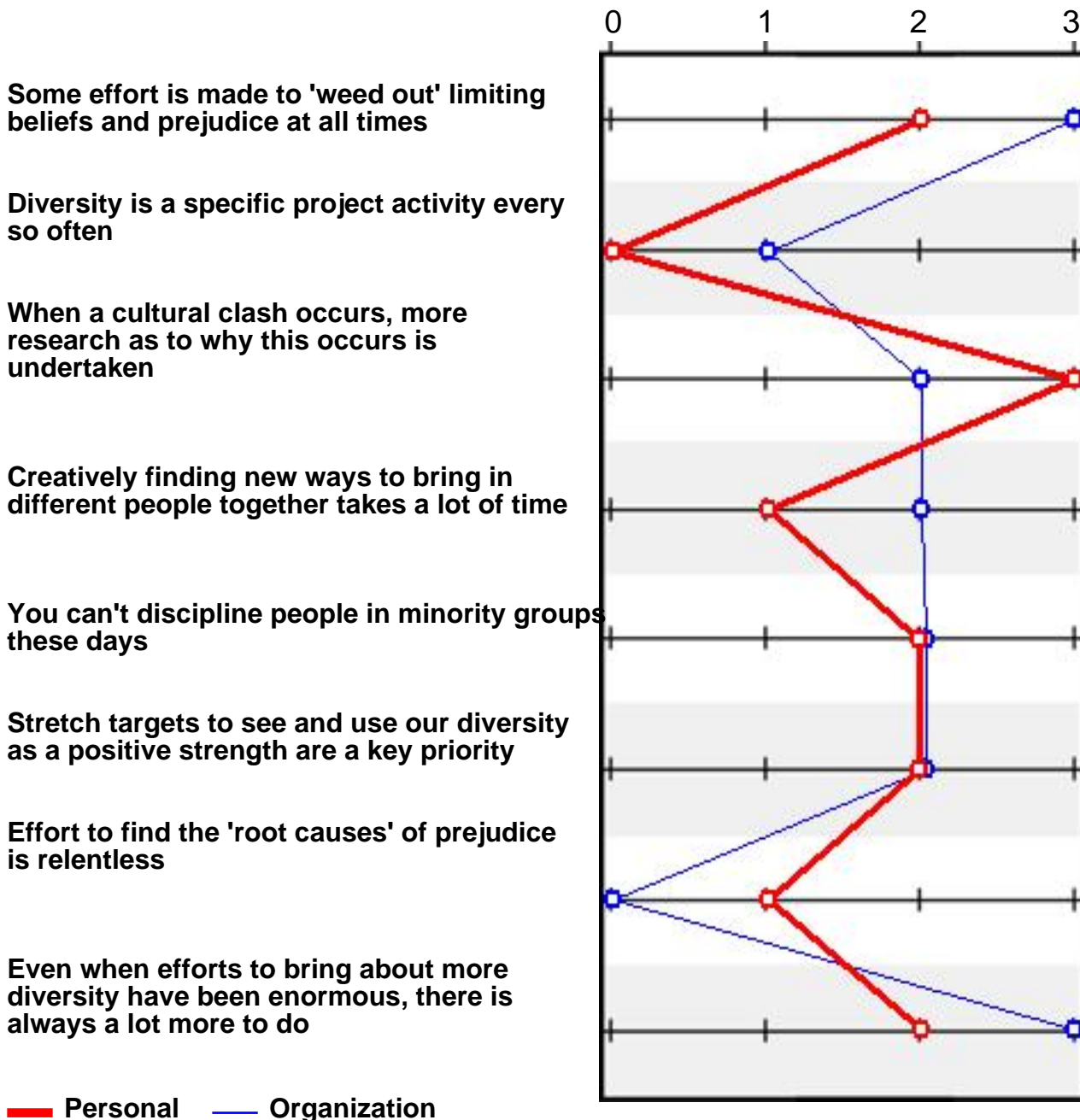
1. Invoke sanctions on individuals and groups that continue to discriminate.
2. Offer conflict resolution training and coaching to all those that would benefit from it.

## Diversity & Cultural Awareness Profile

# PERSISTENCE & COMMITMENT

A widespread cultural change of any sort often takes considerable time, energy and commitment. In these circumstances, this makes enormous demands of the organization to achieve a permanent and sustainable level of success. However, it can lead to some difficult conflicts and issues that may have a negative impact, and even 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 to persist in its objectives, despite any level of opposition or discomfort.

Summary Scores - Individual: 13 out of a possible 24  
Organization: 15 out of a possible 24



# 6 Persistence and Commitment

## Diversity is a specific project activity every so often

Many organizations will be very familiar with an approach to a major organizational change of any sort being treated as a project, or something which is given special attention for a period of time. In such circumstances a senior organizational person is often assigned to the task of leading the project initiative and a considerable amount of time and resources may be diverted to help make the project a success.

Diversity and cultural awareness are often led in this way by treating the changes required as a specific project with goals and targets, a budget and even a person to lead the effort, often on 'special' assignment. Unfortunately, unlike a project to build something, manage a relocation or market a new product or service, creating permanent and structural change to help make diversity a prevailing asset in the enterprise is a long-term journey. It is also a change that must be picked up in every quarter and by every individual (not just in the project team).

Best practice organizations recognize the limitation of project initiatives as the prime means by which to permanently change the enterprise, or to leverage its diversity for competitive advantage. They choose instead to hold line managers and individuals accountable, for the attitudes, behaviors and actions desired and expect this to be an everyday focus not just a short term objective every once in a while.

Ask the following questions:

### FOR THE INDIVIDUAL

1. Do I see initiatives to increase diversity awareness as just another program or project that will have a beginning, middle and end over a relatively short time?
2. Do I try to make my personal diversity efforts an on-going part of my behavior and efforts in the work place rather than something to focus on as a specific goal or target only?
3. Am I prepared to challenge diversity project type thinking when I believe it may not be helpful?

### FOR THE ORGANIZATION

1. Do we treat diversity as a project to be tackled?
2. Do we set goals, targets and milestones based on shorter term project outcomes?
3. What efforts are we making to get better diversity appreciation into the everyday focus of people's on-going, long term working lives?



# 6 Persistence and Commitment

## 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?



## Diversity & Cultural Awareness Profile

### Summary

This profile and output report has suggested that better appreciation of diversity or other cultures in general is a progressive journey for both the organization and the individual in particular. 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.

This journey has been represented as the building of the inverted pyramid. The six steps or stages shown 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 very different to ourselves. Hopefully, we have provided some food for thought about how this might be done for each participant to tackle in their own unique and particular way.

**"Diversity involves a broad range of human uniqueness - personality, work style, perception and attitudes, values and 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** \_\_\_\_\_