

Alicia Sample
Diversity & Cultural
Awareness Report
Monday, January 20, 2003

Diversity & Cultural Awareness Profile

Introduction

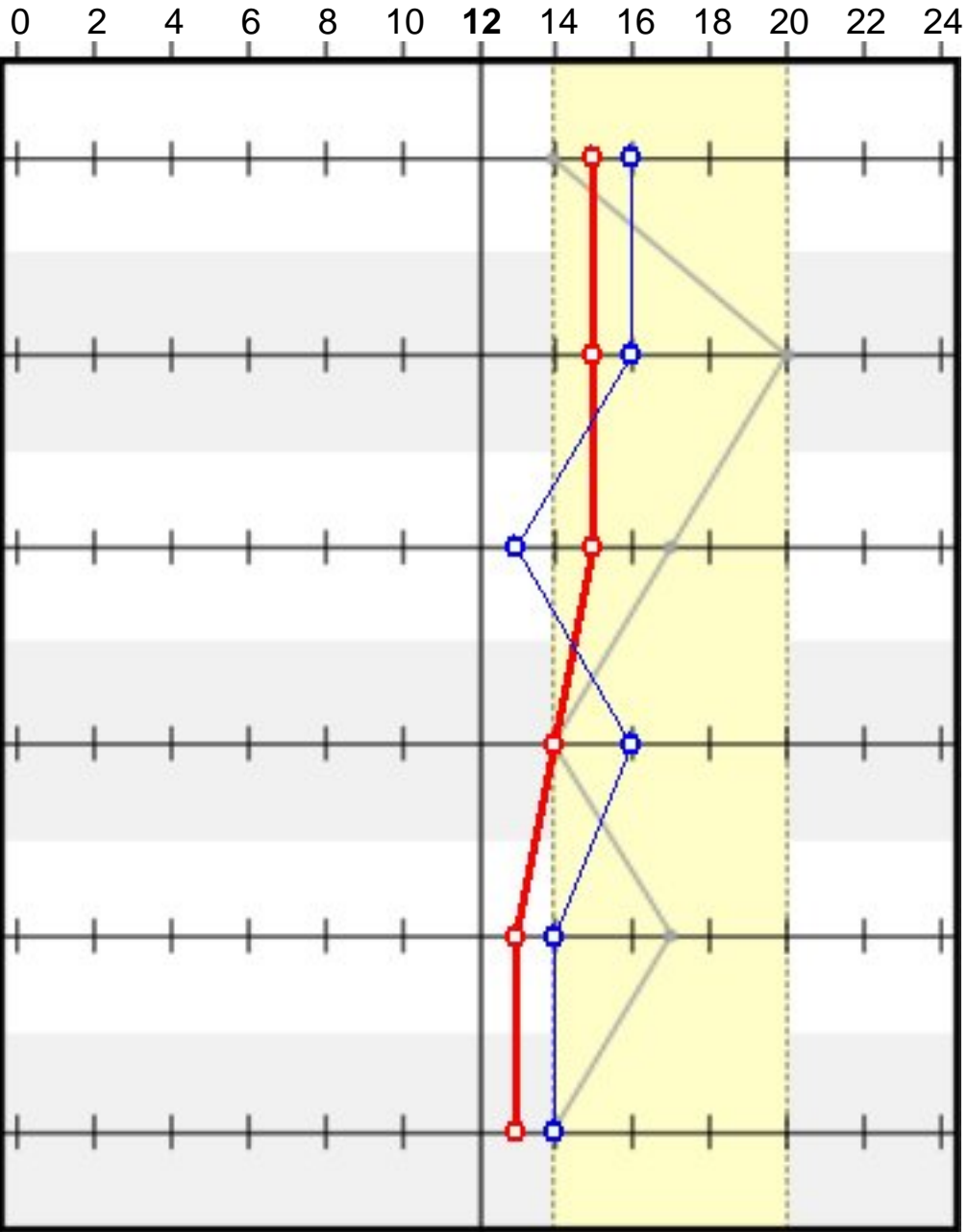
In recent years, it has become increasingly recognized and understood that an organization's success rests heavily upon how well it harnesses the whole array of skills and experiences of its employees. This mainly means how well it fosters widespread teamwork, bringing together people of very different 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 prioritize 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 is 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' position.

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

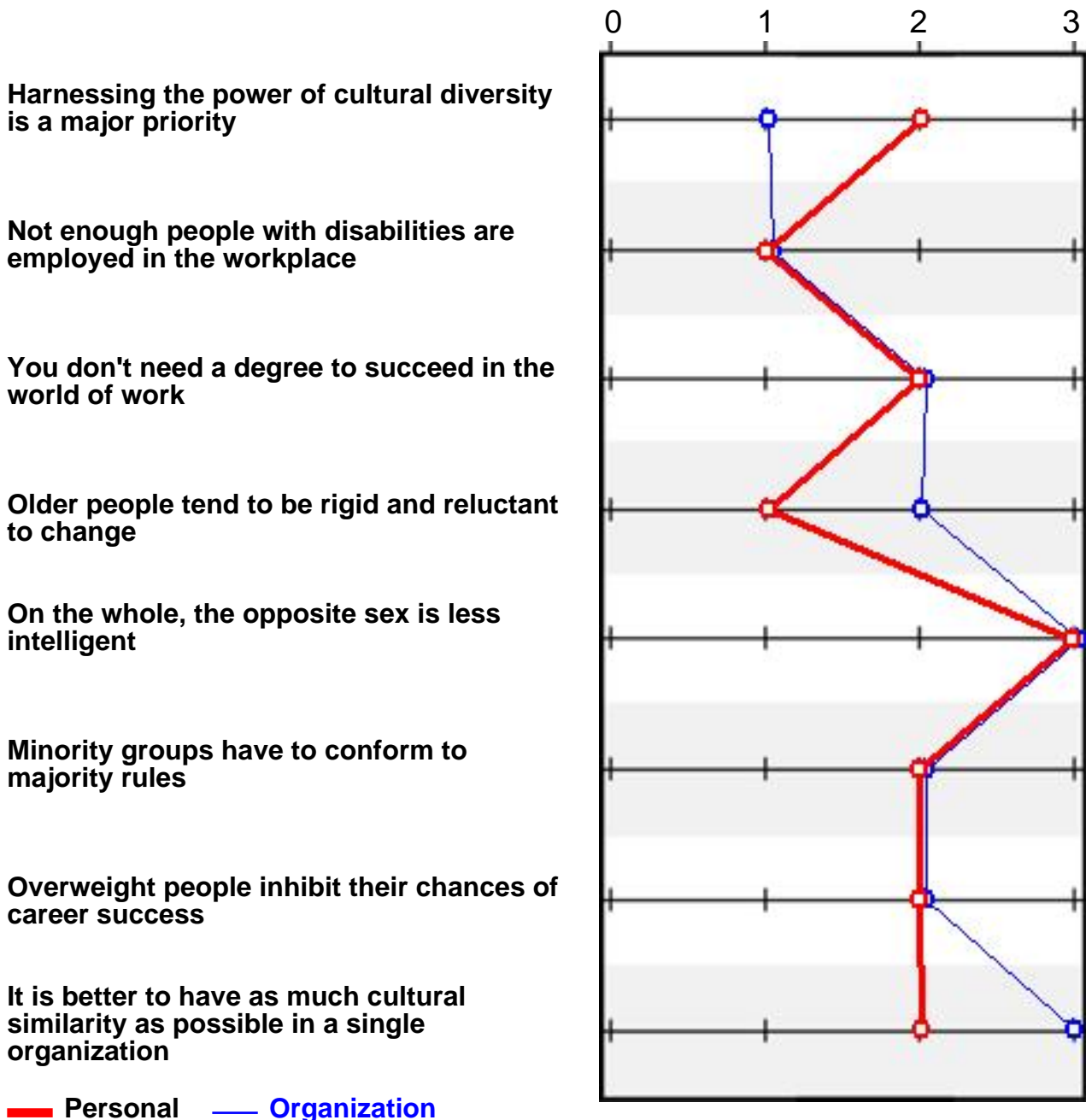
1. Audit the cultural feelings through opinion surveys
2. Find ways to demonstrate senior management commitment to greater diversity

Diversity & Cultural Awareness Profile

AWARENESS & CLIMATE

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Summary Scores - Individual: 15 out of a possible 24
 Organization: 16 out of a possible 24



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?



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

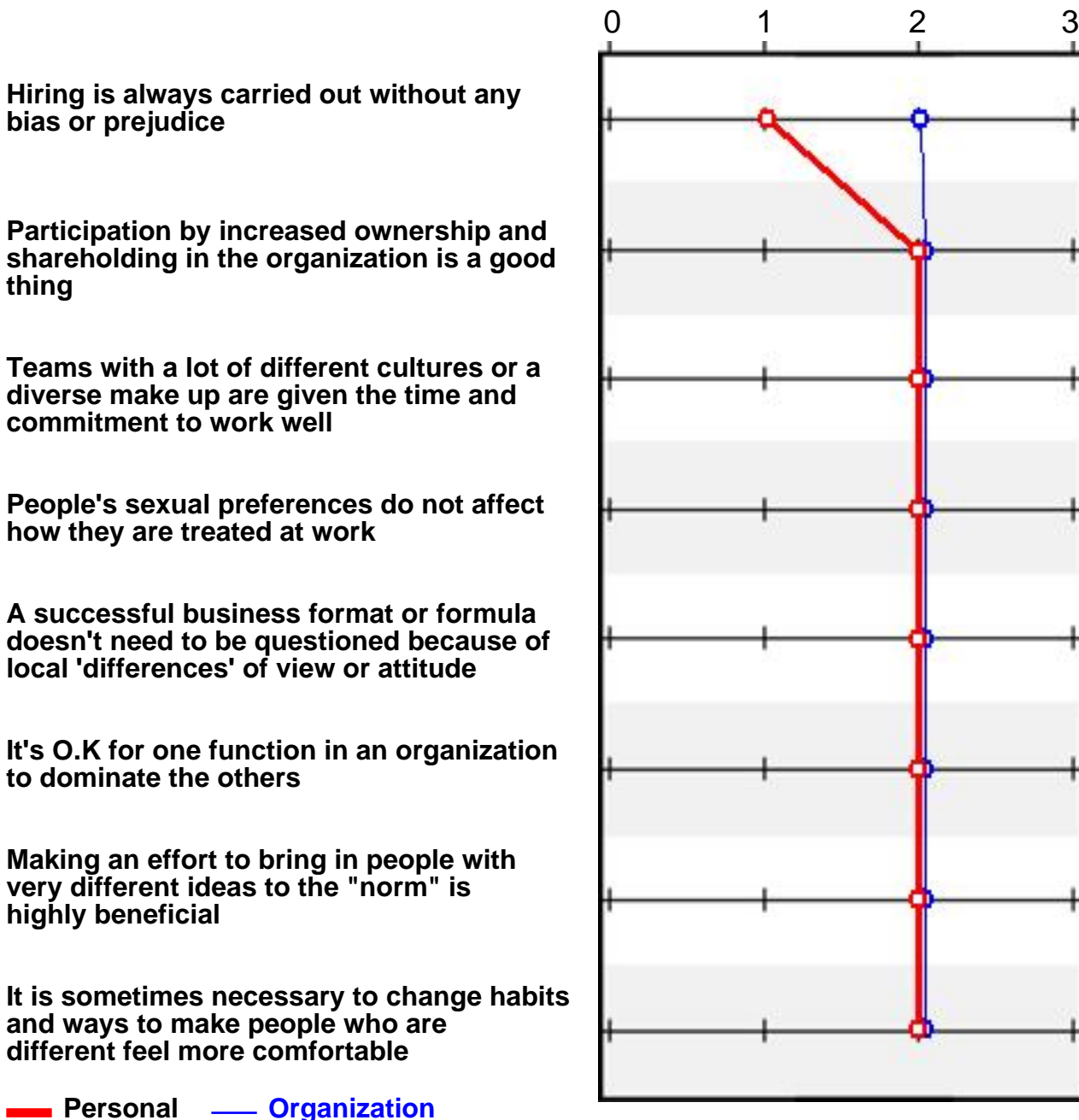
1. Look for representation from as many groups as possible in major meetings or committees that make policy decisions
2. Encourage all meetings to invite participation from individuals that represent different organizational interests.

Diversity & Cultural Awareness Profile

LEVELS OF INCLUSION

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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

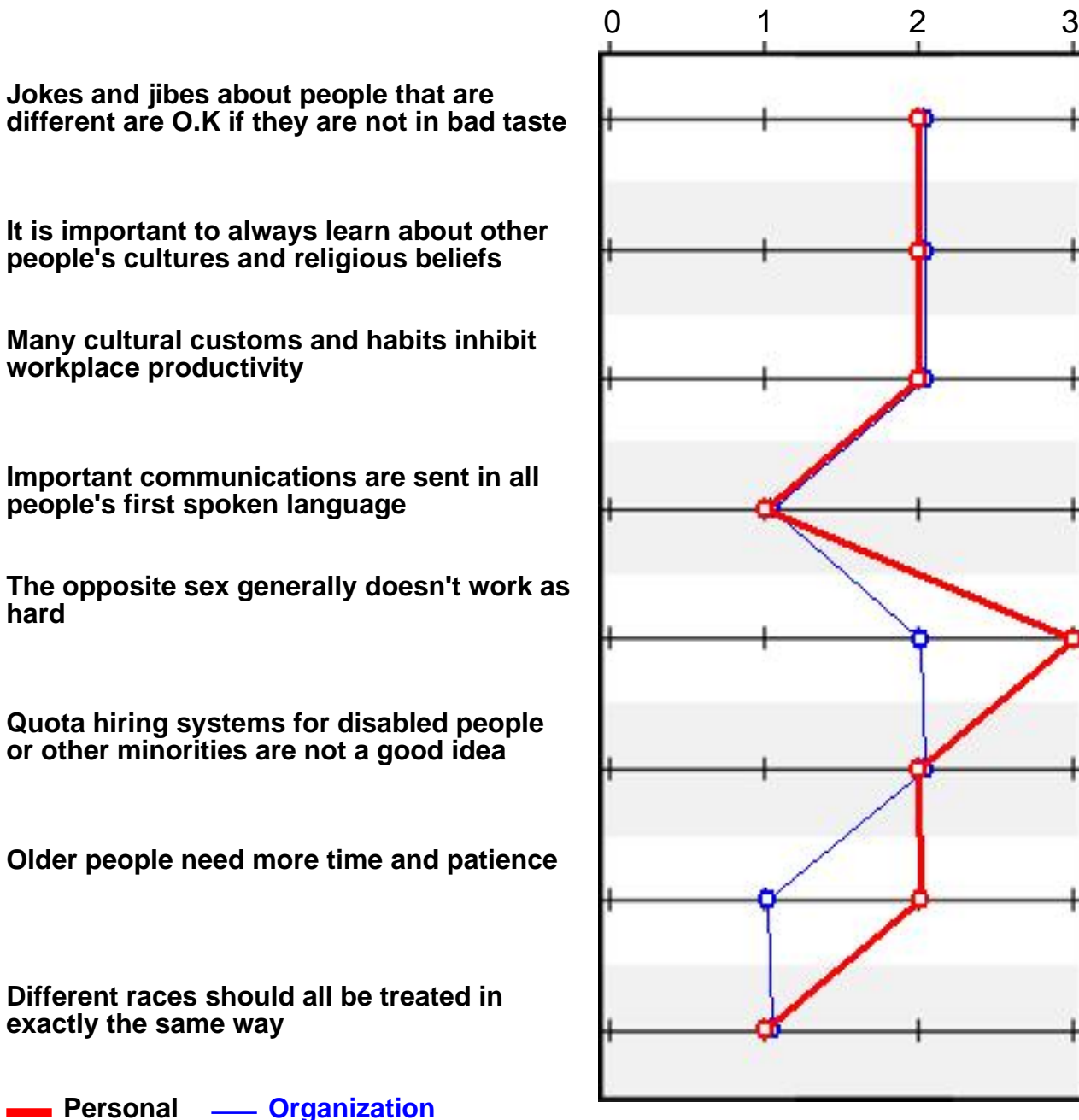
1. Encourage individuals to accept organizational 'ambiguity' as a normal reaction in some circumstances and coach people to seek more information before finally deciding.
2. Form people of different backgrounds and cultures into teams to work together to complete a short term task or project.

Diversity & Cultural Awareness Profile

LEVELS OF TOLERANCE & UNDERSTANDING

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 Organization: 13 out of a possible 24



3 Levels of Tolerance and Understanding

Important communications are sent in all people's first spoken language

Although in almost every country or society has a primary or first spoken language, it is rare for every individual to speak it fluently (or sometimes even at all!) In places like India and China for example, the majority of the population uses four or five different language and the entire population utilizes many more dialects and adapted variations.

As the world becomes more and more of a global village, the diversity of languages that are informally spoken in the workplace become even greater. Although some enterprises tend to ignore this diversity and maintain all communications in a single language (expecting everyone to conform to this protocol), this can potentially exclude a large number of people from getting a high quality appreciation of what is happening.

Best practice organizations audit their entire workplace to better appreciate individual and team fluency in the primary language. In addition, they note important informal languages that are used and make sure that critical written communications or policies and procedures document are translated and made readily available.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I recognize that my communications in one language may not convey complete understanding to individuals whose first language is different to mine?
2. Do I spend time thinking about the simplicity and clarity of my communications and the delivery methods and means I need to use for the audience (including translation where necessary)?
3. Do I check that others really understand when I am sending important communications?

FOR THE ORGANIZATION

1. Do we know what languages people speak across the enterprise, to what extent and how fluently?
2. Do we have key communications translated into major languages that people in the enterprise use the most, wherever necessary?
3. Have we created good clarification and feedback processes for all individual language groups after significant communications have been sent?



3 Levels of Tolerance and Understanding

Different races should all be treated in exactly the same way

Even where general diversity awareness and tolerance is high in an enterprise, individuals can sometimes feel that they are expected to treat all culturally different groups in exactly the same way. In some cases, even enterprise policy will reinforce this belief by suggesting something like “this organization prides itself in treating all people alike, regardless of race, color or creed. Unfortunately, although this may help to ensure that people are treated as individuals rather than being seen as part of a wider group, this isn’t always helpful.

Every person thinks and acts with the context of their social or cultural upbringing. It is therefore important to understand this context. Interactions should therefore always try to understand the cultural context of each party and treat people in the way that they would like to be treated not in one universal style.

Best practice organizations avoid one-size fit all policies and practices in terms of promoting how people should ‘be treated’ and instead aim to seek a discovery led style that allows people to deal with one another in a unique way based on mutual understanding.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do I treat people in different cultures in exactly the same way as I expect or would like to be treated myself?
2. Do I fully appreciate the different ways that people from other cultures or styles would like to be treated?
3. Have I engaged individuals from other races in particular in conversation about how they prefer to relate, communicate, behave, etc?

FOR THE ORGANIZATION

1. Do our organizational values discourage individuals from treating everyone else in exactly the same way?
2. Are our organizational policies and procedures flexible enough cater for the different expectations of the various racial groups that exist across the enterprise?
3. How effectively do we encourage individuals to better understand the different races in the organization through their work and socialization?



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

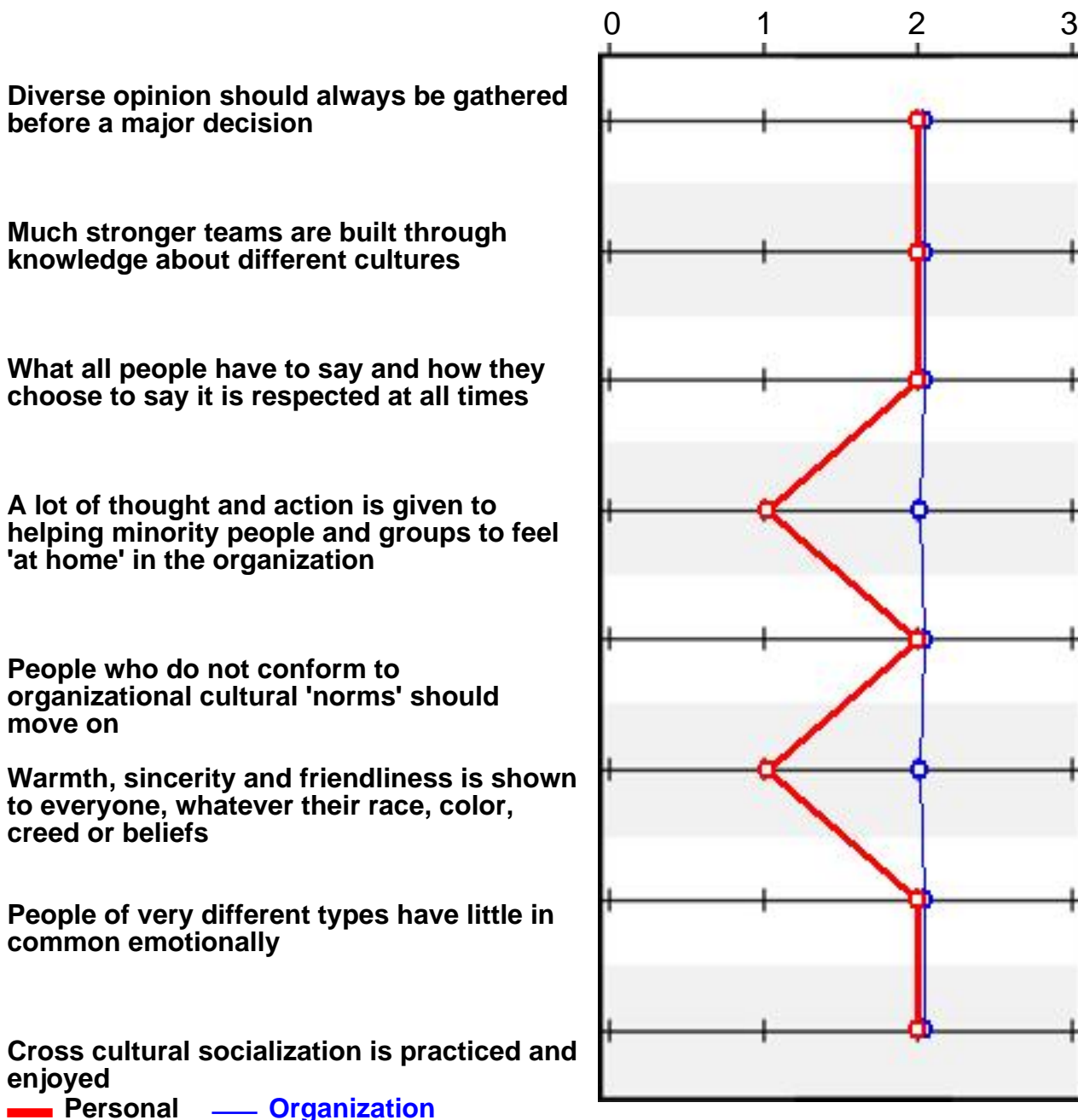
1. Become more vigilant for the existence of social stereotypes that limit or restrict more accurate and individual perception.
2. Find public ways and means to reward and recognize behaviors and actions that go against stereotypical 'norms'.

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: 14 out of a possible 24
 Organization: 16 out of a possible 24



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 reviews 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

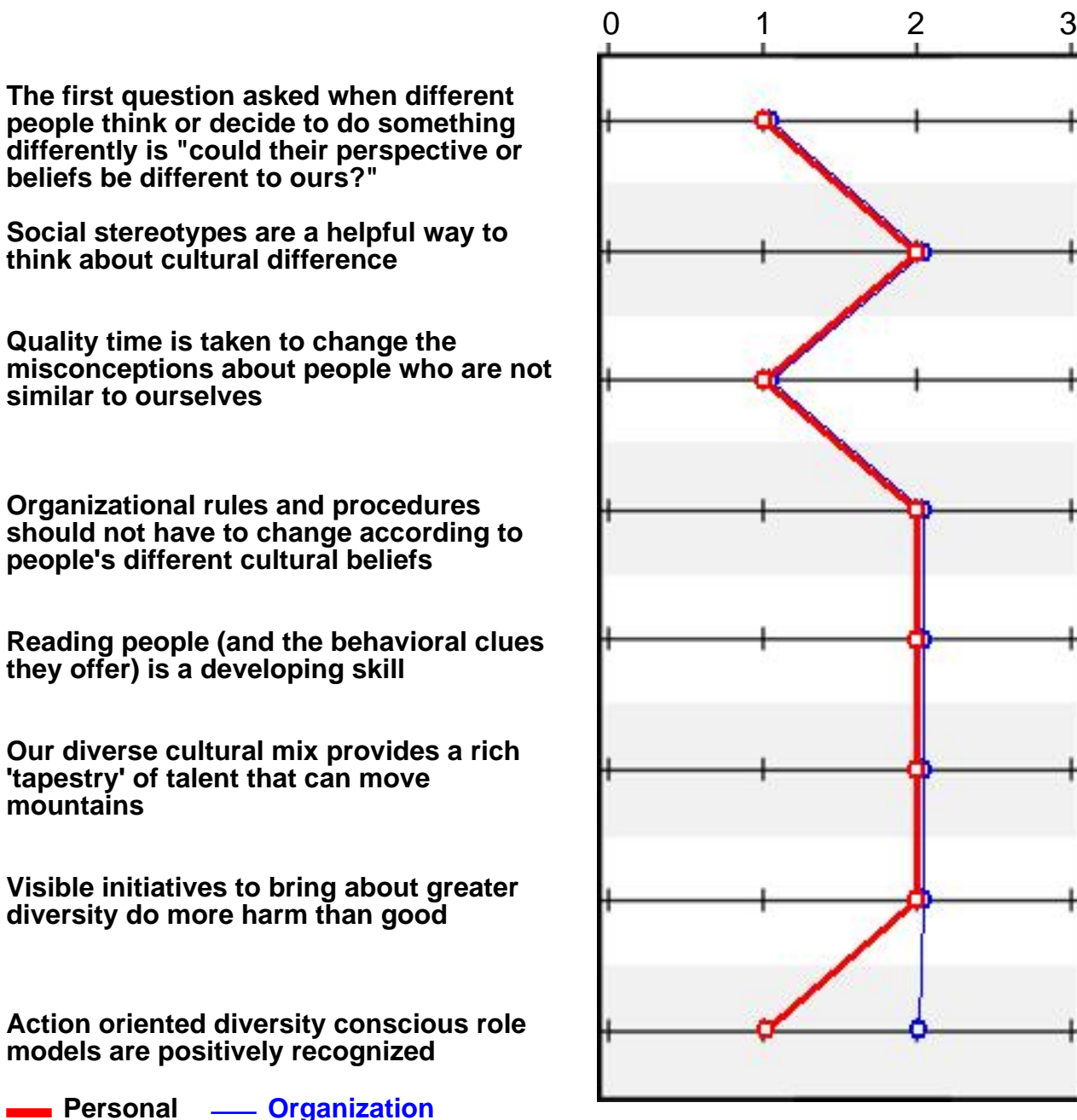
1. Review all the major policies and procedures of the organization to help encourage greater cultural diversity and awareness.
2. Make a point of publicizing one major policy change and the actions that you intend to take immediately as a result (and follow through strongly).

Diversity & Cultural Awareness Profile

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 Organization: 14 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

Quality time is taken to change the misconceptions about people who are not similar to ourselves

Bringing about long term structural change to people's awareness, understanding and empathy with different cultures takes a considerable amount of energy and time. The energy or enthusiasm to tackle diversity awareness is rarely a problem as many enterprises that are serious about the task will often make the subject a key goal or objective to be achieved. However, such high levels of initial energy often wanes or dissipates relatively quickly, particularly where early results are not forthcoming, and eventually other organizational pressures and priorities come along.

Individual awareness about other cultures often follows a similar path, with lots of early enthusiasm and good intentions but far less capacity to commit the time that is necessary to change attitudes at a deeper or more meaningful level. For both the organization and individuals within it, there should ideally be no choice but to commit quality time to the overcoming of misconceptions about other groups – especially where the dissimilarity is high.

Best practice organizations make long term sustained time commitments to encouraging diversity awareness (often over many years) and encourage individuals to do the same by ensuring that it is reflected in goals or objectives for as long as necessary.

Ask the following questions:

FOR THE INDIVIDUAL

1. Do my deeds match my words in terms of becoming more fully aware of people who are very different to myself?
2. Do I commit quality time in my schedule to talk substantially to people from different cultures?
3. Do I fully appreciate how I need to maintain my interest and enthusiasm over the long term to increase my cultural awareness?

FOR THE ORGANIZATION

1. Is the diversity and cultural awareness strategy of the enterprise written for the long term (or is it seen as a shorter term project)?
2. Has our diversity strategy been researched properly and does it give people quality time to change their misconceptions about the various cultures that exist?
3. Is a coaching and guidance structure in place to help support our diversity initiative over many years?



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

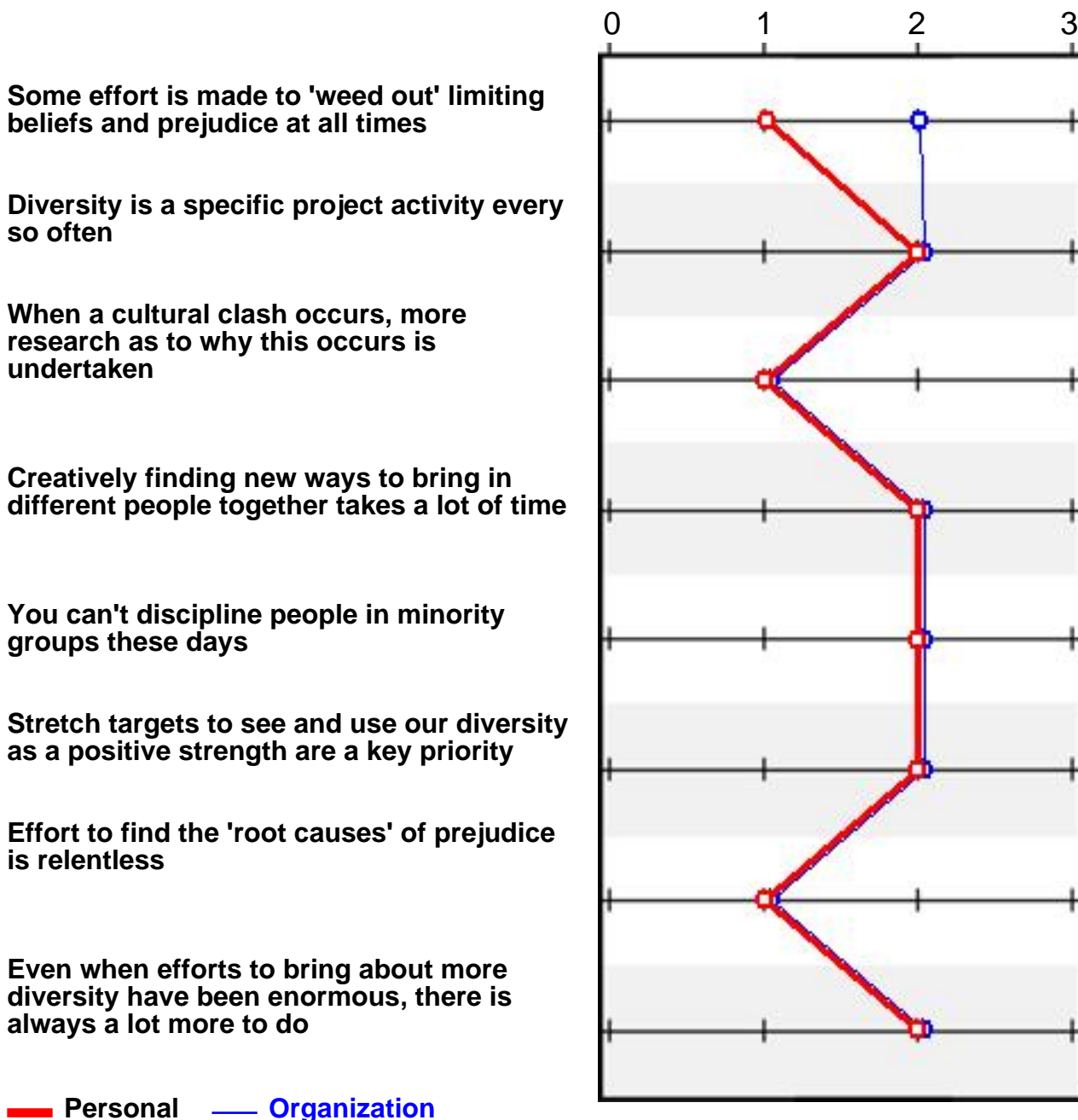
1. Invoke sanctions on individuals and groups that continue to discriminate.
2. Offer conflict resolution training and coaching to all those that would benefit from it.

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: 14 out of a possible 24



6 Persistence and Commitment

When a cultural clash occurs, more research as to why this occurs is undertaken

When organizations make widespread and sustained efforts to permanently change attitudes to see diversity as a major and extremely positive benefit, it is almost inevitable that some problems will arise or some cultural 'clashes' will occur. This particularly happens when the power-base of the majority culture has altered quite dramatically and individuals or groups try to hold onto past relationships and advantages in a final attempt to resist the inevitable. Such clashes still have the potential to set the organization back or even destroy the work that may have been done over many months or even years. In such situations, the enterprise needs to maintain a strong vigil and make sure that the reasons for any clashes are thoroughly researched and understood (so as to offer coaching to all protagonists whether individual or group related).

Best practice organizations set up both formal and informal systems to make sure that any cultural clashes that occur (as a result of shifting the existing power base) do not become destructive and help can quickly be provided. This affords the opportunity for a rapid response to coach, guide, steer, and train or just explain to individuals that the long term benefits of the initiative will bring ultimate advantage to all.

Ask the following questions:

FOR THE INDIVIDUAL

1. To what extent do I resent the changes that personally affect me when organizational power shifts as a result of more diverse cultural recognition?
2. Do I challenge cultural changes or shifts in either an active or positive way?
3. Am I prepared to think deeply about why cultural clashes occur in specific cases and work towards finding better approaches over time?

FOR THE ORGANIZATION

1. Are we ready for culture clashes (especially between the majority culture and others) as diversity policy and practice changes or alters?
2. Are our response systems to cultural clashes ready to be deployed quickly and geared to discovering why they are occurring?
3. Are we resourced to rapidly research why cultural conflict may arise in the enterprise and offer guidance, coaching or training as necessary?



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.

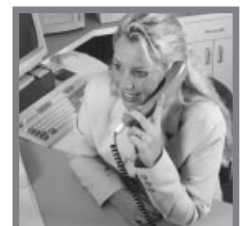
Ask the following questions:

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?



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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** _____