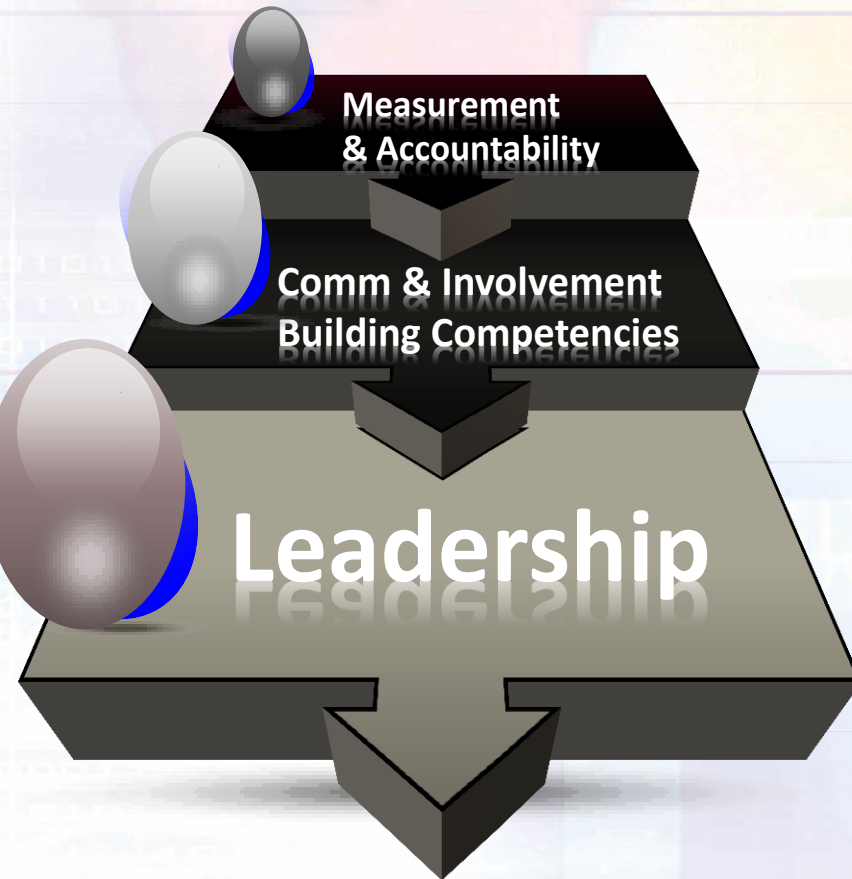


Diversity & Inclusion

“Moments of Truth”



Driving D&I Success: at Specific Moments of Truth



Diversity & Inclusion

- Behaviors were identified in “moments of truth” research conducted by FWI on four continents over the past 10 years.
- Designed to give you a sense of specific, concrete behaviors you may want to focus on in building your leadership and management competencies around diversity and inclusion.
- Behaviors categorized under the four drivers of D&I change process :
 - Leadership
 - Communication and Involvement
 - Building Competencies
 - Measurement and Accountability.
- Behaviors described are often quite explicit, since good diversity and inclusion management is all about the concrete, observable actions a person takes in the daily round of leading and managing people.



Assessment is Based on Four Drivers of D&I Change





Leadership Behaviors (Sample Results)



Driving D&I Success Through Inclusive Behaviors



Strengths

Select two behaviors that you consider “strengths.”

How can you leverage these behaviors to lead from your strengths?

2



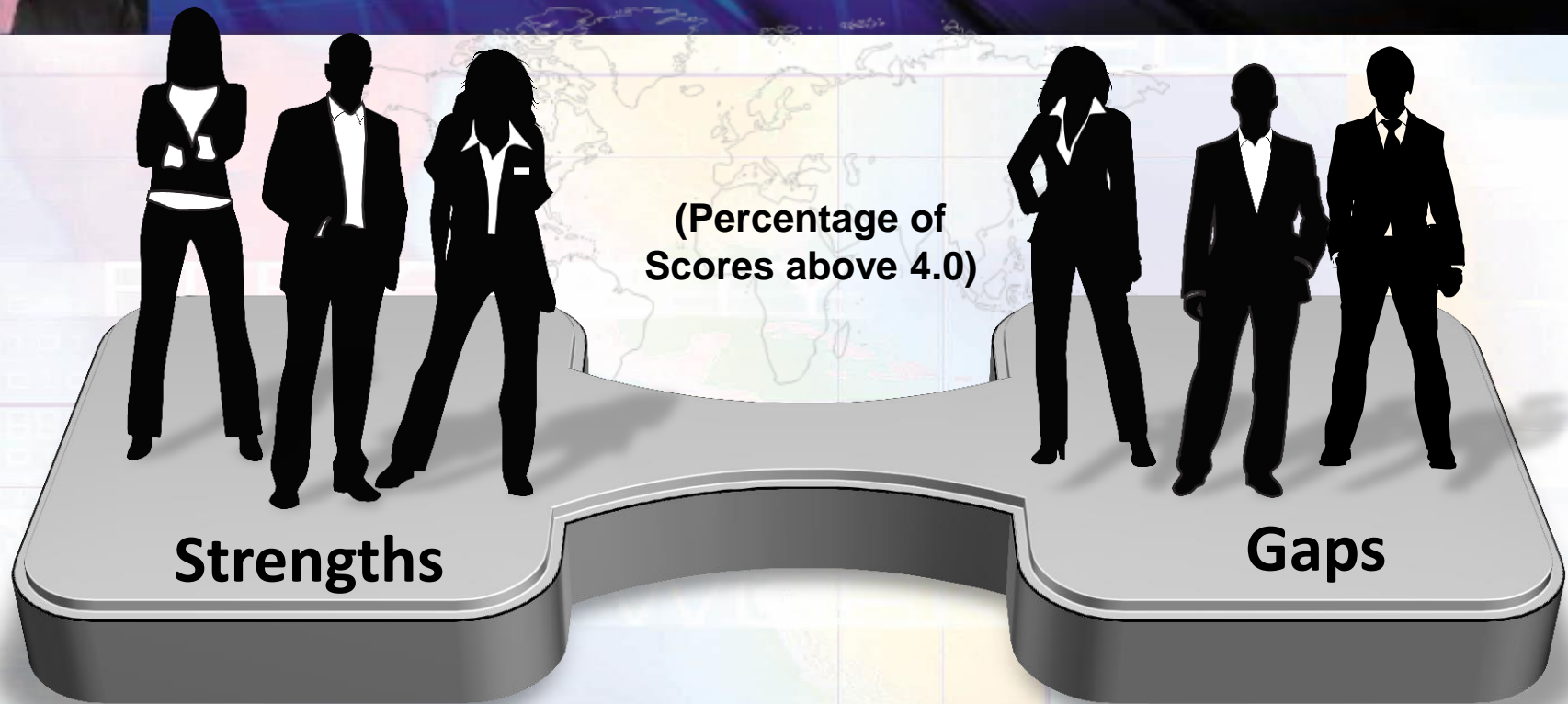
Gaps

Select two behaviors that you may need to work on to be a better D&I leader.

What can you do to strengthen these behaviors and address these gaps?

2

As a Team, We Are Stronger in Three Areas and Need Work in Two Areas



Communication & Involvement (64%)
Measurement & Accountability (64%)

Building Competencies (18%)
Leadership (45%)



..And Need to Address Our Strengths and Gaps in Specific Behaviors



STRENGTHS

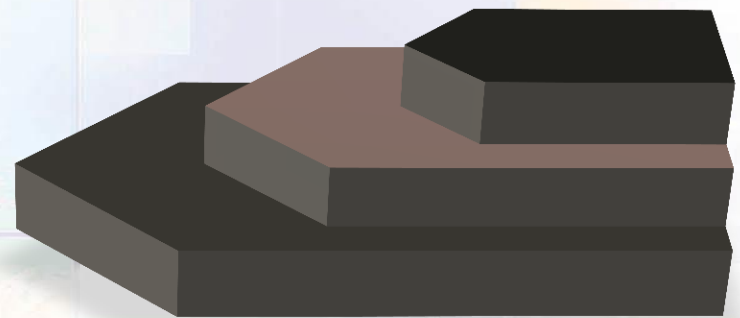
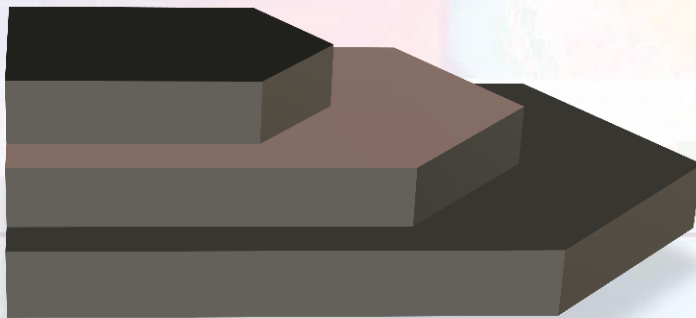
Relate respectfully to opposite gender (4.77)

- Relate well to persons from different races/ ethnicities (4.69)
- Speak honestly, authentically and transparently (4.69)
- Maintain an open door policy, accessible to all (4.69)
- Hold yourself accountable for inappropriate behavior (4.62)

GAPS

- Recognize leadership positions in affinity groups as part of performance management process (3.23)
- Work with your group to agree on behavior guidelines for how they should work together (3.38)
- Educate yourself on different cultures of people around you (3.62)
- Recognize when perceptions/ actions are driven by cultural messages (3.62)

What Do We Need to Do As a Team to Lead from Our Strengths and Address the Gaps?



Leading from Our Strengths

Addressing the Gaps