Diversity & Inclusion Organization Assessment
An organization assessment uncovers the real diversity issues in your workplace

- With a realistic foundation, you will be able to plan strategic initiatives that
  - Fit your culture and the various levels in your organization
  - Have the greatest impact because they target the greatest needs
  - Are inherently measurable because a baseline for improvement has been established

We suggest a three-pronged approach:

- Executive interviews
- Affinity-based focus groups
- An Organizational Culture Inventory with diversity and inclusion questions inclusion
Executive Interviews Are An Essential Part of Every Assessment

- Conducting executive interviews within the organization helps determine the business rationale for the initiative and identifies the following:
  
  - Overall diversity change agenda
  - Overall business strategy
  - Business rationale for working on diversity and inclusion
  - Executive’s definition of diversity and inclusion
  - Criteria for success and advancement in the organization
  - Perceptions of current diversity and inclusion efforts
  - Major areas of emphasis going forward
  - Helping and hindering factors for diversity and inclusion and for employees from different groups
  - Leader’s role in the diversity and inclusion effort
    - Role of communication, involvement, education and training
    - Role of measurement: how they will measure diversity’s success
Our Focus Group Process Has Four Steps

- Identify Climate Descriptors
- Identify Helping Factors
- Identify, Categorize and Rank Hindering Factors
- Recommend Solutions to Hindering Factors

What word or phrase best describes the climate for diversity within XYZ?

What makes XYZ the “Employer of Choice” for you today?

What barriers stand in the way of XYZ being the “Employer of Choice”?

What specific actions would you recommend to address each of the top five hindering factors?

Recommendations should be:
- Specific
- Measurable
- Achievable
- Realistic
- Timed
The Organizational Culture Inventory (OCI) Gives a Picture of the Culture

- Tool for assessing culture--questionnaire
- Measures “how things are done around here”
  - Focuses on the extent to which employees feel they have to display certain types of behavior to “fit in”
- Can be used to provide a profile of the current culture, the most appropriate future culture, and measuring change in culture
  - Used in a wide range of companies in all spheres of industry and commerce, all over the world
- Measures 12 different behavioral styles which are normed against other organizations and plotted on a ‘clock face’ to generate a cultural profile of an organization
- Conforms to all statistical criteria in terms of reliability and validity
By Measuring 12 Behavioral Styles and Position on “Clock Face”

1. A Humanistic-Encouraging culture characterizes organizations that are managed in a participative and person-centered way
2. An Affiliative culture describes organizations that place a high value on interpersonal relationships
3. An Approval culture describes organizations in which conflicts are avoided and interpersonal relationships are, on the surface, pleasant
4. A Conventional culture is descriptive of organizations that are conservative, traditional and bureaucratically controlled
5. A Dependent culture is descriptive of organizations that are hierarchically controlled and non-participative
6. An Avoidance culture characterizes cultures that fail to reward success but nevertheless punish mistakes
7. An Oppositional culture describes organizations in which confrontation takes precedence and negativity is rewarded
8. A Power culture is descriptive of non-participative organizations structured on the basis of authority inherent in members’ positions
9. A Competitive culture is one in which people are rewarded for out performing each other
10. A Perfectionistic culture characterizes organizations that value hard work and persistence
11. An Achievement culture values members who set and achieve their own goals
12. A Self-Actualized culture values creativity, quality over quantity, accomplishment and individual growth
Client Example:
Results for Whites and People of Color

White

People of Color
Client Example:
Results by Years of Service

1-2 years

2-4 years

4-6 years
The Diversity and Inclusion Survey Questions Cover Seven Areas

- Inclusion
- Career Development
- Valuing All Employees
- Work/Life
- Leadership
- Customer/Client Relations
- Retention