

# Diversity & Inclusion Organization Assessment





# Assessing Your Organization



- **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



# 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



- 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**

# OCI: Mapping the 12 Different Behavioral Styles



## SATISFACTION

Self-Actualizing

Humanistic/  
Encouraging

Achievement

11

12

1

Constructive/  
Satisfaction  
cultures

Perfectionistic  
10

Affiliating  
2

TASKS

PEOPLE

Competitive  
9

Approval  
3

Aggressive/  
Defensive  
cultures

Passive/  
Defensive  
cultures

Power  
8

Conventional  
4

Oppositional  
7

Dependent  
5

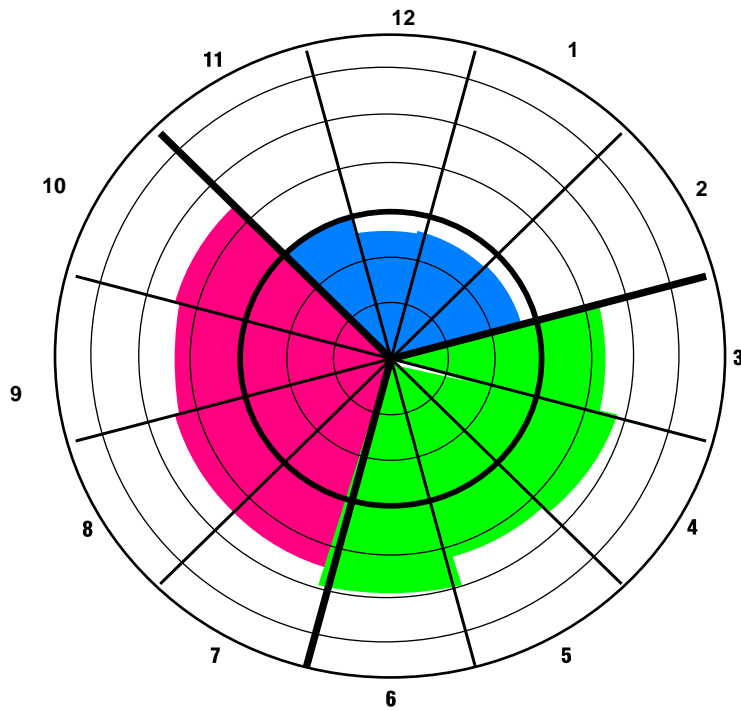
Avoidance

SECURITY

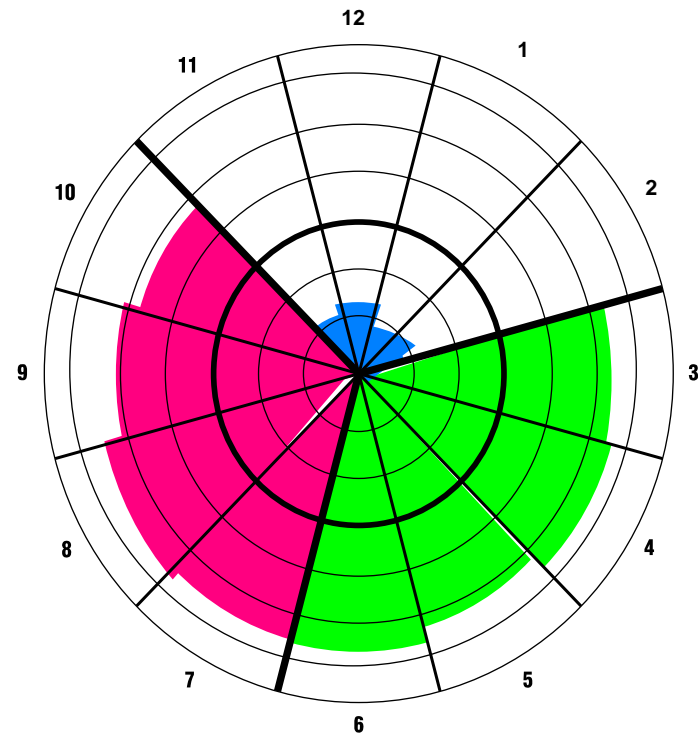
© Human Synergistics/Verax



# Client Example: Results for Whites and People of Color



**White**

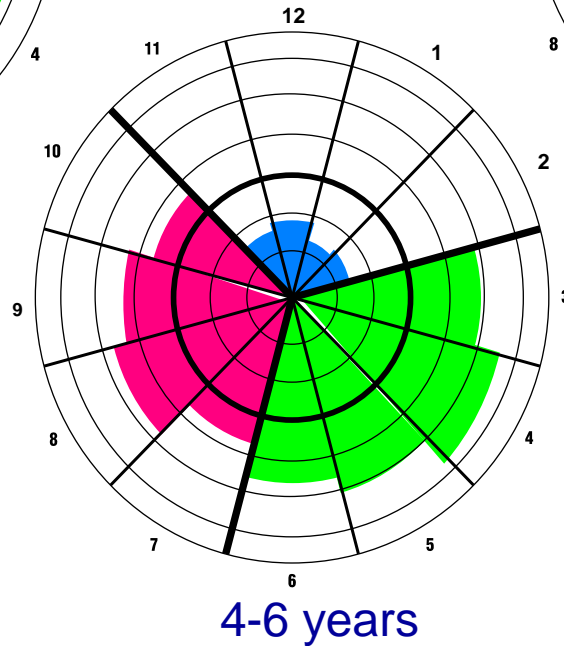
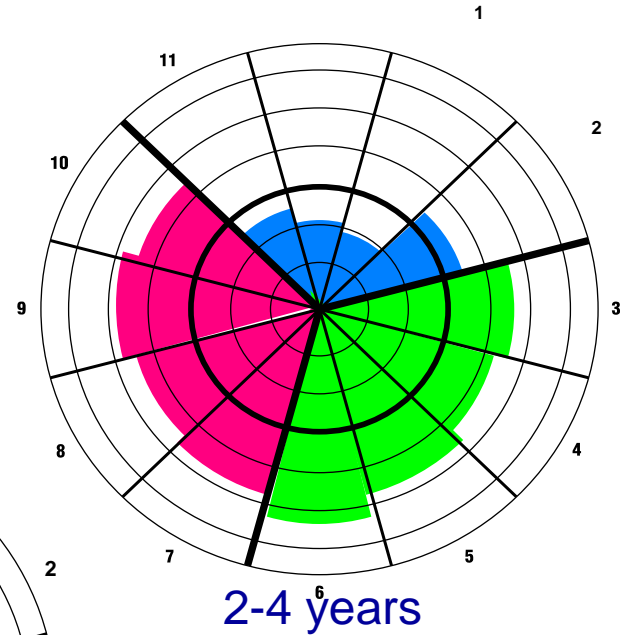
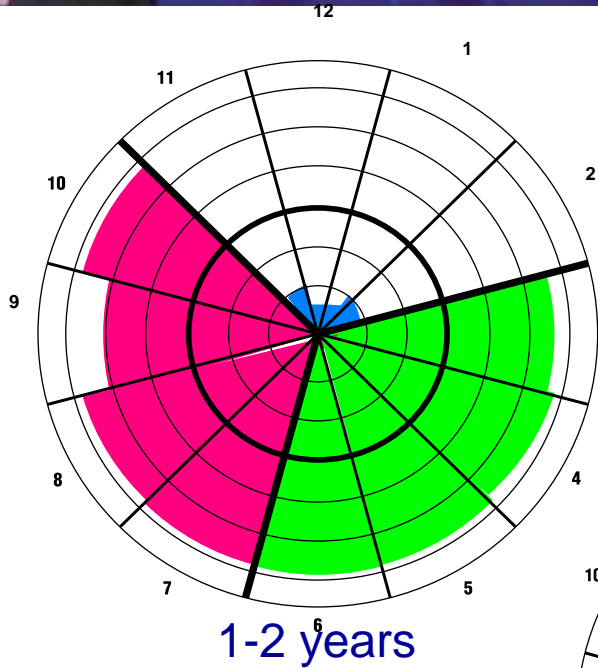


**People of Color**





# Client Example: Results by Years of Service





# The Diversity and Inclusion Survey Questions Cover Seven Areas



**Inclusion**

**Career Development**

**Valuing All Employees**

**Work/Life**

**Leadership**

**Customer/Client Relations**

**Retention**