

# The Global Inclusion Assessment

 **advisoryservices**  
by RW3 culturewizard

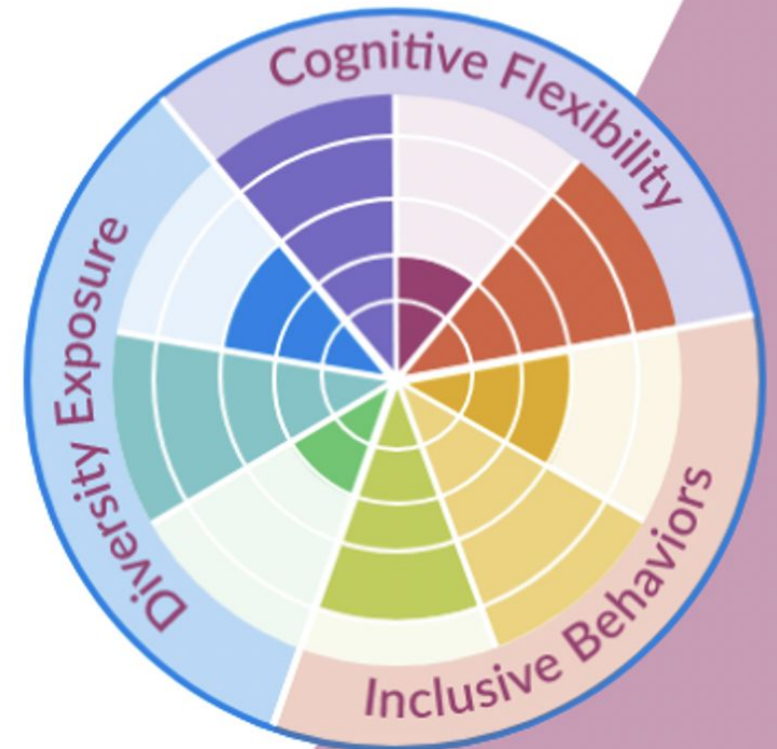
# Your Company Profile

## Your Company Profile

These are the aggregated the scores of your **employees who completed the assessment through December 2021**, compared with the benchmarked scores of 50,000 diverse, global users.

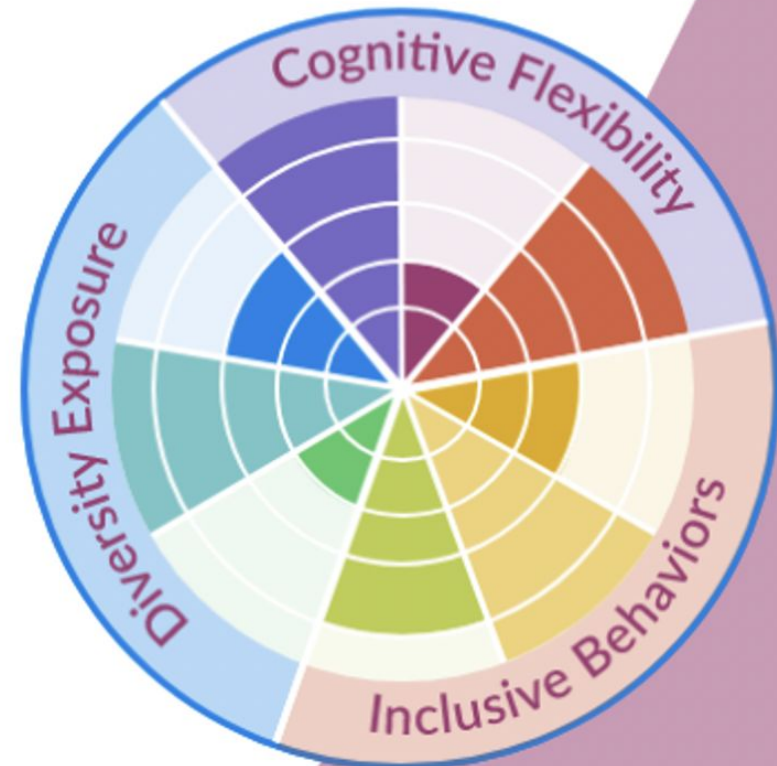
## Methodology

We analyze your scores across 9 sub-dimensions of global inclusion to determine areas of challenge and opportunities. We provide recommendations to create a more inclusive culture, specific to your company.



# Sample Summary of Results

- ▶ **Inclusive Behaviors:**
  - ▶ Trustworthiness: **Average**
  - ▶ Intercultural Skills: **Low Average**
  - ▶ Collaborative Leadership: **Average**
  - ▶ Growth Orientation: **Average**
  - ▶ Curiosity: **Low**
- ▶ **Diversity Exposure:**
  - ▶ Current Exposure: **Low**
  - ▶ Past Exposure: **Average**
- ▶ **Cognitive Flexibility:**
  - ▶ Bias Awareness: **Low Average**
  - ▶ Flexible Thinking: **Average**



# Organizational Implications--Highlights

**The analysis revealed these areas as the greatest challenges and opportunities for improvement for your organization.**

▶ Intercultural Skills: Low Average

This reflects the company's ability to interact across cultures, which can be problematic on global teams. These low-average scores can have difficult implications for working virtually, especially with cultural differences.

▶ Curiosity: Low

A low score indicates that people may have trouble recognizing the different perspectives and capabilities of their colleagues, challenges maintaining an open mind, and difficulties navigating change.

▶ Current Exposure to Diversity: Low

A low score indicates that your employees are not currently exposed to a wide range of perspectives, attitudes and different needs. This can lead to organizational "groupthink," a lack of innovation, and perhaps even inappropriate behavior.

▶ Bias Awareness: Low Average

A low average score indicates that many people may be prone to inaccurate assumptions regarding others that can severely hamper decision-making, interactions with people who are unfamiliar, and severely jeopardize diversity efforts.

# What To Do With the Results

- ▶ Based on these findings we can work with you to develop or support targeted, measurable tactics to address any areas of challenges.
  - ▶ Amongst these remedies: Recommended policy changes, new strategic business practices (e.g. hiring and onboarding), targeted learning programs and webinars
- ▶ We work with client champions to identify Moments that Matter – times and locations in the employee workday or development cycle when solutions will have most effective impact



# Key Solution Recommendations

# Sample of Key Recommendations: Low Bias Awareness

## Improving Bias Awareness in Your Organization:

- ▶ Work with ERG leaders and other stakeholders to identify moments and scenarios in your organization where bias might interfere with successful behavior
- ▶ Based on that knowledge:
  - ▶ Develop a 1-hour webinar on developing self-awareness of bias using best practice techniques and recognizable scenarios and activities that your employees see in their everyday work lives
  - ▶ Develop a series of short e-learning scenarios on these company-unique manifestations of bias for addition to the Overcoming Implicit Bias e-learning course
    - ▶ Include this course as part of the onboarding process for new recruits and in Leadership training

# Sample of Key Recommendations: Low Curiosity

- ▶ Fostering Curiosity:
  - ▶ Use the RW3 “Curiosity Conversations” module to introduce the concept to the organization and encourage these conversations in the workplace
  - ▶ Host a webinar with members from ERG’s, allowing them to share stories and background from their unique perspectives. This can be included as part of a “Culture Day” event or during Diversity Awareness Month activities



# Sample of Key Recommendations: Low Diversity Exposure

- ▶ Diversity Exposure:
  - ▶ Create opportunities for employees from different functional or regional groups to interact. Examples might include:
    - ▶ Working with global leadership stakeholders to determine company efforts that would benefit from a global perspective, and creating cross-functional/regional projects or sessions to solicit feedback or participation from diverse employee populations
    - ▶ Build on other company-wide events to create opportunities for employees to be more aware of the breadth of diversity within their organization.
  - ▶ Evaluate the talent attraction and acquisition process
    - ▶ Undertake a review of job description language and posting processes for attracting new talent, especially in locations or functions where diversity of talent is lacking

# Sample of Key Recommendations: Low Intercultural Skills

- ▶ Building Intercultural Skills
  - ▶ Create a Cultural Fair during the UN World Culture Day
  - ▶ Offer “lunch-and-learn” sessions focused on diverse cultures
  - ▶ Consider adding the Culture Calculator Suite to your CultureWizard license. The Culture Calculator allows employees to learn about the 8 dimensions of Culture, build their own profile and compare it to other countries and colleagues. The tool also provides personalized tips for bridging cultural differences and recognizing the impact of culture on workplace behavior. The Teamwork functionality in the Suite also provides the ability for diverse teams to learn about the unique cultural makeup of their team, and provides tailored advice for promoting team effectiveness.



# Addendum Company Profile: Inclusive Behaviors

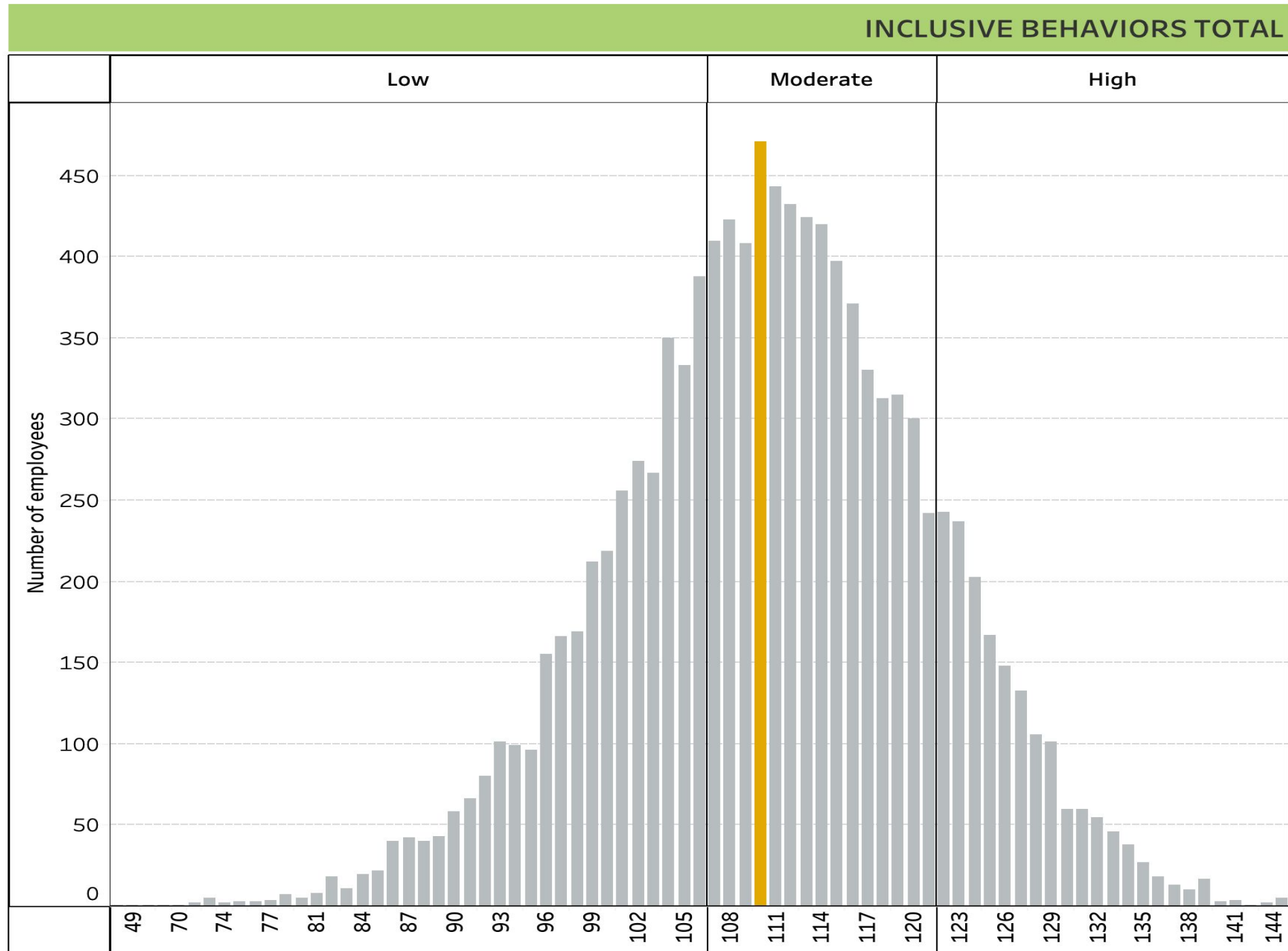
## INCLUSIVE BEHAVIORS: OVERALL SCORES

This dimension assesses the organization's values, attitudes and behaviors that support a diverse and inclusive workplace.

Average Score:  
**111**

Average compared to Benchmark  
Sample:  
**Moderate**

Percentile:  
**49**



# Implications: Inclusive Behaviors

Your company's average Inclusive Behaviors raw score falls in the Moderate range.

Your organization is likely to be fairly inclusive of diverse people, though many employees may still have challenges showing people from under-represented groups that they value their ideas and input.

It would be worthwhile to focus on developing skills and behaviors to be more inclusive. Recommendations are provided in the following slides for each of the 5 subdimensions that comprise the Inclusive Behaviors dimension.

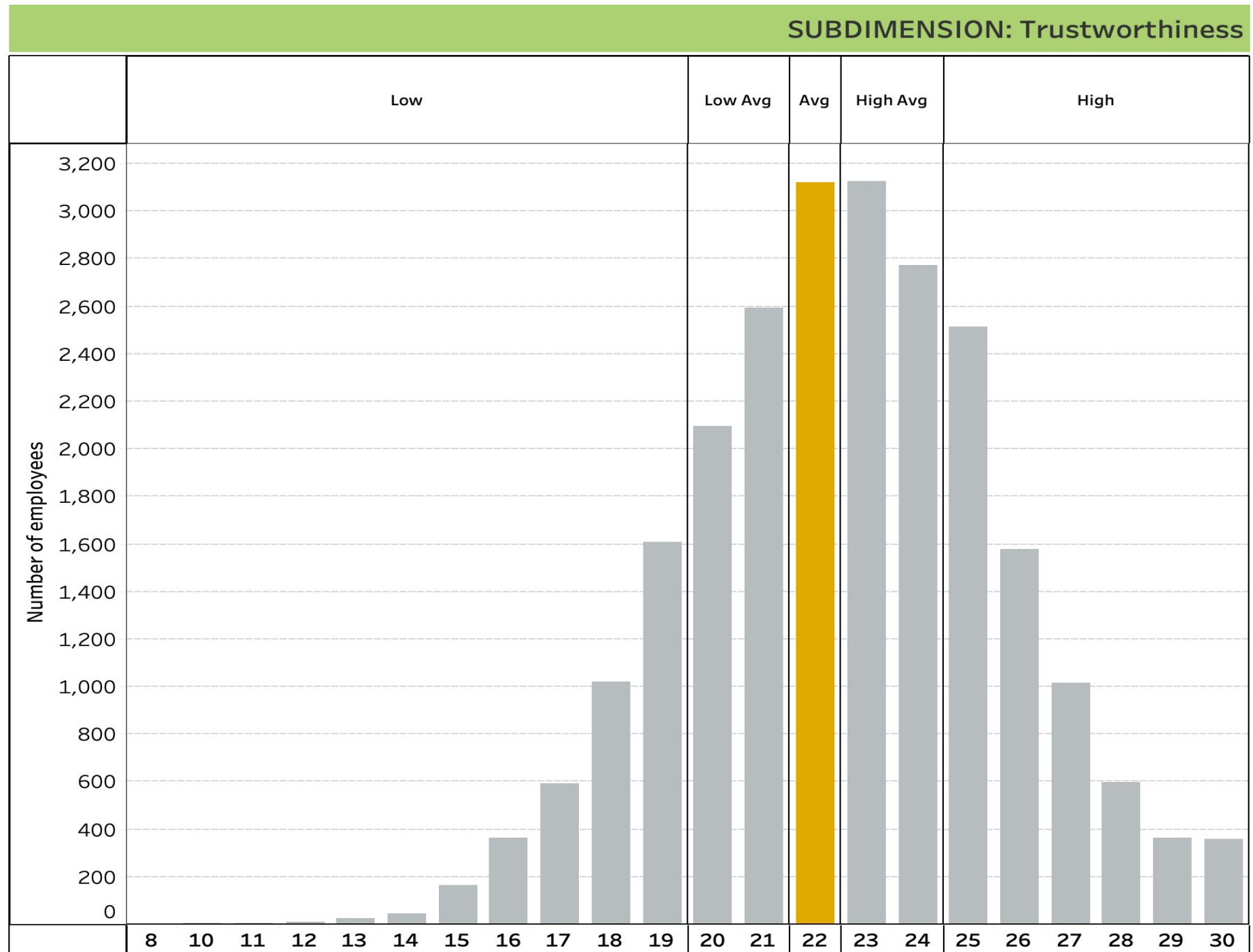
# TRUSTWORTHINESS

The Trustworthiness dimension assesses the ability to demonstrate genuine, trust-building behaviors in many situations and relationships.

Average Score:  
**22**

Average compared to  
Benchmark Sample:  
**Average**

Percentile:  
**56**



# Trustworthiness

## Implications

Your company's average raw score for Trustworthiness falls within the Average range.

This score reflects the ability of company employees to demonstrate a variety of behaviors that build trust with different individuals in diverse situations. It measures how able they are, in general, to create a trusting environment. Trust is a precursor to inclusion.

## Recommendations

- ▶ Devise channels of communication so they are culturally appropriate and generate an inclusive attitude (e.g. using different modes of communication--video, text, audio and communicate in direct and indirect styles). Communication is fundamental to trustworthiness and creating an environment where people feel safe.
- ▶ Communicate organizational behaviors that emphasize inclusion, respect and transparency (as is culturally appropriate).
- ▶ Encourage everyone to practice and reinforce respectful behavior at all times.
- ▶ Be sure people receive credit for their ideas in meetings and group activities.
- ▶ Ensure leaders and others openly demonstrate fairness in their interactions.
- ▶ Create an environment of accountability and reliability so that colleagues know they can count on each other.

**SUBDIMENSION: Intercultural Skills**

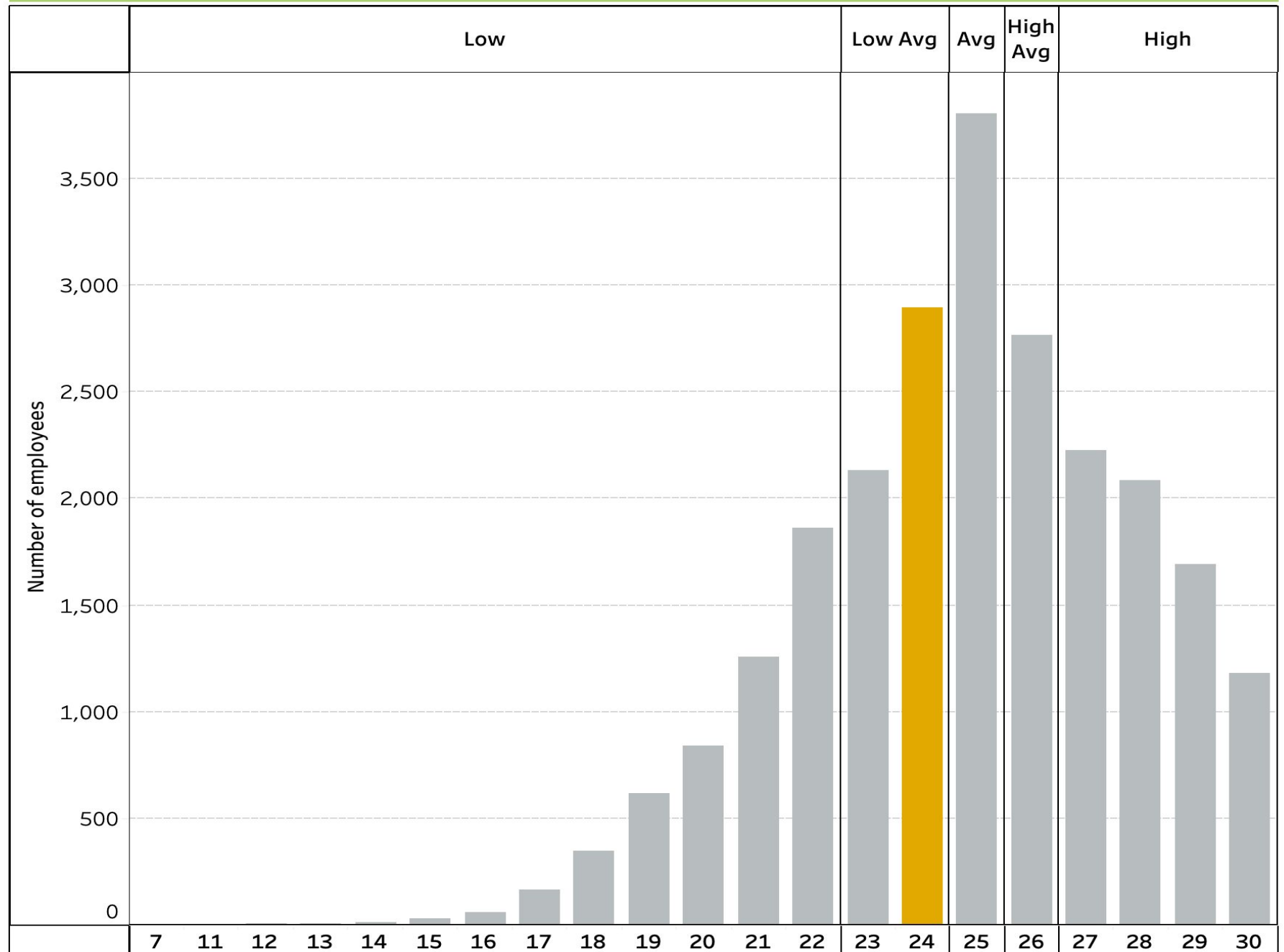
**INTERCULTURAL SKILLS**

The intercultural skills dimension assesses the company's awareness of cultural differences and related skills to work effectively across cultures.

Average Score:  
**24**

Average compared to  
Benchmark Sample:  
**Low Average**

Percentile:  
**52**





# Intercultural Skills

## Implications

Your company's average raw score for Intercultural Skills falls within the Low Average range.

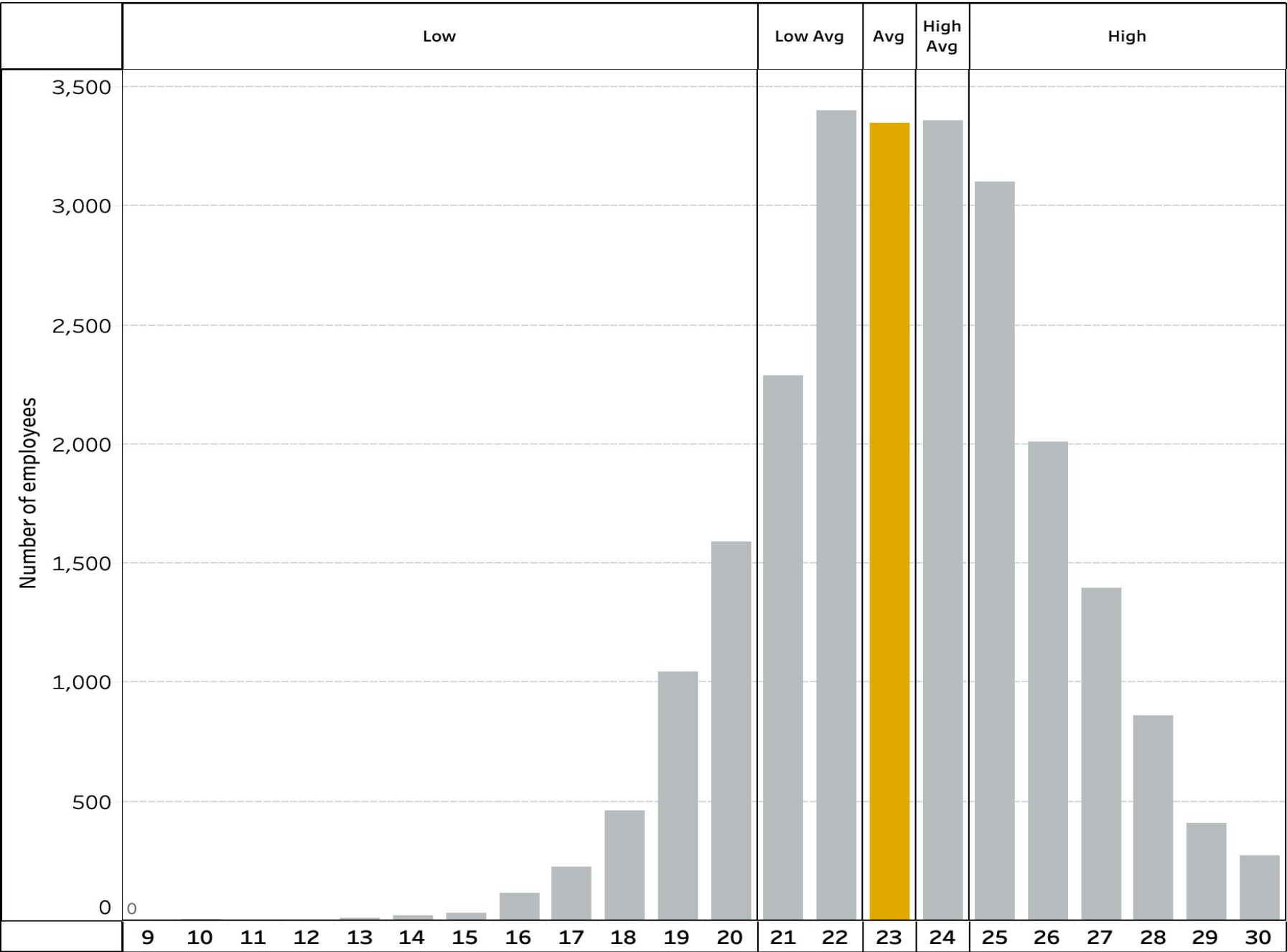
This score reflects the company's ability to approach intercultural situations with sensitivity and flexibility.

Building intercultural skills is a lifelong endeavor, and your organization stands to gain significantly from further development.

## Recommendations

- ▶ Host global teambuilding events or forums to help people learn about the cultural values and work style preferences of team members from diverse cultural backgrounds.
- ▶ Enable the development of empathy by engineering projects or other interactions that bring together people from different cultural backgrounds. Create moments for individuals to be curious about other people's perspective on various topics.
- ▶ Provide learning experiences where participants have the chance to practice flexing their working style to adapt to the cultural values of others.
- ▶ Create a cross-cultural feedback mechanism or strategy to solicit constructive criticism from people in other cultures related to the performance of people from outside their culture. This enables understanding and growth around how effective and culturally appropriate people's behavior is.
- ▶ Give people opportunities to work across cultures through business travel, international assignment or global and virtual teamwork.
- ▶ Provide cross-cultural teambuilding opportunities to explore and analyze a team's cultural diversity and build bridges to integrate critical work style differences that may prevent the team from performing.

**SUBDIMENSION: Collaborative Leadership**



**COLLABORATIVE LEADERSHIP**

The collaborative leadership dimension evaluates behaviors and values that contribute to collaborative and inclusive leadership in the organization.

Average Score:  
**23**

Average compared to Benchmark Sample:  
**Average**

Percentile:  
**54**



# Collaborative Leadership

## Implications

Your company's average raw score for Collaborative Leadership falls within the Average range.

This score reflects overall organizational attitudes about leading in an inclusive, collaborative way. Collaborative leadership is one of the pillars of an inclusive workplace.

## Recommendations

- ▶ Expand leaders' skillsets to encourage inclusion, collaboration and trust-building.
- ▶ Create opportunities to teach leaders how to model and promote inclusive behaviors.
- ▶ Remind leaders they can encourage contributions from team members by continuing to acknowledge the value that people bring to each group or team.
- ▶ Provide learning to build active listening skills. When people feel they are heard, they're likely to feel valued and want to contribute even more.
- ▶ Promote conversations between team members focused on creating team guidelines and structure for effective collaboration that leads to higher levels of performance.
- ▶ Hold leaders and managers accountable for creating an inclusive environment. Acknowledge inclusive behaviors to highlight the role models.
- ▶ Equip leaders to recognize when behavior is excluding others and provide culturally sensitive ways to deliver constructive criticism or feedback.

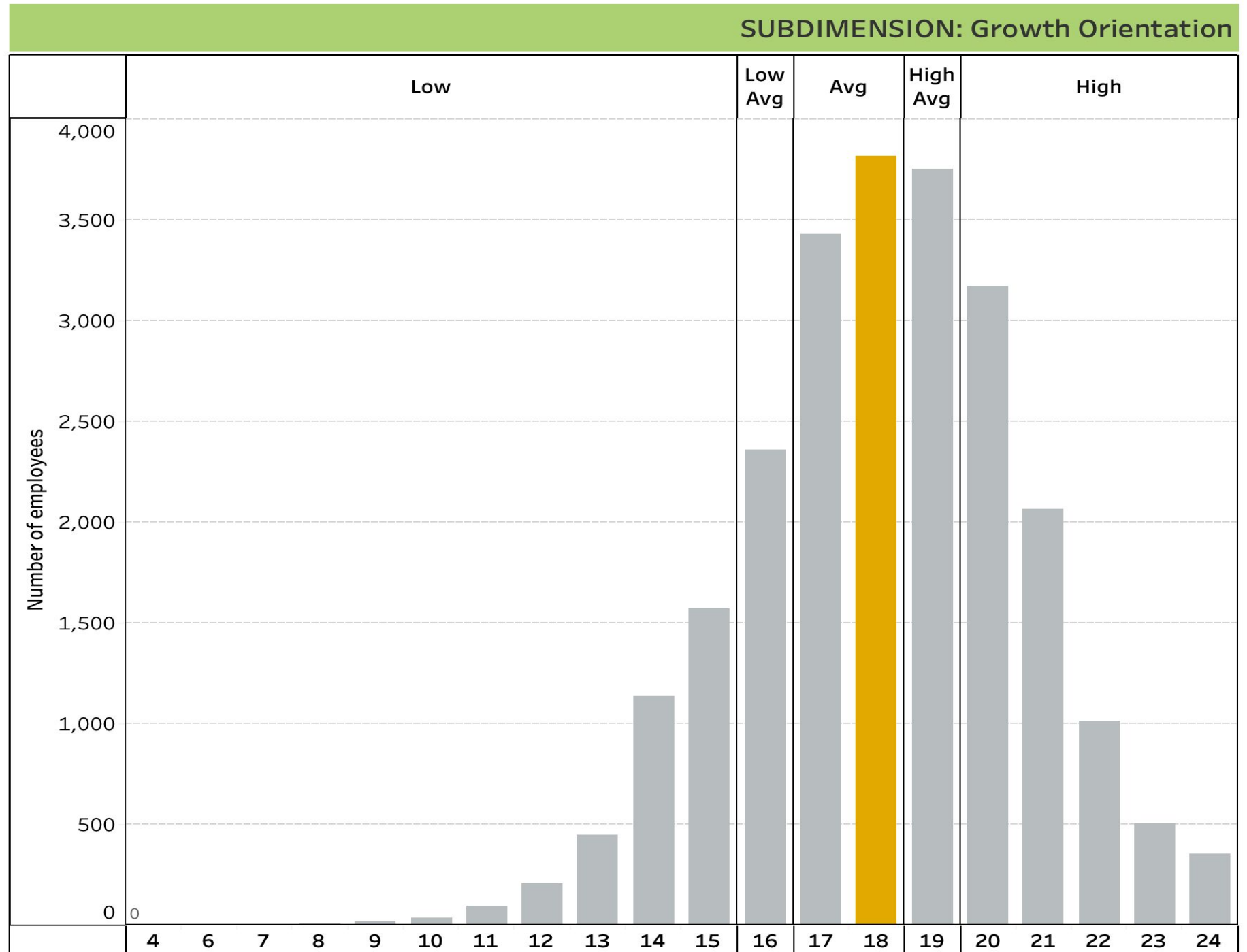
## GROWTH ORIENTATION

Growth orientation assesses the overall organizational picture of employees' desire and ability to challenge themselves, to accept feedback and to develop professionally and personally.

Average Score:  
**18**

Average compared to  
Benchmark Sample:  
**Average**

Percentile:  
**57**



# Growth Orientation

## Implications

Your company's average raw score for Growth Orientation falls within the Average range.

This means that people have developed average skills to cope when out of their comfort zone.

It's advisable to help individuals work on their ability to receive and incorporate feedback from both peers and managers.

## Recommendations

- ▶ Provide learning experiences to help people proactively reach beyond their comfort zones.
- ▶ Encourage individuals to seek feedback on their performance from diverse members of the team or workplace. For example, create feedback pairs that connect people from different backgrounds to ask: "How could I have done that differently? I'd like to know your perspective."
- ▶ Emphasize the benefits of self-reflection and acts of introspection to build self-awareness. Make space and time to do so often.
- ▶ Offer guidelines so people can evaluate when it is a good idea to pursue stretch assignments and other novel tasks where development is the main goal.

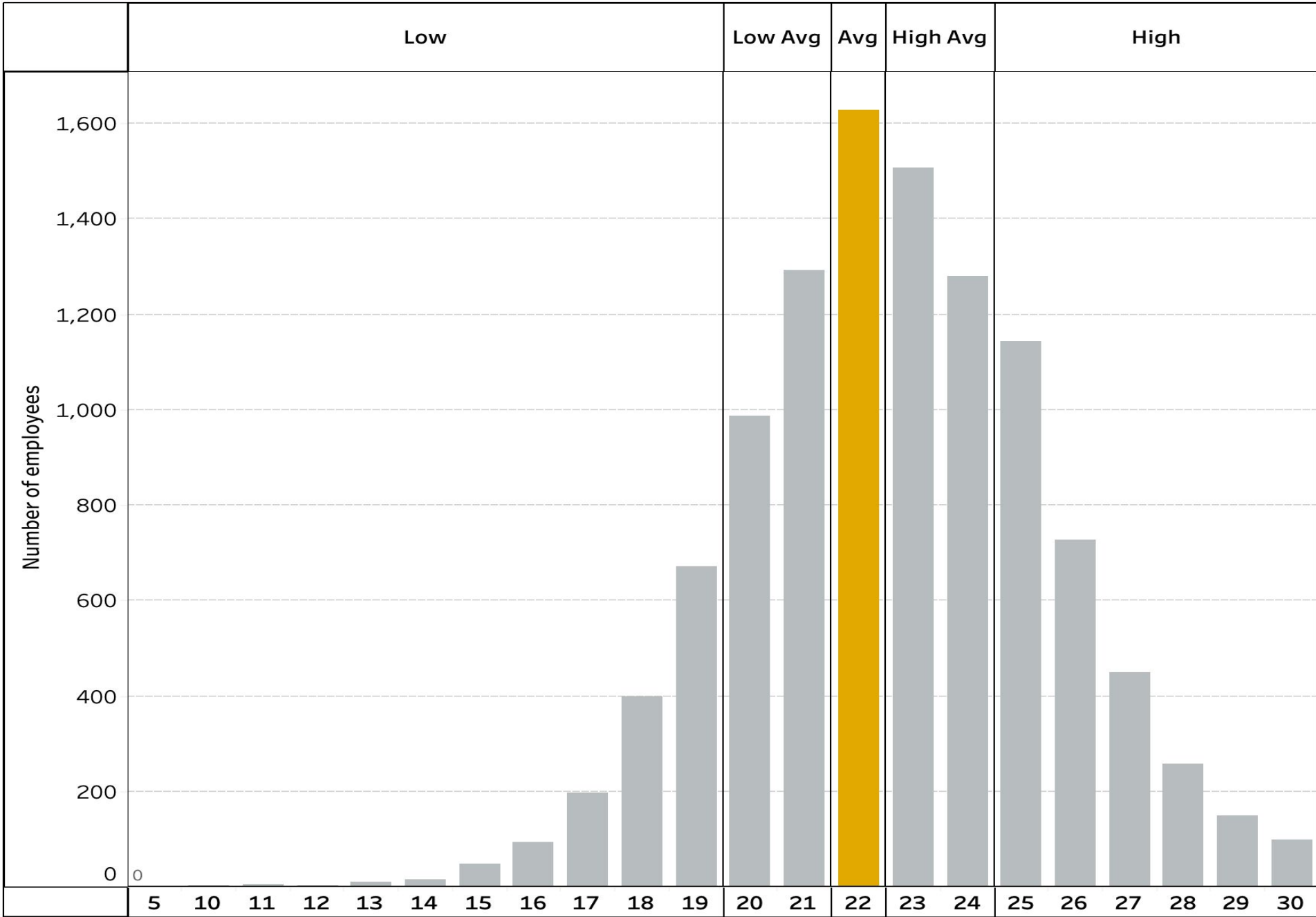
### CURIOSITY

The curiosity subdimension evaluates the workforce's capacity for curiosity and the desire to explore diverse people and their perspectives.

Average Score:  
**22**

Average compared to  
Benchmark Sample:  
**Average**

Percentile:  
**54**



# Curiosity

## Implications

Your company's average raw score for Curiosity falls within the Average range.

This score indicates that people across your organization have average skills related to being curious and maintaining an open mind in a diverse work environment. It is important to nurture these skills as a means to enhance the workforce's ability to be inclusive.

## Recommendations

- ▶ Promote curiosity as a professional trait and as a leadership trait that opens doors to inclusion and trust.
- ▶ Make “curiosity conversations” a core practice, within teams and across functions and levels. Provide guidance on how to be curious in culturally appropriate ways, minding conversation topics that are acceptable and those that are more taboo.
- ▶ Leverage ERGs, country-specific / regional teams to highlight diverse cultural value systems, featuring various cultural groups on a regular, monthly or quarterly basis.
- ▶ Provide space and time for diverse individuals to meet and network, with a focus on getting to know their unique perspectives on professional and personal topics.
- ▶ Offer multimedia and other resources to engage in one's curious side: films, documentaries, books, podcasts, videos and more that showcase human diversity through storytelling.



# Company Profile: Exposure to Diversity



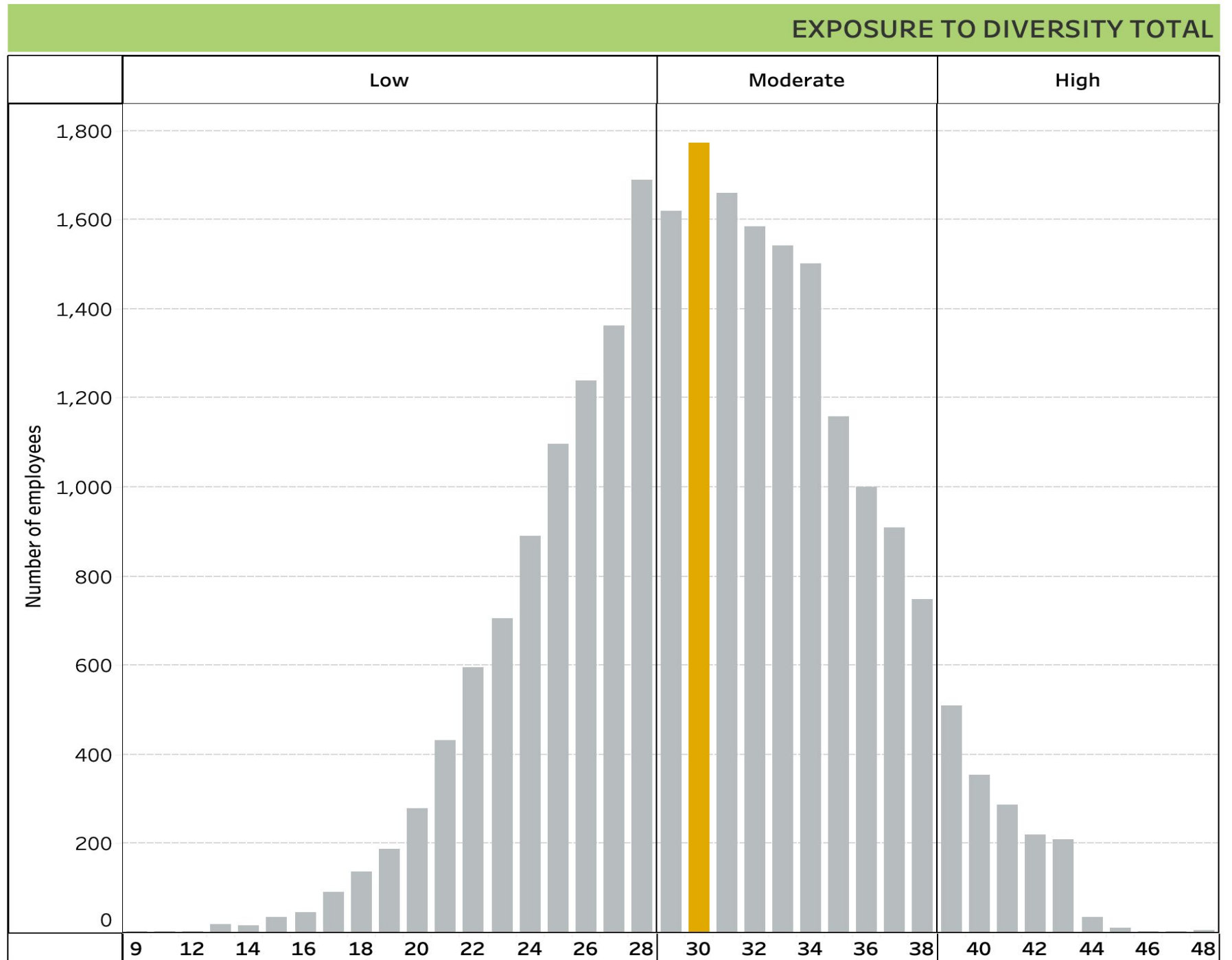
## EXPOSURE TO DIVERSITY: OVERALL SCORES

This dimension assesses the kind of exposure and experiences that people within the organization have with diverse individuals, both past and present.

Average Score:  
**30**

Average compared to  
Benchmark Sample:  
**Moderate**

Percentile:  
**42**



# Implications: Exposure to Diversity

Your company's average Exposure to Diversity raw score falls in the Moderate range.

This dimension assesses the kind of exposure and experiences individuals within the organization have had with diverse individuals, past and present.

Research shows that the ability to be inclusive improves when people are exposed more to human diversity, making them less prone to engage in stereotypical, discriminatory, or prejudicial behavior. Recommendations are provided across each of the 2 subdimensions that comprise the Exposure to Diversity dimension.

## SUBDIMENSION: Current Exposure to Diversity

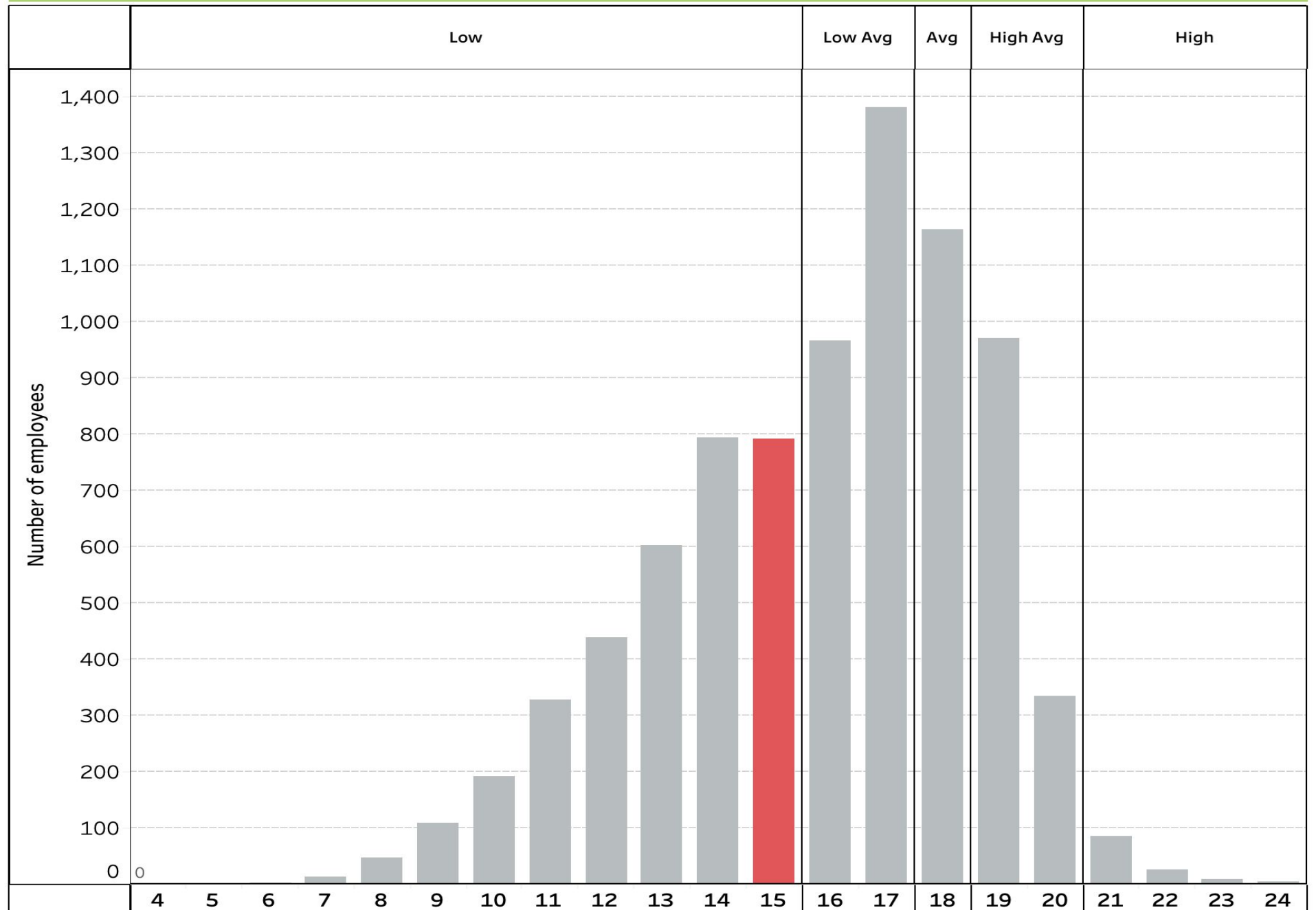
### CURRENT EXPOSURE TO DIVERSITY

This dimension assesses the level of diversity to which employees within the organization are exposed in their current environment.

Average Score:  
**15**

Average compared to  
Benchmark Sample:  
**Low**

Percentile:  
**32**



# Current Exposure to Diversity

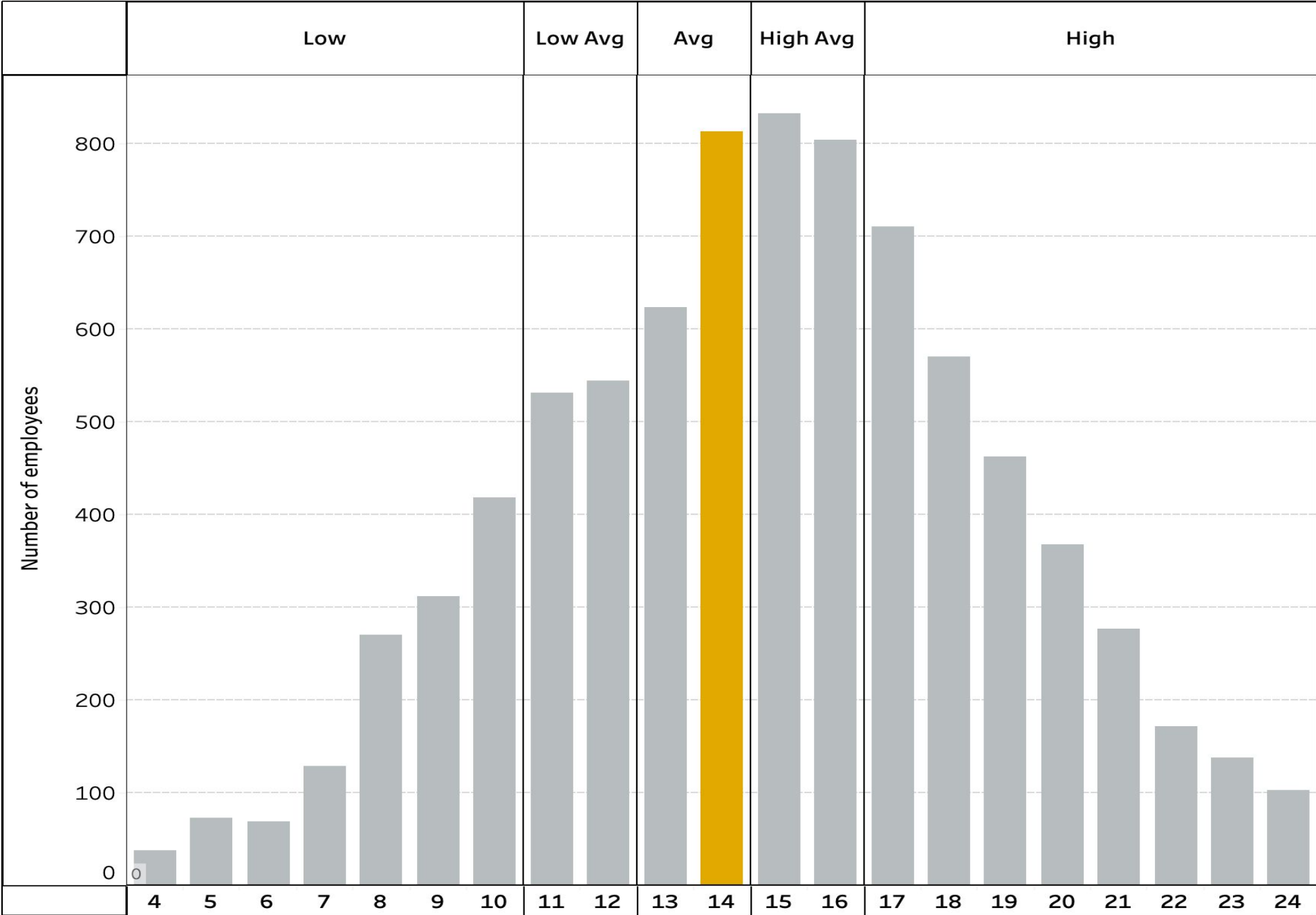
## Implications

Your company's average raw score for Current Exposure to Diversity falls within the Low range. This means that, on average, people in your company experience a low amount of diversity in their current environments.

## Recommendations:

- ▶ Offer ways to increase exposure to people who come from different backgrounds and who have different life experiences. Global, regional or cross-functional projects are good places to start.
- ▶ Provide opportunities for talent to engage in high quality interactions, e.g. both social and work settings, in the real world and virtually.
- ▶ Use the topics of cultural and other human differences to facilitate conversations between team members and with leaders. This activity can build perspective and empathy for the views of others while also building interpersonal trust. Start with more comfortable topics (work style, cultural values, etc.) and probe later into less comfortable topics (religion, sexual orientation, etc.).
- ▶ Arrange ways for individuals or team members to solve problems by first share their perspectives, and afterwards finding creative ways to reach a shared conclusion or decision that integrates the diverse points of view.

**SUBDIMENSION: Past Exposure to Diversity**



**PAST EXPOSURE TO DIVERSITY**

This dimension assesses the amount of diversity and diverse experiences in the past that employees within the organization have been had.

Average Score:  
**14**

Average compared to Benchmark Sample:  
**Average**

Percentile:  
**57**

# Past Exposure to Diversity

## Implications

Your company's average raw score for Past Exposure to Diversity falls within the Average range. Colleagues across the organization have had some experience with diverse people as they're growing up, and they likely appreciate the value of diversity.

## Recommendations:

- ▶ Explain that understanding one's life story is pivotal to self-awareness, including the level of exposure to human diversity one has had in their childhood, adolescence and beyond.
- ▶ Communicate the value of diversity so that people continue to seek experiences and exposure to further develop their capacity for inclusion in a diverse environment.
- ▶ Accelerate opportunities for people from different backgrounds to meet and get to know each other.



# Company Profile: Cognitive Flexibility

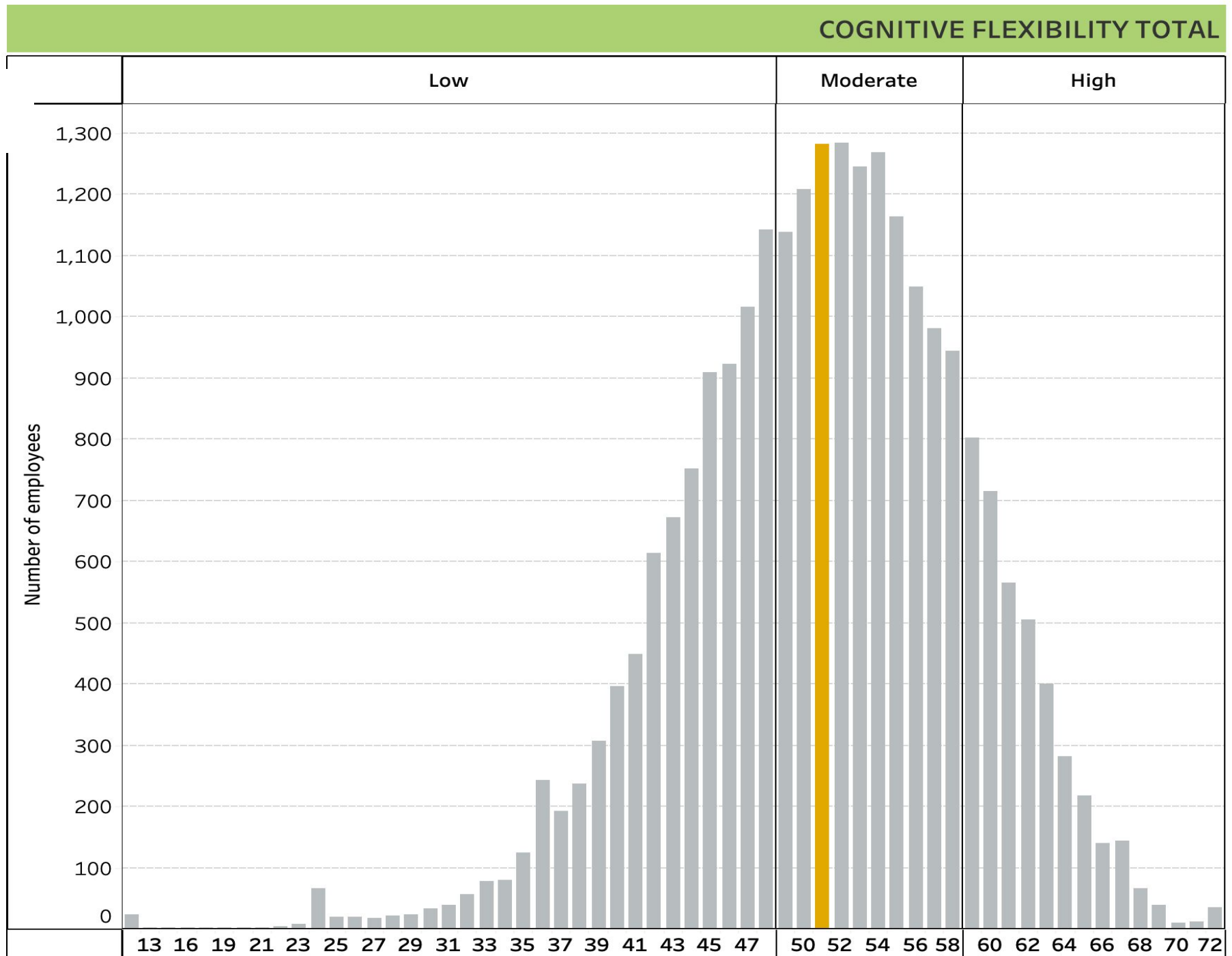
# COGNITIVE FLEXIBILITY OVERALL SCORES

The cognitive flexibility dimension assesses common forms of bias, and also aims to understand how much an employee can challenges his or her assumptions and be more open and flexible in their thinking.

Average Score:  
**51**

Average compared to Benchmark Sample:  
**Moderate**

Percentile:  
**49**





# Implications: Cognitive Flexibility

Your company's average Cognitive Flexibility raw score falls in the Moderate range.

People in your organization demonstrate a certain level of inclusion by challenging commonly held stereotypes and biases. Professionals can improve their ability to act inclusively towards others by learning more about the consequences of implicit bias and how to think more flexibly.

## SUBDIMENSION: Bias Awareness

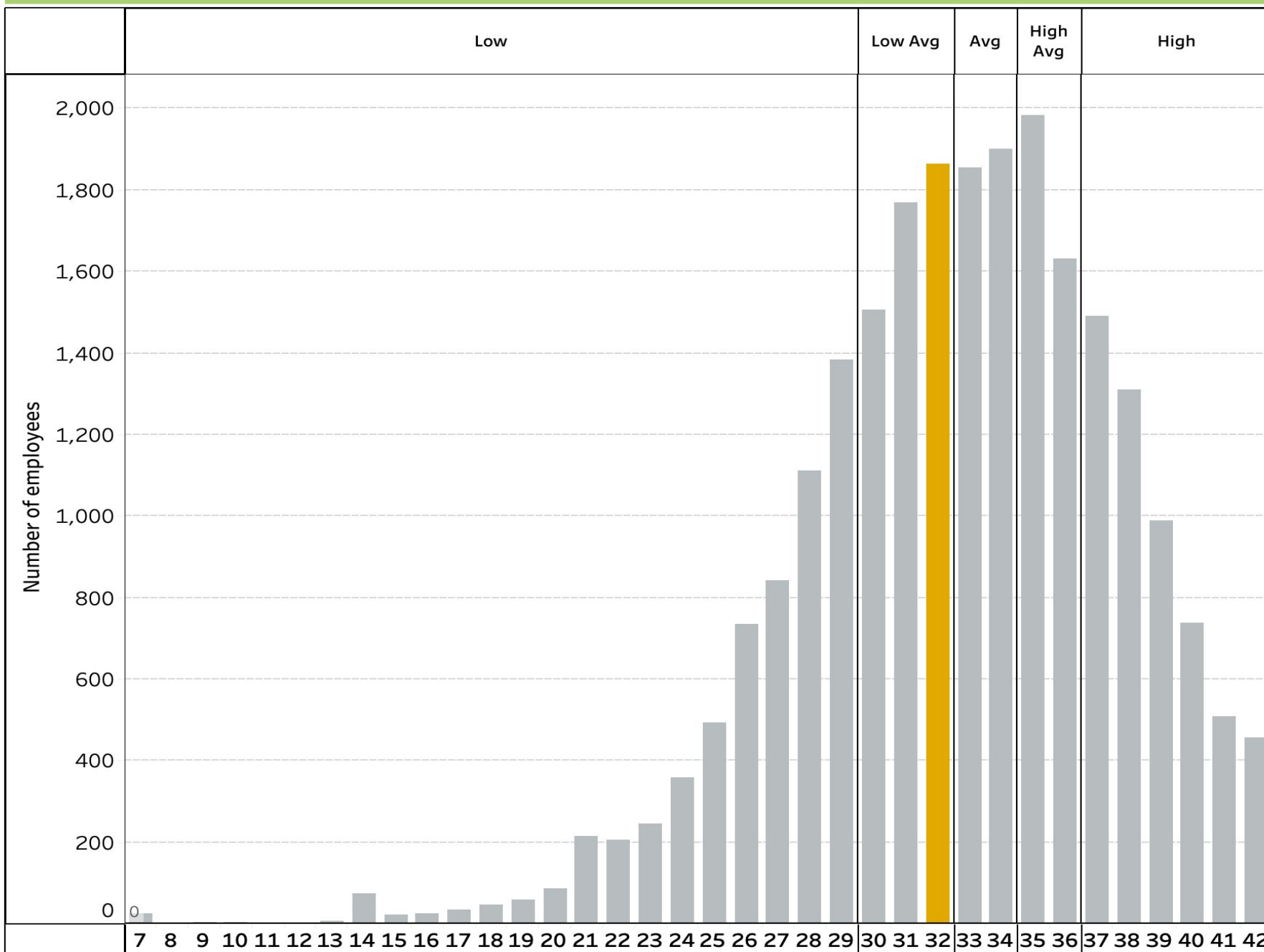
### BIAS AWARENESS

The Bias Awareness subdimension reflects the company's general ability to recognize commonly held assumptions, stereotypes and biases that may hinder good decision-making.

Average Score:  
**32**

Average compared to  
Benchmark Sample:  
**Low Average**

Percentile:  
**48**



# Bias Awareness

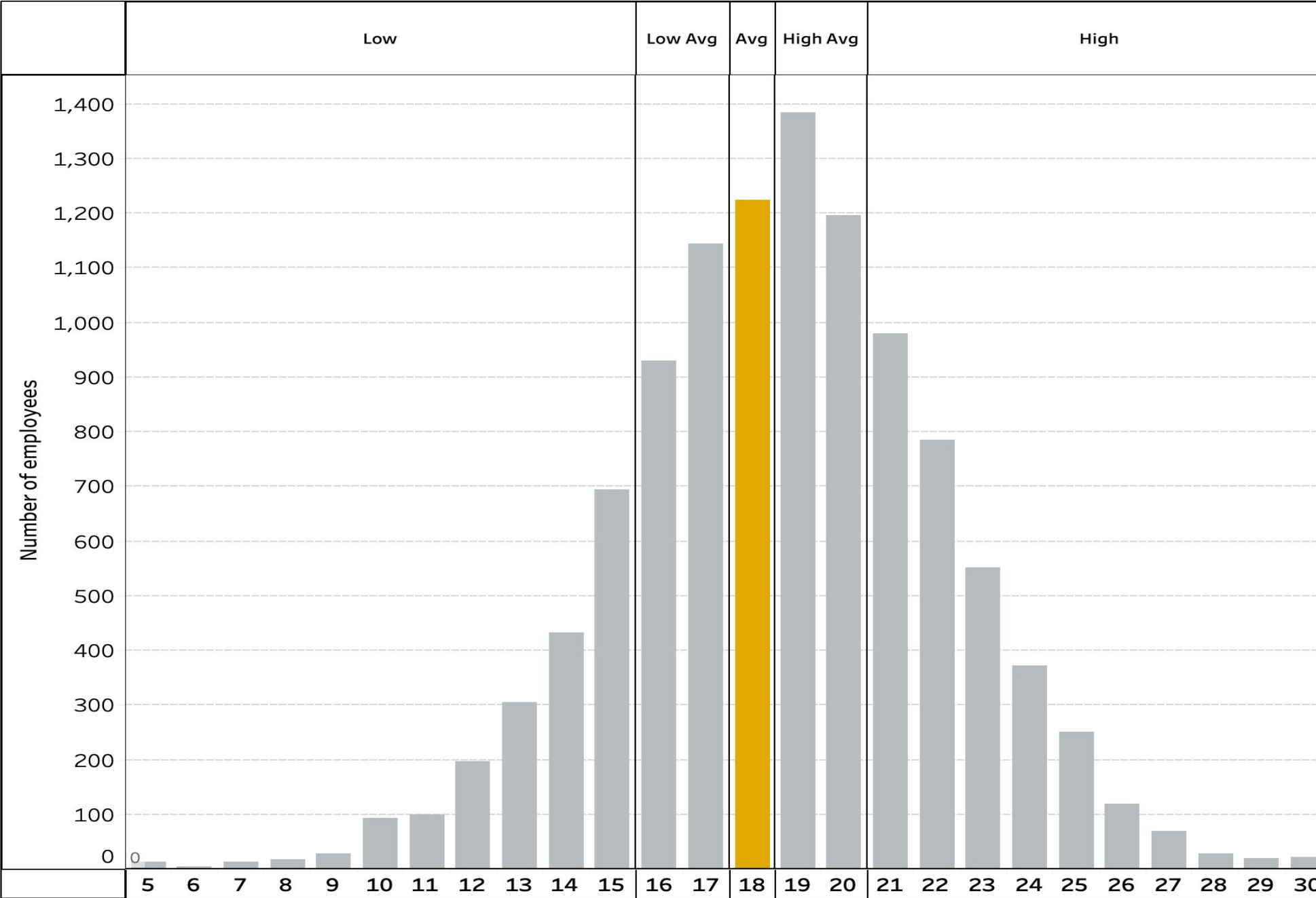
## Implications

Your company's average raw score for Bias Awareness falls within the Low Average range.

Your company's score suggests that many people can benefit from deepening their awareness of inaccurate assumptions, stereotypes and other biases that may inform faulty opinions about and reactions to diverse groups of people. Decision-making can improve with training on common forms of bias.

## Recommendations

- ▶ Provide learning on common forms of bias that play a role in human interaction.
- ▶ Frame learning on bias as a way to make better decisions at all levels, in addition to mitigating unfair treatment and prejudice.
- ▶ Create checklists that teams and managers can use to audit interactions, systems, processes and beyond for common forms of bias.
- ▶ Provide discussion guides for managers and leaders to facilitate dialogue with their teams on the subject of bias.



**FLEXIBLE THINKING**

The Flexible Thinking subdimension measures how open and flexible the workforce's thinking is based on how strongly they respond to a range of commonly held biases and distortions.

Average Score:  
**18**

Average compared to  
Benchmark Sample:  
**Average**

Percentile:  
**55**

# Flexible Thinking

## Implications

Your company's average raw score for Flexible Thinking falls within the Average range.

This means that people within your company have developed an average ability to pause and question their immediate thoughts, suspend judgment and act in inclusive ways towards others.

It will be important for leaders and middle management to role model more open and flexible ways of thinking about others and themselves, while encouraging everyone to continue increasing their capacity for open and flexible thinking.

## Recommendations

- ▶ Provide a template to help individuals and teams check for bias in their processes, policies and systems.
- ▶ Emphasize the importance of pausing, reflecting, evaluating and then acting to think more flexibly. Self-questioning is the key to mitigating bias and considering other ways of thinking.
- ▶ Honor the experiences of under-represented groups by highlighting positive examples of their contributions to the company and beyond.
- ▶ Work with ERGs to highlight the challenges of various groups, or facilitate listening circles to expose the organization to key challenges and co-create solutions.
- ▶ Increase authentic, high-quality contact across diverse groups through social events, learning experiences or teambuilding exercises that bring people together to connect above and beyond their professional identities.
- ▶ Educate individuals on how to increase cultural agility and how personal cultural values may lead to cultural biases.
- ▶ Amplify humility as a core value of the inclusive professional through storytelling and role modeling.
- ▶ Solicit the help of ERGs and other D&I champions to provide guidance on how people can become allies and show up in support of people in need.