

DIVERSITY & INCLUSION LEADERSHIP CAPABILITY SELF-ASSESSMENT TOOL

Name _____ **Date** _____

This tool details four areas of D&I (diversity & inclusion) leadership capability. This tool probes into those four areas and provides a snapshot of your strengths and areas of personal growth. Completing the questions should take about twenty minutes. The more honest your answers are, the more you will be able to identify your strengths and developmental needs. This tool is for your own personal use. When you have identified areas in which you would like to improve, seek out education resources/training to strengthen your competencies in the area you have targeted.

Instructions: For each of the statements in this inventory, refer to the following scale and ask, "How often is this statement true for me?" Please circle the appropriate number.

		A l m o s t N e v e r	S e l d o m	S o m e t i m e s	U s u a l l y	A l m o s t a l w a y s
1.	I actively and critically examine the factors influencing my values, beliefs and preferences and test my views with others.	1	2	3	4	5
2.	I am aware of the D&I priorities of my organization and of my role.	1	2	3	4	5
3.	I seek out different perspectives before I make and/or contribute to people decisions (e.g. recruitment, reward, assessment, development etc.).	1	2	3	4	5
4.	I create a work environment in which efforts to establish a work-life balance can be openly discussed and are supported.	1	2	3	4	5
5.	I ask colleagues for feedback on the impact of what I say and do through informal conversations and/or formal feedback tools.	1	2	3	4	5
6.	I can confidently report on the employee demographic data (current and future trends) of my team.	1	2	3	4	5
7.	Internal/external employee demographic data (current and future trends) shapes where and how I recruit and select people and/or the advice that I give to others on recruitment/selection.	1	2	3	4	5
8.	I represent the organization externally among diverse populations comfortably and effectively and am inclusive in my interactions.	1	2	3	4	5
9.	I appreciate that behaviors and words can take on different meanings in different cultures.	1	2	3	4	5

**DIVERSITY & INCLUSION
LEADERSHIP CAPABILITY SELF-ASSESSMENT TOOL**

10.	I say what I am thinking and feeling, with consideration of others, and match my actions with my words and values.	1	2	3	4	5
11.	I review data to ensure the outcomes of my people decisions, and/or those that I contribute to, are fair and consistent.	1	2	3	4	5
12.	I enjoy, value and treat with respect people from different backgrounds and levels in the organization.	1	2	3	4	5
13.	I give constructive and appropriate feedback to all the people I manage and/or coach/support.	1	2	3	4	5
14.	When developing and/or implementing my plans, I consider the needs of, impact on and mutually advantageous opportunities related to diverse partners and clients.	1	2	3	4	5
15.	In interactions, I focus on the speaker, listen closely without interrupting, observe verbal and non-verbal cues and often check for understanding.	1	2	3	4	5
16.	I say or do something, in an appropriate way, to disapprove when others stereotype, discriminate against or treat people poorly on the basis of their individual characteristics (e.g. race, ethnicity, culture, religion, sexual orientation, job level/seniority, contractual arrangement etc.).	1	2	3	4	5
17.	I can manage the tensions and emotions that often arise when talking about D&I.	1	2	3	4	5
18.	I mentor, coach and encourage others regardless of age, gender, race, religion or other differences.	1	2	3	4	5
19.	To support understanding, I communicate my values, priorities and needs as well as use language that is candid and clear.	1	2	3	4	5
20.	I am conscious of the impact that I can have on people and situations and use that power in visible and subtle ways to include people and discourage exclusion.	1	2	3	4	5
21.	I discuss the benefits of a diverse and inclusive organization with colleagues drawing on professional and personal experiences.	1	2	3	4	5
22.	Respecting privacy, I engage in non-work related conversations with my team members to get to know each of them as individuals.	1	2	3	4	5
23.	On a day-to-day basis, I solicit opinions, ideas, and criticism from people from different backgrounds and/or with different perspectives/experiences.	1	2	3	4	5
24.	I work to create an environment in which everyone feels valued and comfortable.	1	2	3	4	5

DIVERSITY & INCLUSION LEADERSHIP CAPABILITY SELF-ASSESSMENT TOOL

The questions in this self-assessment are classified into four areas of *D&I Leadership Capability*:

SELF-AWARENESS – how you are continually increasing your self-awareness and managing your impact on others and situations.

STRATEGIC CONTEXT – How frequently you: discuss the benefits of D&I; take D&I into account when making business decisions; and demonstrate D&I leadership behavior in external interactions (e.g. with suppliers, partners, communities).

INCLUSIVE WORK ENVIRONMENT – how actively you create an environment in which all team members feel valued and draw on the rich diversity that exists among your colleagues.

TALENT MANAGEMENT – how effectively you make meritocratic people decisions and identify/develop diverse talent taking key demographic data into account.

SELF-SCORING PROCESS

Please transcribe your responses (1, 2, 3, 4 or 5) to the flowing questions in the space provided.

Self-awareness

1.	5.	10.	15.	20.
----	----	-----	-----	-----

The total of these 5 scores is ____ X 100 / 5 =

Strategic context

2.	8.	14.	17.	21.
----	----	-----	-----	-----

The total of these 5 scores is ____ X 100 / 5 =

Inclusive work environment

4.	9.	12.	16.	19.	22.	23.	24.
----	----	-----	-----	-----	-----	-----	-----

The total of these 8 scores is ____ X 100 / 8 =

Talent management

3.	6.	7.	11.	13.	18.
----	----	----	-----	-----	-----

The total of these 6 scores is ____ X 100 / 6 =

**DIVERSITY & INCLUSION
LEADERSHIP CAPABILITY SELF-ASSESSMENT TOOL**

ACTION PLANNING

For each of the four areas above, identify the two questions on which you scored the lowest. Take about 10 minutes and reflect on what actions you could take to build your capability in this area. In many cases, it may just be to do more of the behavior that is being probed by the question. Other actions are also possible.

In the space provided on the next page, write down your actions.

SELF AWARENESS	
Question no.	PERSONAL ACTION TO IMPROVE SCORE
STRATEGIC CONTEXT	
Question no.	PERSONAL ACTION TO IMPROVE SCORE
INCLUSIVE WORK ENVIRONMENT	
Question no.	PERSONAL ACTION TO IMPROVE SCORE
TALENT MANAGEMENT	
Question no.	PERSONAL ACTION TO IMPROVE SCORE

DIVERSITY & INCLUSION LEADERSHIP CAPABILITY SELF-ASSESSMENT TOOL

D&I LEADERSHIP CAPABILITIES

SELF-AWARENESS:

- Be aware of how your values, beliefs and preferences shape your view of others
- Recognize and seek feedback on your impact on others
- In new situations and cultural contexts, pay attention to verbal and non-verbal cues and adapt your behavior and communication style to be effective
- Use your personal and positional power to support diversity and inclusion
- Be authentic

STRATEGIC CONTEXT

- Understand why D&I is important to your organization and the priority of the neighborhoods and communities in which you work
- Use D&I to help you deliver your organizational objectives
- Enhance your organization's reputation by demonstrating D&I leadership in all external relationships
- Speak clearly and powerfully to your colleagues about the benefits to D&I

INCLUSIVE WORK ENVIRONMENT

- Value and openly relate to all individuals treating them with dignity and respect
- Reinforce inclusive behavior; intervene to stop subtle and explicit exclusionary behavior
- Listen to others carefully to understand their meaning, reasoning and intent
- Use language that is accessible and makes your values, priorities and needs explicit
- Solicit and learn from diverse perspectives and ways of doing things while staying performance driven
- Support individuals to achieve their own work-life balance

TALENT MANAGEMENT

- Deliver transparent and fair (based on merit) processes; watch for unintentional biases and outcomes
- Consider current and changing people demographics when making plans for recruitment
- Recognize and value diverse styles of working, learning and leading
- Support and motivate all individuals, ask them what they need to develop, deliver and succeed
- Give honest feedback on performance to all your direct reports in a respect way