

INCLUSIVE LEADERS ASSESSMENT: OVERVIEW



Introduction

The Inclusive Leaders Assessment is designed for anyone seeking direct feedback from peers, direct reports, and colleagues about their inclusive behaviors in the workplace. Participants are asked questions about their personal leadership using “I” questions, while Reviewers are asked to correlate questions about how they perceive the Participant. Each assessment takes about 15 minutes to complete.

Participants also answer an additional set of questions regarding “Levels of Engagement”. These questions request Participants to select which set of behaviors is *most* reflective of them at this point in time. Participants are encouraged to be honest with themselves as they select how they *are* behaving as opposed to how they *would like to be* behaving.

After completing the assessment, Participants receive a personalized report featuring their own responses alongside the aggregate responses of their Reviewers (**Note: A Participant must have invited 5 or more Reviewers to participate and have received 3 or more Reviewer submissions to see aggregate response scores**). This report gives Participants a snapshot of how they see themselves at this point in time, helps them understand how others *experience* them and their leadership, identifies their strengths and specific areas for improvement, and determines how best to leverage their strengths. This individual report contains the following:

- Inclusive Leaders Skills Deep Dives
- Open-Text Feedback
- Strengths and Opportunities for Growth
- Overview of Levels of Engagement

The program office will also receive a high-level aggregate report, that presents the average scores of all Participants and Reviewers in the cohort. This report can be useful for spotting broader trends and patterns across the entire business unit and/or organization and is designed to help people think strategically on how to improve their organization’s overall DEI culture. **Results for each demographic will only be shown if at least 5 people have completed their assessments.** The aggregate report contains:

- Participant and Reviewer Skill Results
- Strengths and Opportunities for Growth
- Levels of Engagement Overview
- Results by Gender
- Results by Reporting Relationship

The Assessment

Response Scales & Terms

This assessment utilizes two scales: Frequency and Agreement.

Frequency

Respond regarding the frequency with which you behave in the manner identified.

Frequency Scale: Very Infrequently (less than 10% of the time), **Infrequently** (about 30% of the time), **Sometimes** (about 50% of the time), **Frequently** (about 70% of the time), **Very Frequently** (90% or more of the time), **Do Not Know/Does Not Apply**

Agreement

Respond regarding the extent to which you agree with the statement provided.

Agreement Scale: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree, Do Not Know/Does Not Apply

Colleagues

Throughout the assessment, we will use the term “colleagues” to refer to the people you have selected to review you. These individuals could include direct reports, project team members, peers, and managers, and others.

Aspects of Identity

Traits and commitments, such as race and ethnicity, gender, religion, language, culture, and sexual orientation.

Bias

A tendency to consciously or unconsciously place disproportionate significance on a certain direction, either in favor of or against a particular idea.

Them

An individual Participant or Reviewer may be referred to as they/them in order to remain gender neutral

Assessment Questions

Own Your Story		
Scale: Agreement		
Q#	Participant Question	Reviewer Question
1	I am aware of the way my personal values shape the way I interact with those around me.	Demonstrates an awareness of the ways in which their personal values shape how they interact with others.
2	In most situations, there is no clear right or wrong choice.	Demonstrates a belief that decisions are complex, and there is often no one perfect right or wrong choice.
3	I often try to understand someone else's perspective—even in situations where I have a strong opinion.	Often tries to understand my perspective—even in situations where they have a strong opinion.
4	I often wonder how peoples' personal backgrounds influence their thinking or behavior.	Seeks to understand how my background influences my thinking or actions.
5	I am open to learning from the experiences and people I encounter.	Regularly seeks to learn from other people and experiences.
6	I am willing to reconsider my opinion when presented with new information on a topic, even if it contradicts what I have previously believed.	I have seen them reconsider their opinion when presented with new information on a topic, even if it contradicts what they previously believed.

Listen to Build Trust

Scale: Frequency

Q#	Participant Question	Reviewer Question
7	I ask clarifying questions, when listening to colleagues, to make sure I understand what they mean to say.	Asks clarifying questions when listening to me to make sure they understand what I mean to say.
8	When I'm speaking with colleagues, I give them my full attention and do not get distracted by other things such as thinking about how I am going to respond.	When talking with me, they give me their full attention and do not seem to get distracted by other things.
9	I keep the commitments I make to colleagues.	Keeps the commitments they make to me.
10	I listen without interrupting and only respond once I am sure the other person has completed their thought.	Listens without interrupting—allowing me to finish my thought before responding.
11	I trust my colleagues enough to share honestly with them.	Trusts me and shares honestly with me.
12	I am intentional about creating an environment where opinions and ideas that differ from the majority of the group can be shared.	Helps create an environment where I feel comfortable sharing my opinion even when it differs from the majority of the group.

Seek and Give Feedback Courageously

Scale: Frequency

Q#	Participant Question	Reviewer Question
13	I invite colleagues to share their views about my areas for improvement as well as my strengths.	Invites me to share my views about their areas for improvement as well as their strengths.
14	I take opportunities to affirm others when they have done something well.	Takes opportunities to affirm me when I have done something well.
15	I provide my colleagues with constructive feedback when it could help improve their performance.	Provides me with constructive feedback to help improve my performance.
16	I am intentional about seeking feedback from people who have a different perspective than I do.	Invites me to share my feedback even when I may have a different perspective than they do.
17	I take action on feedback when it is given to me.	Takes action on feedback given to them.
18	I deliver feedback that is timely and specific.	Provides feedback that is timely and specific.

Respect Individuality & Build Belonging

Scale: Frequency

Q#	Participant Question	Reviewer Question
19	I regularly acknowledge the unique contributions of my colleagues.	I feel they value my unique contribution as part of the team.
20	My colleagues do not feel the need to hide any aspect of their identity while interacting with me.	When interacting with them, I don't feel like I have to hide any aspects of my identity.
21	I find ways to help others feel like they belong and are a part of the team.	Helps me feel like I belong and am a part of the team.
22	I am intentional about helping to create a team environment where people feel safe sharing their ideas.	Creates a team environment where I feel safe sharing my ideas.

Hiring & Progression

Scale: Frequency

Q#	Participant Question	Reviewer Question
23	I watch for bias in myself that doubts a colleague's qualifications because of an aspect of their identity.	Watches for bias in themselves that doubts a person's qualifications because of an aspect of their identity.
24	I feel like I provide equal opportunities for everyone on my team*.	I feel I am provided equal opportunities compared to everyone else on my team.
25	I look for ways I can support my colleagues in progressing in their careers.	Looks for ways to support me in progressing in my career.
26	I advocate on behalf of my colleagues when they are not present.	Advocates for people, even when they are not present.

*NOTE: This question is only shown to people managers.

Transform The Way You Lead Inclusively

Scale: Agreement

Q#	Participant Question	Reviewer Question
27	I often share with my team the things I am learning about how to better include and understand people who are different from me.	Often shares with the team the things they are learning about how to better include and understand people who are different from them.
28	In the past 3 months, I have actively sought to learn more about aspects of identity when encountering one I don't understand.	In the past 3 months, I have seen them actively seek to learn more about aspects of identity when encountering one they don't understand.
29	In the past 3 months, I have made contributions to how my team operates to be more inclusive.	In the past 3 months, they have contributed to making our team more inclusive.
30	I regularly consider how I can be more inclusive with my internal and/or external customers.	Regularly considers how they can be more inclusive with internal and/or external customers.
31	I actively participate in building the company's inclusive culture.	I notice that they actively participate in building the company's inclusive culture.

Level of Engagement Questions

The following Level of Engagement Questions follow a competency format in which the Participant selects which behavior most reflects how they believe they think and/or behave at this time. Behaviors are then mapped to one of the five levels of engagement:



Pre-Awareness I don't yet understand how a focus on leading inclusively will benefit me, my colleagues, and my organization.

Why does this matter?



Interest & Necessity I am motivated to raise my awareness and start learning with colleagues and other stakeholders.

Will you tell me a little more?



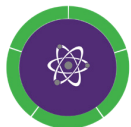
Careful Practice I experiment cautiously with a mix of awkwardness and confidence in skills, learning to contribute inclusively across various aspects of identity.

How can I do this?



Activated I am becoming more confident in my growth as an inclusive leader. I more effectively solve problems and build trust across difference. I am sharing what I've learned and encouraging others to join me in this work.

How do we do this together?








Influencing Others recognize me as a trusted resource for leading more inclusively, an accountable ally, a colleague with humility, and a leader with a clear point-of-view. I actively leverage my power and influence to work toward creating a more inclusive and equitable culture.

Where can I share my power and use my influence?



If answered honestly, these questions can facilitate Participants' self-reflection and benchmarking, enabling them to think more specifically about their strengths and opportunities for growth as Inclusive Leaders.

Levels of Engagement (e.g., disengage, engage, practice, step up, influence) are included here for reference. While the behaviors are listed in the order of their level of engagement, Participants only see a direct mapping in their report (not in the assessment itself).

When it comes to **Owning Your Story**, which of the following statements most accurately describes your behavior at this time?

	<i>People-Manager</i>	<i>Individual Contributor</i>
 <p>Pre-Awareness</p>	<p>Stories and identity are very personal things that shouldn't affect how I show up to work or how I lead my team. I don't want to pry into other people's personal lives. And I don't see how it would positively impact my team.</p>	<p>Stories and identity are very personal things that shouldn't affect how I show up to work. I don't want to pry into other people's personal lives. And I'm not sure how it will positively impact my working relationships.</p>
 <p>Interest & Necessity</p>	<p>It's amazing how differently people sometimes view the same situation. Maybe this is influenced by our history or aspects of our identity—but in the end, work should be a place where people from all backgrounds and identities are treated equally. I'd prefer to focus on our similarities rather than our differences.</p>	<p>It's amazing how differently people sometimes view the same situation. Maybe this is influenced by our history or aspects of our identity—but in the end, work should be a place where people are treated equally no matter their background or identity. I'd prefer to focus on our similarities rather than our differences.</p>
 <p>Careful Practice</p>	<p>I've begun to realize that the things I was taught when I was younger, and the experiences I've had throughout my life, shape the way I think about the world and the people in it. I am practicing different ways to talk about my experiences and asking questions to better understand the experience of others. Though I have seen mixed results, overall, these conversations have been helpful to build trust and belonging on my team.</p>	<p>I've begun to realize that the things I was taught when I was younger, and the experiences I've had throughout my life, shape the way I think about the world and the people in it. I am practicing different ways to talk about my experiences and asking questions to better understand the experience of others. This goes a long way in improving communication and making my working relationships more productive.</p>
 <p>Activated</p>	<p>I realize that our stories, and how we relate to them, play a critical role in our experience of the world around us. That lived experience informs how we show up, and interact with others, within the workplace. I'm actively seeking—through the media I consume and the conversations I have—to better understand people with different lived experiences than my own. The resource/affinity groups in my organization are especially important to me and I do my best to connect and amplify these voices to my team. I share my learning with others, and I am actively working on improving how I work with those around me.</p>	<p>I realize that our identities play a strong role in our lived experience, and that our lived experience informs how we show up, and interact with others, within the workplace. I'm actively seeking—through the media I consume and the conversations I have—to better understand people with different lived experiences than my own. I am seen by my peers as someone who sees the value in adding different perspectives to the work that we do.</p>
 <p>Influencing</p>	<p>As an organization it is important that we intentionally create space for different stories to be shared and heard. I am actively looking for, and participating in, ways to make this possible not only on my team, but within our organization. I am also reflecting on how certain policies and practices may unintentionally (or intentionally) exclude certain groups, or silence some stories while amplifying others. I see and speak about inclusion as imperative to innovation, growth, and our mutual success.</p>	<p>As an organization it is important that we intentionally create space for different identities and stories to be shared and heard. I am actively looking for ways to help make this possible not only on my team, but within our organization as a whole. I'm also reflecting on how certain policies and practices may exclude certain stories or reinforce others and talking about this with my manager and peers.</p>

When it comes to **Listening to Build Trust**, which of the following statements most accurately describes your behavior at this time?

	<i>People-Manager</i>	<i>Individual Contributor</i>
 Pre-Awareness	Diversity seems to divide people, so I focus more on what we have in common. This is the best way to build a high-performing team.	Diversity seems to divide people, so I focus more on what we have in common. This is the best way to work effectively as a team.
 Interest & Necessity	I feel pressure to really integrate diversity and inclusion into the way I lead; I expect this learning to be mostly a good thing, but sometimes I struggle to see the business case for making this a priority within my regular workday.	I feel pressure to really integrate diversity into the way I collaborate; I expect this learning to be mostly a good thing, but sometimes struggle to see the business case or to have the time for making this a priority within my regular workday.
 Careful Practice	I am learning from my direct reports about what respect looks like to them as individuals and applying it based on the support they need. Navigating difference and addressing diversity can bring challenges to a team—but over time, I know and have experienced that the benefits to the team’s performance far outweigh the costs. I see by fostering a respect for individuality as a habit, it is embedded into my daily activities and not a separate item. By setting time aside for this, it is becoming how I operate and I see huge returns in understanding others’ perspectives.	I am learning from my colleagues about what respect look like to them as individuals and applying it based on the support they need. Navigating difference and addressing diversity can bring challenges to a team—but over time, I know and have experienced that the benefits to the team’s performance far outweigh the costs. I see by fostering a respect for individuality as a habit, it is embedded into my daily activities and not a separate item. By setting time aside for this, it is becoming how I operate and I see huge returns in understanding others’ perspectives.
 Activated	I am exploring and talking about diversity and inclusion in my leadership work and across my life. I prioritize taking the time to get to know each person on my team, and am adapting my leadership style to what engages them best. My team is actively working to create a space where people feel like they can both belong and be their unique selves. I regularly consider how I can share my learning in this area with my manager, my peers, and others in my organization.	I am exploring and talking about diversity and inclusion in my work and across my life. I make an effort to get to know each person on my team, and to learn how to collaborate with them best. My team is actively working to create a space where people feel like they can both belong and be their unique selves. I regularly consider how I can expand my learning in this area to engage more productively with my manager, my peers, and across the organization.
 Influencing	Colleagues who differ from me (in areas such as gender, race/ethnicity, sexual orientation, etc.) trust me for my point of view as an inclusive leader. I am someone whom they would look to and name as an ally. My team is known for being a place where people are valued as individuals and can have their unique perspectives heard. As a result, our team out-performs others and has a reputation for inclusion. I regularly seek opportunities to influence others and help grow my organization’s culture in this area.	Colleagues who differ from me (in areas such as gender, race/ethnicity, sexual orientation, etc.) trust me for my point of view as an inclusive leader. I am someone whom they would look to as an ally. I actively work to make teams I am on high-performing, as well as places where people feel they belong and get to bring their unique perspectives. I regularly take steps to influence my part of the organization in these areas.

When it comes to **Hiring Inclusively**, which of the following statements most accurately describes your behavior at this time?

	<i>People-Manager</i>	<i>Individual Contributor</i>
 <p>Pre-Awareness</p>	<p>I focus on the qualifications of candidates, and I don't really worry about their diversity. I assume that those with the most merit will rise to the top. It can be unfair to take diversity into account.</p>	<p>When a position needs to be filled, it is best to focus on the qualifications of candidates. Those with the most merit will rise to the top. It's unfair to take diversity into account or to lengthen the process attempting to get a mix of a certain type of people in the candidate pool.</p>
 <p>Interest & Necessity</p>	<p>I need to learn how to play my part in hiring more inclusively, and not just rely on my HR partners to deliver diverse candidates. I recognize that I have biases, but am unsure about how they really affect my hiring practices.</p>	<p>As an IC I don't feel like I have a lot of power over who gets hired, or even how our hiring process works. I trust that the people involved are doing their part and that the best candidates are coming through the system. We can't hire people who don't apply—maybe there just isn't much diversity in the pool of candidates to begin with.</p>
 <p>Careful Practice</p>	<p>I am building new skills to hire more inclusively, like writing job postings with equity in mind, and requiring diverse interviewer panels. I understand that we all have biases that can affect how we relate to a candidate and how we source them. I am testing out ways to account for these biases so they don't negatively impact our hiring.</p>	<p>I am building new perspectives on how to hire more inclusively, and recognize there are many places that bias can seep into the system. I am doing what I can to learn more about the process that my company uses. I am finding ways to influence people to make our processes more inclusive and less susceptible to bias.</p>
 <p>Activated</p>	<p>I understand the bias and pressures around the diversity vs. merit tension, and I have a reputation for speaking up about this challenge. I have invited my team to give input into our hiring practices and set up ways to mitigate any bias, to make sure we hire the right person for the job and create the best mix of talent for our team.</p>	<p>I understand the bias and pressures around the diversity vs. merit tension, and I have a reputation for speaking up about this challenge. I have given input on our hiring practices and ways to mitigate any bias, to make sure we hire the right person for the job and create the best mix of talent for our team. I often support my manager in getting job postings out to a wider audience, and in thinking through how to include a diverse set of perspectives in the hiring process.</p>
 <p>Influencing</p>	<p>I am working hard to identify and remove any bias that is built into the way we identify, interview, and select talent. I regularly share with my colleagues about how I do this and seek out their advice about how I could do this better. My team has become more diverse since I have been leading it. I actively seek ways to mitigate bias and hire inclusively across our organization.</p>	<p>I am working hard to help my team identify and remove any bias that is built into the way we identify, interview, and select talent. My manager respects me for the way I approach hiring inclusively and they often invite me to participate in the hiring process. My team has become more diverse since I have been contributing to our hiring practices.</p>

When it comes to **Equipping Your Colleagues to Progress in Their Careers**, which of the following statements most accurately describes your behavior at this time?

	<i>People-Manager</i>	<i>Individual Contributor</i>
 <p>Pre-Awareness</p>	<p>My primary job as a manager is to make sure my team completes its tasks. I don't have a lot of time to spend helping individuals develop outside of the work they do for the team.</p>	<p>I'm not a manager, so I don't have much opportunity to equip anyone to progress in their careers. Each person should take their own initiative to seek out the opportunities they need.</p>
 <p>Interest & Necessity</p>	<p>I am starting to pay closer attention to career support with some of my direct reports. I would like to help more, but it is difficult to find the time to help develop someone else's career when there is so much work to do. I'm also hesitant to put a lot of work into developing someone just to see them move to another team or company.</p>	<p>I've begun to notice that I don't have to be a people-manager to support my colleagues in growing in their careers. But I'm unsure about how to do this outside of signing up to be a mentor, or with those people I'm closer to at work, and already talk with about career growth.</p>
 <p>Careful Practice</p>	<p>I am focusing on how my direct reports want to advance, and finding ways to prepare them for career growth. I'm still figuring out how to approach each person as an individual and not apply a one-size-fits-all approach to development which time constraints often make me fall back on.</p>	<p>I've started listening to how my colleagues want to advance or what they're looking to learn in their work. I actively watch for and share opportunities for this type of growth with them. I'm still learning how to provide real support as a colleague, but have found that even just sharing opportunities they might not have known about or teaching my skills is helpful.</p>
 <p>Activated</p>	<p>I've found key practices for understanding each person on my team as an individual and providing opportunities that fit their unique career aspirations. I am starting to share my learnings with others. My direct reports seem to be prepared well, as other managers often look to hire people who report to me, and those on my team are often promoted.</p>	<p>I am an effective mentor and sponsor, and I have noticed that people often seek me out for career advice and/or support. I've found key practices for understanding each person and do my best to connect them to opportunities or people in the org that fit their unique career aspirations. I am starting to share my learnings with others and to encourage colleagues to do the same.</p>
 <p>Influencing</p>	<p>People in the organization see me as someone who attracts, promotes, and retains a diverse group of team members. I am often seen as an ally and I have recognized the ways in which I can leverage my position and influence for others both on my team and within the company. I am helping my team, business unit and/or my company as a whole think through how we can better support individuals and managers to equip others to progress.</p>	<p>People in the organization see me as someone who advocates for—and supports—my colleagues. I am often seen as an ally and I have recognized the ways in which I can leverage my position and influence for others both on my team and within the company. I am actively looking for ways to expand my organization's capacity to mobilize career growth.</p>

When it comes to **Transforming the Way you Lead Inclusively**, which of the following statements most accurately describes your behavior at this time?

	<i>People-Manager</i>	<i>Individual Contributor</i>
 Pre-Awareness	<p>Growing the company's culture is mostly a job for top executives, and my team has a lot on its plate already. We'll follow whatever practices the organization decides on.</p>	<p>The company's culture is basically set by those in top leadership. If we want to see true change happen it has to start there. Until then, there's not much I can do to have influence.</p>
 Interest & Necessity	<p>I am seeing that there are some small ways that individuals and teams can help to shape a company's culture. I am still learning about the part I can play in this process and am hoping to try things out with my team as I learn more about my role in shaping culture.</p>	<p>I am seeing that there are some small ways that individuals and teams can help to shape a company's culture. We can especially play a role in how our smaller teams act with one another—even though it's hard to make much change here, when the larger organization isn't on board.</p>
 Careful Practice	<p>Together, my team is learning how to build our own inclusive culture. Some things have worked well, others not as much. I am learning from others about ways they create an inclusive environment on their team to increase my own understanding and effectiveness as a leader. For me, there is both a lot of opportunity as well as room for growth in this space.</p>	<p>I have noticed that the way I interact with other colleagues as an individual can have a huge impact on my team and our environment. I make suggestions to my team about how we can build our own inclusive culture. I am beginning to learn from others in order to increase my own understanding and effectiveness as an ally.</p>
 Activated	<p>My team is committed to diversity and inclusion and shows it by being active in ERGs, external events, and other D&I initiatives. I work hard to create a space for my team where each person can feel valued and heard. I am thinking about ways my team's practices can be more inclusive, and how we can influence the organization to do its own learning.</p>	<p>My team sees me as an integral part of creating a sense of belonging. I have done a lot of work on my own perspective and am sharing that with my colleagues to shape the team's culture. My managers see my influence and invite me to take part in team activities to share this learning.</p>
 Influencing	<p>Other leaders look to my team as intentional culture growers; we are recognized as an advanced model for what inclusion at our company can look like. I am continuously learning new tips, tricks, and practices to make my leadership style and my team's culture more inclusive. I can already see how my learning around inclusion has significantly developed how I think as a leader.</p>	<p>The work I have done to transform my team's culture is noticed within my organization and I am being asked to engage in larger initiatives. I feel empowered to talk and influence those senior to me to help them transform our culture. With humility, I am able to leverage my experiences to make people of all identities feel included in the culture we are creating.</p>

Demographics Questions

Demographics questions are asked of both Participants and Reviewers at the end of their assessments and can be adjusted in accordance with each client's privacy needs. The following is a list of our default questions.

Standard Demographic Questions*	
What is your current country/region of residence?	Drop down menu
What is your age?	Drop down menu: <ul style="list-style-type: none"> • 18-25 • 26-30 • 31-40 • 41-50 • 51-60 • 61-70 • 71+
What is your gender identity?	Drop down menu: <ul style="list-style-type: none"> • Female • Male • Non-binary • Prefer not to say • Prefer to specify (open text entry)
Do you identify as Hispanic/Latinx?	Drop down menu: <ul style="list-style-type: none"> • Yes • No • Prefer not to say
I identify myself as the following race(s) and/or ethnicity(ies):	Drop down menu: <ul style="list-style-type: none"> • White • Black or African American • American Indian, Alaska Native or Aboriginal • Asian (e.g., Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese, Arab/West Asian) • Native Hawaiian and Pacific Islander (e.g., Native Hawaiian, Samoan, Chamorro, Tongan, Fijian, and Mashallese) • More than one race • Prefer not to say • Prefer to specify (open entry textbox)

Do you identify as LGBTQ?	Drop down menu: <ul style="list-style-type: none">• Yes• No• Prefer not to say
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**Additional demographic questions can be included at client's request, including:*

- Business unit/department
- Location/region
- Leadership level/job grade
- Years with the company