



Inclusive Mindset and Behaviours Assessment

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INTRODUCTION

This report was created with the following objectives:

To raise awareness about practical inclusive behaviours. The assessment you have completed, and this report was designed to point you towards specific areas where you can show inclusive behaviour.

To provide feedback on your level of inclusiveness. Your score reflects how you see yourself and is benchmarked to similar others in terms of role (managers vs non-managers) in a global database, and – if data is available – to others in your organisation.

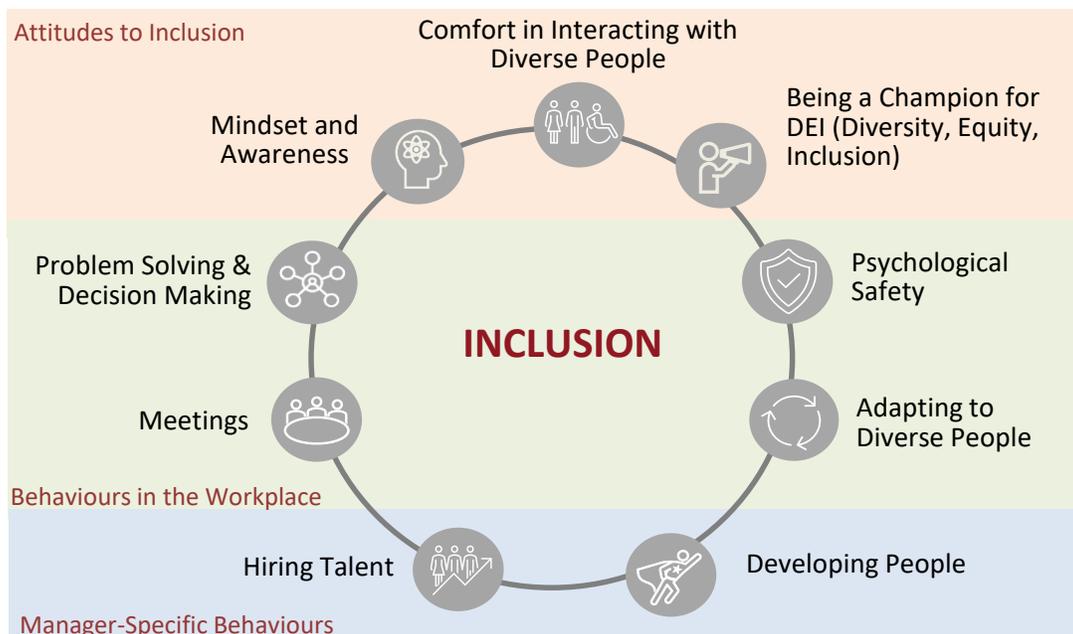
DEVELOPING GLOBAL LEADERS' INCLUSIVE BEHAVIOUR MODEL

The DGL Inclusive Behaviour Model covers key areas critical to the practice of inclusiveness in the workplace. There are three levels comprising 9 factors that predict whether a person is inclusive when interacting with diverse individuals. By diversity we mean any type of difference, e.g. gender, ethnicity, mental or physical ability, age, sexual orientation, religion, etc.

The first level: Attitudes to Inclusion (see factors within orange background) is about a person's mindset towards diversity and inclusion and awareness of their biases. It also looks at how comfortable the individual feels with diverse groups of people and whether the person goes beyond their own self and becomes an advocate for diversity, equity and inclusion (DEI).

The second level: Behaviours in the Workplace (see factors within green background) is about how inclusive the person behaves in the workplace with diverse individuals; in terms of problem solving, decision making, meetings, being able to create psychological safety for others, and adaptability to diverse individuals.

The third level: Manager-Specific Behaviours (see factors within blue background) is about how persons in the manager role behave when hiring talent and developing people in the workplace.

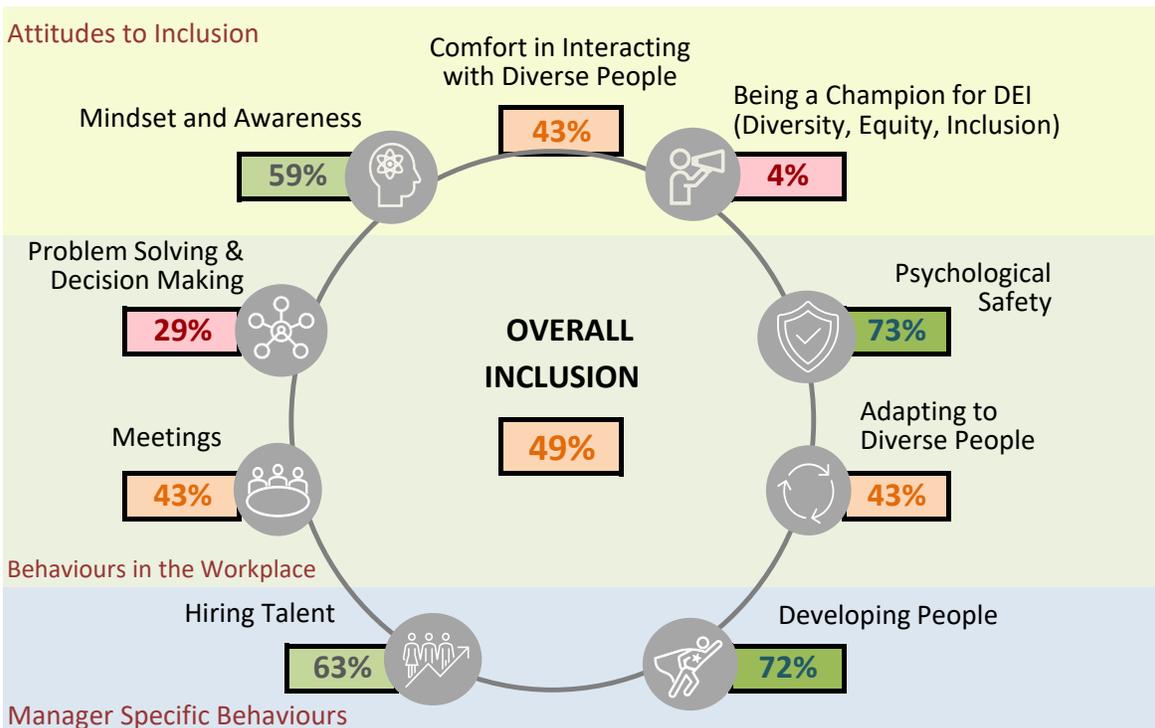


Executive Summary

Your Inclusive Mindset and Behaviours Assessment results are summarised below.

The model below as well as all sections of the report show your results based on how you perceive your inclusive mindset and behaviour. Your answers are reported as percentile scores (0% – 100%) that are benchmarked against a global norm of managers.

The colours of the boxes indicate how you have scored compared to the norm:



Your Overall Inclusion score is calculated from the combination of the above factors.

Recommended Focus Areas

Top 3 Areas	Bottom 3 Areas
73%	4%
Psychological Safety	Being a Champion for DEI (Diversity/Equity/Inclusion)
72%	29%
Developing People	Problem Solving & Decision Making
63%	43%
Hiring Talent	Adapting to Diverse People



People with an inclusive mindset are open minded, curious and aware of at least some of their own biases. They look for diversity and are open to different views. They want to treat people fairly regardless of their colour, background, age, religion, etc.



What your score means:

Your score is higher than average compared to the norm.

This probably means that you are aware of the potential benefits of diversity and the impact of biases. These subjects are on your mind either on an ad hoc basis (if you are closer to average) or even regularly at a more conscious level (if you scored between 60-70%ile).

General Tips for Development:

The most important objective for you should be to become more intentional, i.e. purposefully dedicating time to thinking about diversity and inclusion; and to consciously recognise biases around yourself. Here are a few actions you can take:

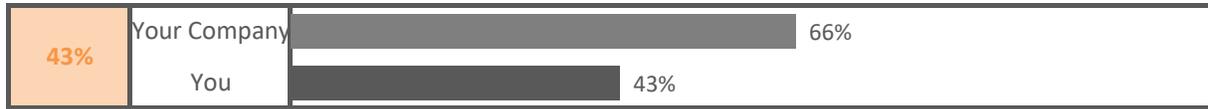
- Sign up for a (refresher) subconscious bias or other diversity and inclusion training
- ‘Buddy up’ with one or more colleagues to regularly talk about these subjects
- Read more about the impact of subconscious biases on various diversity groups and about the benefits as well as the challenges of diversity
- Watch more Ted talks on subconscious biases, diversity and inclusion

Specific areas that need focus based on your low scores in this category:

Based on your scores on the individual questions related to this category no additional specific areas are included here.



People who are comfortable with interacting with a wide range of diverse groups and individuals typically have prior experience with and knowledge about diverse individuals, e.g. different cultures, people from different backgrounds, preferences, opinions, religions and/ or disabilities. They are able to utilise their past experience, skills and thinking to bring out the best from individuals from diverse groups.



What your score means:

Your score is lower than average compared to the norm.

This score probably means that at times you find yourself in situations where you don't feel at ease with communicating with certain groups of people.

General Tips for Development:

Try and create more opportunities to mix and learn about the diversity groups you feel less comfortable with.

Specific areas that need focus based on your low scores in this category:

- Listen to different political views so that you can understand different perspectives;
- Meet and talk to people with physical disabilities to better understand their challenges;
- Meet and talk to people with mental disabilities to better understand their challenges;
- Try and listen to people with extreme beliefs to become more informed about these view.