

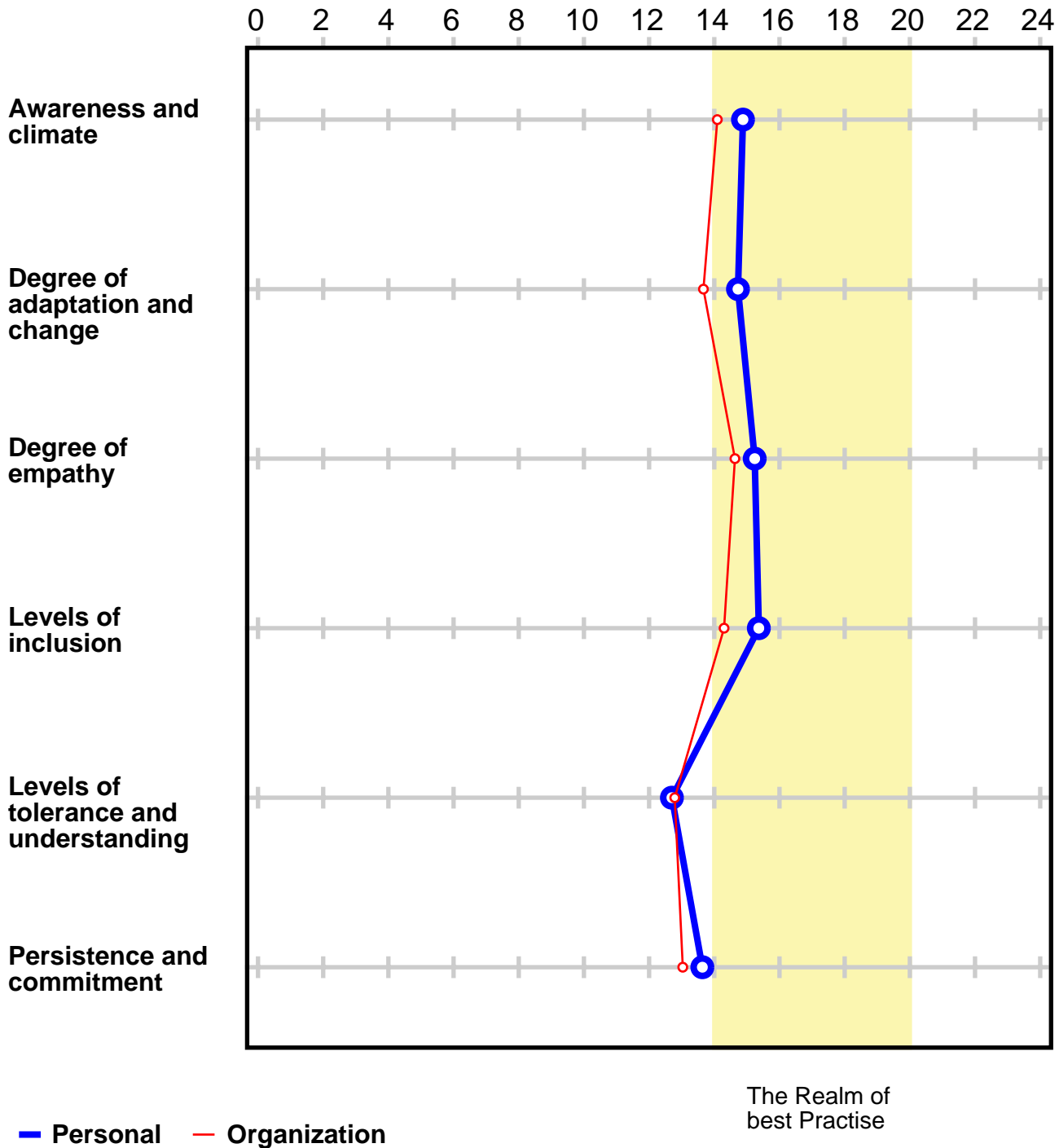
**Aggregate report - 33 responses
Complete report**

**Diversity and Cultural Awareness
self feedback report**

Sunday, January 27, 2002

Diversity and Cultural Awareness

YOUR SUMMARY SCORES

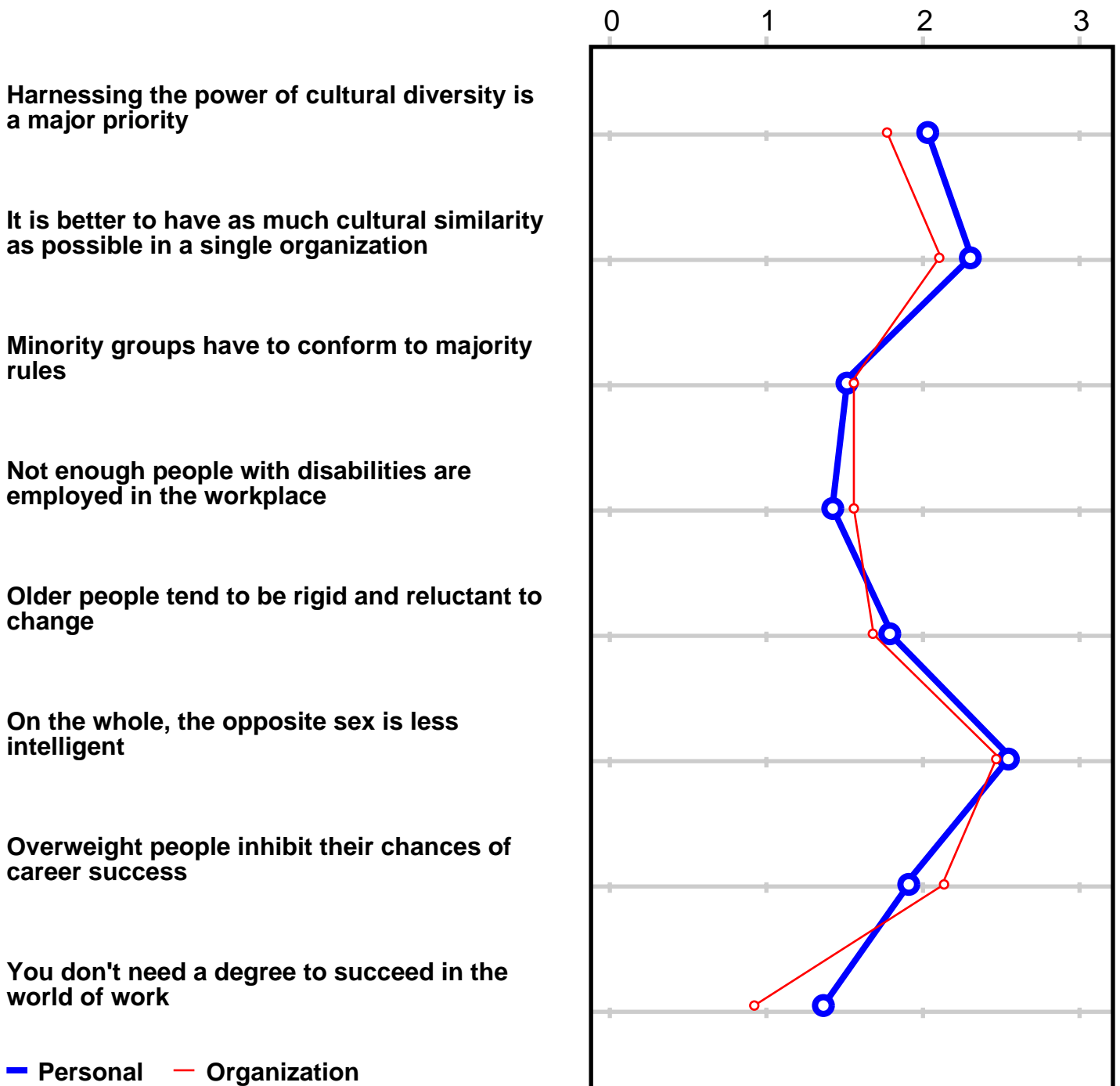


Diversity and Cultural Awareness

Awareness and climate

Any individual or organization that wants to bring about a greater appreciation of the prevailing levels of diversity (and to benefit from it directly) need to first build a strong foundation or awareness. This awareness foundation is built by understanding the different ways in which people, or groups of people can look, feel and act, and by becoming aware that a climate of open, mutual trust needs to be established to ensure that this is seen as a strength to foster, not a weakness to be attacked.

Summary scores - Individual: 14.88 out of a possible 24
Organization: 14.09 out of a possible 24



Diversity and Cultural Awareness

Degree of adaptation and change

Whilst it is easy to accept some levels of cultural and general diversity in relation to our own perspective, and to accept greater understanding of diversity occasionally, it is of little sustained value until cultural awareness fundamentally and permanently adapts and changes individuals and the organization as a whole. Such adaptation is usually reflected in policies, procedures and principles initially, but should also be visible in the day to day practices of every individual (so that these become the 'normal' role models of behavior).

Summary scores - Individual: 14.73 out of a possible 24
Organization: 13.67 out of a possible 24

Action oriented diversity conscious role models are positively recognized

Organizational rules and procedures should not have to change according to people's different cultural beliefs

Our diverse cultural mix provides a rich 'tapestry' of talent that can move mountains

Quality time is taken to change the misconceptions about people who are not similar to ourselves

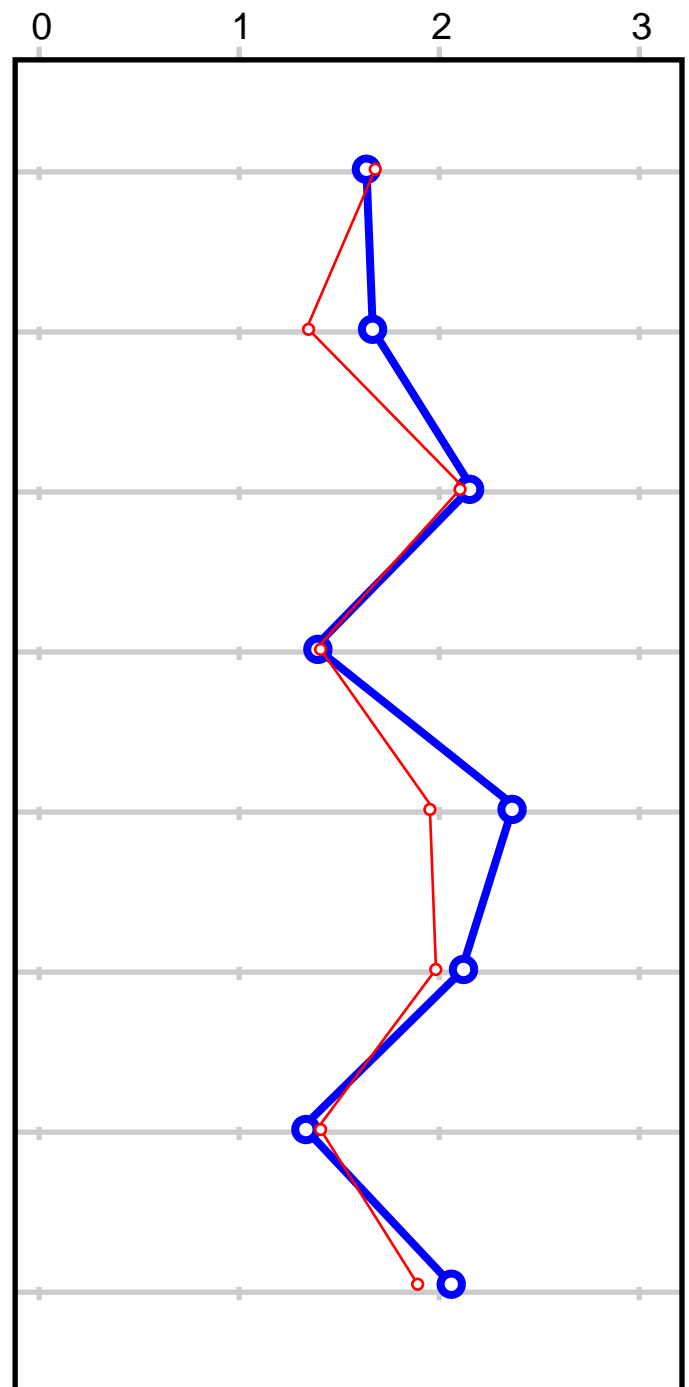
Reading people (and the behavioral clues they offer) is a developing skill

Social stereotypes are a helpful way to think about cultural difference

The first question asked when different people think or decide to do something differently is "could their perspective or beliefs be different to ours"

Visible initiatives to bring about greater diversity do more harm than good

— Personal — Organization

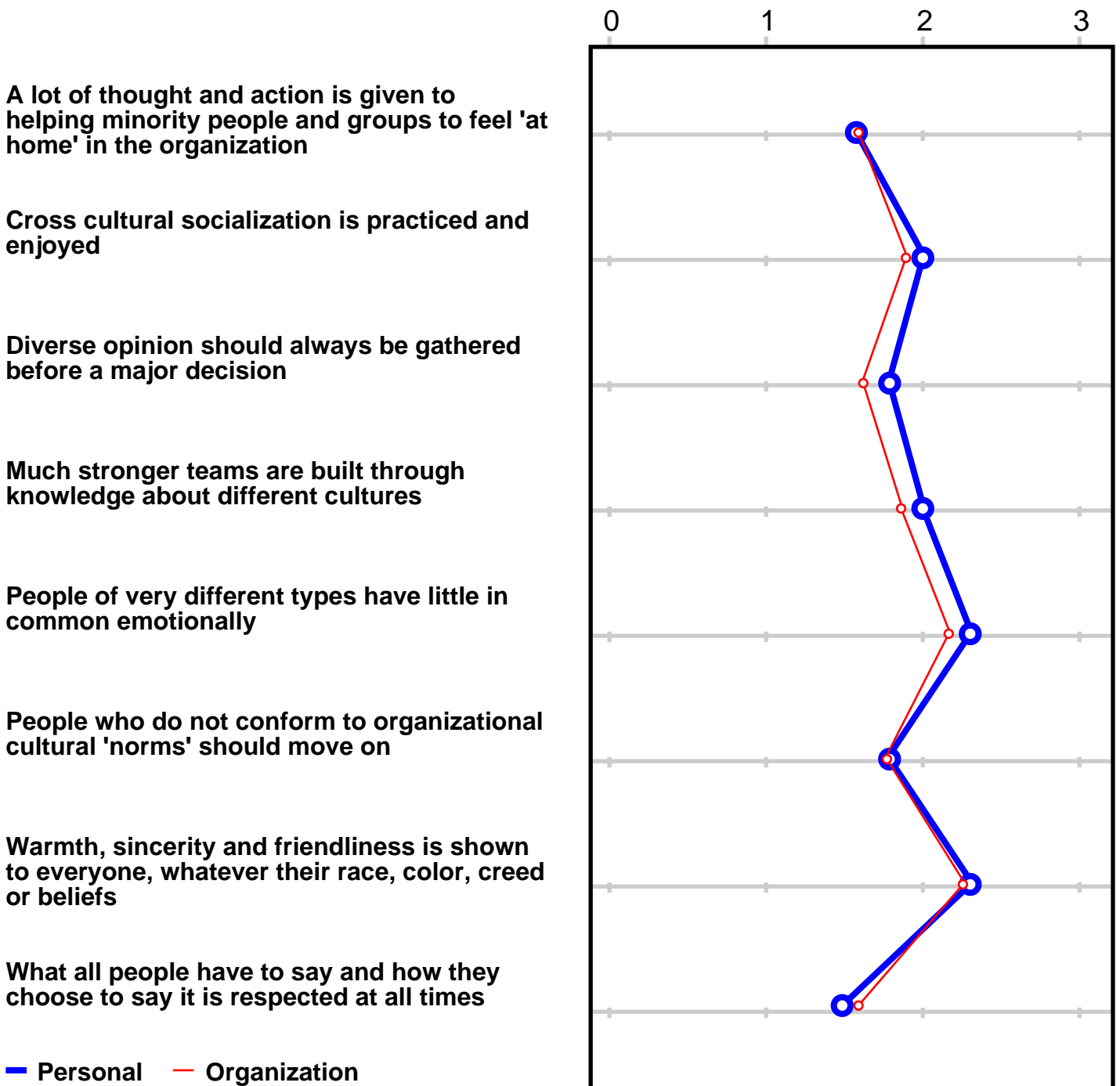


Diversity and Cultural Awareness

Degree of empathy

Empathy represents the highest level of understanding about another person's beliefs or viewpoint. It therefore reflects on individual's ability to put themselves in the shoes of another person and to make a sincere and positive effort to appreciate the entire context within without applying a limiting 'stereotypical' view, which an issue may be being judged or perceived. Empathy is created by showing warm and genuine interest in the opinions of others and looking to understand the unique underlying feelings and beliefs that may underpin words and/or actions.

Summary scores - Individual: 15.24 out of a possible 24
Organization: 14.64 out of a possible 24

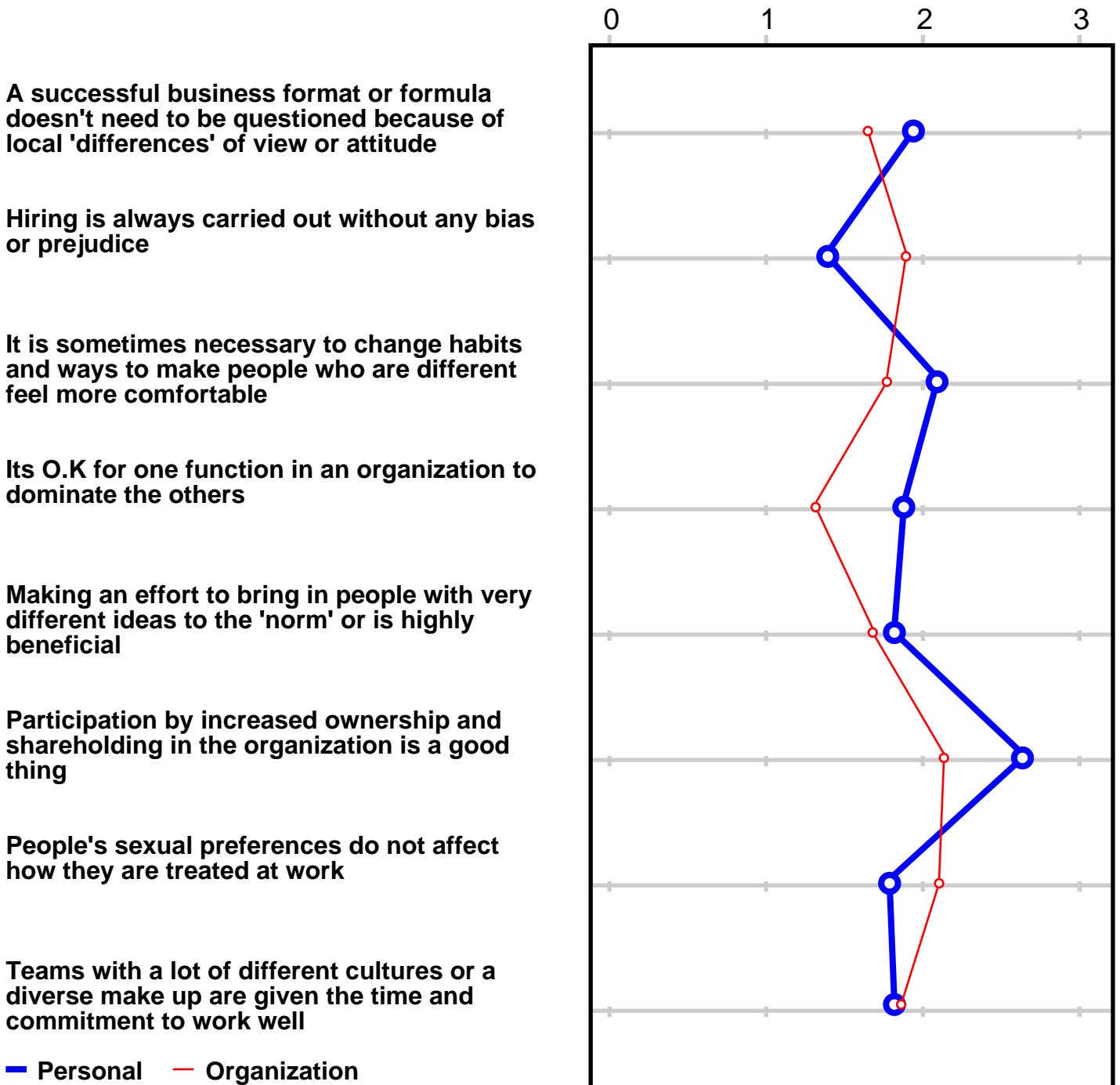


Diversity and Cultural Awareness

Levels of inclusion

Individuals and groups make many decisions in the organization and agree to take certain actions every single day. If the decision making processes are controlled by only a few people, or biased towards only one or two majority groups, the risk is run of disenfranchising the so called 'minorities', or of subordinating their interests and input. Inclusion involves not only ensuring that all individuals and groups are given an equal voice, but also ensuring that every opinion is genuinely valued and considered to be worthy of equal consideration.

Summary scores - Individual: 15.36 out of a possible 24
Organization: 14.3 out of a possible 24

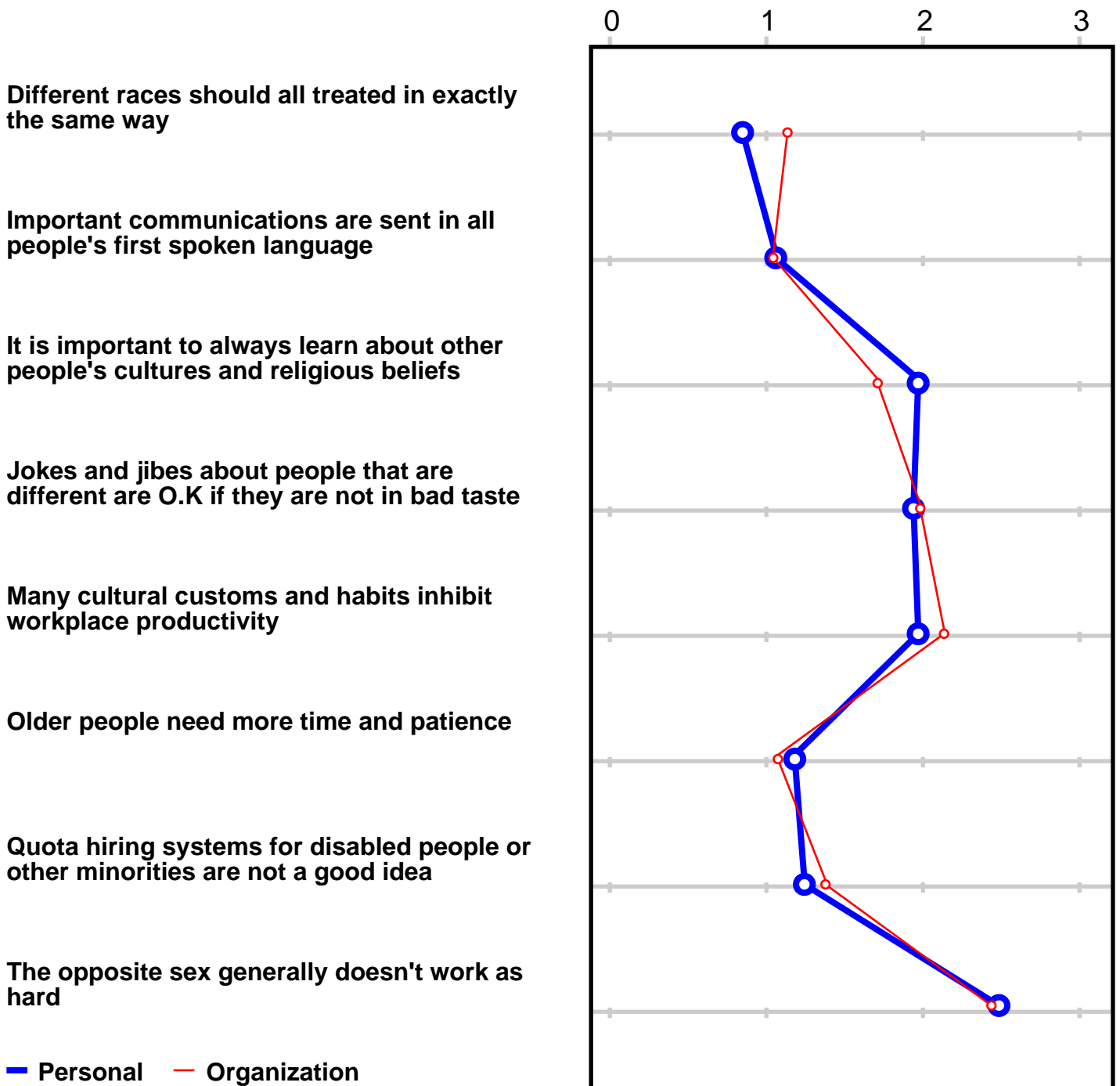


Diversity and Cultural Awareness

Levels of tolerance and understanding

Once awareness has been raised and people have been included in organizational decision making more equally, the depth and breadth of people's diversity of beliefs, stated views, actions and reactions will be better appreciated. However, appreciation does not necessarily lend to tolerance and/or understanding. As a result both individuals and the organization as a whole need to actively defend people's right to offer a different view and reject intolerance of any kind. In addition, more effort needs to be invested in thinking about why people hold their particular views and perspectives.

Summary scores - Individual: 12.7 out of a possible 24
Organization: 12.79 out of a possible 24



Diversity and Cultural Awareness

Persistence and commitment

Even concerted effort to establish the diversity and cultural awareness 'pyramid' does not necessarily lead to sustained success. Bias, prejudice and discrimination may continue to prevail in less visible ways and can act to undo much of the 'good' work done to change attitudes. Individuals and organizations therefore, have to maintain their commitment and persistence and to become entirely intolerant of negative reactions from others. In addition, they need to ensure active and on-going cultural learning, as it through deeper education that we truly change ourselves.

Summary scores - Individual: 13.64 out of a possible 24
Organization: 13.03 out of a possible 24

