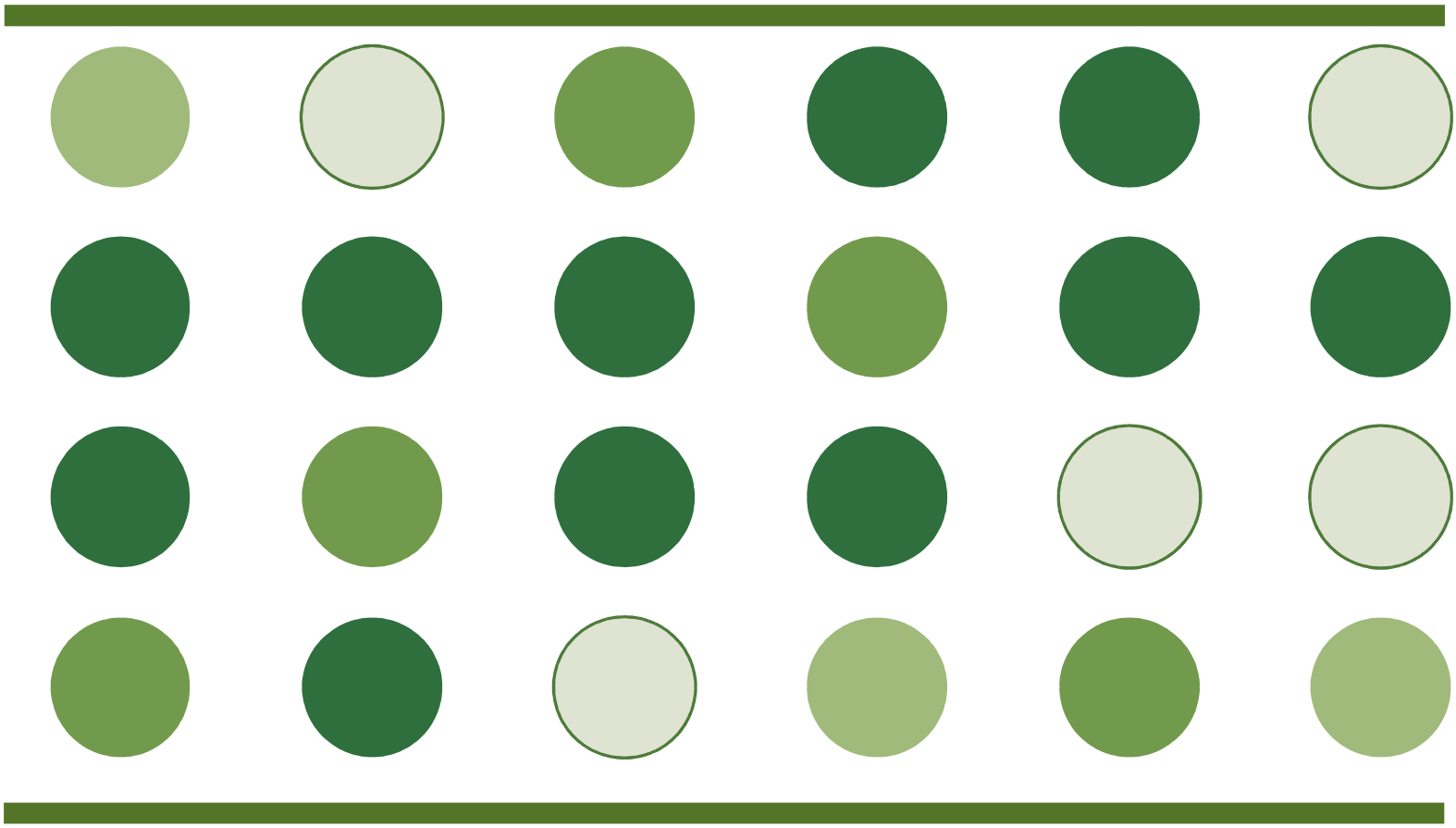
Discovering Diversity Profile®
Individual Report



Respondent Name
Tuesday, January 18, 2011

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About the Discovering Diversity Profile®

The *Discovering Diversity Profile®* is designed primarily for organizations and individuals interested in developing interpersonal relations. The profile introduces a process that helps draw out our knowledge, feelings, and understanding of the variety of human qualities basic to the people with whom we work.

The *Discovering Diversity Profile* enables you to identify your opinions and feelings about workforce diversity. Based on your responses to the profile, you will receive personalized feedback that moves through four levels: **Knowledge, Understanding, Acceptance, and Behavior**. Each area is important in shaping our attitudes toward diversity.

Knowledge is the foundation for all the other areas. Information about other people is necessary before we can understand someone else's feelings, thoughts, and motives. Only then can we begin to know how our own feelings, thoughts, and motives impact others. **(Pages 3 - 6)**

Understanding builds upon our knowledge base. Understanding is the intellectual recognition that we are the way we are because of our cultural backgrounds and influences. **(Pages 7 - 10)**

Acceptance is an expression of the feelings we develop about ourselves and about diverse groups. Some level of understanding must come before achieving any genuine acceptance of other people. This is particularly true for those with different physical abilities, customs, values, or sexual orientation. **(Pages 11- 14)**

Behavior refers to the ability to interact with different people. It indicates our ability to perform tasks with comfort and ease in our interactions with people who are different from us. **(Pages 15 - 18)**

On **pages 19 - 20**, you will find the **Diversity Comfort Level Grid**, which shows a snapshot of your scores in each category as well as an overview of the different "comfort levels" that determined your personalized feedback.

Terminology

An awareness and shared understanding of the following concepts is important as you begin to explore the *Discovering Diversity Profile*.

Culture: A constantly changing pattern of behaviors relating to the values and beliefs of a certain group of people. Culture includes everything about a group, from education and friendships to food and lifestyle choices.

Diversity/Diverse Backgrounds: The specific and unique combination of characteristics that differentiates one person or group from another. Differentiation factors might include ethnicity, sexual orientation, employment status, gender, physical and mental disabilities, religious or spiritual beliefs, age, work style, values, and more.

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Knowledge: Stereotypes

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KNOWLEDGE

The extent to which an individual possesses information about others from diverse backgrounds and cultures. Knowledge is made up of two components: Stereotypes and Information.

Stereotypes

With limited data, we tend to make generalizations about others. Many of these generalizations are based on stereotypes or fixed images of groups of people. These images influence the way we choose to relate to individuals who are part of a particular group. While a stereotype may be based on one or more factual elements, it also contains broad generalizations that exaggerate the factual evidence and go beyond the reality of the situation. These generalizations often become "frozen" in our minds. Even though we receive evidence to the contrary, we continue to hold on to them.

Your Info

Based on your responses to the profile, you probably attempt to draw upon and consider previous contacts and relationships before characterizing others. You are likely to be increasingly open to dealing with co-workers as individuals. You tend to acknowledge your biases and prejudices toward others.

Specific statements that indicate areas where you may hold stereotypes are:

- Women are more apt than men to engage in idle chatter
- White males are more competitive than others
- Most gay men act feminine

As you consider these statements, ask yourself whether you think they apply to the entire group, or whether you were basing your response on more specific instances from your own experience. You may want to review the suggestions on the page 5 for more ways to move beyond stereotypes when dealing with others.

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Information
The factual data gathered from books, magazines, video programs, popular media, casual conversation, and other sources impact our views and actions in relation to persons different from ourselves. The more accurate information we have about others, the more likely we will develop appropriate opinions, feelings, and behaviors.

Your Info

Based on your responses to the profile, you probably make some effort to find out more about other cultural groups and diversity issues. You seem to be able to add factual data to your personal information base to balance learned biases. You are likely to try to use this information to deal with others in the workplace.

Specific statements that indicate areas where you appear to need more information include:
• I know a lot about cultures that are different from mine
• Caucasians have more opportunities than people from other cultural groups
• The U.S. workforce is generally becoming more diverse

As you consider these statements, think about the role that diversity plays in our lives. What advantages are there to team performance, customer service, and other critical areas when we have diversity in our organization? Then think about ways that you could gather more information, including the suggestions on the next page.

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Suggestions

Suggestions for Improving Your Knowledge of Diverse Groups

1. Read an article or book about a cultural group that has a different background from yours. Compare your views with those expressed by the author.

2. Attend or rent a movie or documentary about the lifestyle(s) of another culture. Compare how you live your life to the lifestyle you've seen in the film.

3. Make a list of the things you sometimes say that might reflect stereotypes of other people. Go through the list and write down what you believe a person from each group you stereotyped might say about your comments.

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Action Plan

Action Plan for Improving Your Knowledge of Diverse Groups

1. Based on your profile feedback, in what areas, if any, do you appear to hold some stereotypes?

2. Describe any experience(s) you have had with people different from yourself that may have led to overgeneralization toward an individual or group.

3. How do these experience(s) affect your attitude and behavior toward particular individuals or members of a group? Do they affect your ability to work effectively with certain individuals or groups? Give examples.

4. What steps might you take to decrease the influence of stereotypes on your work and personal relationships?

5. Based on your profile feedback, in what areas, if any, do you seem to need more information?

6. Describe any experience(s) you have had where a lack of correct information about an individual or group has negatively impacted your ability to work together effectively.

7. What steps can you take to gather the information you need?

8. Who can you ask for help?

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UNDERSTANDING
The extent to which an individual comprehends how others feel and why they behave the way they do. Understanding is made up of two components: Awareness and Empathy.

Awareness
With awareness, we start to see that our personal reality may not be the only reality. Awareness helps us apply our knowledge and information base to how it feels to interact with people different from ourselves. It clarifies who we are in comparison to other people's perceptions of us. This gives us a basis for contrasting our cultural viewpoint with that of another person and understanding that because of culture, people may see the same situation differently.

Your Info

Based on your responses to the profile, you are likely to have some understanding of differences between you and your co-workers and how people are interrelated. You are probably beginning to be sensitive to the effects of your behavior on other people.

Specific statements that indicate areas where you may need to develop more awareness include:
• People are promoted for the sake of diversity
• The increasing number of women in the workforce is a cause of the breakdown of the traditional family

You might consider broadening your perspective by tuning in to your environment and considering the variety of ways that people do things. Is it possible that combining diverse perspectives may create a new and better way of accomplishing a task, creating a new product, or marketing to diverse customers? In order to develop your awareness and sensitivity to differences, you may want to follow the suggestions on page 9.

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Empathy
Empathy shows our ability to make connections with others on an emotional level. People who are empathic and aware can comprehend the emotions others are experiencing. They tend to recognize the reasons for the points of view held by persons from diverse backgrounds. Empathy allows us to put ourselves in other people's shoes, trying to perceive how it feels to "walk their way." It makes us more flexible and less resistant, allowing us to become more sensitive to differences among individuals.

Your Info

Based on your responses to the profile, you seem to have a certain ability to put yourself in another person's place. You also appear to have some sense of how different perceptions affect workplace relationships.

Specific statements that indicate areas where you may need to develop more empathy include:
• I am bothered by a person who communicates differently than I do

As you consider these statements, think about a situation where you felt that other people's perceptions of you kept you from being included as part of the group. In order to develop a stronger sense of intuition and understanding about the feelings of co-workers different from you, you may want to follow the suggestions on the next page.

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Suggestions

Suggestions for Improving Your Understanding of Diverse Groups

1. Participate in a cultural event that you've not previously experienced. Reflect on how you felt while you were there. Try to become more aware of the impact and sensations the experience has on you.

2. Work hard to set aside your personal biases, then observe an individual who appears to be completely involved in the activities that make up the event. Think about how that person feels about the activity. How different do you believe his or her experience(s) may be from your own?

3. After the event, discuss your feelings about the event with a person who is part of another ethnic, racial, or lifestyle group.

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Action Plan

Action Plan for Improving Your Understanding of Diverse Groups

1. Based on your profile feedback, in what areas, if any, do you seem to need to increase your awareness of diverse groups?

2. Think back over your life and your contact with individuals or groups you feel you least understand. To what extent were your present opinions of these individuals or groups shaped by what you have learned from your parents, teachers, friends, co-workers, or the media? Give examples.

3. What steps might you take to increase your level of awareness?

4. Based on your profile feedback, in what areas, if any, may you need to increase your empathy for others?

5. Describe a situation where you felt like you were the “outsider” or misunderstood. How did it make you feel? What effect did this have on your relationships, both in the short term and in the long term?

6. What steps might you take to increase your level of empathy?

7. Who can you ask for help?

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ACCEPTANCE
The extent to which an individual respects and values the diverse characteristics and behaviors of others. Acceptance is made up of two components: Receptiveness and Respect.

Receptiveness
Receptiveness is a component of accepting others who are different from oneself. With increased receptiveness we are more open and relaxed while interacting with others. We are able to accept the notion that all people should be allowed to reflect their background and culture in their behavior. Receptiveness grants others the same freedom of behavior and style that we expect for ourselves.

Your Info

Based on your responses to the profile, you are likely to exhibit some sympathy toward others who are different from you. You probably have a growing willingness to accept certain differences in co-workers.

Specific statements that indicate areas where you may need to increase your receptiveness include:
• I choose to associate with people based on their status
• I consider how people look when forming an opinion about them

As you consider these statements, reflect on your reaction to meeting someone new in your team or organization. Were you open, warm, and friendly or did your actions suggest cautiousness or discomfort? Think about ways that you can increase your receptiveness to others, including the suggestions on page 13.

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Respect
Respect goes beyond simply "putting up" with others' differences. With respect, we are able to fully appreciate every individual. Our recognition and appreciation of others is based totally on the qualities appropriate to the task at hand. When we are able to feel and exhibit respect, our views of other people are not blemished or tarnished by negative cultural or racial characterizations. Ultimate respect is seeing value in having people base their contributions on their background and culture. When encouraged, respect creates change through trust.

Your Info

Based on your responses to the profile, you are probably beginning to develop a respect for the differences found among people in the workplace. You seem to have a growing ability to trust people from diverse backgrounds.

Specific statements that indicate areas where you may need to increase your respect include:
• I believe organizations/businesses should attempt to recognize major religious/national holidays of all their cultural groups

As you consider these statements, remember that respect is often culturally determined. Everyone wants to be treated with respect, but what that treatment looks like may differ between cultures. Ask others to see if your behavior is in fact respectful based on their culture. You may want to refer to the suggestions on the next page to learn other ways that you can increase your respect for others.

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Suggestions

Suggestions for Improving your Acceptance of Diverse Groups

1. Identify and reflect on any feelings that, in the past, have prevented you from associating with someone from a particular group.

2. Think about and write down some of your fears and concerns about the individual or the group. Using a scale of 1 (the least likely to be realized) to 5 (the most likely to be realized), rate each fear or concern based on your assessment of the likelihood that it will be realized. Revisit your list and complete ratings again in a week or two. Reconsider your ratings. If your ratings have changed, consider the specific reason(s) why you feel differently.

3. Create an opportunity to interact with someone from a group that makes you feel anxious or uncomfortable.

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Action Plan

Action Plan for Improving Your Acceptance of Diverse Groups

1. Based on your profile feedback, in what areas, if any, do you seem to need to increase your receptiveness to diverse groups?

2. What specifically makes you willing or unwilling to accept others? What is your level of receptiveness to individuals or groups that make you feel anxious or uncomfortable? Give examples.

3. What steps might you take to increase your level of receptiveness to these specific individuals/groups?

4. Based on your profile feedback, in what areas, if any, would you likely benefit by increasing your respect for diverse groups?

5. Describe a situation where you have been willing to accept particular individuals or groups only under certain circumstances. For example, you might have agreed to participate on a project team with someone, but you limited any social conversations and avoided interactions outside the workplace. How might this limited acceptance impact your effectiveness? Give examples.

6. What steps might you take to increase your level of respect for these particular individuals/groups?

7. Who can you ask for help?

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BEHAVIOR
The extent to which an individual is able to interact effectively with others different from him or herself. Behavior is made up of two components: Self-Awareness and Interpersonal Skills

Self-Awareness
With self-awareness, we are able to understand personal values, motives, and beliefs. At this level, we are conscious of personal strengths and weaknesses, and we are sensitive to the effects of those characteristics on others. We develop the skills necessary to adjust our behavior while still maintaining our identity, values, and beliefs. Knowing who we are and how we impact other people helps us choose appropriate behavior.

Your Info

Based on your responses to the profile, you seem to have developed a basic awareness and understanding of how your personal behavior is influenced by your own cultural assumptions, values, and beliefs. You may have begun to accept responsibility for the quality of your relationships with co-workers.

You may want to follow the suggestions on page 17 to continue to develop your self-awareness.

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Interpersonal Skills
A skillful person can manage situations and successfully interact with people who may be different from him or herself. A person with these skills is able to modify his or her behavior to meet the needs of a situation. Effective interpersonal skills reflect an ability to be flexible when reacting to the ideas and opinions of others. We show them respect and trust through cooperation, attentiveness, and friendliness. This, in turn, results in more harmonious relationships and increased productivity.

Your Info

Based on your responses to the profile, you probably interact with co-workers on an individual basis. You are likely to be flexible toward others' ideas and opinions and to show respect to co-workers through cooperation, attentiveness, and friendliness.

You may want to continue to seek out situations, including the suggestions on the next page, that will allow you to nurture your interpersonal skills.

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Suggestions

Suggestions for Improving Your Behavior with Diverse Groups

1. Ask someone who knows you well to provide in-depth feedback and share his or her perceptions of your ability to interact with people from diverse backgrounds. Constructively discuss any differences in your points of view.

2. Focus on two to three components of the feedback. Identify specific actions you can take to respond constructively to the feedback. Create an action plan for change.

3. Seek an opportunity to interact with a group where you are the only representative from your culture. Set an initial goal to become a member of the group, then set a follow-up goal to become an active participant while simultaneously maintaining your own identity.

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Action Plan

Action Plan for Improving Your Behavior with Diverse Groups

1. Based on your profile feedback, in what areas, if any, do you need to increase your self-awareness?

2. Describe a situation when you were unaware of the impact of your behavior on others, but it was brought to your attention by someone else. How did you react to receiving that feedback?

3. What steps might you take to increase your self-awareness?

4. Based on your profile feedback, in what areas, if any, do you need to improve your interpersonal skills?

5. When you experience tension with others who are different from you, how do you handle the situation? Give examples.

6. What steps might you take to improve your interpersonal skills?

7. Who can you ask for help?

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Your Diversity Comfort Level Grid

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On the following pages you will find a snapshot of your scores in each category as well as an overview of the different "comfort levels" that determined your personalized feedback. If you wish, circle the range of numbers for each of the boxes that corresponds to your Grand Total score and read through the information underneath the circled range, as well as that for the other levels.

Knowledge Section

Categories	Level 1	Level 2	Level 3
Stereotypes **Grand Total: 30**	**10 – 23** May make incorrect assumptions about diverse co-workers based on fixed or generalized impressions of others. Can create strained working relationships and affect workplace productivity.	**24 – 31** Probably attempts to draw upon previous contacts and relationships before characterizing others. Is likely to be increasingly open to dealing with co-workers as individuals.	**32 – 40** Is likely to respond to co-workers with appropriate regard for their cultural background.
Information **Grand Total: 27**	**10 – 26** May draw conclusions in the absence of factual data about specific groups or individuals. Probably needs more accurate data to create less biased opinions or feelings and develop better understanding and working relationships.	**27 – 32** Probably makes some effort to find out more about other cultural groups and diversity issues. Seems able to add factual data to personal information base to balance learned biases. Is likely to try to use this information to deal with others in the workplace.	**33 – 40** Appears to have considerable interest in learning about other people or groups and their history and development. Is likely to use this information to develop unbiased working relationships.

Understanding Section

Categories	Level 1	Level 2	Level 3
Awareness **Grand Total: 30**	**10 – 28** Does not usually choose to recognize and explore the differences in people. May need greater appreciation of the impact that personal behavior has on the productivity of others in the workplace.	**29 – 34** Is likely to have some understanding of differences between co-workers and self and how people are interrelated. Is probably beginning to be sensitive to the effects of one's behavior on other people.	**35 – 40** Appears to have the ability to both understand and regard co-workers whose backgrounds and experiences are very different from one's own.
Empathy **Grand Total: 32**	**10 – 29** May find it difficult to understand or sense how co-workers think or feel, or that they may respond differently to the same work environment because of their differences.	**30 – 35** Seems to have a certain ability to put oneself in another person's place. Appears to have some sense of how different perceptions affect workplace relationships.	**36 – 40** Is likely to exhibit a strong sense of intuition and understanding of co-workers different from oneself.

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Your Diversity Comfort Level Grid

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Acceptance Section			
Categories	**Level 1**	**Level 2**	**Level 3**
Receptiveness **Grand Total: 32**	**10 – 25** May lack patience with co-workers different from oneself. Seems to be reluctant to adapt to people's differences and may find it difficult to be open to these differences.	**26 – 32** Is likely to exhibit some sympathy toward others different from oneself. Probably has a growing willingness to accept some differences in co-workers.	**33 – 40** Is likely to have both a capacity to accept and a willingness to allow the differences that one's co-workers' exhibit.
Respect **Grand Total: 35**	**10 – 31** May consciously or unconsciously disregard the differences among one's co-workers. May experience difficulty from lack of experience with a particular group or individual, or from a personal reluctance to learn more about diverse groups.	**32 – 37** Is probably beginning to develop a respect for the differences among people in the workplace. Seems to have a growing ability to trust people from diverse backgrounds.	**38 – 40** Probably shows a high regard for the differences that co-workers exhibit. Seems likely to accept others' differences as a valuable part of their individuality.

Behavior Section			
Categories	**Level 1**	**Level 2**	**Level 3**
Self-Awareness **Grand Total: 34**	**10 – 31** Has probably not developed a personal awareness of the impact of one's own culture; may indicate a need for additional self-assessment. Reduced awareness may limit one's ability to accept responsibility for personal beliefs and actions that affect co-workers.	**32 – 36** Seems to have developed a basic awareness and understanding of how one's own cultural assumptions, values, and beliefs influence personal behavior. May have begun to accept responsibility for relationships with co-workers.	**37 – 40** Probably has a well-developed understanding of one's own culture and its impact on interactions with others in the workplace. Is likely able to adjust behavior while maintaining identity, values, and beliefs.
Interpersonal Skills **Grand Total: 37**	**10 – 32** Has probably had limited opportunity to interact with others who are different, or has chosen to limit those interactions. May tend to maintain a "my way is the only way" point of view.	**33 –36** Probably has basic skills in managing relationships with co-workers. Has likely begun to modify personal behavior to meet the needs of other people.	**37 – 40** Probably interacts with co-workers on an individual basis. Is likely to be flexible toward others' ideas and opinions and shows respect to co-workers through cooperation, attentiveness, and friendliness.

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