WELCOME TO YOUR INCLUSIVE LEADERSHIP REPORT

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Date

What's Inside

Greatheart
CONSULTING

Greatheart Consulting is a leadership development firm focused on helping leaders and organizations grow in a transformational way— helping to shift the cultures they influence towards greater equity and inclusion for all.

For more information on our work and services, please visit us at *www.greatheartconsulting.com*.

Welcome to Your Report!

Thank you for taking this step in seeking feedback courageously as a part of your journey in developing as an Inclusive Leader!

Everybody has the opportunity to lead inclusively, whether you're a people-manager or an individual contributor. This report contains data on the responses that you and your colleagues, direct reports, and/ or team members provided regarding your inclusive behaviors. Your responses are displayed along-side Reviewer responses to help you consider how you see yourself compared to how others experience you. *(Please note: Aggregate response scores of Reviewers are included where five or more Reviewer responses are provided. If fewer than five responses are provided for a single Participant, the Participant will only see their self responses.)*

Remember, **this report is to help you better understand and reflect on your strengths as an Inclusive Leader, as well as your key areas for growth.** Throughout the report, you will find opportunities for reflection and suggestions for converting your learning into action ("Take a Moment to Consider" within each skill section and the "What, So What, Now What" activity at the end of the Report). Don't skip these! Our roles are demanding—these key insights and times of reflection will help provide actionable steps you can take to be more inclusive.

At times, you may find that the report leaves you with more questions than answers: "I wonder why people perceive me this way", "I wonder what Reviewers saw that caused them to think I do something well, or could improve at something?". These are great questions, and ones that it will be helpful to ask those around you in order to continue to grow in your inclusion skills. **We also encourage you to refer back to this document throughout your Inclusive Leadership process** as you will likely glean new learnings as you find yourself at various stages of growth or considering different aspects of identity.

Inclusive Leadership is a journey, not a destination. We all come with different experiences and learnings. On some topics we may be further along in our learning than others—and we will always have room to grow. We are each at a different stage—and often at multiple stages—of our inclusive leader journey (see 5-Stages of Inclusive Leadership model, page 4). Be intentional in your steps towards practice and learning. Be humble and gracious towards yourself and others when mistakes are made or key areas of growth are highlighted. Be an ally as you work to support and empower other persons and groups.

Thanks again for your commitment to leading inclusively!

Let's begin!

Technical Stuff

Response Scales

All responses were made utilizing two 5-point Likert Scales:

Agreement Scale:
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree and
- (DNK) Do not know / Does not apply

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)
- (DNK) Do Not Know / Does Not Apply

Reviewer Scores

Responses of the people you invited to review you are always shown in Aggregate (the only exception being the Open Text Box section). Aggregate response scores are included where five or more Reviewer responses were submitted. If fewer than five responses were submitted, you will only see your own responses.

Level of Engagement Map

At the end of the report, you will find the Levels of Engagement Map. This map helps to define what it might look like to be at each of the 5 Stages for a particular Skill (e.g. for Own Your Story, Listen to Build Trust, etc.). The map further differentiates between what this behavior looks like for those in people-manager roles vs those who are individual contributors. The map and the descriptions it includes are meant to help you think about what it looks like to progress along a Skill. By comparing where you are now to where you want to go, you can get ideas about how to grow in your learning, and nudge yourself forward to the next Stage within that Skill.

Terms

Throughout the assessment we have used the following terms:

Colleagues
Refers to the **people you have selected to review you.** They will mostly be your direct reports and/or team members, but could also include peers, your manager, etc.

Aspects of Identity
Traits and commitments like race and ethnicity, gender, religion, language, culture, sexual orientation, etc.

Bias
A tendency to consciously or unconsciously put disproportionate weight in a certain direction, either in favor of or against a particular thing.

Them
An individual Participant or Reviewer may be referred to as they/them as a way to remain gender neutral.

Your Data

You are the only person who has access to your individual data. Your organization or program leaders will only see aggregate data from all Participants and Reviewers.

Report Summary	
Reviews Received	**9**
Reviewers Invited	**13**

The 5-Stages of Transformation: Activity

Transformation is dramatic growth in an individual or an organization's performance and character. Here's a five-stage growth model for you as a leader, outlining the process by which you can cultivate inclusion as a source for such transformative growth. Each stage offers a new level of learning about how to lead with expanding influence and with many aspects of identity in view.
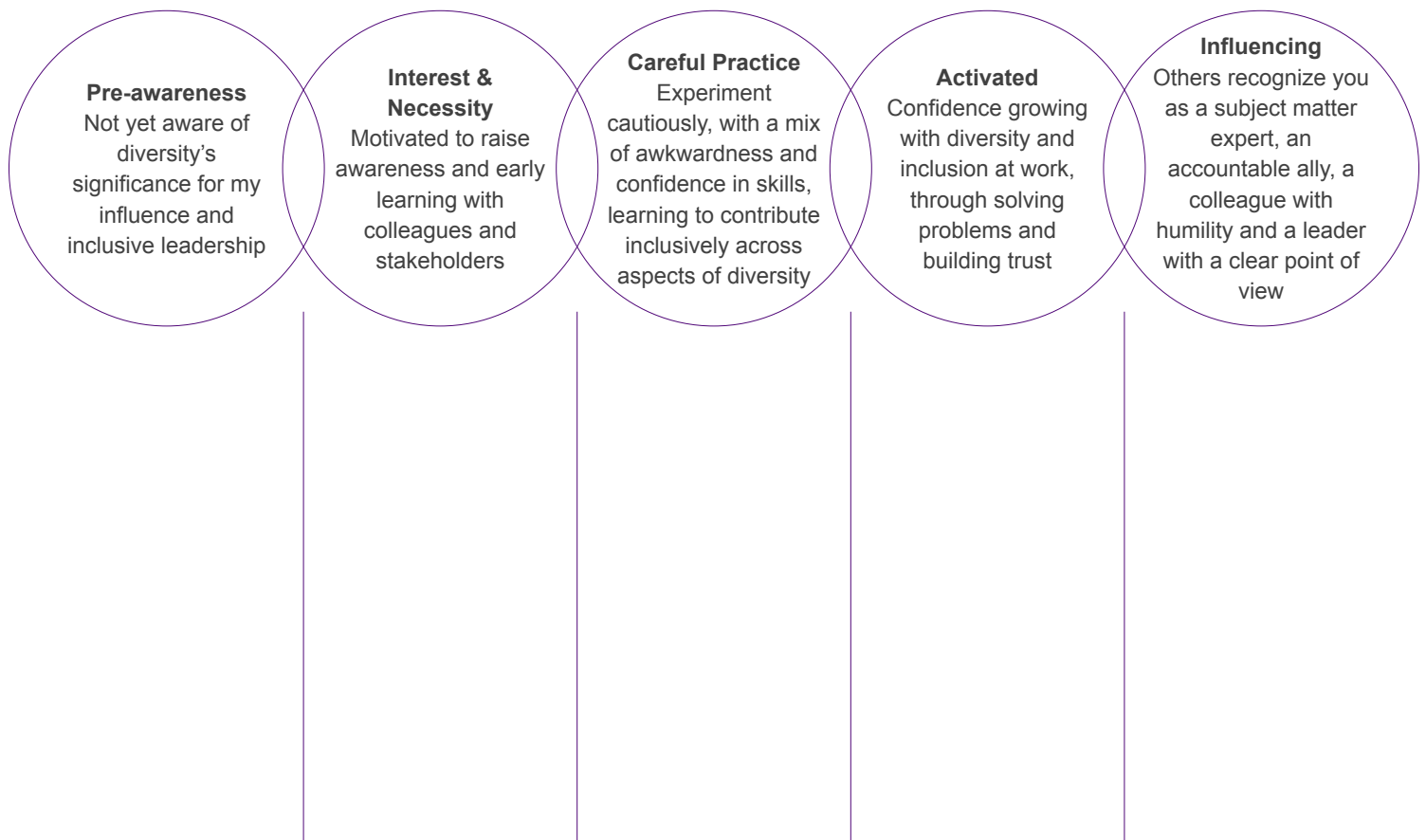
As inclusive leaders, we progress through these stages. Our learning curve is different for each aspect of identity, and is shaped by our cultures, identity, experience, values, and role. Specific knowledge and skills align with each stage.

Before you dive into your report, take a moment and reflect on what stage you feel you are at for the various aspects of identity, listed in the grey box below. This self-awareness will help you better act on the information about each Skill in this report, as well as throughout your journey as an Inclusive Leader.

Consider the various aspects of identity in this box. Where would you say you are for each one in relation to the *5 Stages of Transformation*? Consider writing each aspect under the appropriate circle. Feel free to add to this list.

- Age and Generation
- Appearance
- Cognitive Ability
- Competence and Experience
- Demeanor
- Economic, Social Status or Class
- Educational Achievement

- Ethnicity
- Family
- Gender
- Geographic Orientation
- Health
- Hobbies and Activities
- Language
- Life Stage

- Nationality
- Occupation
- Personality
- Political Interests
- Race
- Sexual Orientation
- Spirituality

Pre-awareness
Not yet aware of diversity's significance for my influence and inclusive leadership

Interest & Necessity
Motivated to raise awareness and early learning with colleagues and stakeholders

Careful Practice
Experiment cautiously, with a mix of awkwardness and confidence in skills, learning to contribute inclusively across aspects of diversity

Activated
Confidence growing with diversity and inclusion at work, through solving problems and building trust

Influencing
Others recognize you as a subject matter expert, an accountable ally, a colleague with humility and a leader with a clear point of view
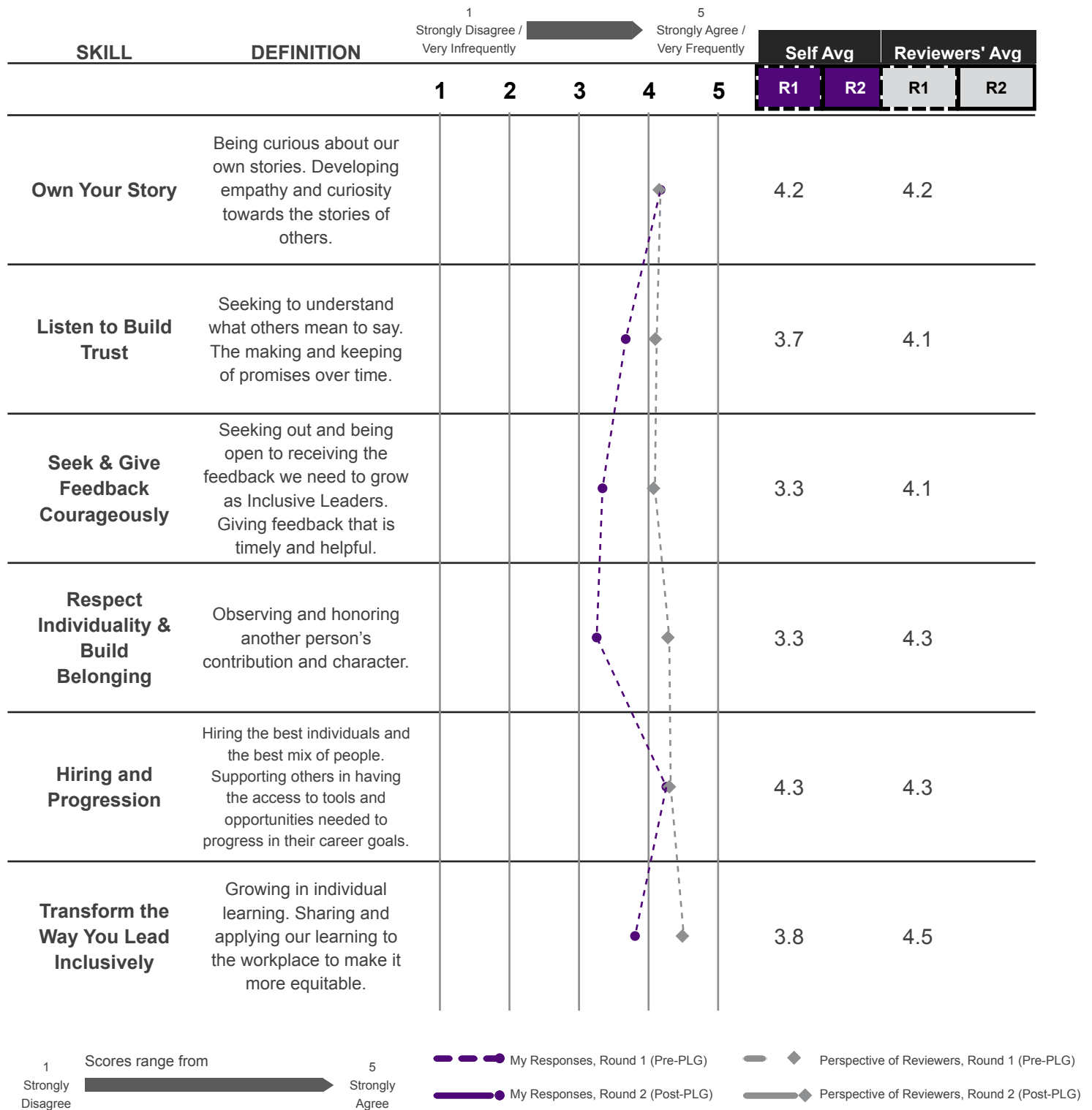
INCLUSIVE SKILLS OVERVIEW

Your Inclusive Leader Pulse

This graph displays how you see yourself as an inclusive leader compared to how those you asked for feedback experience you.

R1 indicates responses from the first round of the assessment. **R2** indicates responses from the second round of the assessment. Responses are mapped to six key Inclusive Leader Skills: *Own Your Story, Listen to Build Trust, Seek & Give Feedback Courageously, Respect Individuality & Build Belonging, Hiring & Progression, and Transform the Way You Lead Inclusively.* **This overview can help you quickly identify strengths, gaps between intent and impact, and opportunities for growth.**

SKILL	DEFINITION	1	2	3	4	5	Self Avg R1	Self Avg R2	Reviewers' Avg R1	Reviewers' Avg R2
Own Your Story	Being curious about our own stories. Developing empathy and curiosity towards the stories of others.						4.2		4.2	
Listen to Build Trust	Seeking to understand what others mean to say. The making and keeping of promises over time.						3.7		4.1	
Seek & Give Feedback Courageously	Seeking out and being open to receiving the feedback we need to grow as Inclusive Leaders. Giving feedback that is timely and helpful.						3.3		4.1	
Respect Individuality & Build Belonging	Observing and honoring another person's contribution and character.						3.3		4.3	
Hiring and Progression	Hiring the best individuals and the best mix of people. Supporting others in having the access to tools and opportunities needed to progress in their career goals.						4.3		4.3	
Transform the Way You Lead Inclusively	Growing in individual learning. Sharing and applying our learning to the workplace to make it more equitable.						3.8		4.5	

1 Strongly Disagree / Very Infrequently → 5 Strongly Agree / Very Frequently

1 Strongly Disagree — Scores range from — 5 Strongly Agree

- - - My Responses, Round 1 (Pre-PLG)
— My Responses, Round 2 (Post-PLG)
- - ◆ Perspective of Reviewers, Round 1 (Pre-PLG)
— ◆ Perspective of Reviewers, Round 2 (Post-PLG)

Understanding the Skill Deep Dives

The following section provides a deeper look into the six Inclusive Leader skills. For each skill, you will see two pages with the following elements:

A   A short overview of the Skill.

B   A bar graph displaying your average Self and Reviewer responses for all questions related to that Skill for each round of the assessment.

C   *Take a Moment to Consider:* Questions to help guide reflection and action based on the feedback in your report.

D   Your self-selected *Level of Engagement* for this skill. See the *Level of Engagement* Section and *Appendix* for more info.

Understanding the Skill Deep Dives Cont.

Your Assessment Questions table includes:

E Each Question with your self **(S)** and aggregated Reviewer **(R)** ratings. **(1)** is data from Round 1 at the beginning of the program and **(2)** for Round 2 at the end.

F Reviewer aggregate is indicated by the bar, your self score is the yellow dot.

G **Level of Agreement (LOA)** indicates the extent to which your Reviewers' scores varied:

High **High** agreement indicates that most people answered similarly (Standard Deviation (SD) is < 0.8);

Medium **Medium** (SD is 0.8 to 1.2);

Low **Low** agreement means there were a wide range of scores (SD > 1.2).

H **Strengths & Weaknesses (S/W):** Based on your responses and those of your Reviewers, the following categories of strengths and weaknesses have been identified for you to assess how you are seen:

KS **Known Strength (KS):** Questions where you rated yourself 4 or higher, and your Reviewers' average rating is 4.25 or higher.

US **Unknown Strength (US):** Self score is 3 or lower, Reviewers' average is 4.25 or higher.

KW **Known Weakness (KW):** Self score is 3 or lower, Reviewers' average is 3.5 or lower.

UW **Unknown Weakness (UW):** Self score is 4 or higher, Reviewers' average is 3.5 or lower.

I **Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in each Skill.** The percentage listed in this section gives you a sense of how many "Do Not Know" or "Does Not Apply" responses were selected by Reviewers across questions within a Skill. This percentage is not inherently good or bad, it simply gives you an additional piece of data to use in your reflection. Percentages are for the aggregate of responses for the Skill (rather than on a question-by-question level) to provide anonymity for your Reviewers.

As you reflect on your percentage consider:

- **Is the percentage high or low?** A high percentage may indicate that people do not feel they observe (or have the opportunity to observe) this behavior in you. If the percentage is low, focus your reflection on the question-by-question data (Reviewer Average, Level of Agreement, and Strengths/Weaknesses).

- **If the percentage is higher (roughly >10%) consider:**

  - Consider why it might be important for others (direct reports, peers, stakeholders etc.) to observe some of your thinking and/or behaviors within this Skill?

  - What is the value for your team and its culture to see you exhibit certain behaviors within a Skill?

  - Which behavior do you think is most likely to be marked as "DNK/DNA" by your Reviewers? What is one way you can more effectively demonstrate this behavior in order to help create a more inclusive environment?

  - Is this a reflection of your behavior as a leader or a result of the reviewers that you selected? What can you learn from considering either option?

Own Your Story

Our story is shaped by a number of factors including our upbringing, culture, and values. These parts of our story impact the way we come to work and the way we lead. **Each story is: "Like all others, like some others, and like no other"[1]**. Owning our own story means that we are curious about our own experiences and the way our identity has been shaped. This also serves as a foundation for developing curiosity and empathy for the parts of others' stories and experiences that are unlike our own.

Skill Aggregate Score

Bar chart titled "Skill Aggregate Score". Y-axis from 0 to 5. Round 1 shows two bars: S (Self) = 4.2 and R (Reviewers) = 4.2. X-axis labeled "Round" with values 1 and 2.

S Self   R Reviewers
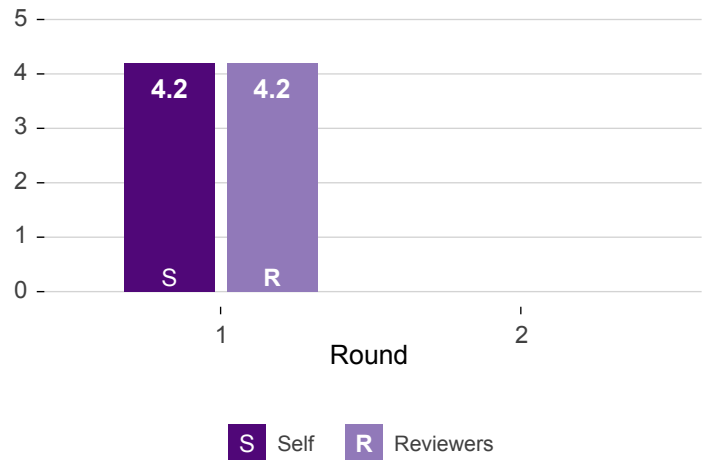
💡 Take a Moment to Consider

- **How did you respond to "In most situations, there is no clear right or wrong decision" (Q2)?** Are you comfortable with ambiguity, or do you seek exact answers? Within what areas of your life would you most benefit from stretching into it depends or both/and thinking more?

- **Consider your ratings for "I often try to understand someone else's perspective—even in situations where I have a strong opinion" (Q3) and "I often wonder how peoples' personal backgrounds influence their thinking or behavior" (Q4).** How might your responses lead you to invite or isolate others? In what ways could you exercise curiosity to better understand people who think differently from you?

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Activated: 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.

(1) From Henry A. Murray and Clyde Kluckhohn in Personality in Nature, Society, and Culture, 1953

Own Your Story

1 Strongly Disagree ➜ 5 Strongly Agree

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
1	I am aware of the way my personal values shape the way I interact with those around me		4.0		4.2		Medium	
2	In most situations, there is no clear right or wrong choice		5.0		4.7		High	KS
3	I often try to understand someone else's perspective—even in situations where I have a strong opinion		3.0		3.7		Medium	
4	I often wonder how peoples' personal backgrounds influence their thinking or behavior		5.0		3.7		Medium	
5	I am open to learning from the experiences and people I encounter		4.0		4.5		High	KS
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		4.0		4.3		Medium	KS

■ R1 Reviewer Aggregate   ▨ R2 Reviewer Aggregate   ● Self Rating

R1 0%   **R2 0%**   Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate. Not all questions will fall into one of these categories.

KS	**Known Strength** *High Self and Reviewer Score*	US	**Unknown Strength** *Low Self / High Reviewer Score*
KW	**Known Weakness** *Low Self and Reviewer Score*	UW	**Unknown Weakness** *High Self / Low Reviewer Score*

Listen to Build Trust

When you listen to build trust, you keep a powerful leadership promise: you understand what colleagues and customers actually mean. You show respect, build relationships, and collaborate more effectively. As Inclusive Leaders we seek to develop the skills to listen for understanding, especially when difference (race, gender, political affiliation, etc.) is a factor.

Skill Aggregate Score

Bar chart showing Round 1: Self (S) = 3.7, Reviewers (R) = 4.1. Y-axis ranges from 0 to 5. X-axis labeled "Round" with values 1 and 2.

S Self | R Reviewers
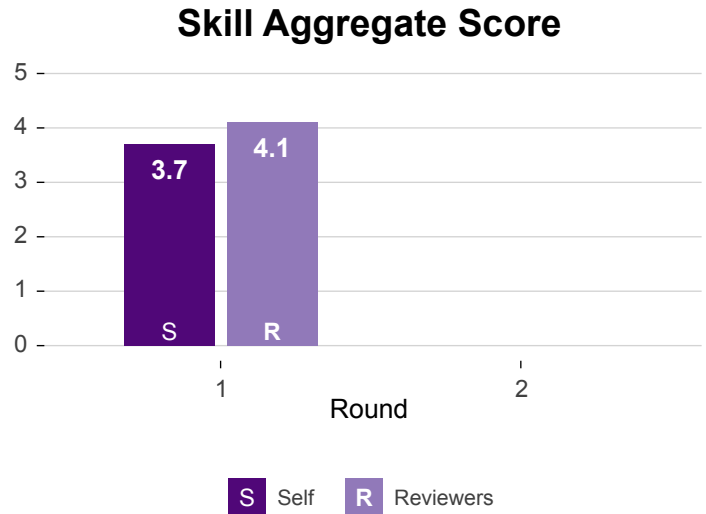
Take a Moment to Consider

- **Research shows that in order to build trust we must listen, and also demonstrate that we have heard our colleagues by taking action on what they shared.** Looking at your results, are there ways that you could better 'take action' on what you are hearing from those around you?

- **Compare your score to your Reviewers' rating for the question "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" (Q8).** Is there a discrepancy between how you see yourself listening, and how others actually experience it? Do any of the questions show a low Level of Agreement? What might this tell you about how consistently you are practicing this behavior between different people and situations?

- **How does your self score compare with your Reviewers' score for "I trust my colleagues enough to share honestly with them" (Q11)?** Does there appear to be a gap between how much you trust your colleagues compared to how much trust they perceive from you? Try discussing what trust looks like to each of you, and how you can each show it more clearly.

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Careful Practice: I understand the important connection between listening and trust, and how those two factors are instrumental to our collective success. I realize that intentionally listening for understanding means I need to talk less, ask clarifying questions, and paraphrase what I have heard to make sure others really feel heard. I also need to be aware of, and monitor my own distractedness. I am beginning to notice the good and bad listening behaviors within my team and how we need to improve.

Listen to Build Trust

1 Very Infrequently → 5 Very Frequently

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
7	I ask clarifying questions, when listening to colleagues, to make sure I understand what they mean to say		3.0		3.3		Medium	KW
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		4.0		4.3		High	KS
9	I keep the commitments I make to colleagues		5.0		4.7		High	KS
10	I listen without interrupting and only respond once I am sure the other person has completed their thought		4.0		4.0		High	
11	I trust my colleagues enough to share honestly with them		3.0		4.3		Low	US
12	I am intentional about creating an environment where opinions and ideas that differ from the majority of the group can be shared		3.0		4.0		High	

■ R1 Reviewer Aggregate   ▨ R2 Reviewer Aggregate   ● Self Rating

R1 0%   R2 0%   Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate.
Not all questions will fall into one of these categories.

KS Known Strength
High Self and Reviewer Score

US Unknown Strength
Low Self / High Reviewer Score

KW Known Weakness
Low Self and Reviewer Score

UW Unknown Weakness
High Self / Low Reviewer Score

Seek & Give Feedback Courageously

Effectively giving and receiving feedback are critical leadership skills that help create a culture where people feel safe giving and receiving feedback themselves, and where feedback directly impacts performance.

Seeking feedback courageously requires being vulnerable and humble within various interpersonal interactions and proactively inviting people who experience your leadership to share their views of your strengths, as well as your opportunities for improvement. Giving feedback courageously means formulating feedback so it is constructive, timely, and helpful; thinking critically about intent and possible impacts; and learning from both successful and unsuccessful attempts.

Skill Aggregate Score

Self: 3.3 (S)
Reviewers: 4.1 (R)

Round 1, Round 2

S — Self   R — Reviewers
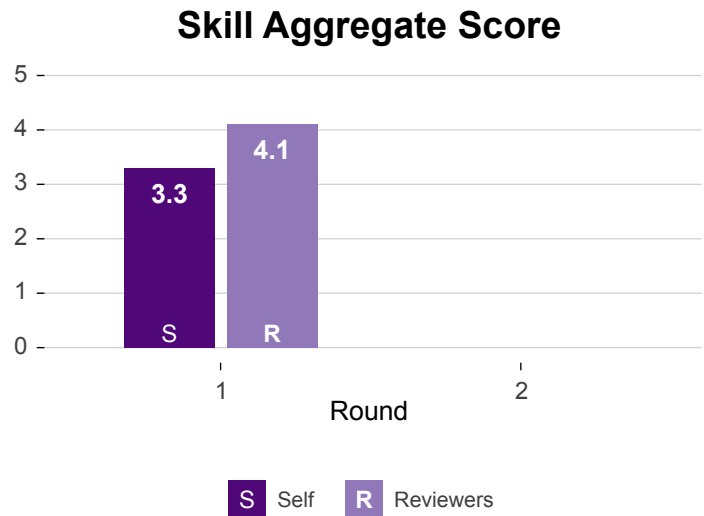
Take a Moment to Consider

- **Compare your ratings for the questions on giving feedback (Q14, Q15, Q18) vs. seeking feedback (Q13, Q16, Q17).** Do your Reviewers score you higher on one compared to the other? What are some ways you could practice the types of feedback (giving or seeking) that you are weaker at?

- **How did you and your Reviewers rate the question, "I am intentional about seeking feedback from people who have a different perspective than I do" (Q16)?** What are some ways you can leave your comfort zone and seek out people who can add to your own perspective? How can you make yourself more approachable so that people feel comfortable sharing feedback with you?

- **Studies agree that for feedback to be most effective, it should be delivered after a short period of reflection time.** How could you work this timing into the way you provide feedback for your colleagues? Why might this short period of reflection be beneficial?

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Careful Practice: I am practicing various ways to seek and give feedback well. I am aware of the value that comes from different points of view and I try to ask for them. I am most comfortable asking for and giving feedback to people whom I relate to.

Seek & Give Feedback Courageously

1 — Very Infrequently → 5 — Very Frequently

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
13	I invite colleagues to share their views about my areas for improvement as well as my strengths		3.0		3.4		High	KW
14	I take opportunities to affirm others when they have done something well		3.0		3.5		Low	KW
15	I provide my colleagues with constructive feedback when it could help improve their performance		3.0		4.3		Medium	US
16	I am intentional about seeking feedback from people who have a different perspective than I do		4.0		4.5		High	KS
17	I take action on feedback when it is given to me		4.0		4.3		High	KS
18	I deliver feedback that is timely and specific		3.0		4.3		Medium	US

■ R1 Reviewer Aggregate   ▨ R2 Reviewer Aggregate   ● Self Rating

R1 3%   **R2 0%**   Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.


Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate. Not all questions will fall into one of these categories.

KS Known Strength — *High Self and Reviewer Score*

US Unknown Strength — *Low Self / High Reviewer Score*

KW Known Weakness — *Low Self and Reviewer Score*

UW Unknown Weakness — *High Self / Low Reviewer Score*

Respect Individuality & Build Belonging

To demonstrate respect and build belonging:
- we discover who someone really is
- we listen to them and seek their feedback
- we ask them to participate in a way that helps them succeed
- we trust them with our honest input
- we recognize them when they are doing things right, and
- we make space for their voices to be heard.

People create cultures and it is up to each individual to do their part in creating an inviting and inclusive space for all members of our organization.

Skill Aggregate Score

| | S | Self | R | Reviewers |

Round 1: S = 3.3, R = 4.3
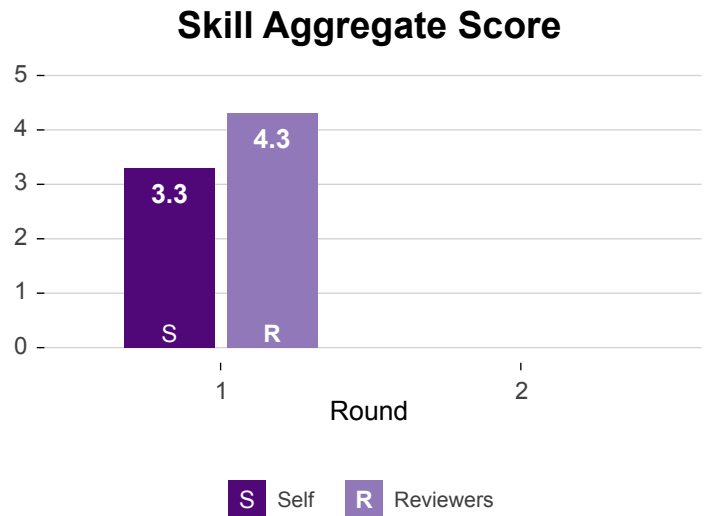
Take a Moment to Consider

- **Do your colleagues feel more or less comfortable sharing aspects of their identity with you than you expected?** How can you show them that you respect all aspects of their identity and help them feel safer sharing with you?

- **Studies have shown that people experiencing disadvantage are more sensitive to disrespect in the workplace, and value respect more.** Look at the Level of Agreement for your Reviewers' ratings on "I regularly acknowledge the unique contributions of my colleagues" (Q19) and "I find ways to help others feel like they belong and are a part of the team" (Q21). Are you showing respect and building belonging equally for all your colleagues, especially those experiencing disadvantage?

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

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.

Respect Individuality & Build Belonging

1 Very Infrequently → 5 Very Frequently

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
19	I regularly acknowledge the unique contributions of my colleagues		4.0		4.5		Medium	KS
20	My colleagues do not feel the need to hide any aspect of their identity while interacting with me		3.0		4.5		Low	US
21	I find ways to help others feel like they belong and are a part of the team		3.0		4.3		Medium	US
22	I am intentional about helping to create a team environment where people feel safe sharing their ideas		3.0		3.8		High	

■ R1 Reviewer Aggregate   ▨ R2 Reviewer Aggregate   ● Self Rating

R1 0% **R2 0%** Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate. Not all questions will fall into one of these categories.

KS Known Strength *High Self and Reviewer Score*

US Unknown Strength *Low Self / High Reviewer Score*

KW Known Weakness *Low Self and Reviewer Score*

UW Unknown Weakness *High Self / Low Reviewer Score*

Hiring and Progression

Inclusive Leaders build a reputation for developing and finding potential in the people around them—regardless of personal similarities or differences. Inclusive Leaders seek to solve for potential bias in hiring and promotions systems, and look for ways to ensure that each person at an organization has equitable access to the tools and opportunities that they need to achieve their career goals.

Skill Aggregate Score

Round	S (Self)	R (Reviewers)
1	4.3	4.3

S Self   R Reviewers
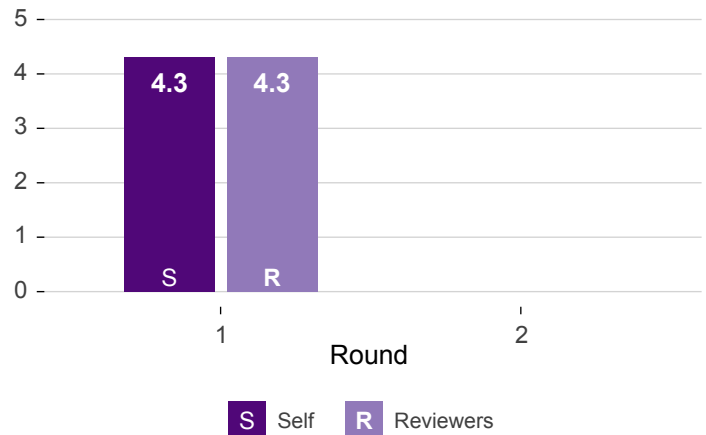
Take a Moment to Consider

- **It is easy to support colleagues whose views align to our own.** How can you recognize and support other people's potential, even when their methods or goals differ from yours? Your reviewers' Levels of Agreement can be a good indicator of whether you are supporting all your colleagues equally.

- **Paradoxically, studies have shown that the more convinced we are of our own objectivity in job interviews and evaluations, the less likely we are to recognize our biases (Q23).** How are you at identifying your own biases when evaluating another's performance or qualifications? It is hard to spot a weakness that we are unaware of. Pay special attention to your reviewer ratings in this area and seek feedback if necessary.

- **Even if you are not a people manager, there are ways to support your colleagues in their development and goals (Q25).** These include sharing with them opportunities you see that they might be interested in, or by pointing out places where you see their unique talents and encouraging them to use those more. Consider two ways you could help your colleagues progress.

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Equip to Progress

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Careful Practice: 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.

Hire Inclusively

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Influencing: 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.

Hiring and Progression

1 Very Infrequently → 5 Very Frequently

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
23	I watch for bias in myself that doubts a colleague's qualifications because of an aspect of their identity		4.0		4.7		High	KS
24	I feel like I provide equal opportunities for everyone on my team		4.0					
25	I look for ways I can support my colleagues in progressing in their careers		4.0		3.8		Low	
26	I advocate on behalf of my colleagues when they are not present		5.0		4.2		Medium	

■ R1 Reviewer Aggregate   ▨ R2 Reviewer Aggregate   ● Self Rating

R1 11%   **R2 0%**   Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate.
Not all questions will fall into one of these categories.

KS Known Strength — *High Self and Reviewer Score*

US Unknown Strength — *Low Self / High Reviewer Score*

KW Known Weakness — *Low Self and Reviewer Score*

UW Unknown Weakness — *High Self / Low Reviewer Score*

Transform the Way You Lead Inclusively

Transformation is the dramatic growth in an individual or an organization's performance and character. It is a life-long and continuous process. On a personal level, the commitment to continue to grow into a more Inclusive Leader is one you must make with humility, curiosity, and an understanding of your own story and how it has shaped and informed your worldview. On the team and organizational level, this commitment means that we apply our learning to making systems and processes (hiring practices, promotion criteria and qualifications, mentoring programs, family leave policies, etc) more equitable.

Skill Aggregate Score

S 3.8
R 4.5

Round
1   2

S Self   R Reviewers
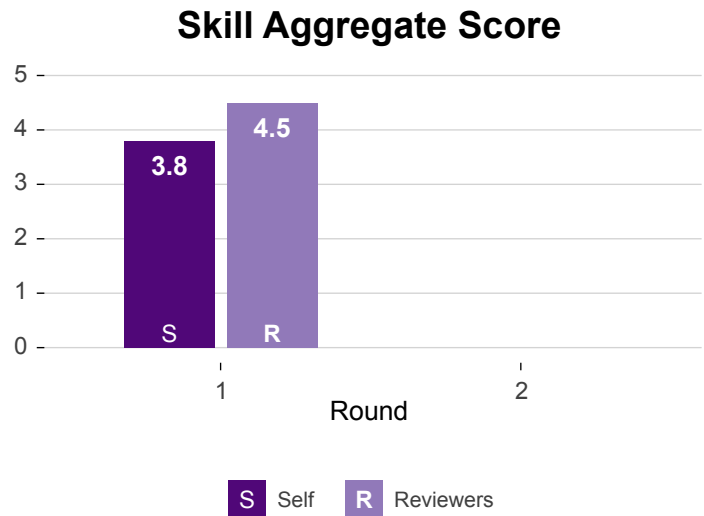
Take a Moment to Consider

- **What contributions have you made to increase inclusivity on your team (Q29)?** Does it look like your Reviewers have noticed and responded positively? Are there any further changes you can help enact?

- **Do your Reviewers agree that you share your learnings (Q27)?** Do you find yourself only sharing with some colleagues and not others? How can you make yourself more comfortable sharing with a wider variety of people at your organization?

- **Sometimes it can be difficult to realize when we don't understand an aspect of identity as well as we could (Q28).** What are some ways you can be more alert (i.e., feedback from others, paying attention when someone mentions an aspect of their identity) about recognizing when you should make an effort to learn more? How do you normally learn more about inclusion and various aspects of identity? Are there additional ways you can seek out information?

Your Level of Engagement

Below is your self-selected Level of Engagement (LOE) for this Skill. How does this description compare to your aggregate score and individual question responses?

Pre-Awareness	Interest & Necessity	Careful Practice	Activated	Influencing

Careful Practice: 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.

Transform the Way You Lead Inclusively

1 Strongly Disagree ➔ 5 Strongly Agree

Q#	Assessment Question	1 2 3 4 5	S1	S2	R1	R2	Level of Agreement	Strength / Weakness
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		5.0		4.5		High	KS
28	In the past 3 months, I have actively sought to learn more about aspects of identity when encountering one I don't understand		4.0		4.3		Medium	KS
29	In the past 3 months, I have made contributions to how my team operates to be more inclusive		3.0		4.7		High	US
30	I regularly consider how I can be more inclusive with my internal and/or external customers		3.0		4.3		High	US
31	I actively participate in building the company's inclusive culture		4.0		4.7		High	KS

■ R1 Reviewer Aggregate ▨ R2 Reviewer Aggregate ● Self Rating

R1 0% **R2 0%** Percentage of "Do not know" or "Does not apply" responses selected by Reviewers for the questions in this Skill.

Level of Agreement (LOA)
Extent of variation between Reviewer scores.

High	Medium	Low
SD < 0.8	0.8 to 1.2	> 1.2

Strengths / Weaknesses
Similarity or Gaps between Self score and Reviewers' aggregate.
Not all questions will fall into one of these categories.

KS Known Strength
High Self and Reviewer Score

US Unknown Strength
Low Self / High Reviewer Score

KW Known Weakness
Low Self and Reviewer Score

UW Unknown Weakness
High Self / Low Reviewer Score

OPEN COMMENT FEEDBACK

Comments – Strengths

You were asked: **What are you doing well as an inclusive leader?**

Comments

- I try to make sure every perspective gets a chance to be heard during our team meetings.
- I feel like I do a good job of noticing and bringing out people who are quieter or more
  introverted.

Your Reviewers were asked: **What do you see this Participant doing well in terms of being an Inclusive Leader?**

Comments

You are the 'glue' that holds our team together. You are always very thoughtful, and I feel like you truly want to listen to, and try to understand, each of our perspectives before making a decision.

I appreciate how thoughtful you are about remembering things that are important to each of us—like birthdays!

You are open to people's ideas and opinions, even if they differ from your own.

You are quick to recognize where you may not have all the information/answers and how that may impact how you're thinking about/approaching something.

Comments – Opportunities for Improvement

You were asked: **What can you do to lead more inclusively?**

Comments

- Work at giving feedback more directly, especially constructive feedback that is going to help people grow.
- Consider how I can share more of my own story in a way that helps others get to know me, and feel more comfortable being their unique selves.

Your Reviewers were asked: **What can this Participant do to lead more inclusively?**

Comments

I would love to hear more of Alex's own thoughts on different topics. It's good to stay neutral and let people form their own opinions, but Alex has a lot of valuable insights as well, I'd love to hear them more!

You do a great job encouraging us when we have done well. I'd love to have more feedback about where I can improve and where my weaknesses might be holding me back.

I appreciate the way you collect many peoples' perspectives. Sometimes I also wish that you would just make the call, as we tend to get stuck in looooong conversations with no resolution at the end. We have lots of good ideas on our team, sometimes we just need to chose one and move forward.

STRENGTHS & OPPORTUNITIES FOR GROWTH

Strengths | *What to keep doing*

These are your top five behaviors. If you had reviewers these top five are based on highest average reviewer ratings. In the event of ties, your own ratings will serve as a tiebreaker. If you did not have reviewers, ratings are based on your own highest scores.

Rank	Skill	Question	Self Score	Reviewers' Avg.
1	Own Your Story	In most situations, there is no clear right or wrong choice	5.0	**4.7**
2	Listen to Build Trust	I keep the commitments I make to colleagues	5.0	**4.7**
3	Hiring and Progression	I watch for bias in myself that doubts a colleague's qualifications because of an aspect of their identity	4.0	**4.7**
4	Transform the Way You Lead Inclusively	I actively participate in building the company's inclusive culture	4.0	**4.7**
5	Transform the Way You Lead Inclusively	In the past 3 months, I have made contributions to how my team operates to be more inclusive	3.0	**4.7**

Take a Moment to Consider

- **Think about how these strengths align with your view of yourself.** What did you already know? What is unexpected?

- **Who you can talk to to better understand you "unexpected strengths"** so you can leverage them more intentionally?

- **Which of these strengths can you leverage** to continue to grow yourself, and those around you, as inclusive leaders?

Opportunities for Growth

These are your five main opportunities for growth. If you had reviewers these are based on your five lowest reviewer aggregates. In the event of ties, your own ratings will serve as a tiebreaker. If you did not have reviewers, ratings are based on your own lowest scores.

Rank	Skill	Question	Self Score	Reviewers' Avg.
1	Listen to Build Trust	I ask clarifying questions, when listening to colleagues, to make sure I understand what they mean to say	3.0	**3.3**
2	Seek & Give Feedback Courageously	I invite colleagues to share their views about my areas for improvement as well as my strengths	3.0	**3.4**
3	Seek & Give Feedback Courageously	I take opportunities to affirm others when they have done something well	3.0	**3.5**
4	Own Your Story	I often try to understand someone else's perspective—even in situations where I have a strong opinion	3.0	**3.7**
5	Own Your Story	I often wonder how peoples' personal backgrounds influence their thinking or behavior	5.0	**3.7**

Take a Moment to Consider

- **Consider each item individually.** Others can not read your mind or always know your intentions. Which or your behaviors or actions might lead others to give you a lower score in each area?

- **Think of an actual example that illustrates the behavior** (e.g., For the question "I deliver feedback that is timely and specific" your example may be: "When Carlos asked me for feedback on his deliverable, I told him it 'looked good' rather than being specific about the ways in which it did a good job meeting our customers' needs. This could cause Carlos to feel like my feedback is not specific enough".)

- **What can you do in the future** based on what you have learned here?

LEVELS OF ENGAGEMENT

Your Levels of Engagement

The tables below are based on how you responded within the assessment to how you see yourself along the 5 Stages for each of the six Inclusive Leadership Skills—or your Level of Engagement. Responses for Round 1 and Round 2 (if applicable) are present. Your Reviewers did not provide feedback for this section of the report—meaning these scores are based purely on your own responses. If no Level of Engagement is shown for a Skill, it means that you did not select one. To see the full description of each Level of Engagement across the Skills, see the "Levels of Engagement Map" in the Appendix.

Round 1							
Stage	Owning Your Story	Listening to Build Trust	Seeking and Giving Feedback Courageously	Respecting Individuality and Building Belonging	Equip to Progress	Hire Inclusively	Transforming the Way You Lead Inclusively
Pre-							
Interest &							
Careful Practice		Careful Practice	Careful Practice		Careful Practice		Careful Practice
Activated	Activated			Activated			
Influencing						Influencing	

Levels of Engagement Key

Pre-awareness	Interest & Necessity	Careful Practice	Activated	Influencing
Not yet aware of diversity's significance for my influence and inclusive leadership	Motivated to raise awareness and early learning with colleagues and stakeholders	Experiment cautiously, with a mix of awkwardness and confidence in skills, learning to contribute inclusively across aspects	Confidence growing with diversity and inclusion at work, through solving problems and building trust	Others recognize you as a subject matter expert, an accountable ally, a colleague with humility and a leader with a clear point

Take a Moment to Consider

- Choose two Skills to be intentional about improving in over the next few months.

- Which stage would you like the majority of your Skills to fall into six months from now? What steps could you take to accomplish this?

- This data is based off of your self-evaluation. For a more complete picture of your progress over the coming months, remember to check in with colleagues and peers and consult the Reviewer scores in other parts of this report.

PAUSE. REFLECT.

What will it take to become a more inclusive leader?

Reflection can help in the process of processing and taking action on information and experiences. Take a moment to use the "What, So What, Now What" model for reflecting on the information contained in this report and considering how you are going to learn from, and take action on, this feedback. Growing as an Inclusive Leader happens one step at a time: What's your next step?

What? So what? Now what?

What? **What do you notice in this report?** Stick to objective data-based observations such as: highest rated skill or behavior, lowest rated skill or behavior, etc. **Bullet point 3-5 key observations below.**

So What?
• What does this mean?

• What are you doing well?

• Where are your key opportunities to improve?

So What's will be impacted by your personal experiences, identity, and story-lens. Consider:
• What your lens may be causing you to over-focus on?

• What your lens may be causing you to miss—what else should you pay attention to?

What? So what? Now what?

Now What? How will you think and act differently based on this information? What actions will you take to improve the way you contribute to—and lead others in—growing an inclusive team and culture?

Choose two main goals that will help you to nudge yourself forward in your Inclusive Leaders journey and write them below. In making your goals remember to be **SMART** (make them: specific, measurable, attainable, relevant, and timely). It is also helpful to think through **possible obstacles** that you may encounter in trying to reach your goal **and how you will address/overcome them.**

Goal 1	

What steps will you take to reach this goal?

When will you do this by?

What is a potential obstacle? How can you be ready for it?

Goal 2	

What steps will you take to reach this goal?

When will you do this by?

What is a potential obstacle? How can you be ready for it?

Adapted from "What, So What, Now What": Claudia Hill. Scaffolding reflection: What, so what , now what? In Experience-driven leader development: Models, tools, best practices, and advice for on-the-job development.

Appendix

Introduction to the *Levels of Engagement Map*

The *Levels of Engagement* are framed within our *5 Stages of Transformation* (Pre-Awareness, Interest & Necessity, Careful Practice, Activated, Influencing). Below is a visual of the 5 Stages showing each Stage's definition and key question. On the following pages are descriptions for what it might look like to be at each Stage as either a people-manager or an individual contributor, for each Skill.

This is a competency model that can help you reflect on which descriptions most accurately reflect your behaviors at this time—as well as to think about what you can learn or practice to move to the next Stage and continue to grow in your ability to lead inclusively.

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?

Own Your Story

	People-Manager	Individual Contributor
Pre-awareness	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.	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.
Interest & Necessity	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.	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.
Careful Practice	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.	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.
Activated	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.	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.
Influencing	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.	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.

Listen to Build Trust

	People-Manager	*Individual Contributor*
Pre-awareness	Everyone has the opportunity to share their ideas if they want to. When I have something to contribute, I say it, and I expect others to do the same.	Everyone has the opportunity to share their ideas if they want to. When I have something to contribute, I say it, and others should do the same.
Interest & Necessity	I recognize that listening is valuable and that good listening leads to trust. I am sure we can all be better listeners, but I don't think it is the primary thing affecting my team's trust. Still, any improvement within a team is helpful, I'd be interested in hearing more, and seeing what kinds of things I could test out with my team.	I recognize that listening is valuable and that good listening leads to trust. I am sure I could be a better listener, but I do not think it is interfering with my peer's trust in me. I pay attention to what my manager says because that impacts my job.
Careful Practice	I understand the important connection between listening and trust, and how those two factors are instrumental to our collective success. I realize that intentionally listening for understanding means I need to talk less, ask clarifying questions, and paraphrase what I have heard to make sure others really feel heard. I also need to be aware of, and monitor my own distractedness. I am beginning to notice the good and bad listening behaviors within my team and how we need to improve.	I realize that intentionally listening for understanding means I need to talk less, ask clarifying questions, and paraphrase what I have heard to make sure the other person really feels heard. However, I only remember to do this some of the time.
Activated	I regularly ask clarifying questions and paraphrase what I have heard to make sure others feel heard. I am also helping my team re-balance our talking and listening, so everyone speaks and everyone is heard. I consider how various aspects of identity may have an impact on how people build trust and listen/feel heard. I help others around me understand the importance of practicing good listening and I've got the team talking about ways we can grow our trust in one another.	I regularly ask clarifying questions and paraphrase what I have heard to make sure others feel heard. When working on teams I am mindful of who is and isn't speaking. I often take a role in trying to re-balance our talking and listening, so that everyone has a chance to speak and be heard. I consider how various aspects of identity may have an impact on how people build trust and listen/feel heard.
Influencing	Members of my team and other colleagues I work with would name me as someone who they feel really hears what they mean to say. My team has developed a safe environment where varied and differing perspectives can be voiced and heard. These perspectives are valued, as they are critical to our decision-making and success. I am actively considering how I can influence the building of trust and the development of better listening throughout our organization.	My colleagues would name me as someone who they feel really hears what they mean to say. When I am part of a team, I advocate for practices that will help create a safe environment where varied and differing perspectives can be voiced and heard. I am actively considering how I can influence the building of trust and the development of listening throughout our part of the organization.

Seek & Give Feedback Courageously

	People-Manager	**Individual Contributor**
Pre-awareness	I rarely seek out feedback from my direct reports—if they have something to share, they know that I am available. I generally know the right thing to do and do not feel that I need others' input. When I do give feedback, it is often corrective.	I rarely seek out feedback from my colleagues—if they have something to share, they know that I am available. I generally know the right thing to do and do not feel that I need others' input. When I do give feedback, if is often related to fixing a problem.
Interest & Necessity	I know that I have room to grow when it comes to giving and receiving feedback. I try to accept feedback when others provide it, but I rarely seek it out. When I give feedback, I worry how it will be received and usually only give it when asked.	I know that I have room to grow when it comes to giving and receiving feedback. I try to accept feedback when others provide it, but I rarely seek it out. When I give feedback, I worry how it will be received and usually only give it when asked.
Careful Practice	I am practicing various ways to seek and give feedback well. I am aware of the value that comes from different points of view and I try to ask for them. I am most comfortable asking for and giving feedback to people whom I relate to.	I am practicing various ways to seek and give feedback well. I am aware of the value that comes from different points of view and I try to ask for them. I am more comfortable asking and giving feedback to people whom I relate to.
Activated	I actively seek out and give feedback because I am aware of the ways in which it can help me lead more effectively—especially when it comes from people who have a different perspective/experience than my own. I change the delivery and timing of my feedback based on the individual styles of my direct reports. I am helping implement practices on my team for everyone to get better at engaging in giving, receiving, and applying the feedback they receive.	I actively seek out and give feedback because I am aware of the ways in which it can help me do my work more effectively—especially when it is from people who have a different perspective/experience than my own. I change the delivery and timing of my feedback based on the individual styles of my colleagues. I am helping implement practices on my team for everyone to get better at it.
Influencing	My team is known as one in which feedback (both positive and constructive) fuels performance. We value and see differing perspectives as a way to improve ourselves, our products/services, and to develop greater resilience. I am often asked for advice on how to seek and give out feedback well and I am actively engaged in changing our organization's culture around feedback.	My team is known as one in which feedback (both positive and negative) fuels performance. We know that including different perspectives—especially perspectives which differ from the majority—is valuable in helping us do our best work. I often find myself supporting others as they learn to give and receive feedback well.

Respect Individuality & Build Belonging

	People-Manager	Individual Contributor
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.

Hiring and Progression

	People-Manager	Individual Contributor
Pre-awareness	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.	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.
Interest & Necessity	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.	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.
Careful Practice	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.	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.
Activated	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.	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.
Influencing	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.	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.

Transform the Way You Lead Inclusively

	People-Manager	Individual Contributor
Pre-awareness	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.	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.
Interest & Necessity	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.	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.
Careful Practice	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.	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.
Activated	My team is committed to diversity and inclusion and shows it by being active in employee resource groups, 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.	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.
Influencing	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.	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.

Reviewer Questions

These are the versions of the questions that those you invited to review you answered. Question number correlates to the related Participant question.

Question Number	Skill	Reviewer Question Text
1	Own Your Story	Demonstrates an awareness of the ways in which their personal values shape how they interact with others.
2	Own Your Story	Demonstrates a belief that decisions are complex, and there is often no one perfect right or wrong choice.
3	Own Your Story	Often tries to understand my perspective—even in situations where they have a strong opinion.
4	Own Your Story	Seeks to understand how my background influences my thinking or actions.
5	Own Your Story	Regularly seeks to learn from other people and experiences.
6	Own Your Story	I have seen them reconsider their opinion when presented with new information on a topic, even if it contradicts what they previously believed.
7	Listen to Build Trust	Asks clarifying questions when listening to me to make sure they understand what I mean to say.
8	Listen to Build Trust	When talking with me, they give me their full attention and do not seem to get distracted by other things.
9	Listen to Build Trust	Keeps the commitments they make to me.
10	Listen to Build Trust	Listens without interrupting—allowing me to finish my thought before responding.
11	Listen to Build Trust	Trusts me and shares honestly with me.
12	Listen to Build Trust	Helps create an environment where I feel comfortable sharing my opinion even when it differs from the majority of the group.
13	Seek & Give Feedback Courageously	Invites me to share my views about their areas for improvement as well as their strengths.
14	Seek & Give Feedback Courageously	Takes opportunities to affirm me when I have done something well.
15	Seek & Give Feedback Courageously	Provides me with constructive feedback to help improve my performance.
16	Seek & Give Feedback Courageously	Invites me to share my feedback even when I may have a different perspective than they do.
17	Seek & Give Feedback Courageously	Takes action on feedback given to them.
18	Seek & Give Feedback Courageously	Provides feedback that is timely and specific.

Reviewer Questions

These are the versions of the questions that those you invited to review you answered. Question number correlates to the related Participant question.

Question Number	Skill	Reviewer Question Text
19	Respect Individuality & Build Belonging	I feel they value my unique contribution as part of the team.
20	Respect Individuality & Build Belonging	When interacting with them, I don't feel like I have to hide any aspects of my identity.
21	Respect Individuality & Build Belonging	Creates a team environment where I feel safe sharing my ideas.
22	Respect Individuality & Build Belonging	Helps me feel like I belong and am a part of the team.
23	Hiring and Progression	Watches for bias in themselves that doubts a person's qualifications because of an aspect of their identity.
24	Hiring and Progression	I feel I am provided equal opportunities compared to everyone else on my team.
25	Hiring and Progression	Looks for ways to support me in progressing in my career.
26	Hiring and Progression	Advocates for people, even when they are not present.
27	Transform the Way You Lead Inclusively	Often shares with the team the things they are learning about how to better include and understand people who are different from them.
28	Transform the Way You Lead Inclusively	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	Transform the Way You Lead Inclusively	In the past three months, they have contributed to making our team more inclusive.
30	Transform the Way You Lead Inclusively	Regularly considers how they can be more inclusive with internal and/or external customers.
31	Transform the Way You Lead Inclusively	I notice that they actively participate in building the company's inclusive culture.