



Tool 28-1. Diversity Paradigm Tool

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Based on Chapter 28, "Leading for Diversity" in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

Purpose: The following self-assessment checklist will help you gain insight into the personal beliefs and values that drive your diversity attitudes and behaviors, thereby enabling you to increase your diversity competence.

Diversity Paradigm Assessment Tool

A set of beliefs and values that drive attitudes and behavior towards diversity.

Instructions:

The following chart lists 20 common beliefs about diversity. Select the 10 statements you most agree with by placing a check mark in the column to the right of the statement. You are limited to ten.

I believe that...			
1. To be successful, people need to conform to the norms of the dominant group. "When in Rome do as the Romans do."		11. Stereotyping still creates barriers for people in my organization.	
2. Merit doesn't mean you will succeed.		12. The cream always rises to the top.	
3. People are really all the same.		13. The playing field is not level.	
4. The past is the past, but accrued benefits and losses as a result of the past are still being experienced today.		14. In terms of roles and responsibilities, what really matters is how well I perform on the technical aspects of my job.	
5. The key to success with diversity is culture change.		15. The past is the past, and people need to stop using it as an excuse.	

6. There is a business case for diversity, and it is the right thing to do.		16. To be successful, people need to conform to certain norms as they relate to requirements but not to all the norms of the dominant group.	
7. The ultimate goal of diversity is to have a workplace that fully utilizes the diverse talents of all employees.		17. The ultimate goal of diversity is to have more women and people of color represented in upper management.	
8. We have a level playing field.		18. How well I develop, motivate, and fully utilize people is critical to my success.	
9. There is no business case for diversity, but it is the right thing to do.		19. People have many things in common but also have important differences.	
10. The key to success with diversity is recruitment.		20. Stereotyping is not a behavioral issue in my organization.	

Scoring

Ten of these 20 beliefs lead to behaviors that minimize diversity and 10 lead to behaviors that leverage diversity.

The behaviors that minimize diversity are numbers 1, 3, 8, 9, 10, 12, 14, 15, 17, 20.

The behaviors that leverage diversity are numbers 2, 4, 5, 6, 7, 11, 13, 16, 18, 19.

In the total column in the boxes below write how many items you checked that indicate you tend to minimize diversity and how many you checked that indicate you tend to leverage diversity.

Minimizing	Total
1, 3, 8, 9, 10, 12, 14, 15, 17, 20	

Leveraging	Total
2, 4, 5, 6, 7, 11, 13, 16, 18, 19	

Interpretation and Development

Research indicates that leveraging diversity beliefs are essential to being diversity-competent. If you want to change your diversity paradigm to increase the number of your values and beliefs that leverage diversity, you first need to make a decision that you want to do that. Changing your values and beliefs is not easy, but it can be done. Generally the process starts with receiving feedback from others so you know where to focus your development. In the arena of diversity and inclusion, receiving feedback from others is crucial because individuals are often unaware of how their actions may affect people who come from different backgrounds and cultures and hold different perspectives than they do. Participation in a 360-degree feedback process would be ideal. One based on the POWER competencies is available from K. Iwata Associates, Inc. If you

can't participate in a 360-degree diversity and inclusion process, then begin by asking others who interact with you to describe your behaviors related to the POWER competencies. From that follow a combination of reading and learning more about diversity and inclusion, continuously asking for feedback, and practicing new behaviors that are in alignment with the POWER competencies.

Below, for your convenience, is the list of beliefs in two columns that show those that minimize and those that leverage diversity.

Diversity Paradigm

Minimizing Diversity/Inclusion Beliefs	Leveraging Diversity Inclusion Beliefs
To be successful, people need to conform to the norms of the dominant group. "When in Rome do as the Romans do."	To be successful, people need to conform to certain norms as they relate to requirements but not to all the norms of the dominant group.
The cream always rises to the top.	Merit doesn't mean you will succeed.
The past is the past and people need to stop using it as an excuse.	The past is the past, but accrued benefits and losses as a result of the past are still being experienced today.
People are really all the same.	People have many things in common but also have important differences.
The ultimate goal of diversity is to have more women and people of color represented in upper management.	The ultimate goal of diversity is to have a workplace that fully utilizes the diverse talents of all employees.
Stereotyping is not a behavioral issue in my organization.	Stereotyping still creates barriers for people in my organization.
In terms of roles and responsibilities, what really matters is how well I perform on the technical aspects of my job.	How well I develop, motivate, and fully utilize people is critical to my success.
The key to success with diversity is recruitment.	The key to success with diversity is culture change.
There is no business case for diversity, but it is the right thing to do.	There is a business case for diversity, and it is the right thing to do.
We have a level playing field.	The playing field is not level.