




Una Collective

LEADERSHIP PULSE

PAKT Assessement
Inclusive Leadership
May 2022



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Curiosity

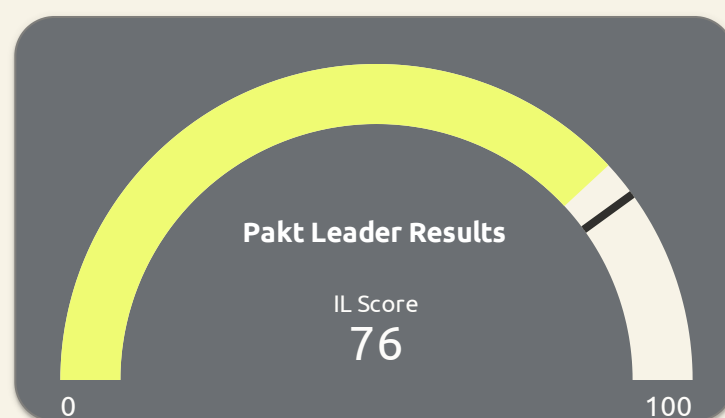
The Key Summary

Una Collective assessed 6 leadership categories composed of 30 DEI traits. Our survey reviews leader mindsets for DEI, how they perceive and value their role in creating an inclusive and equitable atmosphere. It evaluates standard DEI traits as either strengths amongst your leadership team or as areas for improvement.

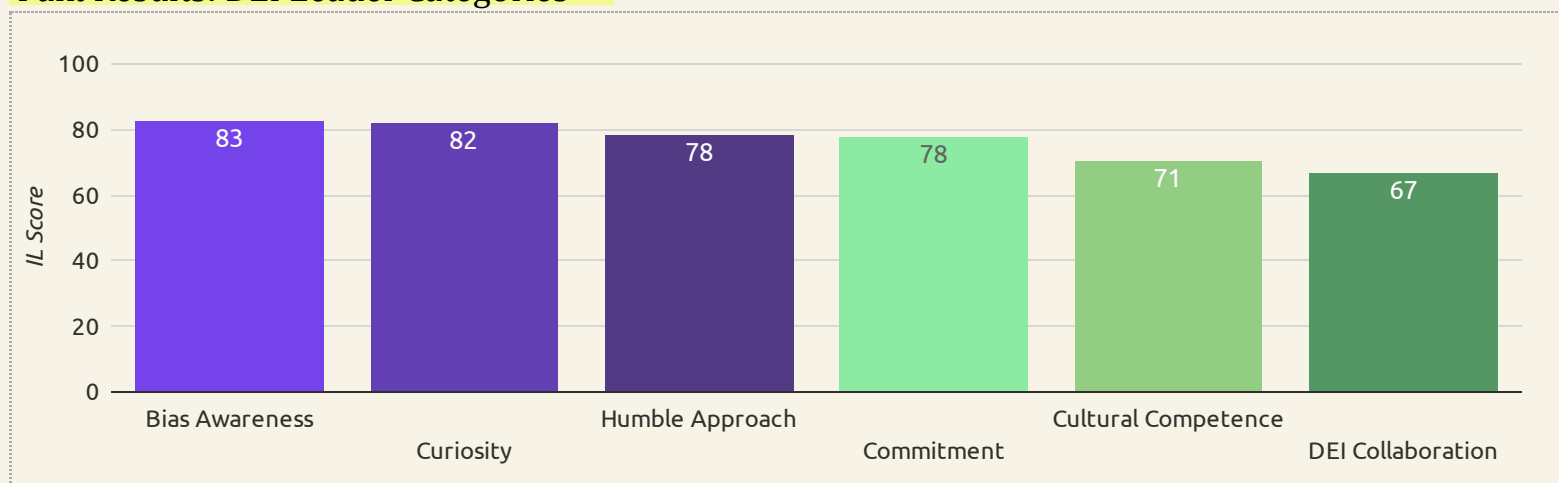
When evaluating results, keep in mind that categories compliment each other, a synergy of inclusion. For example, *Bias Awareness* amplifies the impact of all other traits listed here when it is high. When high levels of awareness for bias are combined with high levels of humility (humble approach), it can increase inclusion by up to 25%. Or when it is combined with high levels of cultural competence it can increase feelings of inclusion by up to 33%.* Therefore, all categories are important.



One Pakt leader did not submit the survey.



Pakt Results: DEI Leader Categories



KEY ASSESSMENT

While the overall score is under 80 at 76, Pakt leaders possess many high scoring traits within each category. With these traits, Pakt leaders have the building blocks to grow DEI to optimal levels. Leaders claim to be aware of bias and inequality, and place high value on DEI in the workplace. They also share a strong belief for executive ownership over DEI. Pakt leaders will improve their results by building formal policies, enforcing collaborative actions, and by reinforcing culturally competent behaviours that mirror their beliefs. Additionally, investment is required to impact change, but more money does not always equal more impact. A combination of leadership buy-in, accountability and willingness across the organisation prioritising DEI is key. For example, some companies, like Microsoft and Intel, tie executive bonuses to strategic diversity goals. DEI should be added to your organisation's key performance indicators, with every employee responsible for enacting these values.

Bias Awareness

As a leader, being aware of one's own bias is an important trait, and one that takes concerted effort and vulnerability. Bias is essentially the lens a person inherently uses to evaluate a situation or person, and to build systems and policies. It is formed based on our beliefs, assumptions and experiences. Even the most open-minded leaders can rely on unconscious bias when creating systems and making decisions. Relying on bias, unconsciously, to make, for example, hiring and promotion decisions can lead to making decisions that undermine potential or new ideas. And can also lead to creating systems that cater to a specific group over another. And eventually halt innovation.

Humble Approach

We define a leader's humble approach by evaluating how open to feedback they are, how vulnerable they are when it comes to learning from others, admitting mistakes, and by how willing they are to learn from people with different perspectives.

Cultural Competence

Inspired by Diane Goodman's (2020) research, we define Cultural Competence as awareness and empathy for people from different social groups, as well as of one's own advantage and disadvantage. It also includes workers' understanding of greater societal and systemic inequities, strong interpersonal skills, and acting to help transform society for the better. In workplaces, it is experienced through systems in place that challenge the status quo. As leaders cultural competence is a trait that they also facilitate among their team members.

Research Glossary

Six leadership categories are composed of 30 DEI traits in total. Each one is evaluated to create an overall category score out of 100. Una Collective's Leadership Categories and Traits are inspired by peer-reviewed research and our in-field experiences.

Curiosity

DEI Curiosity is the trait of leaders to respectfully unearth the overt and covert dimensions of their employee culture that generate inclusion or exclusion, equity or injustice, wellbeing or dis-regulation among their staff.

Inclusive Collaboration

Collaboration is the active effort to incorporate and include different perspectives. Inclusive collaboration emphasises including those that are from underrepresented groups, and empowering their voices and opinions, which can be harder to hear.

This survey evaluates leader beliefs as well as actions that shape an atmosphere of inclusive collaboration.

Commitment

Commitment to DEI is strategic buy-in, investment in the appropriate resources, as well as accountability procedures.

PAKT STRENGTHS

Pakt Leaders, whom submitted a survey, encompass a promising suite of strong DEI traits. Out of 30 desirable traits evaluated, Pakt's leaders scored the highest, over 80, on the 14 traits detailed in the chart below.



Key Insight

1. Almost all leaders claim to have a [strong awareness for societal biases](#) that might show up in the workplace. This includes self-awareness of their own positionality, as well as awareness for how others are disadvantaged. One area for growth is the application of this awareness in policy making.
2. A [strong curiosity for differences](#) is present among leaders, leading to executive behaviours that can expand understanding around different perspectives.
3. Leaders are [exceptionally humble](#) when it comes to being open to receiving feedback about their blindspots. In contrast though, the majority of Pakt leaders conveyed not seeking feedback on how to make the workplace more inclusive, nor do they share their leadership journey to model how they've improved their inclusive work behaviours.
4. While overall DEI commitment has much room for growth, leaders did show [much strength in committing to publicly discussing DEI](#) as well as to owning the initiative in their respective organisations. Executive ownership and valorisation are great foundations for change.
5. While inclusive collaboration has much room for growth, one collaborative trait worth noting is that the majority of [leaders excel in placing value on social differences](#).



WHAT YOUR PEOPLE SAY

"Oh, I think it feels like I can see some of my colleagues really as friends and I think we're just a small family, just everyone is comfortable with each other and talks to each other. No one feels really left out as far as I know. We had a game night with a couple of colleagues last Friday and we just sent an invitation out to everyone and everyone was welcome to join. We also don't have a huge turnover. People tend to stay for a longer period of time. It's just a really house-like feeling, I guess."

Pakt Leadership Strengths

DEI Traits	DEI Category ⓘ ▾	IL Score ⓘ ▾
1. Open to feedback about bias and blind spots.	Humble Approach	91
2. Openly admits to not know something.	Humble Approach	89
3. Publicly discuss DEI.	Commitment	89
4. Awareness for social inequity.	Bias Awareness	89
5. Takes time to understand employee assumptions and beliefs.	Curiosity	88
6. Leader ownership of DEI.	Commitment	88
7. Takes time to listen to employee feelings and needs.	Curiosity	84
8. Values unique social differences and perspective.	Cultural Competence	84
9. Placing DEI as a core business value.	Commitment	84
10. Self-awareness for bias.	Bias Awareness	84

PAKT AREAS TO GROW



Key Insight

1. Pakt leaders excel at being open and vulnerable with teams. However, Pakt leaders now can expand their [humble approach](#) by eliciting feedback from underrepresented social groups. Make sure to include asking for feedback on your own behaviours.
2. To improve [inclusive collaboration](#), there are two immediate notes: a.) Leaders can focus more attention on proactively inviting minority perspectives to drive strategy and decision making, in addition to providing feedback on DEI matters. For example, Pakt leaders scored low for leveraging a diverse advisory board and for including underrepresented employees in core meetings. b.) Leaders can create guidelines for encouraging safe and brave spaces, an action that unlocks minority voices more freely and grows greater communication during tense moments.
3. Pakt leaders generally have a strong awareness for societal biases, are self-aware, and like to maintain a welcoming culture. However, leaders can [improve cultural competence](#) with efforts to stimulate more sharing and valuing of differences. For example, Pakt leaders score low for formally scheduling time to share social differences, for inquiring about their employees' social backgrounds, and score low for actively hiring people for their different perspectives. These are policies/behaviours that can immediately help.
4. [Commitment](#) to DEI will grow if leaders apply resources and policies to extend DEI beyond symbolic gestures. DEI exists in the everyday experiences of your employees. Pakt leaders can grow by formalising their beliefs beyond words, through a system or network of documented practices.

WHAT YOUR PEOPLE SAY



"There's no policy should there be any harassment within the office or with clients. That's something that I don't think anyone has thought about."

Pakt Leader Improvement Areas

DEI Traits	DEI Category ② ▲	IL Score ① ▲
1. Leverages diverse advisory board.	DEI Collaboration	45
2. Formally schedules time to share social differences.	Cultural Competence	57
3. Elicits employee feedback on their own inclusive leadership.	Humble Approach	60
4. Enacts policies to achieve DEI goals.	Commitment	64
5. Investing in DEI resources.	Commitment	64
6. Proactively includes underrepresented voices in core meetings.	DEI Collaboration	67
7. Aware of employees social identity including underrepresented groups.	Cultural Competence	69
8. Creates guidelines encouraging safe and brave spaces.	DEI Collaboration	69
9. Passively attends different parts/levels of the workplace.	Cultural Competence	71
10. Shares how they are growing as inclusive leader.	Humble Approach	71

BIAS AWARENESS

Definition

As a leader, being aware of one's own bias is an important trait, and one that takes concerted effort and vulnerability. Bias is essentially the lens a person inherently uses to evaluate a situation or person, and to build systems and policies. It is formed based on our beliefs, assumptions and experiences. Even the most open-minded leaders can rely on unconscious bias when creating systems and making decisions. Relying on bias, unconsciously, to make, for instance, hiring and promotion decisions can lead to making decisions that undermine potential or new ideas. And can also lead to creating systems that cater to a specific group over another. And eventually halt innovation.

“Let's invite one another in. Maybe then we can begin to fear less, to make fewer wrong assumptions, to let go of the biases and stereotypes that unnecessarily divide us. Maybe we can better embrace the ways we are the same. It's not about being perfect. It's not about where you get yourself in the end. There's power in allowing yourself to be known and heard, in owning your unique story, in using your authentic voice. And there's grace in being willing to know and hear others. This, for me, is how we become.”

— Michelle Obama, Becoming



Traits to Measure

Una Collective assessed four traits of bias awareness.

Trait 1: Self-awareness of biases

Q: I am aware of my own social identity, and my privilege or disadvantage based on that identity.

Trait 2: Systemic inequity

Q: I believe, in society, people in non-dominant social groups can experience less access to professional opportunities.

Trait 3: Valuing the organisational culture over the individual culture

Q: When interviewing candidates, how well they fit in with the larger company culture is a key measure for my office.

Trait 4: Workplace Policy

Q: When creating or approving a policy and/or procedure, I consider if it inherently privileges some groups over others.

What the research says

The most effective bias training does more than increase awareness of bias and its impact. It teaches attendees to manage their biases, change their behaviour, and track their progress. It gives them information that contradicts stereotypes and allows them to connect with people whose experiences are different from theirs. And it's not just a onetime education session; it entails a longer journey and structural changes to policies and operations—like the standardisation of hiring processes, the elimination of self-assessments from performance reviews, and the institution of incentives for improving diversity. Rather than providing UB training as a check-the-box exercise, companies make a real, long-term commitment to it because they think it's worthy and important.*

**hbr.org*

Key Insight

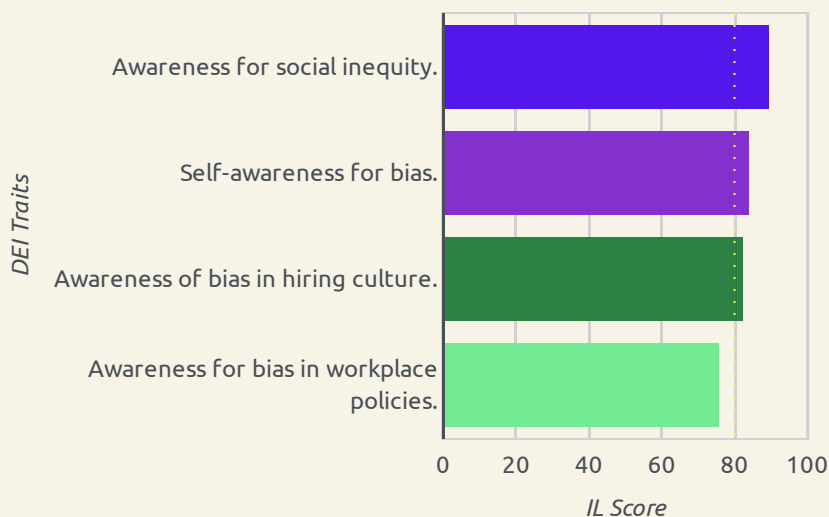


Pakt overall has a high score in our Bias Awareness evaluation. Because Bias Awareness is the operative trait in securing an inclusive and equitable atmosphere. Pakt should **maximise all leaders' awareness** of bias to the highest degree. It is an ongoing process, as culture evolves with the company's growth.

Areas for Growth

Be more aware of **how bias impacts the structures and systems** in place. Policies and procedures, including hiring, should go through a round of reviews by a diverse counsel to ensure it doesn't unknowingly disadvantage or exclude some employees.

Overview Pakt Score - Bias Awareness



WHAT YOUR PEOPLE SAY



"I want our workplace to be like a safe place, where people feel comfortable just being themselves and being who they are and a safe zone from like racism, sexism, and discrimination and to know where the line goes. Because like all these topics, there's a thin line between what's okay and what's not. I just want people to be educated enough, so, that everyone knows where the boundaries are in the workplace. I think most people know, but like having a strategy that says it out loud. And we are working on that kind of strategy right now with this process. It's important to have it written down, that we're against different any kind of discrimination. Just having that and everyone knowing about it makes, I think, that makes people more secure."

BIAS AWARENESS

Una Collective Tip

1. Standardise Hiring Practices

The majority of Pakt leaders rely on hiring employees that fit company culture. This can be a positive approach to optimal productivity and retention, but only if bias is extracted.

For example, "culture fit" is not the same as "similar to me." Make sure more than one person is involved in the hiring process.

Additionally, use a standardised value test to assess how candidates fit with your organisational values. These tests offer objective assessment.

2. Active sourcing

Don't just put an add out and expect the best people to apply. Go looking for talent, especially talent that's diverse and not coming to you naturally.

3. Unconscious Bias Course

Educate yourself and your people. Not just with 1 workshop a year, but with an integrated learning and practices strategy.

Pakt Leader Stats - Bias Awareness

10

Out of 15 leaders claim to be very aware of their own social identity and privilege/ disadvantage.



4

Out of 15 are extremely aware



9

Out of 15 always, or often, consider if policies are biased. Meaning, if they privilege some but not others.

Definition

Collaboration is the active effort to incorporate and include different perspectives. Inclusive collaboration emphasises including those that are from underrepresented groups, and empowering their voices and opinions, which can be harder to hear.

This survey evaluates leader beliefs as well as actions that shape an atmosphere of inclusive collaboration.

What the research says

Collaborative leadership prevents silos, helps you carry out your project without any friction. Blur the experience gaps and operate as if every member were peers. The purpose of collaborative leadership is to value the ideas and opinions of team members. Giving everyone the possibility to contribute to the project.*

** Chidozie, et. al, 2022*

INCLUSIVE COLLABORATION

Traits to Measure

Una Collective assessed five traits of collaboration.

Trait 1: Proactive inclusion of underrepresented voices

Q: Is it important to you to include employees from underrepresented social groups in core meetings and gatherings?

Trait 2: Incorporating opposing views

Q: I incorporate employee perspectives and ideas into my decision making, even when I have a different or opposing view.

Trait 3: Diversity Advisory Board

Q: A diverse advisory board provides me with feedback on the cultural competency of my office and our behaviours.

Trait 4: Creating brave and safe spaces

Q: It is important my team collaboratively creates guidelines for how to discuss differing or opposing perspectives.

Trait 5: Allyship

Q: It is important that I am an ally to employees who are members of underrepresented social groups.

A lot of different flowers make a bouquet.

~ Islamic Proverb



INCLUSIVE COLLABORATION



Key Insight

There is a **paradox** in Pakt leadership's beliefs and their actions related to inclusive collaboration. Leaders want to socially support underrepresented employees but not proactively ensure minority perspectives drive strategy and decision making. This is an area for evaluation and concerted action to **turn values into behaviours**.

Areas for Growth

Ten of the fifteen Pakt leaders claim to make an effort to incorporate different ideas from their own, and twelve of the fifteen want to be **an ally** to minority groups. Yet only half of Pakt's leaders feel it's very important to include underrepresented employees in core meetings, and the majority of Pakt leaders make **little to no effort** to consult a diverse advisory committee when making decisions to ensure systems are fair and unbiased.

Una Collective Tip

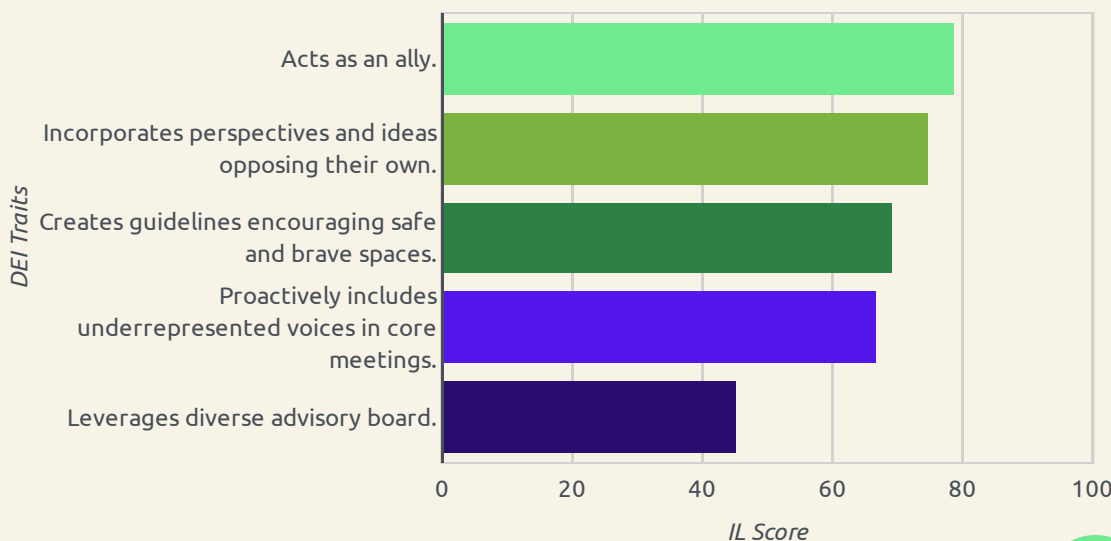
1. Diversity Advisory Board

Create a diversity advisory committee for production houses to ensure decisions are collaborative and inclusive.

2. Brave & Safe Spaces

Additionally, Pakt should encourage brave spaces, where employees across all levels can discuss their experiences and opinions about how decisions impact them, and this can be done by making employee guidelines and policies for how to do this.

Overview Pakt Score - Collaboration



84/100

is what Pakt leaders scored on valuing unique social differences and perspective.

WHAT YOUR PEOPLE SAY



"I think management should get educated first, set standards like that. I think that's the most important thing to start with and also follow the law."

"I don't think we really have religious people here. For the main part, it's just quit, what I said, it's just, most of the people are men and then some women from producing and for the rest, it's not really diverse, but I don't think it's on purpose. Like, we had employees who were religious or who were from another culture, but it just, at the moment we don't have a lot here, but we've had them."



CULTURAL COMPETENCE

Definition

Inspired by Diane Goodman's (2020) research, we define Cultural Competence as awareness and empathy for people from different social groups, as well as of one's own advantage and disadvantage. It also includes workers' understanding of greater societal and systemic inequities, strong interpersonal skills, and acting to help transform society for the better. In workplaces, it is experienced through systems in place that challenge the status quo. As leaders cultural competence is a trait that they also facilitate among their team members.

An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity.

~ Martin Luther King, Jr

Traits to Measure

Una Collective assessed five traits of cultural competence.

Trait 1: Valuation of Differences

Q: An employee's social differences and unique perspective are valuable to our team.

Trait 2: Hiring Diverse

Q: I prefer to hire unique perspectives in the workplace that differ from the majority.

Trait 3: Formal time for cultural exchange

Q: It is important that employees in my office formally schedule or plan time with each other to share their personal differences and cultures.

Trait 4: Exposition to differences

Q: I passively attend different parts of the workplace each week to be exposed to different stakeholders and employees.

Trait 5: Social underrepresented groups

Q: I am aware of employees on my team who identify as part of socially underrepresented groups.

What the research says

If people are not culturally competent, you won't be able to attract or retain talent, which is key to your business and, most importantly, the right thing to do to create the world we want to live in.*

*builtin.com



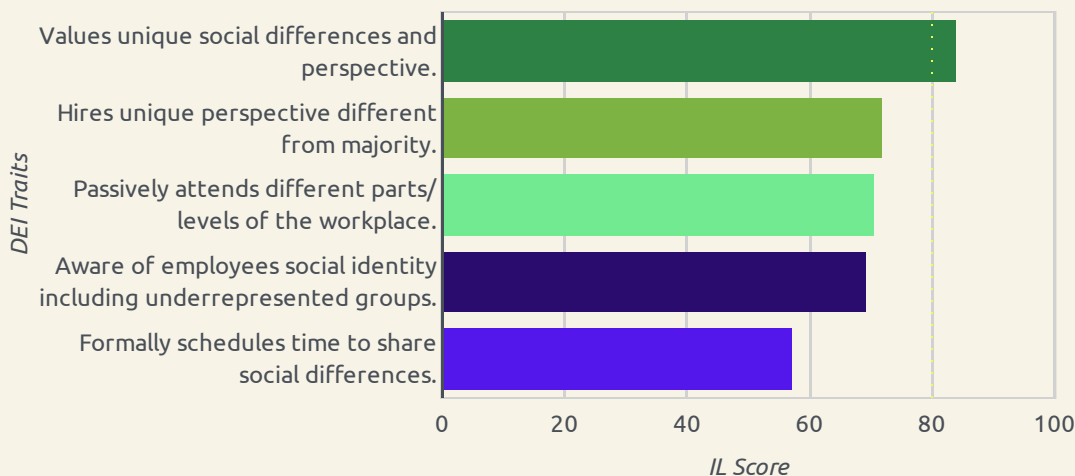
Key Insight

Pakt production houses work with international clients, and create products and services to compete in a global market. Having innovative perspectives is a variable in your success. Which is why **empathising with various social groups is critical to innovation.**

While 50% of your leaders act in ways to grow cultural competence among their teams, 100% of **Pakt leaders strongly value social differences.** They also mostly have a positive belief that **policies should support underrepresented or excluded employees.**

Areas for Growth

Workplace leaders should create more space and time specifically devoted to understanding and interacting with fellow employees' unique identities and backgrounds. **Differences are as vital as similarities,** and for employees to feel a sense of belonging, leaders should create an environment where employees can openly show up as their true selves and feel valued for their differences. Such cultural competence among leaders and employees should be translated into **productivity goals, hiring procedures, as well as office policies.**

Overview Pakt Score - Cultural Competence**Pakt Leader Stats - Cultural Competence****50%**

of Pakt Leaders don't think it's important to formally schedule or plan time with each other to share their personal differences and cultures.

However

100%

of the leaders see the value of social differences and unique perspective for their team

of which

20%

strongly agree with this statement

CULTURAL COMPETENCE**Una Collective Tip****1. Plan Cultural Events**

Raising the cultural competence of the Pakt teams can be done through planned events such as monthly gathering where employees voluntarily share a recipe from their heritage. More than the beloved Christmas Party.

2. Volunteering

Another example is leaders asking employees to choose a community cause that supports a historically marginalised group, and spending an afternoon volunteering together.

With deeper insight into how a social group experiences the workplace, a leader can better consider how policies inherently privilege some groups over others.

WHAT YOUR PEOPLE SAY

"For example, we had one guy who was really in a right-wing mindset and it changes your conversations at the table and you can feel like It's not really acceptable to be too closed minded."

"We once had a guy in a wheelchair. And as I just told you, we are working on the first floor. We don't have an elevator here. We decided to carry him up the stairs every day for six months. So, it was although he was in a wheelchair, it was good for the team. It even brought us more than we expected. So once we get the chance, and not so much because someone is different."

Definition

We define a leader's humble approach by evaluating how open to feedback they are, how vulnerable they are when it comes to learning from others, admitting mistakes, and by how willing they are to learn from people with different perspectives.

What the research says

Cultural humility requires less emphasis on knowledge and competency; places a greater emphasis on a life-long commitment; encourages nurturing of self-evaluation and critique; addresses power imbalances; promotes interpersonal sensitivity; requires an attitude of openness and no ego's; involves supportive interaction; entails maintaining an interpersonal stance that is other-oriented; necessitates learning from differences.*

**Foronda, Baptiste, Reinhold, & Ousman, 2016; Hook, Davis, Owen, Worthington, & Utsey, 2013; Isaacson, 2014; Shaw, 2016; Tervalon & Murray-Garcia, 1998*

HUMBLE APPROACH

Traits to Measure

Una Collective assessed five traits of humility.

Trait 1: Sharing your own DEI journey

Q: With my employees, I openly share my DEI journey or learning moments related to becoming an inclusive leader.

Trait 2: Know what you don't know

Q: I am comfortable openly admitting to my employees when I do not know something.

Trait 3: Asking for feedback and sharing

Q: I am comfortable sharing my own performance review with my employees, and to ask for feedback on how to improve.

Trait 4: Open for feedback

Q: I am open to feedback about my personal bias and blindspots.

Trait 5: Asking for feedback

Q: Asking employees for feedback on how well I create an inclusive work place.

We all want something to offer. This is how we belong. It's how we feel included. So if we want to include everyone, we have to help everyone develop their talents and use their gifts for the good of the community. That's what inclusion means - everyone is a contributor.

~ Melinda Gates



Key Insight

Overall, Pakt leaders claim to be open, vulnerable and welcoming to feedback from their team. These are great foundational traits. Only 1 didn't agree to sharing their annual review with their employees, while another was neutral on this idea. However, the **greatest gap is in the number of Pakt leaders who apply these positive beliefs to DEI actions.**

Areas for Growth

Pakt can encourage its leaders to **focus their open-minded, and vulnerable nature toward** discussing DEI topics openly with their employees in a manner that asks their employees for feedback.

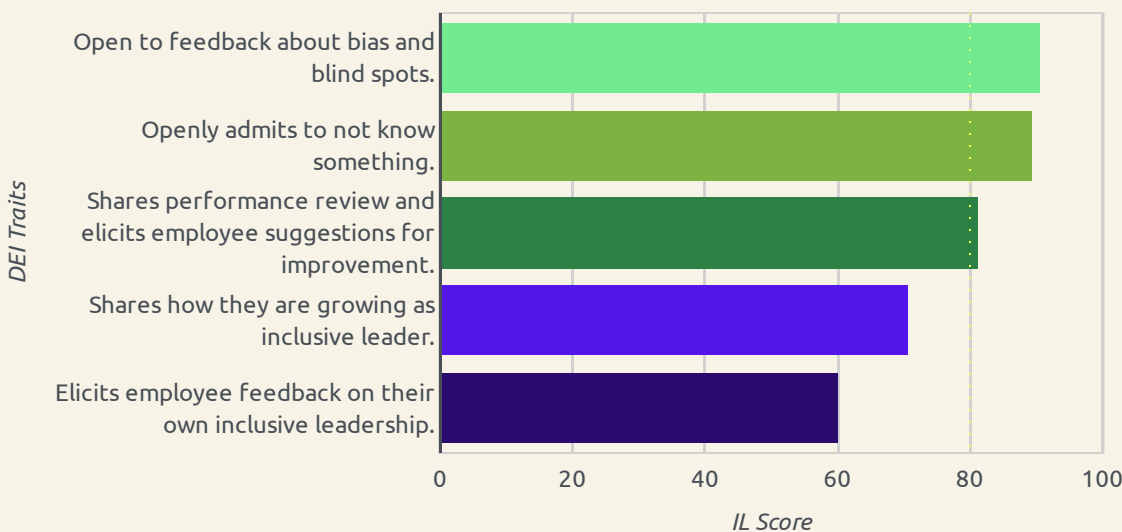
HUMBLE APPROACH

Una Collective Tip**1. Management AMA**

The agency leads can plan a quarterly feedback session, an "Ask me Anything" with employees. During which employees have the chance to ask their managers anything in regards to a chosen theme.

2. Old school Idea Box

Collect anonymous feedback to get the most candid results. Leaders can then review insights and ways they plan to improve their own inclusive leadership with their teams as part of a quarterly check in on employee wellbeing.

Overview Pakt Score - Humble Approach**Pakt Leader Stats - Humble Approach**

90%

of Pakt leaders state that they are open to feedback about bias and blind spots.

89%

of Pakt leaders state that they openly admit when they don't know something.

60%

of Pakt leaders ask feedback specifically on their inclusive leadership behaviour.

WHAT YOUR PEOPLE SAY

"I just want people to be educated enough so that everyone knows where the boundaries are at this workplace."

"Our hiring is done by just a select few group of people. And I think we should look at it a bit bigger than that."

Definition

Commitment to DEI is strategic buy-in, investment in the appropriate resources, as well as accountability procedures.

What the research says

How to write down your commitment in a Diversity Statement

1. Show action
2. Elevate underrepresented groups
3. Share impact
4. Show global reach
5. Share leadership messaging
6. Keep it simple
7. Show impact across diverse circles *

**blog.ongig.com*

We will all profit from a more diverse, inclusive society, understanding, accommodating, even celebrating our differences, while pulling together for the common good.

~ Ruth Bader Ginsburg

COMMITMENT

Traits to Measure

Una Collective assessed seven traits of collaboration.

Trait 1: Core values

Q: How important to you is it to include DEI as a core business value?

Trait 2: Communication

Q: It is important to take time and energy to publicly discuss diversity, equity and inclusion in verbal or written communication.

Trait 3a: Policies

Q: The right policies are in place to achieve DEI goals.

Trait 3b: Policies

Q: Policies and practices should be amended to suit the needs of employees who feel excluded or underrepresented.

Trait 4: Budget

Q: I have enough budget and internal resources to achieve our DEI goals.

Trait 5: My responsibility

Q: I am responsible for ensuring that actions and behaviours support DEI in the company.

Trait 6: Employee assessment

Q: Employees should be assessed and/or rewarded for behaving in ways that promote diversity, inclusion and equity amongst my staff.



Key Insight

Similar to other trait categories, it seems leaders understand the significance of DEI, but **a commitment to action is limited.**

Through this survey, it seems both funding and policies to support DEI have the largest deficit. Next to that, it looks like employee accountability measures for enacting DEI values could be strengthened among 4 of your leaders. It's hard not to notice that there is **one leader that seems to not agree that DEI should be a core value.**

Areas for Growth

Make sure DEI is not just a box to check. It needs to be grounded in policies as well as in accountability to ensure policy turns into action. A superficial approach, where it's important to publicly address it but not important enough to enact or fund it, will eventually come across to employees as disingenuous and stir up distrust for their wellbeing.

COMMITMENT**Una Collective Tip****1. Budget**

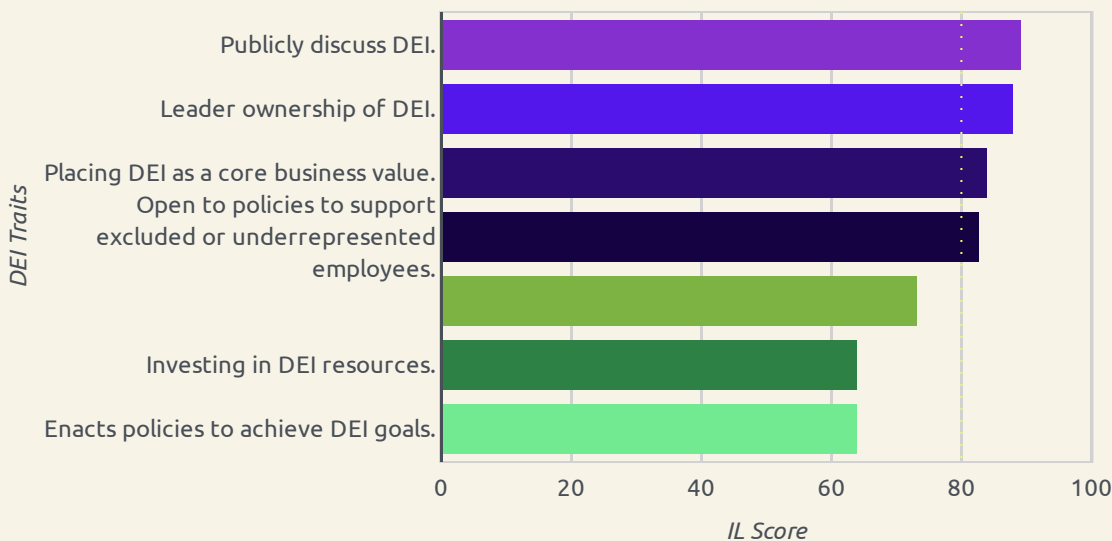
DEI cannot be a zero budget initiative. Yet, more money does not always equal more impact. Pakt needs to outline a budget for DEI efforts that includes: an internal DEI resource with a direct line to the executive team, trainings, communication resources, recruiting, and external consulting. Executive buy-in is key.

2. Priority

A combination of leadership buy-in and willingness across the organisation to prioritise DEI is key.

3. Make it SMART

DEI goals should be specific, measurable, acceptable, realistic and timebound. This to avoid DEI efforts to be vague goals that don't really have impact.

Overview Pakt Score - Commitment**Pakt Leader Stats - Commitment**

15

All Pakt leaders think it is important to take time and energy for the leadership team to publicly discuss DEI in verbal or written communication.



3

Just 3 of the leaders agree that the right policies are in place to achieve DEI goals.

WHAT YOUR PEOPLE SAY

"I would say, like, a workshop and since we are starting out, so, to have a DEI plan. What we need to do is to set that plan and then have a workshop around it. That is like what I would do."

"I think it's important that we have something like a group Cultural manifests or something like that, a bit more over and then each entity could give their own twist on it. Of course it's different for every entity, even from Amsterdam to Etten-Leur, and then Belgium to Sweden."

"We need to have a look to see that we have equal salaries. To look at the position and how long a person has been working and what salary they have, because we have a total individual like salary system."

Definition

DEI Curiosity is the trait of leaders to respectfully unearth the overt and covert dimensions of their employee culture that generate inclusion or exclusion, equity or injustice, wellbeing or dis-regulation among their staff.

What the research says

Curiosity is about proactively seeking out different points of view, listening to others, learning, and reflecting on what you've heard. People who are curious are open to new perspectives, welcome respectful exchanges of ideas, and channel their learning into action. They recognise that each of us is exposed to just a fraction of the world, and they value the insights that diversity and difference bring.

But curiosity alone is not enough. Allyship means actively supporting people from marginalised groups. It's about using as much institutional, social, and/or cultural privilege or power as you have to advocate for people who face oppression. Allies amplify unheard voices, call out barriers and biases that can inhibit progress, and act as role models in their commitment to diversity, equity, and inclusion.*

*catalyst.org

"Diversity strengthens our innovative capacity, unleashes the potential of Siemens' employees and thereby directly contributes to our business success."

~ Janina Kugel

Former CHRO Siemens AG

CURIOSITY

Traits to Measure

Una Collective assessed four traits of curiosity.

Trait 1: Learning

Q: It is important in my role to learn about people who are different from me, and have different views or beliefs.

Trait 2: Different Opinions

Q: How important is it to you that employees share their differing views from yours or the majority?

Trait 3: Understanding

Q: When employees share their differing views with me, I take time to understand the assumptions and beliefs behind their views.

Trait 4: Feedback

Q: I ask my employees for feedback on how well I create an inclusive work place.





Key Insight

With an overall high score for curiosity, there are only a few outlying members of the leadership team who moderately value exploring employees' backgrounds, beliefs, and assumptions. And who are, similarly, less inclined to ask for feedback on their own inclusive nature.

Areas for Growth

The lowest scoring question, "How important is it to you that employees share their differing views from yours or the majority?", at 77% shows that theirs room for growth when it comes to **being open and inviting to other views than your own**.

CURIOSITY

Una Collective Tip

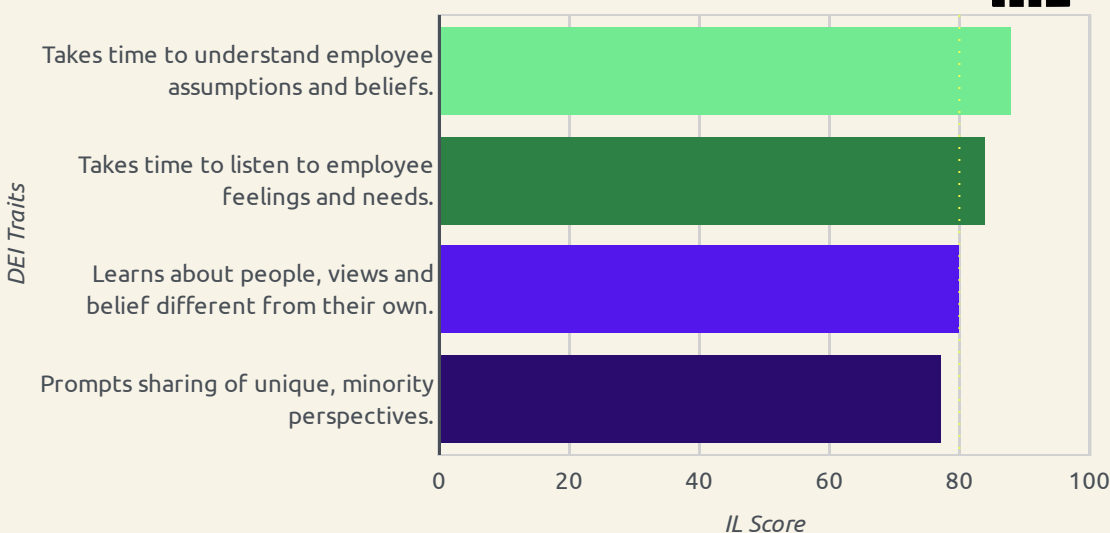
1. No judgement

Covert beliefs and assumptions are what inhibit change from occurring. A great way to unearth these values and beliefs, is by getting curious without judgment.

This can look like team meetings where a leader admits they need to improve ways to create change and inclusion, and then ask their employees to express ideas for ways that they can also improve change and inclusion.

This will generate an atmosphere where employees come together to better understand each other's beliefs around inclusion and equity; and it's an opportunity for leaders to model curiosity.

Overview Pakt Score - Curiosity



77-88%


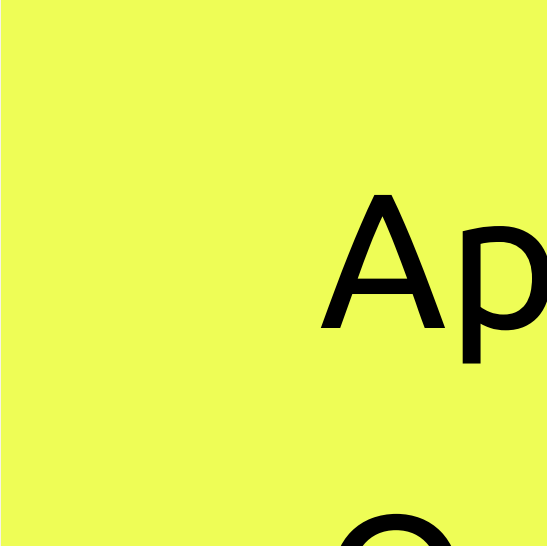
Pakt leaders scores in the curiosity section.

WHAT YOUR PEOPLE SAY



"Well, I'm a very practical person and I, I really think we should have diversity workshops. I think the culture is quite okay with us and I don't think there are a lot, of course everybody is a bit biased, but I don't think people with different backgrounds feel out of place when they come into one of our entities. I think of course it's always good to talk about stuff like that, but I think it's better to focus on why aren't people responding to our vacancies. Where are the people we would like to have? How can we reach them? Where can we reach them? Other than where we already getting them from?"





Appendix Overview



Appendix

LEADERSHIP PULSE



BIAS AWARENESS

FOUR ASSESSED AWARENESS DEI TRAITS

Trait 1: Self-awareness of biases

Q: I am aware of my own social identity, and my privilege or disadvantage based on that identity.

Trait 2: Systemic inequity

Q: I believe, in society, people in non-dominant social groups can experience less access to professional opportunities.

Trait 3: Valuing the organisational culture over the individual culture

Q: When interviewing candidates, how well they fit in with the larger company culture is a key measure for my office.

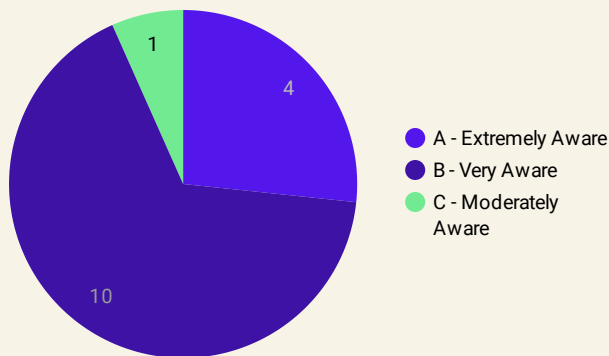
Trait 4: Workplace Policy

Q: When creating or approving a policy and/or procedure, I consider if it inherently privileges some groups over others.



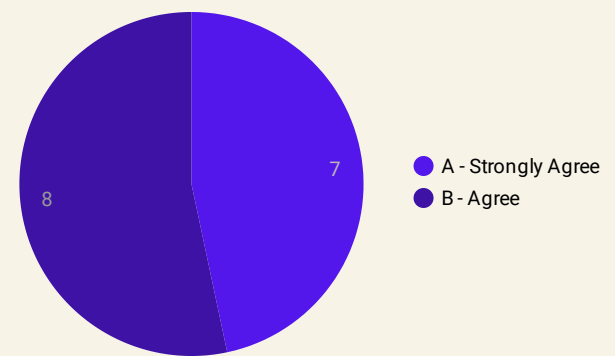
1. SELF-AWARENESS

I am aware of my own social identity, and my privilege or disadvantage based on that identity.



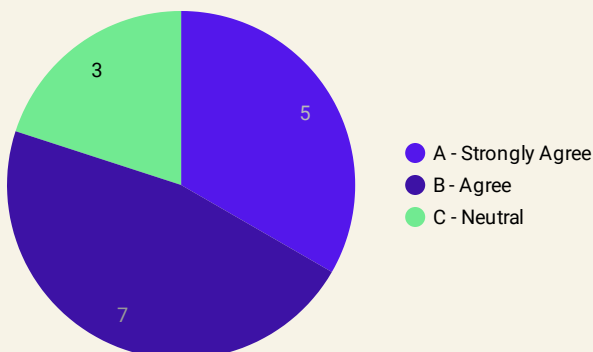
2. AWARENESS OF SYSTEMIC INEQUITY

I believe, in society, people in non-dominant social groups can experience less access to professional opportunities.



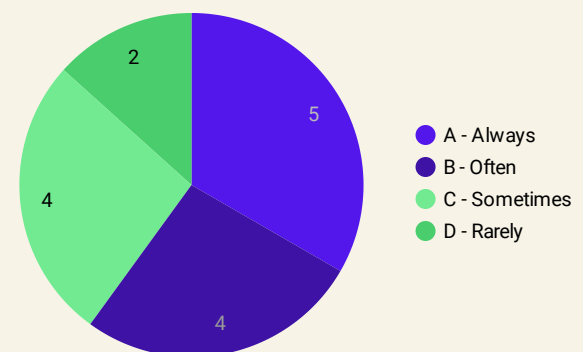
3. AWARENESS FOR ORG CULTURE OVER INDIVIDUAL CULTURE

When interviewing candidates, how well they fit in with the larger company culture is a key measure for my office.



4. AWARENESS FOR BIAS IN WORKPLACE POLICY

When creating or approving a policy and/or procedure, I consider if it inherently privileges some groups over others.



FIVE ASSESSED COLLABORATION DEI TRAITS**Trait 1: Proactive inclusion of underrepresented voices**

Q: Is it important to you to include employees from underrepresented social groups in core meetings and gatherings?

Trait 2: Incorporating opposing views

Q: I incorporate employee perspectives and ideas into my decision making, even when I have a different or opposing view.

Trait 3: Diversity Advisory Board

Q: A diverse advisory board provides me with feedback on the cultural competency of my office and our behaviours.

Trait 4: Creating brave and safe spaces

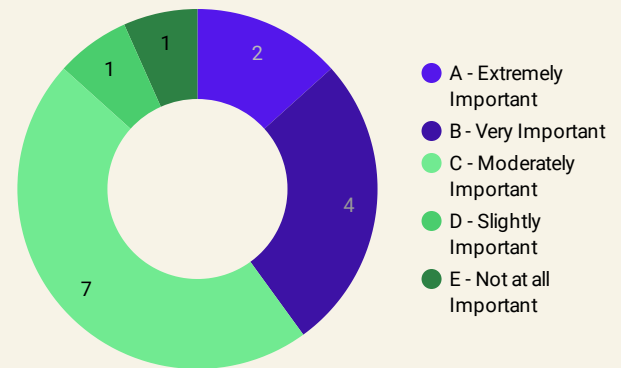
Q: It is important my team collaboratively creates guidelines for how to discuss differing or opposing perspectives.

Trait 5: Allyship

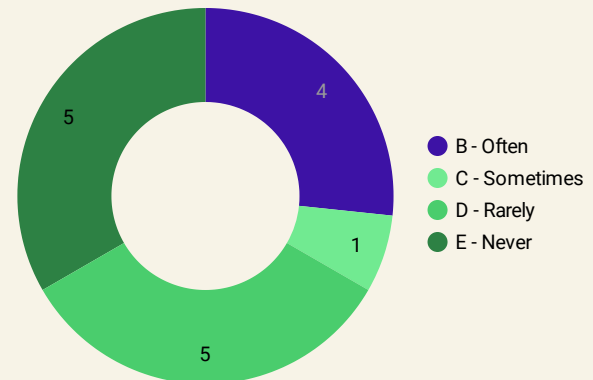
Q: It is important that I am an ally to employees who are members of underrepresented social groups.

COLLABORATION**1. PROACTIVE INCLUSION OF UNDERREPRESENTED VOICES**

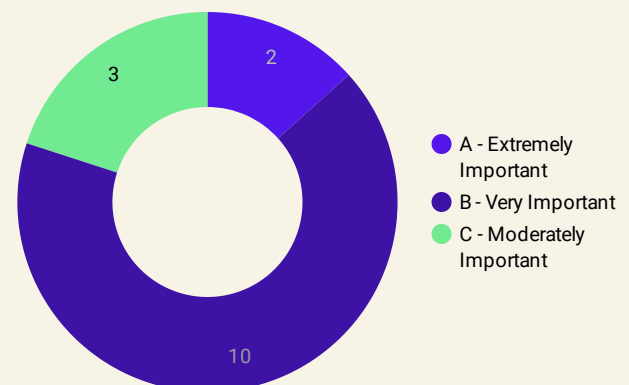
Is it important to you to include employees from underrepresented social groups in core meetings and gatherings?

**3. DIVERSITY ADVISORY BOARD**

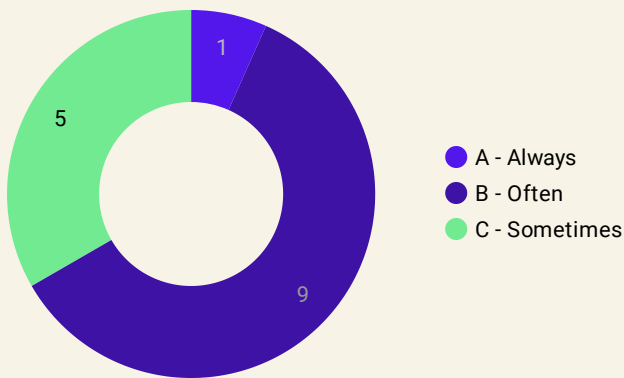
A diverse advisory board provides me with feedback on the cultural competency of my office and our behaviours.

**5. ALLYSHIP**

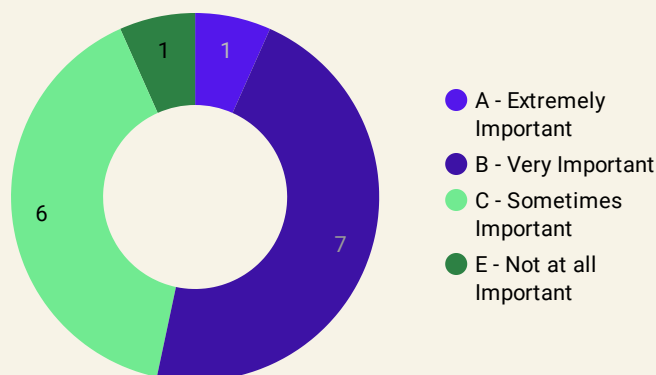
It is important that I am an ally to employees who are members of underrepresented social groups.

**2. INCORPORATING OPPOSING VIEWS**

I incorporate employee perspectives and ideas into my decision making, even when I have a different or opposing view.

**4. CREATION OF BRAVE & SAFE SPACES**

It is important my team collaboratively creates guidelines for how to discuss differing or opposing perspectives.



FIVE ASSESSED CULTURAL COMPETENCE DEI TRAITS**Trait 1: Valuation of Differences**

Q: An employee's social differences and unique perspective are valuable to our team.

Trait 2: Hiring Diverse

Q: I prefer to hire unique perspectives in the workplace that differ from the majority.

Trait 3: Formal time for cultural exchange

Q: It is important that employees in my office formally schedule or plan time with each other to share their personal differences and cultures.

Trait 4: Exposition to differences

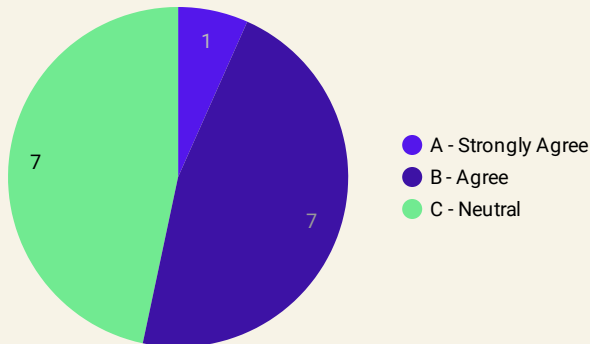
Q: I passively attend different parts of the workplace each week to be exposed to different stakeholders and employees.

Trait 5: Social underrepresented groups

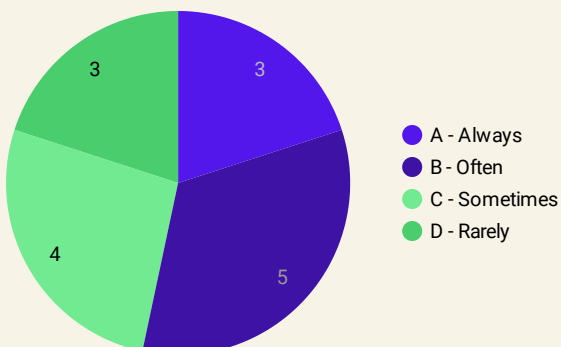
Q: I am aware of employees on my team who identify as part of socially underrepresented groups.

2. HIRING DIVERSE

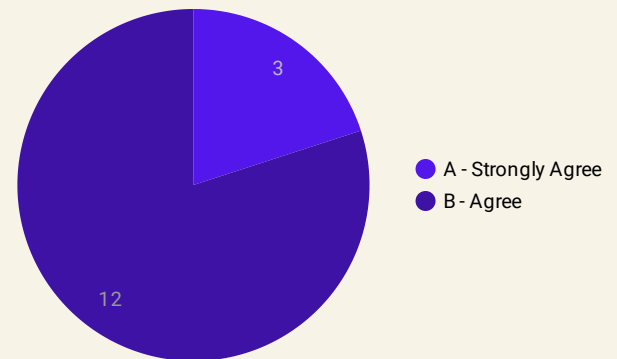
I prefer to hire unique perspectives in the workplace that differ from the majority.

**4. EXPOSITION TO DIFFERENCES**

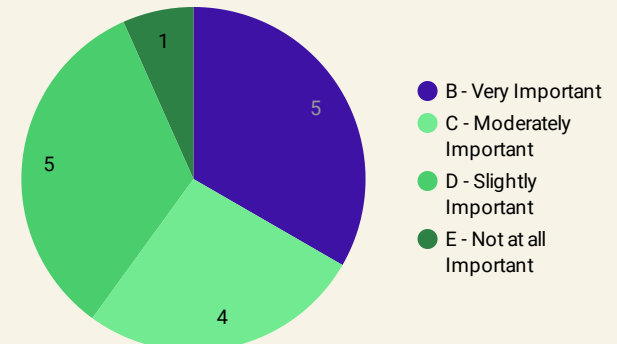
I passively attend different parts of the workplace each week to be exposed to different stakeholders and employees.

**CULTURAL COMPETENCE****1. VALUATION OF DIFFERENCES**

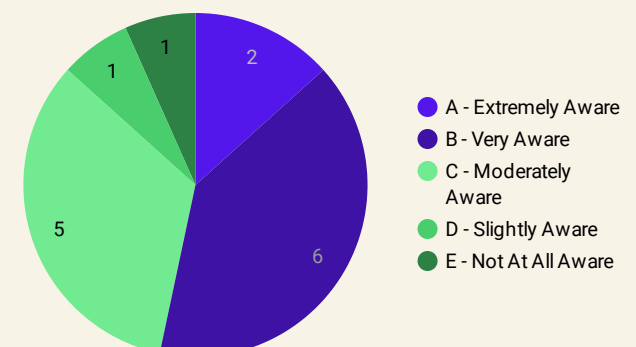
An employee's social differences and unique perspective are valuable to our team.

**3. FORMAL TIME FOR EXCHANGE**

It is important that employees in my office formally schedule or plan time with each other to share their personal differences and cultures.

**5. SOCIAL UNDERREPRESENTED GROUPS**

I am aware of employees on my team who identify as part of socially underrepresented groups.



FIVE ASSESSED HUMILITY DEI TRAITS**Trait 1: Sharing your own DEI journey**

Q: With my employees, I openly share my DEI journey or learning moments related to becoming an inclusive leader.

Trait 2: Know what you don't know

Q: I am comfortable openly admitting to my employees when I do not know something.

Trait 3: Asking for feedback and sharing

Q: I am comfortable sharing my own performance review with my employees, and to ask for feedback on how to improve.

Trait 4: Open for feedback

Q: I am open to feedback about my personal bias and blindspots.

Trait 5: Asking for feedback

Q: Asking employees for feedback on how well I create an inclusive work place.

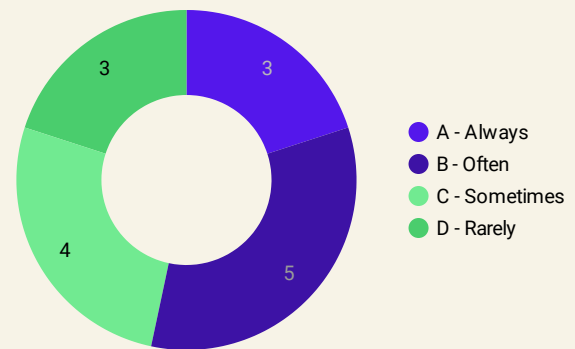
HUMBLE APPROACH

IL Score

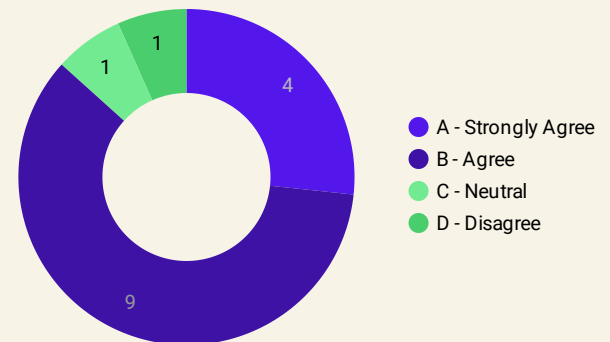
78

**1. SHARING DEI JOURNEY**

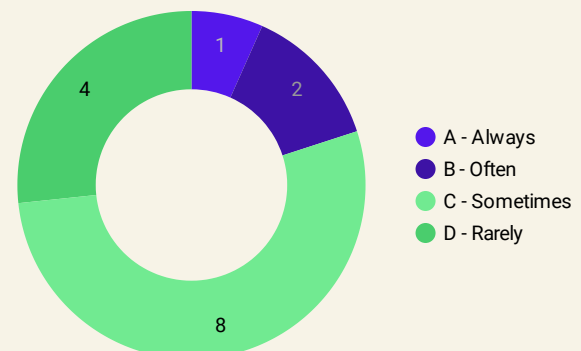
With my employees, I openly share my DEI journey or learning moments related to becoming an inclusive leader.

**3. ASKING FOR FEEDBACK & SHARING**

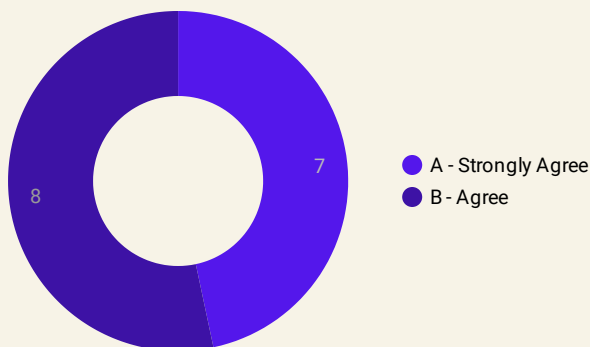
I am comfortable sharing my own performance review with my employees, and to ask for feedback on how to improve.

**5. ASKING FOR FEEDBACK**

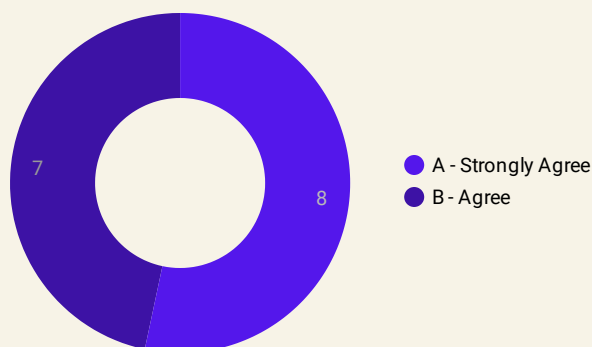
Asking employees for feedback on how well I create an inclusive work place.

**2. NOT KNOWING**

I am comfortable openly admitting to my employees when I do not know something.

**4. OPEN FOR FEEDBACK**

I am open to feedback about my personal bias and blindspots.



SEVEN ASSESSED COMMITMENT DEI TRAITS**Trait 1: Core values**

Q: How important to you is it to include DEI as a core business value?

Trait 2: Communication

Q: It is important to take time and energy to publicly discuss diversity, equity and inclusion in verbal or written communication.

Trait 3a: Policies

Q: The right policies are in place to achieve DEI goals.

Trait 3b: Policies

Q: Policies and practices should be amended to suit the needs of employees who feel excluded or underrepresented.

Trait 4: Budget

Q: I have enough budget and internal resources to achieve our DEI goals.

Trait 5: My responsibility

Q: I am responsible for ensuring that actions and behaviours support DEI in the company.

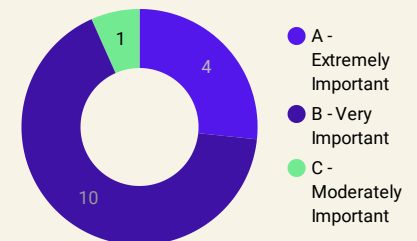
Trait 6: Employee assessment

Q: Employees should be assessed and/or rewarded for behaving in ways that promote diversity, inclusion and equity among my staff.

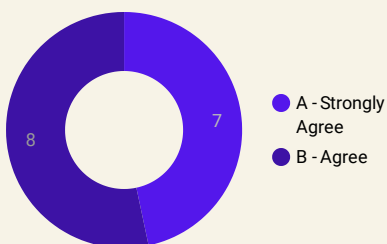
COMMITMENT

**1. CORE VALUES**

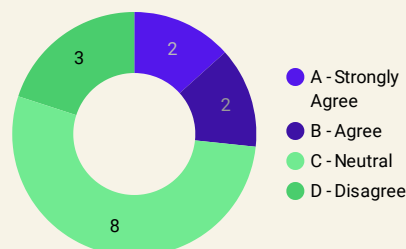
How important to you is it to include DEI as a core business value?

**2. COMMUNICATION**

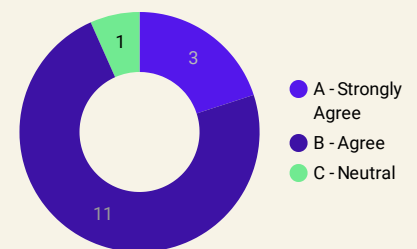
It is important to take time and energy to publicly discuss DEI in verbal or written communication.

**3a. POLICIES**

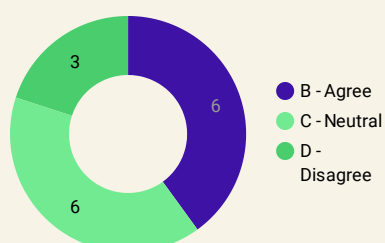
The right policies are in place to achieve DEI goals.

**3b. POLICIES**

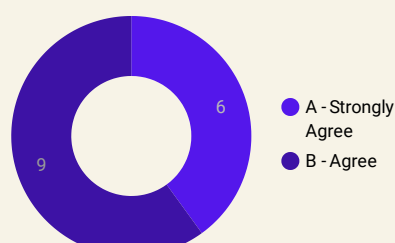
Policies and practices should be amended to suit the needs of employees who feel excluded or underrepresented.

**4. BUDGET**

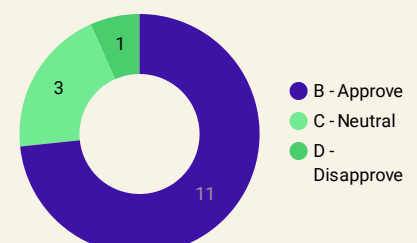
I have enough budget and internal resources to achieve our DEI goals.

**5. MY RESPONSIBILITY**

I am responsible for ensuring that actions and behaviours support DEI in the company.

**6. EMPLOYEE ASSESSMENT**

Employees should be assessed and/or rewarded for behaving in ways that promote DEI among my staff.



CURIOSITY

FOUR ASSESSED CURIOSITY DEI TRAITS**Trait 1: Learning**

Q: It is important in my role to learn about people who are different from me, and have different views or beliefs.

Trait 2: Different Opinions

Q: How important is it to you that employees share their differing views from yours or the majority?

Trait 3: Understanding

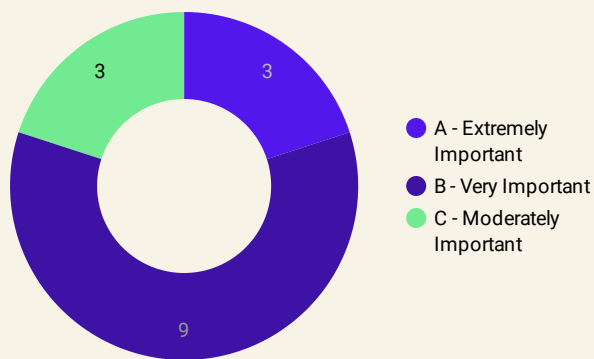
Q: When employees share their differing views with me, I take time to understand the assumptions and beliefs behind their views.

Trait 4: Feedback

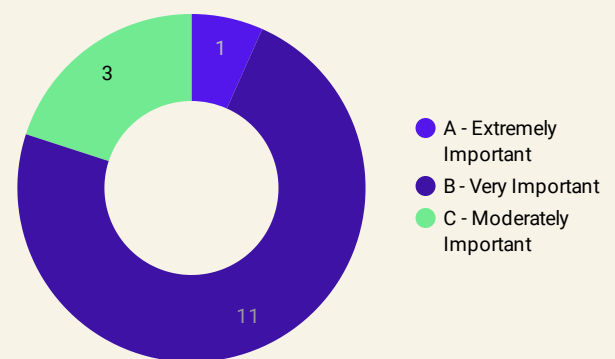
Q: I ask my employees for feedback on how well I create an inclusive work place.

**1. LEARNING ABOUT DIFFERENT VIEWS**

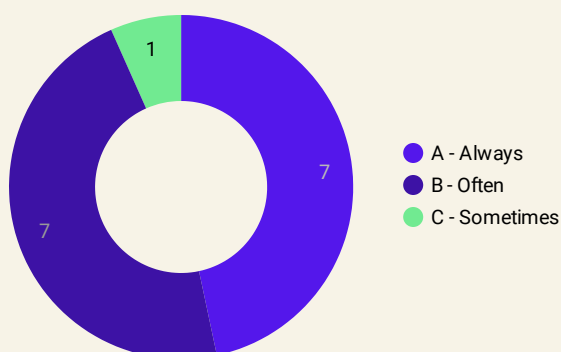
It is important in my role to learn about people who are different from me, and have different views or beliefs.

**2. DIFFERENT OPINIONS**

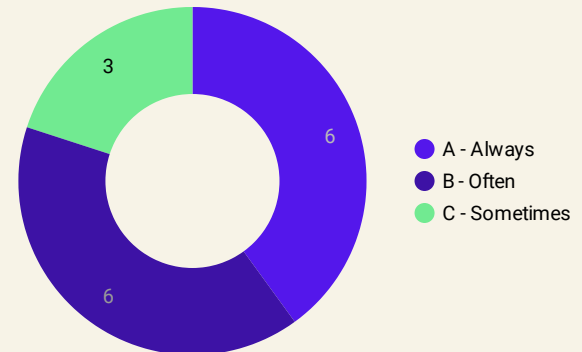
How important is it to you that employees share their differing views from yours or the majority?

**3. UNDERSTANDING OPPOSING VIEWS**

When employees share their differing views with me, I take time to understand the assumptions and beliefs behind their views.

**4. FEEDBACK**

I ask my employees for feedback on how well I create an inclusive work place.





Appendix

CULTURE PULSE