



CULTURE DRIVEN GROWTH SELF-ASSESSMENT TOOL FOR FORWARD- THINKING ORGANIZATIONS

USER MANUAL

INTRODUCTION TO THE SELF-ASSESSMENT TOOL

Cultural diversity means that people with cultural knowledge, representations, and expectations coming from many different sources work together in one organisation. These cultures can be linked to nationality, ethnicity, religion, age, profession, and many other social groups. For many companies today, this is everyday reality: teams include people from many cultures; customers and suppliers are spread across the globe; and organizations collaborate with partners and institutions that are increasingly diverse.

Because of this, the ability to attract, retain and develop diverse talent—and to build stable, long-term partnerships—has become a key factor for staying competitive. But simply noticing diversity is not enough. Companies need to plan ahead and actively manage it to remain prepared for a future where diversity is not just an advantage—it is a basic requirement for competing and thriving.

To meet this challenge, organisations must embrace the value of cultural diversity by designing inclusive strategies, processes and everyday practices that reflect today's pluralistic reality. Introducing new ways of working fosters stronger collaboration among employees, customers and suppliers, sparks innovation and helps equity thrive.

A truly culturally competent organisation manages diversity at every level—from individual behaviours to leadership practices and organisational structures. This requires developing transcultural competence: the willingness and ability to create shared spaces and experiences, build common understanding across group members and encourage mutual learning—while respecting the unique identity each person brings.

Such an approach makes organisations more competitive and impactful, and helps them actively promote a more inclusive and sustainable world.

WHO ARE WE

We are ELEVATE Project

The ELEVATE project was born from the belief that it's time to transform how organizations build intercultural competence—the skills and mindsets that make collaboration across cultures truly effective.

Our mission is to raise deep awareness among decision-makers and to harness cutting-edge technology and innovative learning solutions to create meaningful, lasting change. We want to move beyond traditional training and develop a new methodology that helps organizations embed intercultural competence in their everyday practice.

To make this vision real, we are:

- Researching how companies in Germany, France, Luxembourg, Poland and Spain develop intercultural competence today.
- Creating a Self-Assessment Tool that lets organisations evaluate their current practices and identify growth opportunities.
- Building an AI-assisted web app with tailored learning paths and data-driven insights to boost the impact of intercultural training.
- Writing a Handbook of Transcultural Competence Training to give trainers and organizations clear, practical guidance.

By combining research, innovation and technology, we are working to redefine the way organizations approach intercultural competence—helping them become more inclusive, collaborative and sustainable.

Our Mission Statement

We help organizations move beyond simply recognizing diversity to truly unlocking its potential.

Our mission is to build transcultural competence—the ability to create new shared meanings and actions through mutual learning, while honouring every culture's uniqueness. By embedding this competence at every level—from individual behaviors to leadership and organizational structures—ELEVATE enables companies to foster collaboration, spark innovation and shape a more inclusive and sustainable world.

ABOUT THE TOOL

This tool has been designed to support your organisation in conducting a detailed analysis of its approach to cultural diversity from various perspectives.

It is not limited to assessing the current situation, but also seeks to take advantage of opportunities for growth, innovation and superior performance. It is not just a diagnosis, but a starting point for strategic improvement.

The tool is simple, intuitive and designed to operate effectively when used collectively by people from different areas of the organisation. Use it to establish consistency, define priorities and TAKE ACTION.

By using it you will:

- Understand your starting point. It shows how your organisation currently approaches cultural diversity – in its strategy, in daily processes, and in the everyday habits of teams and leaders.
- Start a constructive conversation. Because it is completed by different groups inside the company, the results reveal where perceptions are similar and where they differ. These differences often spark the most valuable discussions.
- Identify practical next steps. The assessment highlights areas of strength and areas that need attention, so you can decide where to focus your energy and resources.

This is not an external audit or a compliance check. Think of it as holding up a mirror that helps you see how you already work with diversity and where you could go next.

We invite you to use this tool as a first step towards building a more robust, inclusive and future-ready organisation. Maximise the use of this self-assessment tool and start a learning process for your organisation.

HOW TO FILL IT IN

The questionnaire is organized into three broad categories:

- **Purpose** – questions about the organization's vision, values, strategy and leadership commitment to cultural diversity.
- **Process** – questions about how diversity is built into core systems such as Human Resources, communication practices and customer relations.
- **Practices** – questions about everyday behaviors and habits: how teams work together, how feedback is given, how conflict is handled.

Each question offers three descriptions of typical organizational behaviors:

Stage 1 – Recognize. Diversity is noticed and understood mainly as a challenge to be managed. At this stage, your organization recognizes and understands that it is composed of diverse groups (e.g., national, professional, generational, industry cultures, etc.). This diversity is generally viewed as a potential source of misunderstandings and conflicts between internal and external stakeholders.

Stage 2 – Connect. Diversity is seen as a source of creativity and people actively seek to build bridges. At this stage, your organization acknowledges that multiple cultures coexist within the company. Cultural diversity is seen not only as a challenge but also as a valuable opportunity and a source of added value. It is understood that people are equipped with different types of knowledge, which - when combined - can lead to creative and innovative solutions.

Stage 3 – Leverage. Diversity is fully valued and used as a source of innovation; people create new shared practices and meaning across cultures. At this stage, your organization fully recognizes, acknowledges, and values different cultures (e.g., national, professional, generational, industry cultures, etc.). It actively encourages the emergence of new commonalities across internal and external stakeholders and groups, grounded in shared experiences of their members and reflected in understanding and action. Your organization fosters a sense of belonging and continuously engages with, learns from, and connects through cultural diversity.

For every item you simply select the stage that best describes your organization today. If you have any reflection you want to share later use the Notes part (on page 7) of this manual.



WHAT HAPPENS NEXT

After collecting all questionnaires the facilitator will gather all answers preparing your organizational diversity map.

This map, together with the comments you have provided, will be presented in a joint meeting. During this meeting everyone will review the results, talk about areas where opinions differ, and agree on a small number of priority actions.

This final conversation is where the real value lies: it helps the organisation build a common understanding and decide how to use cultural diversity as a source of innovation and better performance.

NOTES FROM THE ASSESSMENT



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