



CULTURE DRIVEN GROWTH SELF-ASSESSMENT TOOL PART 1. PURPOSE



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INTRODUCTION

This self-assessment tool helps your organization take a closer look at how it approaches cultural diversity from many angles. It's not only about seeing where you stand today, but also about discovering opportunities for growth, innovation and stronger performance.

By using this tool, you will:

- Map your current practices across strategic, operational and behavioural levels.
- Spark meaningful dialogue about how diversity is understood, managed and lived in everyday actions.
- Identify strengths and gaps that influence team cohesion, decision-making and competitiveness.

Use it as a first step towards building a more inclusive, resilient and future-ready organisation.

Begin a learning process that can drive lasting change.

This reflection is designed to feed into a facilitated workshop involving all relevant stakeholders. The goal is to jointly reflect on the organisation's current state, share diverse perspectives, and identify concrete next steps for strengthening intercultural collaboration. To ensure meaningful outcomes, strong facilitation and open dialogue are essential.



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WHY TAKE THIS SELF-ASSESSMENT?

Before you start, reflect on this: how diverse is your organisation?

Now look a little further: are you aware of what do you think about, when answering this question?

Cultural diversity goes beyond national backgrounds. It includes people from different countries, professions, and generations, and is part of everyday life in most organisations today.

Now think about this: how many national, professional, industry, or generational cultures are represented in your organization?

To stay competitive, organisations need more than awareness of diversity; they need the ability to work effectively across it.



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WHY TAKE THIS SELF-ASSESSMENT?

Developing intercultural competence means learning how to:

- Turn cultural differences into opportunities for creativity and collaboration,
- Build shared understanding and learn from one another's perspectives,
- Prevent misunderstandings and foster trust,
- Design fair, inclusive ways of working where everyone can contribute and grow.

This self-assessment helps you see where your organization stands now and what steps can strengthen its ability to collaborate across differences. By completing it, you invest in building a workplace that is not only diverse, but truly connected, adaptive, and ready for the future.



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ABOUT THE TOOL

This tool has been designed to support your organization in conducting a detailed analysis of its approach to cultural diversity from various perspectives. It is not just a diagnosis, but a starting point for strategic improvement. In this category, we explore your ‘why,’ which is often connected to or integrated into company-wide strategies such as ESG or DEIB management.

The tool is simple, intuitive and designed to operate effectively when used collectively by people from different areas of the organisation. 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 or differ. These differences often spark the most valuable discussions.
- Identify 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.



WHAT WILL YOU ASSESS?

During the process you will assess your position based on one of three defined stages of cultural diversity readiness.

STAGE 1 - RECOGNIZE

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

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 creativity**. 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

At this stage, your organization **fully recognises, 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, grounded in shared experiences and reflected in understanding and action. Your organisation fosters a sense of belonging and continuously engages with, learns from, and connects through cultural diversity.



HOW TO COMPLETE THE NEXT SECTION

On the following pages, you'll see a series of statements describing different practices in your organisation.

- For each statement, please choose one of three options that best reflects your team's shared view — based on your discussion. There are no right or wrong answers. The goal is to capture your organization's current reality as you see it together.
- Take a moment to talk through each item, exchange examples, and then agree on the option that feels most accurate.
- If some of the information in the items of the checklist does not fully correspond to your reality, you can also reflect using our open ended questions that deepen the analysis of your actual practices.

Your responses will help identify where your organization currently stands — and what could be strengthened to make collaboration across differences even more effective.



CATEGORY: PURPOSE – VALUES, VISION & STRATEGIC OBJECTIVES

1 **Vision/ mission:** inclusive statements clearly showing that the organization values diversity, equity, inclusion, and belonging as key parts of its purpose and future goals.

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

A basic cultural diversity-related vision, mission, and strategy have been developed and communicated to all employees, driven by internal or external stakeholders (customers, employees, suppliers, etc.)

A

CONNECT

A cultural diversity-related vision, mission, strategy, and business impact statement have been developed and communicated to all employees. Staff within our company regularly make reference to these documents when discussing how to implement various actions.

B

LEVERAGE

Our organization is sensitive to the fact that common working practices develop within teams, based on the unique combination of individuals composing them. Our organisation supports these emerging cultural dynamics by allowing space for employees to negotiate working preferences.

C



CATEGORY: PURPOSE – VALUES, VISION & STRATEGIC OBJECTIVES

2 **Community engagement:** Actively partnering with diverse communities to build trust, reflect shared values, and co-create inclusive impact beyond the organisation

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

Community engagement is minimal and culturally generic. Our organisation often overlooks cultural differences or minority voices in its external activities

A

CONNECT

Some partnerships could reflect cultural diversity of communities, but they vary depending on context.

B

LEVERAGE

Intercultural dialogue is central to engagement strategy. External partnerships are built on trust, reflect shared values and seek co-creation in generating impact beyond the organisation.

C



CATEGORY: PURPOSE – VALUES, VISION & STRATEGIC OBJECTIVES

3 Measurement & Accountability: Tracking progress on diversity and inclusion goals through clear metrics and holding leaders accountable for outcomes

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

Although our organization is aware of the challenges of diversity, formal procedures still need to be developed on all levels, including top management.

A

CONNECT

Our organization has a fully functional cultural diversity management policy in place. Its performance includes multiple approaches to monitoring and evaluating challenges and goals implementation, continuously adapting its strategy, policies, and practices based on collaboration with diverse stakeholders. This may also be part of a general sustainability strategy. In this context, leaders take accountability for diversity management, helping create a safe workplace.

B

LEVERAGE

Our organization has a fully functional cultural diversity management policy in place, to track and measure its evolution and impact. This policy is carefully designed taking into consideration that employees have multiple cultural repertoires and areas of expertise; avoiding single and distinctive categories. Leaders are held accountable for fostering an inclusive and diverse workplace.

C



CATEGORY: PURPOSE – VALUES, VISION & STRATEGIC OBJECTIVES

4

Strategy and goals/strategic alignment: Embedding diversity and inclusion into the organization’s strategic objectives to drive systemic and sustainable change

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

A

Compliance with basic DEI legislation is in place. If any aspect of the business is affected by specific legislation, it is applied.

CONNECT

B

Our organization has a fully functional cultural diversity policy in place, which may be part of a broader sustainability and/or DEI strategy.

LEVERAGE

C

Our organization identifies which key competitive factors are affected by cultural differences and integrates this view in the decision making process, enabling systemic and sustainable change. Diversity is viewed as a source of innovation, enabling teams to create their own working cultures by learning from differences and shared experiences. Our organization supports this by allowing new meanings and practices to emerge naturally, maintaining cooperation without enforcing cultural uniformity.



CATEGORY: PURPOSE – VALUES, VISION & STRATEGIC OBJECTIVES

5 Resources allocation: Investing appropriate time, funding, and personnel to support inclusive policies, programs, and outcomes

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

Resources for cultural diversity management have not yet been allocated, presenting an opportunity to align investment with our organization’s inclusion goals.

A

CONNECT

Our organization provides resources, staffing, and support to help ensure the implementation of its cultural diversity strategy.

B

LEVERAGE

The organization flexibly invests in diversity goals and team-building activities that strengthen relationships and support effective collaboration.

C



CATEGORY: PURPOSE – LEADERSHIP

1 Governance: Ensuring leadership visibly champions inclusion and establishes governance structures that uphold transcultural principles across all levels

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

Leadership is conscious that cultural diversity exists in our organization, however no one has formal responsibility for cultural diversity management or DEI. This is an additional duty of the human resources, legal, or other department.

A

CONNECT

Our organization has either a specific manager or committee responsible for cultural diversity or DEI and they are called for advice and counsel. Departments/business units collaborate to ensure a holistic and integrated approach to cultural diversity.

B

LEVERAGE

Leaders aim to go beyond simply acknowledging different identities within the organization and actively support the emergence of creative solutions from diverse teams. Each department has diversity goals and processes adjusted to team characteristics. Teams are given autonomy to do things ‘their own way’.

C



CATEGORY: PURPOSE – LEADERSHIP

2

Awareness: Understanding how diverse backgrounds shape behaviors and expectations, and intentionally adapting leadership to address cultural complexity in a strategic and inclusive way

*Please choose one description that fits the current state of your organization most and mark your choice in the attached **Assessment file**:*

RECOGNIZE

Leaders are generally aware of and maybe sometimes uncomfortable with culturally diverse settings, but rather unfamiliar when it comes to the details.

A

CONNECT

Leaders engage in cultural diversity issues important to employees and prevalent in the societies in which they operate. They manage diversity in their team not only in challenging situations, but also as a part of regular meetings etc.

B

LEVERAGE

Leaders inspire others to take individual responsibility and become role models themselves. Leaders serve as connectors within the team and beyond.

C



HELPFUL QUESTIONS

If you are not sure which option to choose, here's some guidance: pause and reflect on your own team or role by answering the questions below. If you work in a group, you can share your reflections, compare them with others, and discuss different perspectives to enrich the collective assessment.

Remember this is a **conversation tool** designed to spark meaningful discussions, foster exchange, and identify concrete next steps toward developing intercultural competence at the organisational level.

Please reflect:

- How clearly and consistently is our organization's commitment to cultural diversity and inclusion reflected in our mission, vision, and strategy?
- To what extent our stakeholders (e.g. employees, customers) influence the way we shape and communicate our purpose in relation to diversity?



HELPFUL QUESTIONS

- In what ways do our partnerships reflect the cultural diversity of the communities we serve?
- How do we design initiatives or programs with community partners?
- How do we detect the needs of communities?
- How do we engage with the communities?
- How are leaders held accountable for fostering an inclusive and diverse workplace?
- Who reviews our data on diversity management, and at what level?
- How does our organization ensure diverse perspectives are integrated into strategic planning?
- To what extent are diverse-considered perspectives taken into consideration when defining strategic goals?
- How are diversity efforts integrated into our organizational infrastructure?
- Do employees attend DEI-related work on the top of their activities or is it part of their job?
- How does our organization ensure that leadership roles foster the diversity of our workforce?
- How do we define the roles or structures that are designed to manage and co-create diverse cultures within our organization?



HELPFUL QUESTIONS

- How does our organization approach distributing diversity-related responsibilities across departments or centralized?
- How do we define the leadership role in articulating responsibilities and expectations around inclusive behavior and intercultural sensitivity?
- In what ways does our leadership model include diverse sensitive behaviors?
- How do we design systems supporting leaders in building their intercultural awareness?



GLOSSARY

Culture

The shared values, beliefs, and habits that guide how people in a group work together. In organisations, different cultures can exist (for example, across teams, professions, age groups, or countries). Culture is not only about nationality.

Cultural awareness

Knowing that cultural differences may affect how people think, talk, and work, and being able to notice and respect those differences in daily interactions.

Cultural diversity

Having many different cultural perspectives and backgrounds within an organisation—for example nationalities, ethnicities, generations, professions, religions...



GLOSSARY

Cultural dynamics

The idea that culture changes over time. People's behaviour is shaped by many identities and the situation they are in, not by one culture alone. As people interact, they also change cultural expectations.

Diversity, equity & inclusion (DEI)

A way of working that ensures:

- Diversity: different people and identities are represented
- Equity: everyone has fair access and opportunities
- Inclusion: all voices are valued and can contribute meaningfully

Emotional security in organisations

Feeling safe and supported at work. It means people can share ideas, ask questions, or admit mistakes without fear of being criticised or punished.



GLOSSARY

Intercultural competence (IC)

The ability to work and communicate well with people from different groups, using knowledge, skills, and open attitudes. In organizations, it requires active effort—it doesn't happen automatically just because people are diverse.

Organizational transcultural competence

An organization's ability to create policies, processes, and practices that respond positively to cultural differences, so that teamwork, innovation, and fairness grow across the whole organization.

Transcultural approach to IC

Focusing on what people create together through interaction, rather than only on differences between cultures. This approach highlights common ground that develops in teams and daily work.

Intersectionality

The understanding that people's experiences are shaped by several aspects of identity at the same time—such as gender, race, nationality, or age. Looking at diversity through this lens helps avoid oversimplifying differences.



GLOSSARY

Mission

A short statement that explains why the organisation exists and what its main purpose is. It guides decision-making and unites people around common goals.

Vision

A picture of the future the organisation wants to build. Vision statements are meant to inspire, motivate, and guide everyone in moving forward together.

Strategy

Where the organization wants to go, how to get there, and how resources will be used along the way.

Sustainability

Working in ways that make the organisation successful not just today, but in the long term. This includes balancing economic goals with care for people, society, and the environment. Respecting diversity is also part of building a sustainable and innovative organization.