



# CULTURE DRIVEN GROWTH SELF-ASSESSMENT TOOL PART 3. PRACTICES



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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.

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 and where they 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: PRACTICES

## 1. Supporting autonomy and empowering teams

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

### RECOGNIZE

A

Our leaders prefer standardised approaches to team collaboration and expect conformity to a single way of working, even if this limits some team members' engagement or comfort.

### CONNECT

B

Our leaders encourage some flexibility and invite team members to contribute ideas about how they prefer to work. They try to adapt their leadership style to team needs, especially in multicultural settings.

### LEVERAGE

C

Our leaders co-create norms with the team, encourage shared leadership and team-designed practices, and celebrate different approaches to productivity and collaboration. They see diversity as a source of innovation and empower culturally diverse teams to shape their own working environment.



# CATEGORY: PRACTICES

## 2. Leadership Communication Practices

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

### RECOGNIZE

Our leaders generally apply a consistent communication style across contexts, with limited adaptation to cultural differences. There is still potential to better support psychological safety and inclusion in daily communication.

A

### CONNECT

Our leaders are mindful of cultural and individual preferences in communication. They make efforts to rephrase or clarify when needed, encourage all voices in meetings, and reflect on how their messages are received across cultures.

B

### LEVERAGE

Our leaders flexibly shift communication strategies to match the needs of diverse audiences. They foster an environment where everyone feels heard and respected, proactively checking for understanding, and creating space for input in different formats (e.g. anonymous, written, spoken).

C



# CATEGORY: PRACTICES

## 3. Employee communication practices

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

### RECOGNIZE

A

Employees communicate mainly in their own preferred style, without adjusting for cultural differences. This often leads to miscommunication, sometimes caused by the lack of awareness.

### CONNECT

B

Employees engage in respectful dialogue, adapt their communication styles, and listen actively across cultural differences to build mutual understanding and effective collaboration.

### LEVERAGE

C

Employees consistently adapt their communication style to diverse cultural contexts, actively building mutual understanding and explicitly addressing communication differences as a source of mutual learning. Communication is conscious, and rules are co-created rather than imposed on everyone. Differences in styles are acknowledged and respected.



# CATEGORY: PRACTICES

## 4. Accountability

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

### RECOGNIZE

Employees hesitate to challenge behaviours that deviate from our company's core values, especially in diverse groups. Inappropriate remarks, comments or behaviours are rarely addressed.

A

### CONNECT

Employees raise concerns when observing inconsistent behaviours, but often defer to hierarchy or avoid confrontation. Inappropriate behaviours are addressed on a case-by-case basis.

B

### LEVERAGE

When someone doesn't follow through on commitments, fails to contribute to shared goals, or doesn't take ownership of their role in outcomes, employees feel comfortable addressing it in a respectful way. The situation is perceived as a learning opportunity.

C



# CATEGORY: PRACTICES

## 5. Everyday feedback

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

### RECOGNIZE

Employees provide feedback using a “one-size-fits-all” approach, which often leads to misunderstanding others’ responses

A

### CONNECT

Employees attempt culturally sensitive feedback when they are aware of differences. They are open to modifying their approach if needed.

B

### LEVERAGE

Employees actively exchange feedback as part of everyday collaboration. They seek to understand individual preferences and adapt their approach, using feedback as a way to learn from each other and strengthen shared ways of working.

C



# CATEGORY: PRACTICES

## 6. Informal learning

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

### RECOGNIZE

People do not generally tend to reflect on the outcomes of their daily intercultural interactions.

A

### CONNECT

People tend to reflect on the outcomes of intercultural interactions, many times after a conflictual situation.

B

### LEVERAGE

Employees are mindful to identify differences in expectations and behaviours, and learn from these to find creative new ways of working together which suit all involved.

C



# CATEGORY: PRACTICES

## 7. Collaboration

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

### RECOGNIZE

People collaborate with each other with little reflection on how to facilitate collaboration based on commonalities and differences.

A

### CONNECT

Employees take time to adapt their way of working when forming new teams.

B

### LEVERAGE

Teams actively build a sense of inclusion by showing consideration to new members. They explain the group's expectations and common ways of working, but also discuss and take on board new suggestions. Team members value one another's competences and contributions, in an atmosphere of supportive listening.

C



# CATEGORY: PRACTICES

## 8. Dealing with conflict

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

### RECOGNIZE

Employees see conflict as something mainly negative that should be avoided, if possible.

A

### CONNECT

There are attempts to minimise conflict by smoothing differences.

B

### LEVERAGE

Conflict is considered potentially as a source of innovation and renewal. When it occurs, it is analysed calmly and reflexively by the parties involved, maybe even with the help of a mediator. Its causes are analysed as openly as possible, in order to enable collective learning and to adapt working practices for the future, if necessary.

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 much freedom do teams currently have to shape their own ways of working, and what impact does this have on engagement and performance across different cultural backgrounds?
- In what ways do our leaders actively support shared ownership and adapt their leadership to the needs of diverse teams? Where are we doing this well, and where is there room to grow?



## HELPFUL QUESTIONS

- How do our leaders currently adapt their communication styles to support inclusion and psychological safety across different cultural or individual preferences?
- What communication habits or practices help ensure that all voices are heard and understood in our organization—and where could we do more?
- How do employees adapt their communication styles to different cultural contexts in their daily collaboration?
- In what ways are communication differences discussed and used to build mutual understanding and shared team practices?
- How do employees demonstrate accountability when they witness inappropriate behavior, and how frequently do they speak up to address it?
- How do feedback practices shared by our employees reflect cultural awareness, adaptability, and a commitment to shared learning across diverse teams and contexts?
- In what ways do employees and teams reflect on the outcomes of intercultural interactions in their work?



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## HELPFUL QUESTIONS

- How is learning from cultural differences shared, recognized, and integrated into team or organizational practices?
- How do employees collaborate across cultural differences?
- How do they adapt their practices and build bridges to improve teamwork?
- How do our employees typically approach conflicts in diverse settings?



# 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.