



CULTURE DRIVEN GROWTH

SELF-ASSESSMENT TOOL

PART 2. PROCESS



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.



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.



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: PROCESS – HUMAN RESOURCE MANAGEMENT

- 1 Recruitment and hiring practices:** Designing fair, transparent, and bias-aware hiring processes that attract and include candidates from all backgrounds including the underrepresented

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

RECOGNIZE

Recruitment practices do not specifically focus on fostering diversity. Hiring decisions are based mostly competency- and skills-based and/or 'team fit.

A

CONNECT

Our organization has fair, transparent, and bias-aware hiring processes in place that attract and include candidates from all backgrounds, including underrepresented groups.

B

LEVERAGE

Recruitment practices do not just seek for diversity, but intercultural competence is a standard criterion for hiring, talent management and promotion. Our organization specially recognizes the value of employees who are good at building relationships, have a track record of working in mixed teams

C

CATEGORY: PROCESS – HUMAN RESOURCE MANAGEMENT

2 Onboarding: Organizational practices that ensure new employees are introduced, trained, and supported to navigate and contribute to an inclusive, intercultural environment from day one.

*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 organization has a standard onboarding process in place, which can be further strengthened by including intercultural expectations and awareness.

CONNECT

B

Onboarding is customized to address the multiple identities of new employees and adapts to diverse needs to ensure everyone feels included, respected, and supported from the start.

LEVERAGE

C

The onboarding process reflects a transcultural approach by acknowledging and valuing diverse cultural perspectives, incorporates regular feedback from new hires, and allows employees to form connections in non task-oriented settings.

CATEGORY: PROCESS – HUMAN RESOURCE MANAGEMENT

3

Promotion and career development: Ensuring all employees have equitable access to growth, mentorship, and advancement opportunities, regardless of their background

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

RECOGNIZE

Some written procedures exist for promotion and career development, but these are frequently determined by supervisors and mostly stick to legal requirements.

A

CONNECT

Career development processes are equitable and inclusive, ensuring that all employees have fair access to growth opportunities, while the evaluation criteria used are adapted to individual needs and cultural contexts, avoiding one-size-fits-all approaches that may overlook diverse expressions of talent and potential.

B

LEVERAGE

Our organization aims to offer equitable access to growth, mentorship, and advancement opportunities, regardless of their background. Therefore, it systematically reviews its processes so that gaps between underrepresented and dominant groups are addressed. Assessment is based not just on what people know but also on how they collaborate across different teams and contexts, adapting their behaviour to the situation and the relationship.

C

CATEGORY: PROCESS – HUMAN RESOURCE MANAGEMENT

4

Learning & development: Providing continuous, inclusive learning that enhances intercultural competence, mitigates bias, and promotes collaborative innovation?

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

RECOGNIZE

At this stage, intercultural training is provided only occasionally, often in response to specific needs, roles, or situations. Learning is not yet systematic and tends to be seen as an optional add-on rather than a core element of organizational development.

A

CONNECT

At this stage, the organization offers continuous and inclusive learning opportunities that strengthen intercultural competence, reduce bias, and promote collaborative innovation. Intercultural learning is strategically embedded across different levels of the company and systematically integrated into development programs.

B

LEVERAGE

At this stage, the organization actively invests in intercultural learning by designing environments that foster ongoing reflection, empathy, and co-creation. Learning becomes an everyday practice, embedded in cooperation, shared experiences, and collective problem-solving. The organization cultivates a culture where intercultural competence drives belonging, innovation, and sustainable growth.

C

CATEGORY: PROCESS – COMMUNICATION

1

Communication: Ensuring open, inclusive, and culturally responsive communication that fosters mutual understanding, psychological safety, and effective collaboration across differences

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

RECOGNIZE

Our organization recognizes cultural differences however employees are expected to adjust to the language and communication norms of the dominant group, and communication channels are defined and controlled by that group.

A

CONNECT

Our organization promotes intercultural dialogue and improves communication based on feedback from diverse stakeholders. Communication channels also consider different stakeholders' preferences in style, needs or access requirements.

B

LEVERAGE

Our organization's inclusive communication policy, which is fully implemented, leaves teams the space and possibility to determine their own collective preferences for communication. Accessible, culturally sensitive, and inclusive communication channels are a standard practice.

C

CATEGORY: PROCESS – MARKETING & CUSTOMER SERVICE

1

Customer & Product and Service Design (incl. localisation): Designing products and services with diverse users in mind, incorporating local contexts and inclusive features

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

RECOGNIZE

Customer segmentation focuses on the majorities in societies. Products and services are designed for the dominant cultural group, with no or few adaptations.

A

CONNECT

Some efforts are made to adapt offerings to different cultural sub-groups. Our organization is able to incorporate marketing, sales, and distribution strategies to meet the needs of diverse customers, when appropriate.

B

LEVERAGE

Marketing and service design are culturally inclusive by default, based on research and engagement with diverse target groups and other stakeholders.

C

CATEGORY: PROCESS – MARKETING & CUSTOMER SERVICE

2 Customer service: Delivering respectful, culturally aware customer experiences that meet the needs of a diverse client base

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

RECOGNIZE

Services are designed from the dominant cultural perspectives and staff focuses on delivering services to the dominant cultural group.

A

CONNECT

Frontline staff receive some guidance on cultural sensitivity; they are encouraged to respond flexibly to cultural differences.

B

LEVERAGE

Staff is trained and supported to deliver culturally competent service, and feedback is used to improve across and within markets.

C

CATEGORY: PROCESS – INNOVATION MANAGEMENT / R&D

1

Team composition: Building teams with varied backgrounds, perspectives, and experiences to foster innovation and inclusive collaboration

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

RECOGNIZE

Team composition doesn't follow formal mechanisms to gather diverse cultural inputs in innovation teams.

A

CONNECT

Our organization seeks to include diverse perspectives to innovate and cross-cultural teams are formed ad hoc when needed.

B

LEVERAGE

Innovation teams are intentionally diverse and trained in leveraging intercultural competencies and supported by inclusive methods. Contact opportunities (including opportunities for informal exchanges and non task-focused activities) are created allowing the heterogeneous team members to get to know each other to overcome biases and develop commonalities. Communities of practice are created to facilitate shared experiences, communication and knowledge sharing.

C

CATEGORY: PROCESS – INNOVATION MANAGEMENT / R&D

2 **Participation:** Structuring ideation, design, and decision-making processes so that all voices are invited and heard

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

RECOGNIZE

Idea generation is currently lacking structure, which can result in diversity aspects going unnoticed. Diversity is occasionally encouraged in ideation, design and decision-making processes.

A

CONNECT

Our organisation ensures that ideation, design, and decision-making processes are structured to include and value all voices. Diversity is recognised and actively sought throughout these processes

B

LEVERAGE

Ideation and innovation processes systematically integrate co-creation with stakeholder groups, brought in at key moments in the design process, and represented in the internal Research & Development & Innovations teams.

C

CATEGORY: PROCESS – SOURCING / SUPPLY CHAIN

1 Sourcing & supply chains: Embedding inclusive and ethical practices across procurement, partnerships, and value creation

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

RECOGNIZE

A

The selection of our global suppliers is based mainly on cost and availability. Cultural factors and building long-term relationships play a subsidiary role.

CONNECT

B

In our global supply chains, long-term relationships are important to us. This includes taking cultural factors into account and recognizing different local realities.

LEVERAGE

C

We view our global supply chains as a network for cooperation and learning from and with each other. We consciously create opportunities for exchange and the shared design of value creation processes.



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 do we work on designing inclusive recruitment and hiring practices?
- What does our organization do to minimize bias in hiring decisions?
- How do we work on designing inclusive onboarding practices?
- How does our organization incorporate intercultural awareness into onboarding process design?



HELPFUL QUESTIONS

- How do we secure equity in promotion and career development?
- How does our organization secure equal learning opportunities?
- How are we designing the learning process for developing intercultural competence across our organization?
- How in our organization do we enhance that all voices are heard and included?
- How does our organization adapt its communication channels to ensure that all recipients can understand and access the messages effectively?
- How does our organization adapt the design process to meet the diverse needs of our users?
- How does our organization adjust service practices based on diverse customer expectations?
- What formal and informal processes support creating and developing diverse teams?
- How does our organization design group processes to secure diverse participation and reflect diverse perspectives?
- What is your relationship like with your global suppliers?
- What are your goals with regard to the (further) development of your value creation processes?



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.