



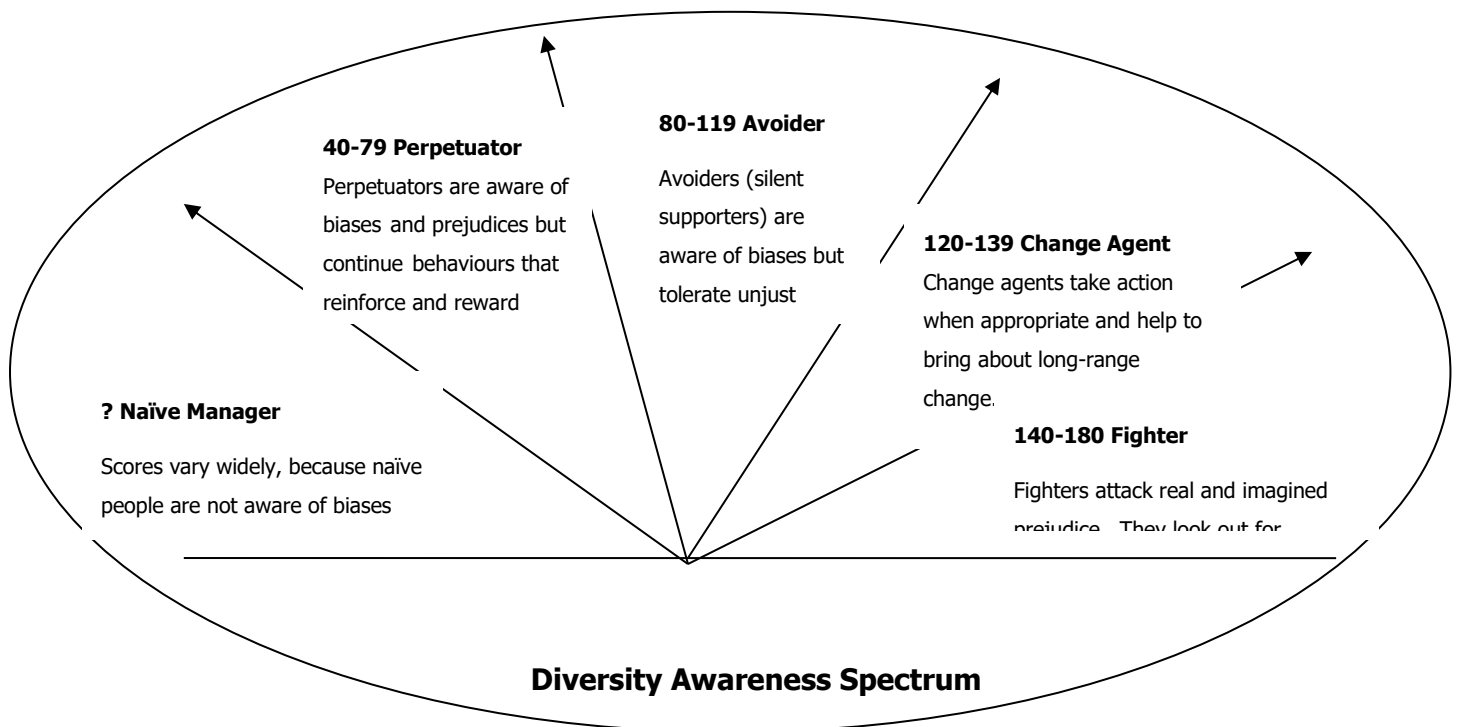
# **Making an Impact**

## **Handout 15**

# **Interpreting Your Diversity Tolerance**

## SCORING YOUR AWARENESS PROFILE

Look at the numbers in the Diversity Awareness Spectrum below. Find the range that includes your Total Score. Draw an X in the ray of the spectrum.



### INTERPRETATION

The following explanations of the categories in the spectrum will help in assisting how free of bias, prejudice, and discrimination your behaviour is.

- (1) **NAÏVE MANAGER:** Managers in this category do not even realize they exhibit biased behaviour. Often when they offend other, they are not aware that their own behaviour is offensive. They frequently accept stereotypical statements as facts. They may even unknowingly commit illegal acts. No score was indicated for this category, because scores can vary widely for the truly naïve manager. For example, a naïve manager can believe that 'almost always' is a truthful response to many of the DAP questions, because he or she does not comprehend biased behaviour.

Regardless of your score, give some serious thought to the types of behaviour that indicates bias and prejudice. Discuss the topic with colleagues and ask for feedback on whether your behaviour is usually appropriate. Since naïve people “know not” and “know not that they know not”, help form others is essential to teach them.

(2) **PREPETUATOR:** Managers in this category are aware of their biases and prejudices and aware that their behaviour offends others. Nevertheless, they continue with derogatory jokes, comments, and actions and act as though laws or company guidelines do not apply them.

If your score indicates this category, take heed. If you answered all questions honestly, not only is your behaviour hurting others, but you are in danger of being sued or fired. It is common for managers in this category to use bias in hiring, promoting, making assignments, and firing. Legal implications are given for this type of behaviour.

Look at the questions that you answered with a '1' or '2'. Keep these questions in mind to help you break your old habits. Create some action steps that will help to remind you of the type of behaviour you desire to acquire. Remember, you cannot afford to stay in this category.

(3) **AVOIDER:** Managers in this category are aware of biases in themselves and others. They are working on their own prejudices, but they are reluctant to address inappropriate behaviour by others. They try to play it safe by saying nothing, and this behaviour is often perceived as acceptance. They are sometimes thought of as “silent supporters”.

If your score indicates this category, look at the questions that you answered with a '1' or '2'. Your action steps should include efforts to improve in those areas. Work on ways to become more verbal when you are aware of biases.

(4) **CHANGE-AGENT:** Managers in this category are not only aware of biases in themselves and others, but they also realize the negative impacts of acting on those biases. They are willing to take action when they encounter inappropriate words or behaviours. They try to make a difference when there is clear evidence of discrimination or bias. They also manage in a way that is fair to all their employees.

If your score indicates this category and if you are sure that you are not just naive about you behaviour, then you are in a position to help others. Your action plan should include well-thought-out ideas that will decrease bias and discrimination in your organisation.

(5) **FIGHTER:** Managers in this category are constantly aware of any behaviour that seems to be biased or prejudiced, In attempting to treat protected-classes fairly, they may even go overboard and become involved in reverse discrimination. They often question the actions of others and confront offenders strongly. They have played an important role in helping minorities move ahead, but they pay a price. For example, they may get a reputation of 'fighting', and after a while people may begin to discount what they are saying and even avoid them.

If your score indicates you are a fighter, you may in fact be a strong "change agent". If your score is near the lower range, then the things that apply to change agents apply to you. However, in any event, you should examine your behaviour carefully to determine any areas that indicate that you are sensitive when no discrimination of bias actually exists. In other word, try to determine if you are on the lookout for prejudice when nothing has indicated that prejudice exists. Your action steps should include giving everyone a fair chance and the benefit of a doubt. Your behaviour may be unnecessarily causing you to lose friendships that could be beneficial to you. Ask your colleagues for their honest feedback about your behaviour.

