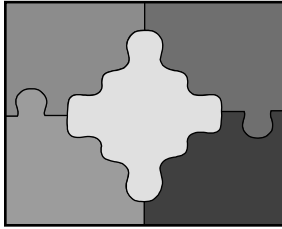


# Contents

Overview and Objectives	v
Cornerstone 1: The Inclusive Definition of Diversity	1
Cornerstone 2: The Business Case for Diversity	3
Cornerstone 5: The Diversity Enhancement Process	5
Cornerstone 3: The Cultural Competence Scorecard	7
Leading Diversity Versus Traditional Management	9
Cornerstone 4: The Diversity Adoption Curve	11
How Leaders Set a Tone for Inclusion	13
Leader/Team Member Discussion Questions	15
Creating Structural Equality	17
Derailment Case Study	21
Leading Diversity: Workshop Reaction Sheet	23
Leading Diversity: 360-Degree Assessment Instructions for Participants	25
Leading Diversity: Self-Assessment Form	27
Leading Diversity: Understanding and Using Your Assessment Results	29

Leading Diversity: Developmental Action Plan	31
Leading Diversity: 360-Degree Assessment Instructions for Observers	33
Leading Diversity: 360-Degree Assessment Instructions for Observers	35
Leading Diversity: 360-Degree Assessment Instructions for Observers	37
Leading Diversity: 360-Degree Assessment Instructions for Observers	39
Leading Diversity: 360-Degree Assessment Instructions for Observers	41
Leading Diversity: 360-Degree Assessment Instructions for Observers	43
Leading Diversity: 360-Degree Assessment Instructions for Observers	45
Leading Diversity: 360-Degree Assessment Instructions for Observers	47
Leading Diversity: Assessment Form for Observers	49
Leading Diversity: Assessment Form for Observers	51
Leading Diversity: Assessment Form for Observers	53
Leading Diversity: Assessment Form for Observers	55
Leading Diversity: Assessment Form for Observers	57
Leading Diversity: Assessment Form for Observers	59
Leading Diversity: Assessment Form for Observers	61
Leading Diversity: Assessment Form for Observers	63



# Overview and Objectives

---

**WELCOME!** *Diversity Mosaic: Leading Diversity* is designed to help people who manage others and set policy at all levels (executives, middle managers, supervisors, group leads, and board members) to develop knowledge, awareness, and skills required by leaders in creating a truly inclusive organization. It will also help you understand what the organization expects of leaders in supporting the organization's diversity initiative.

When you have completed the workshop you will:

- Understand leaders' unique roles in creating a successful diversity initiative (*knowledge*)
- Understand why cultural competence is important for us as leaders (*knowledge*)
- Understand the concept of structural inequality and leaders' role in addressing it (*knowledge*)
- Analyze our perceptions, strengths, and development areas in leading diversity (*awareness*)
- Learn skills to increase our level of cultural competence as leaders (*skill*)
- Determine how to demonstrate support for the organization's diversity and inclusion effort by developing our ability to communicate the Cornerstone concepts effectively (*skill*)
- Create a personal action plan for leading diversity and creating true inclusion in the workplace (*knowledge, awareness, skill*)

The *Cultural Mosaic: Leading Diversity* workshop agenda is comprised of three sections. Your facilitator will have more detailed information on the agenda when you arrive at the session. Following is the agenda:

- Diversity Mosaic Review
- Leading Diversity
- Creating True Inclusion

Pages 33 through 63 of this workbook contain all the forms required for you to complete a 360-degree assessment. This process will enable you to gain insight into how others perceive your behavior with regard to leading diversity and creating an inclusive environment. Feel free to read this entire workbook (as well as the 360-degree feedback section) at any time to understand more about leading diversity and prepare yourself for the assessment and the workshop. Your facilitator will let you know whether you should complete the 360-degree assessment before the session, or whether you are to wait until the session to receive further instructions before completing it.

<http://www.pbookshop.com>