Spectra Diversity Inclusion Assessment™

Organization Report: Association for Play Therapy Member Diversity Survey

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In today's world, we are confronted at every turn by differences in the individuals we work with and manage. It may be differences based on factors such as culture, ethnicity, race, gender identity, religion and socio-economic status or even differences in how we approach work and communicate with one another. Our challenge is to understand ourselves, understand others and translate that understanding into actions and behaviors that impact our organizations. Research shows that organizations that are inclusive and which honor diversity benefit in many ways.

- **Financial benefits:** A recent McKinsey study looked at the top executive teams of 180 public firms and found that those with more diverse teams outperformed their peers in ROE and EBIT margins.[1]
- **Problem solving:** A study of 28 teams found those that were heterogeneous solved complex tasks better than the homogeneous teams. They noted the diverse teams exhibited a higher level of creativity and a broader thought process.[2]
- **Innovation:** Companies that drive innovation by leveraging employee ideas and knowledge meet product revenue targets 46% more often and product launch dates 47% more often than industry peers.[3]

The ***Spectra Diversity Inclusion Assessment™*** provides a diversity and inclusion path forward for organizations of any size.

Spectra Assessment

The **Spectra Assessment** is delivered to members and leadership. All respondents remain anonymous, and group results are provided to leadership to assess areas of need or strengths.

The **Spectra Assessment** Report is intended to better focus change efforts related to diversity and inclusion based on the needs of the group or organization. The information in this report includes both the individual and organization aggregate responses.

Five Simple Actions — ABCDE

1. **Acknowledge** unconscious bias
2. **Be** present and pause
3. **Consider** the other person's point of view
4. **Determine** what to do differently
5. **Engage** others through dialogue

What are You Willing to Do?

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About this Report

The **Spectra Assessment** is organized into two distinct areas: The Individual and the Organization.

Individual

To understand others, it is important to begin with understanding yourself. This self-awareness can help you gain clarity on how your behavior might affect others. The **Spectra Assessment** also assesses your perception of how often you demonstrate inclusive interpersonal skills. When you display openness and non-judgmental behavior it demonstrates that you value the diversity of others in the workplace. In turn, behavior is directly influenced by your self-awareness and interpersonal skills. By being self-aware, you are able to identify your belief system that drives your behavior. By understanding that, you can further choose to adapt behavior to be more inclusive of others in the workplace.

This assessment measures the following:

- **Beliefs:** self-awareness and personal beliefs related to diversity and inclusion
- **Interpersonal skills:** putting inclusion into action

Organization

Knowing where the organization's commitment lies on diversity and inclusion matters greatly. An organization that recognizes how diversity and inclusion directly impacts member engagement and innovation is a forward-thinking, inclusive organization. When members believe their organization is invested in diversity and inclusion efforts and that all stakeholders (members and leadership) feel welcomed, valued, respected and heard, the result is a more engaged association. Organizations benefit by seeing an increase in productivity, innovation and morale.

The assessment measures the following:

- **Leadership:** how leadership sees itself and how leadership is seen by members in terms of diversity and inclusion
- **Culture:** the organizational norms and beliefs
- **Policies, Practices and Procedures:** 3Ps - how diversity and inclusion efforts are put into practice on an organizational level

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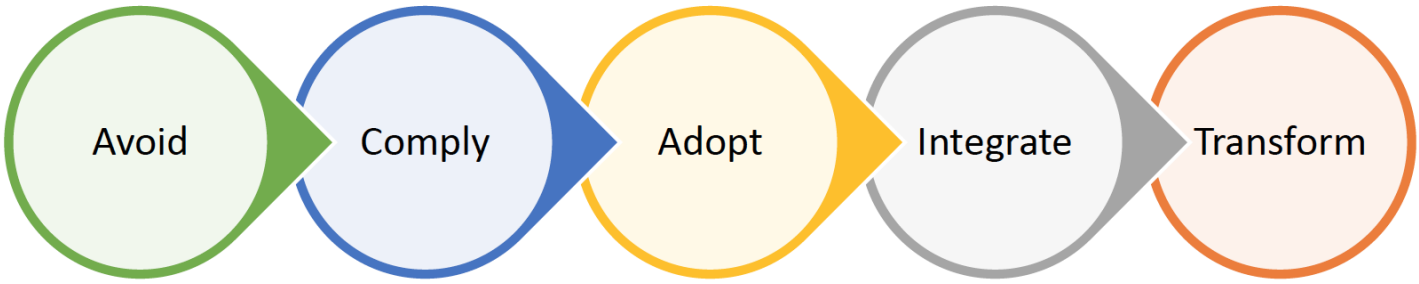
Spectra Diversity and Inclusion Maturity Model

Each individual and each organization lies somewhere on this continuum.



Your Organization's Relative Maturity Level: Adopt

The scored ranking is based on the data Spectra Diversity has collected from all participating organizations to date. These scores were divided into groups and were given numeric labels (e.g. lowest set of scores received a 1, next set of scores received a 2, etc.) or in the case of the Maturity Model, the lowest scores received "Avoid" the second lowest "Comply" and so on.

As one might expect, there are few individuals and organizations on either end of the spectrum, with the majority clustered in the center, as in a traditional bell curve. The actions and beliefs of the five stages include, but are not limited to, the following.

Avoid

Organization: Diversity and inclusion is not seen as a "real" issue; lacks policies and procedures to address diversity and inclusion. Work atmosphere may feel hostile to members who are perceived as "different." Could be either mono-cultural or consist of segregated groups with lack of trust.

Individual: Little or no awareness of diversity and inclusion. Cultural differences are generally thought of as food, dress and celebrations. Behaviors may include: shaming and blaming others, initiating humor at the expense of others, holding beliefs that others are inferior or should be avoided, demonstrating lack of trust, avoiding or withdrawing from cultural differences.

Comply

Organization: Follows basic federally mandated anti-discrimination law to avoid negative consequences. Focus is on treating everybody the same way. Tends to be reactive and often stops any initiatives once they are in compliance.

Individual: Goes along to get along. Pays "lip service" to diversity and inclusion in the workplace. Tolerates humor at the expense of others, remains quiet or uninvolved when witnessing micro aggressions, lacks knowledge about those who are different from self, views cultural differences in terms of ‘us' versus ‘them.'

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Adopt

Organization: Views diversity and inclusion as a key driver of organizational efficiency, member engagement and/or opportunities to expand market opportunities. Measurements are in place to evaluate diversity and inclusion initiatives. There is some infrastructure (e.g., diversity and inclusion council, member resource groups, etc.). Diversity and inclusion are aligned with the organization's mission and vision. Works to promote inclusion.

Individual: Works to include others, acknowledges and respects differences, understands that we are the way we are because of our cultural backgrounds and influences, recognizes and appreciates patterns related to culture, ethnicity, gender, age and other dimensions of diversity.

Integrate

Organization: Diversity and inclusion have been integrated into all aspects of the organization and is a core value. Policies, practices and procedures are inclusive. Members are committed to diversity and see themselves responsible for creating a culture that is inclusive for all.

Individual: Able to interact with different people, able to perform tasks with comfort and ease in interactions with those who are different from ‘self.' Models and promotes appropriate inclusive behaviors.

Transform

Organization: Diversity and inclusion is part of everyday business, is fully integrated and is part of the cultural norms of the organization. Has its diversity and inclusion best practices emulated by other organizations.

Individual: A visionary; actively incorporates inclusionary behavior in interactions. Holds self accountable for creating and sustaining a diverse and inclusive culture.

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Organization Data and Insights: Leadership

Leadership is Key to Diversity and Inclusion Efforts

The success of diversity and inclusion in the organization begins with leadership. The more senior leaders understand and communicate the benefits of diversity and inclusion on opportunities and outcomes, the more likely others in the organization will engage.

Diversity and inclusion are a change initiative that requires fundamental changes that should be led by the leadership team. A key driver of success is to have diversity and inclusion as a core competency and a measure of performance management. Having leadership actively engaged and held responsible for clear deliverables will send a strong message that diversity and inclusion is a priority.

21.5% of non-institutionalized persons aged 21-64 years with a disability in the United States were employed full-time/full-year in 2013.[4]

If you are a leader, have you made efforts to ensure inclusion in the organization, of those who have a disability?

Statements

How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Associations can no longer be successful if leaders don't recognize, appreciate and value member differences. Leadership must lead the way or there will be minimal buy-in from members.

1. Leadership shows that diversity is important through their actions.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
247	461	268	82	49	3.7	1107

We all need positive role models. With constant change in today's association and membership, leaders who try to demonstrate respect will achieve greater results.

2. Leadership sets a positive example for our association in terms of inclusion.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
234	448	294	82	49	3.7	1107

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This means that all members feel valued and therefore are engaged in the organization. The greater the appreciation, the more a person is willing to contribute and work on small issues before they become big problems.

3. Leadership has created a culture of diversity and inclusion at our association.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
206	426	347	82	46	3.6	1107

Organizations benefit when leadership is aligned across the organization. When leadership understands and is aligned on the meaning of diversity and inclusion, it translates into consistent messaging, respectful actions and engaging behavior.

4. Leadership has a clear understanding of what diversity and inclusion means.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
276	473	238	80	40	3.8	1107

Fair treatment is different from equal treatment. Holding others accountable for their behavior is critical to team success. Leaders need to show empathy while understanding and respecting differences.

5. Leadership holds all members equally accountable for their actions and behaviors.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
207	349	462	45	44	3.6	1107

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Organization: Leadership Score: Level Two

Overall, your organization scored a Level Two on a scale of 1-3, in terms of leadership's behavior that is in support of diversity and inclusion.

Insights
On average, responses indicate that leadership views diversity and inclusion as part of their responsibilities and understands the basics of how diversity and inclusion impact the organization. Individuals and teams seem to feel leadership does value their contributions and tries to include others and reward behaviors. There seems to be an acknowledgement on the part of leadership that diversity and inclusion is part of their role in leading the organization. Because this is the middle range, there are growth opportunities for leadership, perhaps in adopting new strategies to develop a more inclusive group culture or in individual efforts when interacting 1:1 with members.

Diverse and Inclusive Leadership Signals to Observe

Supportive Leadership Behavior	Non-supportive Leadership Behavior
Models the proper behavior for being inclusive and diverse	Does not act as a role model for inclusive behaviors
Understands why and how inclusion is important to the organization	Lacks an understanding of the importance of diversity and inclusion's role in team or organization success
Accepts and supports team/organizational decisions with grace and dignity	Supports team/organizational decisions reluctantly
Utilizes the unique skills, abilities and experience of all members to achieve results	Does not use the full skill set of all members
Build teams that reflect a variety of opinions, experiences and thoughts	Fails to encourage the opinions of all members
Takes personal responsibility of one's own outcomes	Pushes responsibility onto others or blames others for negative outcomes

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Organization Data and Insights: Culture

A Diverse and Inclusive Culture Drives Innovation

Like the word diversity, culture has a broad range of meanings. For our purposes, we will use the following definition. Simply defined, culture is a way of doing things that is passed down from older to younger (not necessarily chronological age/may be tenure). The framework for culture is the values that have been established to guide behaviors.

While it is not an easy task, research supports that having a diverse and inclusive culture drives innovation.

> Diversity is a key driver of innovation and is a critical component of being successful on a global scale. Leadership recognizing that a diverse set of experiences, perspectives and backgrounds is crucial to innovation and the development of new ideas. [5]

> Research confirms that diversity is a valuable resource for innovation. Professor Ron Burt of the University of Chicago conducted an empirical study indicating that people with more diverse sources of information generate consistently better ideas. [6]

How is diversity and inclusion incorporated into your organization's culture?

Statements

How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

> *When members have a solid understanding of diversity and inclusion, it means that a standard has been set and members understand the standard. Members who have a clear expectation of behavior are more likely to exhibit the appropriate behavior.*

6. I understand what diversity and inclusion means at our association.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
281	518	194	92	22	3.9	1107

> *This means that regardless of differences (age, experience, gender, race, religion, etc.) that there is a diversity and inclusion effort being made on an organizational level. These interactions can vary over time as new team members are added or move in the team.*

7. Members of different backgrounds interact well in our association.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
227	459	312	83	26	3.7	1107

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Members watch to see if organization actions line up with the stated beliefs, mission statement and other policies. Does the organization "walk the talk?"

8. When diversity and inclusion issues arise in this association, they are dealt with in a positive and constructive manner.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
165	315	543	48	36	3.5	1107

The foundation of diversity lies in the organizational culture. Does leadership support diversity? Is it publicized with clear commitment statements? Do policies support and reward inclusive behaviors?

9. This association is committed to diversity and inclusion.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
261	511	244	58	33	3.8	1107

This item indicates the level of tolerance for inappropriate organization behaviors such as insensitive humor. Organizational culture is not defined by words, but by actions. Acting when disrespect is demonstrated is critical to a strong and supportive culture.

10. Disrespectful and non-inclusive behavior is not tolerated at this association.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
293	462	279	42	31	3.9	1107

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Organization: Culture Score: Level Two

Overall, your organization scored a Level Two on a scale of 1-3, in terms of a culture that is in support of diversity and inclusion.

Culture Insights
Culture is like the air we breathe; you don't notice it until something is wrong with it. At this level, there seems to be a vision for diversity and inclusion but perhaps it hasn't been translated into guiding principles. On average, this group reports that in general, the organization seems to support diversity and inclusion. While there seems to be organizational support for diversity and inclusion, the group may still be unclear as to organizational support of the connection between diversity and organizational success. There are untapped opportunities in defining diversity and supporting inclusion through actions.

Diverse and Inclusive Culture Signals to Observe

Culture is Diverse and Inclusive	Culture is Not Diverse and Inclusive
Culture is rooted in a shared philosophy that brings people together	Culture is rooted in company rewards or other tangibles
Association mission statement identifies strong core values including diversity and inclusion	Association has a mission statement that does not address inclusion or respect
Inclusive culture is carried out into the world by your people, ambassadors and witnesses of your culture	Inclusion may not be addressed in the workplace; if it is, inclusion tends to be confined to within the walls of the workplace or only when working with customers or clients
Diversity is reflected in the boardroom as well as the workplace in general	Board members are very similar and do not reflect the diversity of the marketplace
Focus on building internal resources and developing members at multiple levels	Focus on more technical or role specific skills gap

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Organization Data and Insights: Policies, Practices and Procedures (3Ps)

3Ps are Diversity and Inclusion in Action

The fastest way to impact change is through the policies, practices and procedures that show organizational support of diversity and inclusion work.

Policies that demonstrate what organizations truly value can often be understood by reviewing what gets rewarded. To support a diverse and inclusive association, minimally the policies, practices and procedures (3Ps) related to recruitment, hiring, training, performance appraisals/review process, promotion guidelines and development should be assessed to identify any barriers/obstacles that could unintentionally lead to the exclusion of some individuals or groups.

> Half of all organizations sponsor all diversity awareness training and a little over a third sponsor leadership-level diversity awareness training. However, High Performance Organizations are 33% more likely to sponsor all employee diversity skills training, and a quarter focus training on recruiting diverse talent. [7]

Does your organization have diversity and inclusion training, policies, practices and procedures in place?

Statements

How to interpret the responses:

As you review the responses, take note of any variation in the responses. If they are largely grouped on one end, ask, "What may be an indicator of that?" If there are several individuals who strongly disagree, it may be an indication that a specific segment of a team is out of sync with the others. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Members are encouraged to provide input and ideas that may be perceived as "different". There is an intentional effort to include individuals that may not be generally included or sought out.

11. Effort is made to solicit ideas of all members in this association.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
272	480	219	93	43	3.8	1107

Diversity is reflected internally in the membership. The commitment to diversity is communicated externally via the organization's website, marketing materials and meaningful community involvement.

12. This association has done a good job hiring people of diverse backgrounds.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
159	340	511	66	31	3.5	1107

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Training and developmental opportunities are offered to all members. Individuals are not discouraged or overlooked due to age, role, gender or other dimensions of diversity.

13. Everyone has the same opportunities for leadership development.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
167	327	378	178	57	3.3	1107

Members adhere to policies and procedures. What gets measured, gets addressed. Inclusive policies and practices lead to practices that become the norm.

14. The policies, practices and procedures in this association support diversity and inclusion.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
237	466	262	83	59	3.7	1107

Individuals notice what is happening in organizations rather than what is a stated intent. It is often visible that leadership positions that are more senior are less diverse.

15. This association is effective at promoting people of diverse backgrounds (across gender, race, age, etc.)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Number of Responses
218	377	375	95	42	3.6	1107

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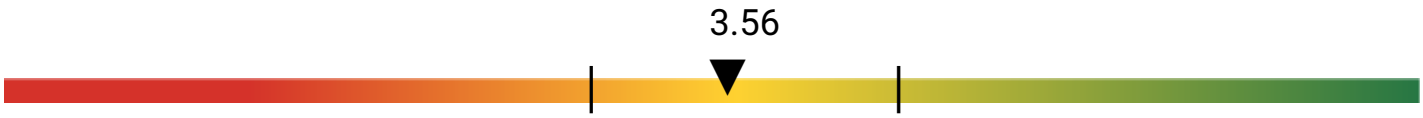
Organization: Policies, Procedures and Practices Score: Level Two



Overall, your organization scored a Level Two on a scale of 1-3, in terms of policies, practices and procedures that are in support of diversity and inclusion.

Insights
This is a true test. Does what you say as an organization match what you do in practice? On average, this group is reporting that there is opportunity for improvement in organizational policies, practices and procedures that support diversity and inclusion. Are the needs of the individuals in the organization being met as best they can with organizational practices? Individuals look for policies that support what we say we value as an organization. The policies, practices and procedures (3Ps) related to member recruitment, training, and development could perhaps be reviewed to identify any barriers/obstacles that could unintentionally lead to the exclusion of some individuals or groups.

Diverse and Inclusive 3Ps Signals to Observe

3Ps Are Clear and Known	3Ps Do Not Promote Diversity and Inclusion
Efforts extend beyond standard online and sector specific job boards	Efforts are focused on traditional channels that produce limited diversity of candidates
Positions advertised in a wide variety of places and relationships are built with organizations that work with diverse communities	Limited outreach to non-traditional organizations, universities, associations, etc. that may reach more diverse candidates
Efforts are made to reduce barriers and bias in job descriptions and interviewing	Job descriptions use language that encourage or discourage individuals to apply; interviewing approach is not behavioral based
Policies are updated to reflect the needs of the member base (flex time, prayer rooms, mother rooms, etc.)	Policies are not reviewed on a regular basis; member input regarding policies is not solicited

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Individual Data and Insights: Beliefs

Individual Beliefs Are Built on Personal Experiences

We are all influenced by multiple factors such as, gender, race, age, family, friends, education, where and when we grew up, etc. Over time, these influences shape our values and beliefs and determine how we perceive others, the world and ourselves. Our beliefs filter our perceptions and construct our reality. They show up through our attitudes, behavior and habits. How we respond to others is directly linked to what we believe and can lead to inclusion or biased or prejudicial behavior.

> Research has shown that many people's decisions exhibit subconscious biases based on gender, ethnicity and other factors.[8]

Statements

How to interpret the responses:

Note the variation in responses. Variation in the responses can point you to areas where further education or communication may be needed. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
16. I believe that I personally benefit from diversity and inclusion.						
425	357	231	69	25	4	1107
17. Diversity and inclusion efforts are necessary to this association's success.						
602	385	94	14	12	4.4	1107
18. Diversity is a key driver of innovation.						
478	410	167	39	13	4.2	1107
19. A diverse and inclusive workforce is crucial for associations that want to attract and retain members.						
580	404	93	19	11	4.4	1107
20. Education about diversity and inclusion will enhance the association's organizational success.						
538	429	107	22	11	4.3	1107
21. I believe a more inclusive work environment will increase member engagement.						
453	474	154	17	9	4.2	1107
22. I believe awareness of implicit biases is the first step to overcoming them.						
593	426	65	15	8	4.4	1107
23. Inclusion needs to be fostered in order to maintain diversity.						
560	457	70	12	8	4.4	1107
Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**	**Rating Average**	**Response Count**

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Moving Forward

Beliefs are deeply ingrained and are set at a very early age. This does not mean however, that they cannot change as time progresses. The ABCDE Five Simple Actions relate primarily to individual beliefs.

Five Simple Actions - ABCDE

1. Acknowledge unconscious bias
2. Be present and pause
3. Consider the other person's point of view
4. Determine what to do differently
5. Engage others through dialogue

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Individual Data and Insights: Interpersonal Skills

Interpersonal Skills are Diversity and Inclusion in Action

This measures the extent to which an individual can interact effectively with others different from themselves. Knowing who we are and how we impact other people helps us choose appropriate behavior. A skillful person can manage situations and successfully interact with people who may be different from themselves. At this point, we can modify our behavior to meet the needs of a situation. Effective interpersonal skills reflect an ability to be flexible when reacting to the ideas and opinions of others. We show others respect and trust through cooperation, attentiveness and friendliness. This, in turn, results in more harmonious relationships and increased productivity.

> More than 40% of the 2010 Fortune 500 companies were founded by immigrants or their children. Even though immigrants have made up only 10.5% of the US American population on average since 1850, there are 90 immigrant-founded Fortune 500 companies, accounting for 18% of the list. [9]

Statements

How to interpret the responses:

Note the variation in responses. Variation in the responses can point you to areas where further education or communication may be needed. Please be strategic about who, how and when this information is shared. Sharing the data below for small teams may infringe upon the privacy of individuals.

Almost Always	Frequently	Sometimes	Rarely	Almost Never	Rating Average	Response Count
24. I take the time to learn how those different than me want to be treated.						
498	504	99	5	1	4.3	1107
25. When I disagree with others, I explore ideas and beliefs that differ from my own.						
458	547	99	2	1	4.3	1107
26. I am aware of when my biases impact my decision-making.						
252	607	246	2	0	4	1107
27. I work to make sure that people who are different from me are heard and respected.						
607	423	75	1	1	4.5	1107
28. I reflect on my behavior in the area of diversity and make an effort to improve.						
468	518	114	5	2	4.3	1107
29. I adapt my approach to work more effectively with those who are different from me.						
429	538	129	7	4	4.2	1107
30. I openly discuss diversity with my colleagues.						
343	480	239	37	8	4	1107
31. When I do not understand an area of diversity, I ask for help.						
468	481	140	16	2	4.3	1107
Almost Always	**Frequently**	**Sometimes**	**Rarely**	**Almost Never**	**Rating Average**	**Response Count**

Moving Forward

Diversity and inclusion have come a long way due to current research and identified best practices. The advantages of organizational diversity and inclusion efforts extend beyond improved teamwork, creativity and productivity into impacting the profitability of any organization, ultimately making or breaking a business. Ignoring the impact of diversity and the power of inclusion in this global marketplace will not only hold organizations back but will greatly limit its talent pool and customer base, challenging the core of existence.

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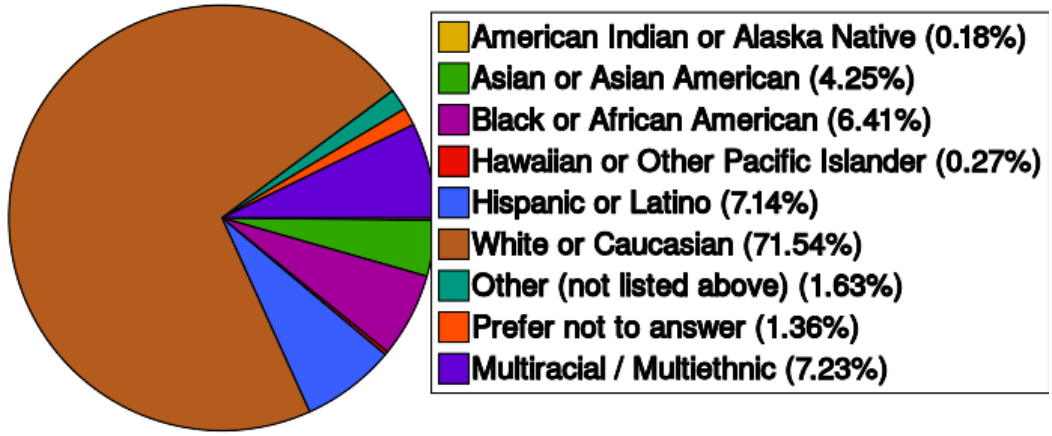
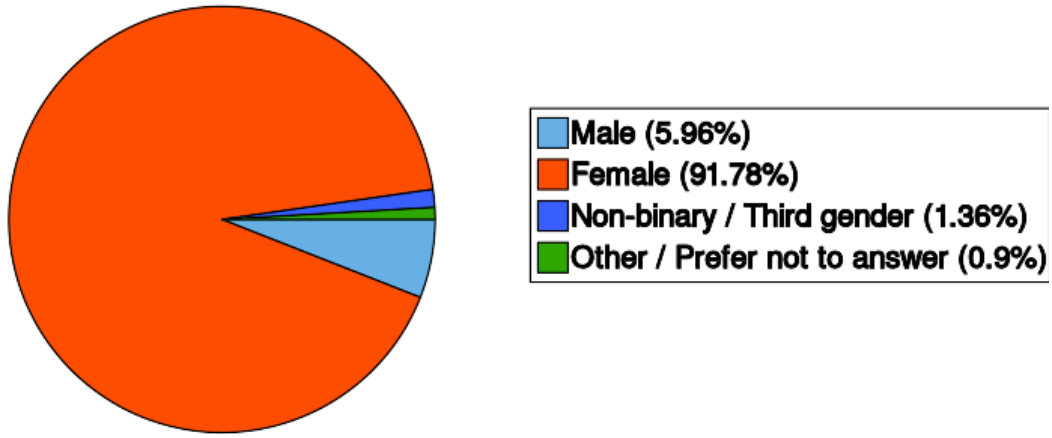
With which race/ethnicity do you identify? Check all that apply.



What is your gender or gender identity?



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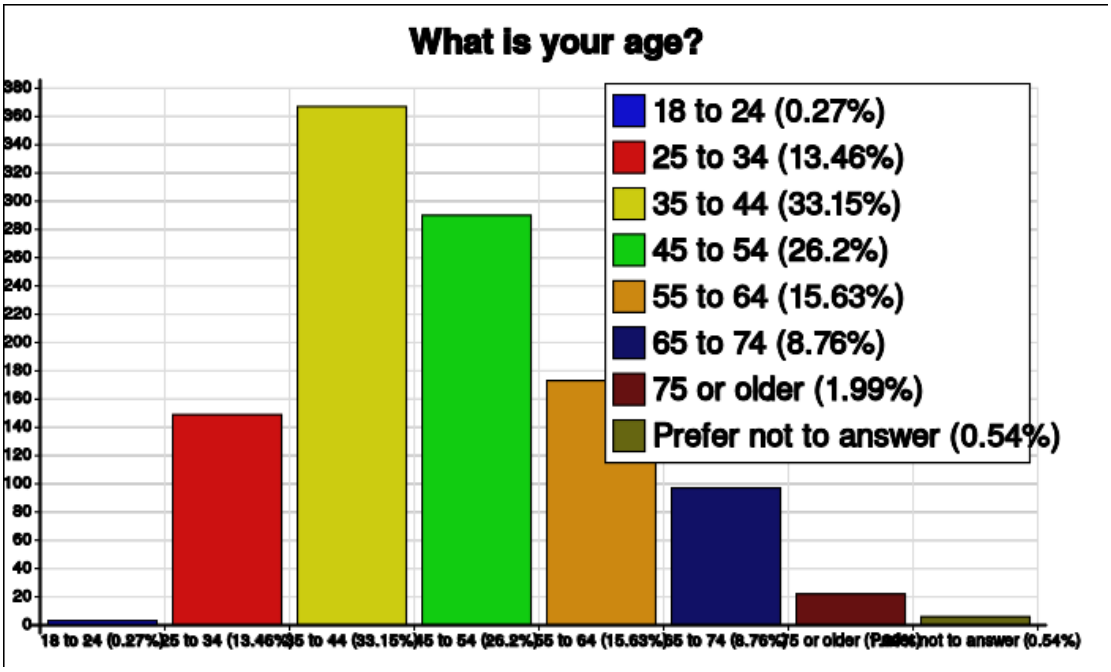

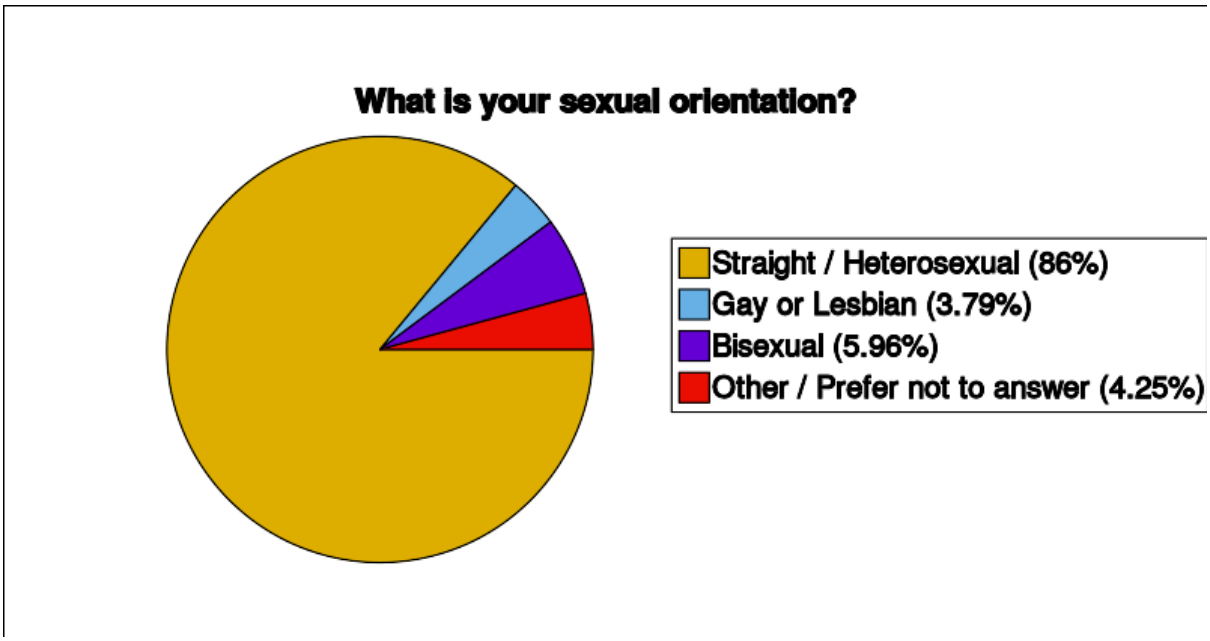

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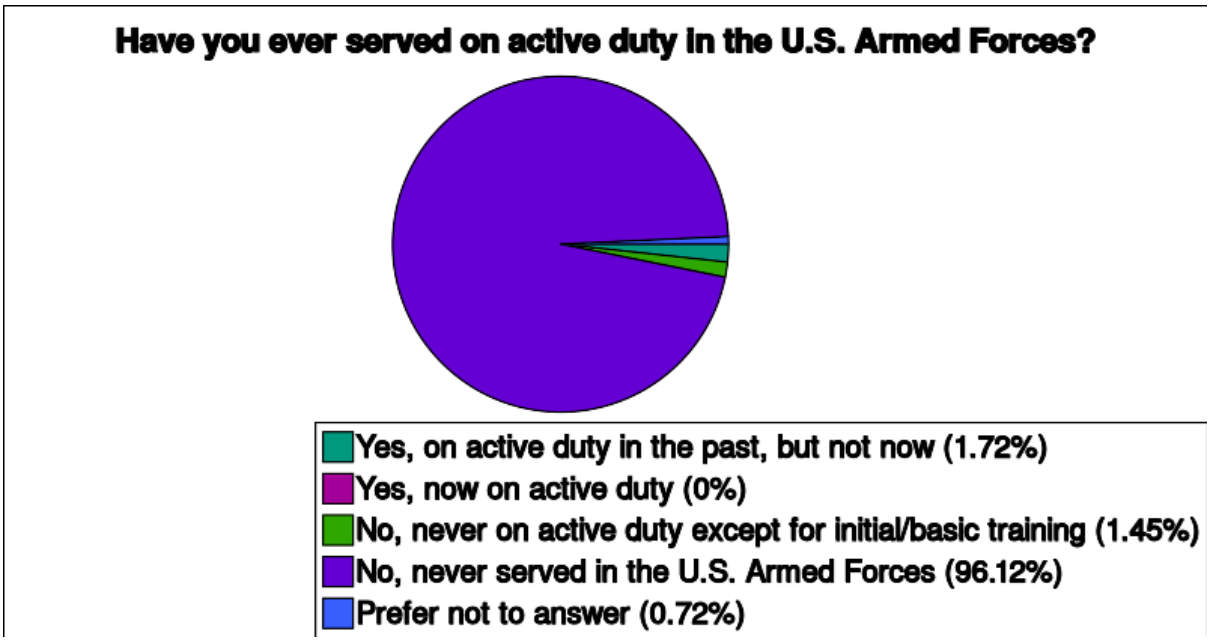

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Footnotes

1 "Is there a payoff from top-team diversity?" McKinsey Quarterly, April 2012.
2 Henley Management College, UK; Ford Germany
3 Aberdeen Group, 2009
4 "Attracting Talent," DiversityInc, Fall 2015
5 "Global Diversity and Inclusion Fostering Innovation Through a Diverse Workforce," Forbes, July 2011
6 "Proof That Diversity Drives Innovation," DiversityInc, 2011
7 i4cp, 2010
8 Project Implicit, 2011
9 "The 'New American' Fortune 500," "Partnership for a New American Economy, June 2011

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