Suggestions for Using
"How Open and Flexible Is Your Organizational Culture?"

Objectives:
- Help a workgroup or part of an organization assess how open its culture is to change, thereby impacting its ability to be inclusive
- Identify places where an organization or group is not open or flexible
- Determine what, if anything, needs to be done to make the culture more open, flexible, and inclusive
- Create an environment where talent from different backgrounds and places feels safe, welcomed, and valued

Intended Audience:
- Executive staff conducting its own assessment of the climate
- An internal or external change agent working with the CEO and executive staff or management staff of any division
- An internal or external change agent using this assessment at various levels of the organization to gather feedback that can be fed upward to top management and compared against their collective perceptions

Processing the Activity:
- Distribute questionnaire to each participant and clearly identify the group being evaluated. Is it the whole organization? One division? A smaller workgroup? It would be very interesting to do small business units then the whole. That picture would reveal a great deal.
- Ask participants to check the most appropriate answer for all 15 questions.
- Explain directions for scoring, and ask each participant to come up with a total.
- On a flip chart, record all the scores so the group can get an idea of how varied the perceptions are. There is no need to match names to scores.
- Then, depending on the size of the group, have small-group discussions. Anything from pairs to foursomes is good. Have participants review their one- and two-point answers.

Questions for Discussion:
- Look at your one- and two-point answers. What do they indicate about the openness and inclusiveness of your culture?
- What areas are ripe for change as you review your responses?
- What are you willing to do to begin the process of becoming more open and inclusive?

Caveats, Considerations, and Variations:
- The higher the level of management willing to act on data from this questionnaire, the greater the opportunity to impact change in the culture.
- This tool has the possibility of providing valuable feedback from all levels of the organization. How it's presented to top management will influence receptivity. Get their buy-in before you use it.