

Assess

AWARENESS

Where is each person starting from with respect to bias and cultural self-awareness? · Do employees have the time and resources to learn about bias and become aware of their own biases? · How are implicit and explicit attitudes affecting performance? · What psychometric tests and guidance are offered for employees geared toward individual development and team building?

What biases and intercultural tendencies are dominant in your organization? · Has your firm done an assessment of all employee experiences of intercultural competence and bias in the organization? · How do implicit attitudes and common patterns of behavior affect the workplace? · Are groups working together to address bias and build intercultural competence? · Is it recognized when employees of nondominant cultures are expected to tailor their behavior to that of the dominant culture?

DEVELOPMENT

How are you interrupting bias and building intercultural capacity? · How does your firm determine what needs to be addressed and who gets to contribute? · What are your diversity, equity, and inclusion goals? · What metrics and benchmarks are used for evaluating change? · Do you form diverse project teams that accurately represent current and prospective client, user, and community perspectives?

Is intercultural thinking developed as a framework for awareness? · In addition to fostering an individual's awareness of the organizational culture (procedures, policies, norms, systems), is the firm supporting employees in increasing knowledge of the values, social interaction norms, patterns, etc. of different cultures? · Are cultural perspective-taking skills (determining relevance of situational cues within cultural context) taught to detect, analyze, value, and consider others' points of view? · How deeply are you learning about the cultures of clients and their stakeholders?

INFLUENCE

Can employees shift their perspective and behavior in a variety of cultural contexts? · What intercultural communication skills (imparting and receiving information cross-culturally) and culturally aware interpersonal skills (in showing respect and tact, negotiating with people, building relationships and rapport) are exhibited? · Does the workplace benefit from employees who can culturally adapt (maintaining positive relationships by modifying one's behavior to respect others' values or customs in the pursuit of clear goals)?

Is increased intercultural capacity cultivated at all levels? · Are the organizational vision and core values, as well as mutual interactions and idea exchange between peers and leaders, informed by cross-cultural learning and understanding? · What measurement and adjustment cycles are in place to guide evaluation and development? · How are you preparing team and firm leaders to respond to comments critical of individual or firm intercultural competence? · Are firm leaders and employees sensitive to perceptions about diversity, equity, and inclusion in architecture and actively working to improve them?

Our workplace increases intercultural competence when...

AWARENESS

everyone identifies and takes responsibility for their attitudes and biases

individuals actively listen to each other

individual differences, perspectives, and communication styles are acknowledged

individuals' preferred names and pronouns are known and honored

identity groups openly communicate how they are misunderstood or made to feel accepted

reasons for individual or group disengagement are explored

DEVELOPMENT

cultural self-awareness is explored to notice, address, and mitigate biases

the firm supports inclusive and balanced dialogue

diverse teams and their leaders receive support for holding complex conversations

employees set goals for increasing their capacity to navigate cross-culturally

the firm offers intercultural learning opportunities

marginalized employees and groups are appropriately reconnected to the organization

COMPLIANCE

unlawful discrimination of any kind is not tolerated

business practices are analyzed for discrimination

INFLUENCE

communication patterns and discussions reflect multiple cultural perspectives

challenges are resolved using a variety of approaches

cultural differences are bridged by adapting strategies

individuals with different levels of intercultural competence cross-mentor

successfully managed, culturally aware diverse teams are more cohesive and creative

groups form to discuss and advocate for specific diversity, inclusion, and equity strategies