

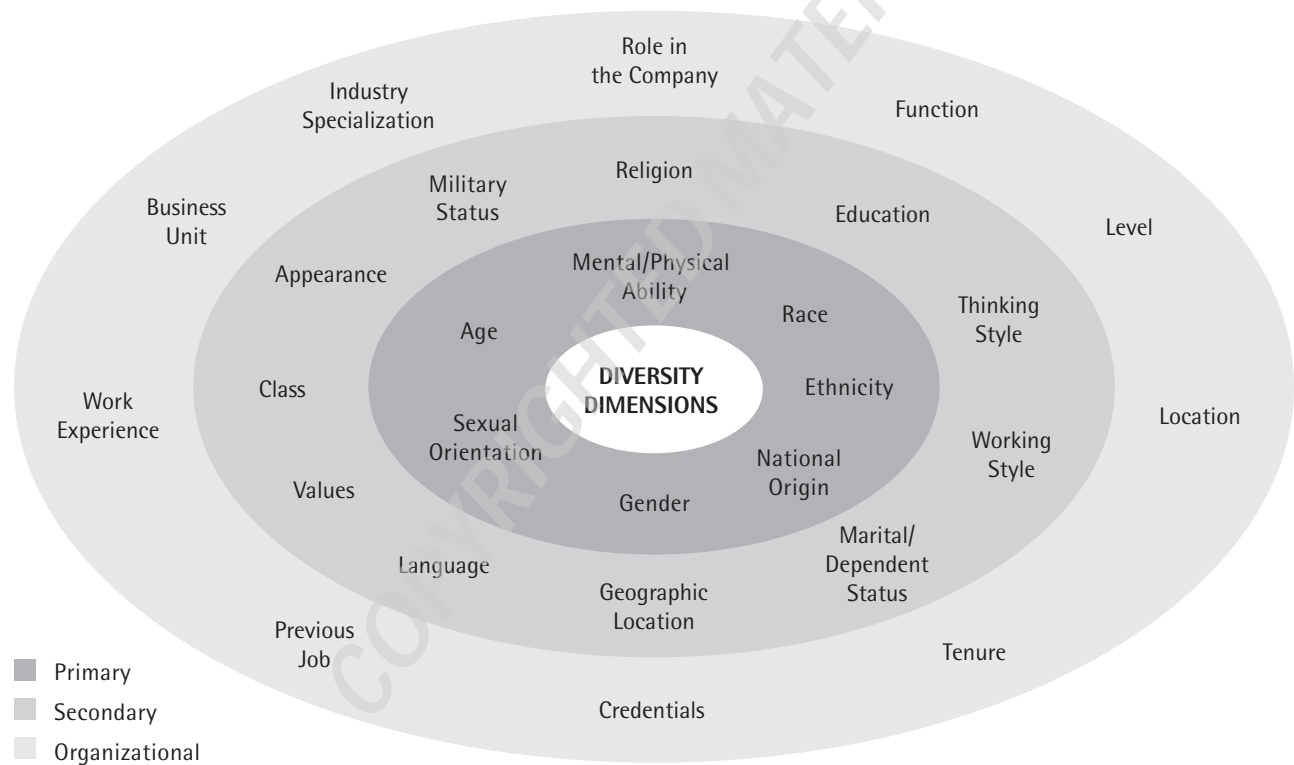
The **DIVERSITY AWARENESS PROFILE (DAP)** is based on data gathered in a series of focus groups and interviews, and in thousands of diversity training sessions over the past twenty years.

The DAP is based on the belief that most people do not intentionally discriminate, judge, or isolate others. Such behavior often happens without intent, but the impact can be devastating to individuals and to the organization.

PURPOSE: The purpose of this instrument is to give people an opportunity to take a snapshot of their behaviors as they are interacting with others at work, at school, or in the community. The more honest you are as you fill it out, the more you will gain from this experience.

■ A Note About Terminology

People Who Are Different from You: Whenever the term “people who are different from you” is used in this document, it refers to diverse individuals. These differences can mean any diversity dimension listed below:



Instructions:

- Read each statement and circle the number that best fits your behavior.
- Remember that there are no right or wrong answers
- Be as honest and candid as possible with your responses.
- Consider each statement in terms of your own personal values, beliefs, actions and reactions, and experiences.
- When you are finished, total the numbers you circled and write that total at the bottom of the page.

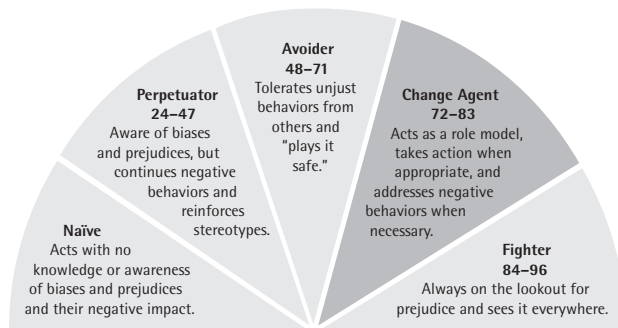
1 = Almost Never 2 = Seldom 3 = Sometimes 4 = Almost Always

How often do I, as an *individual*. . .

1. Challenge others on racial/ethnic/sexually derogatory comments?	1	2	3	4	13. Give straightforward, respectful, and timely feedback to everyone, including people considerably different from myself?	1	2	3	4
2. Speak up when someone is humiliating another person or acting in a disrespectful manner?	1	2	3	4	14. Share the written and unwritten rules of my organization with those from different cultures or backgrounds?	1	2	3	4
3. Think about the impact of my comments on others before I speak or act?	1	2	3	4	15. Practice and reinforce organizational policies regarding equal treatment?	1	2	3	4
4. Refuse to participate in jokes or discussions that are derogatory to any group or individual?	1	2	3	4	16. Keep all team members, both on-site and virtual, in the information loops?	1	2	3	4
5. Avoid using language or making comments that reinforce stereotypes?	1	2	3	4	17. Recognize the successes of others in ways that are appropriate for their styles or cultures?	1	2	3	4
6. Assume and convey the message that diverse individuals are as skilled and competent as others?	1	2	3	4	18. Make the extra effort to help new members of my team succeed?	1	2	3	4
7. Realize that people who speak a different native language from me need to interact and connect as a group?	1	2	3	4	19. Do all I can to help create an environment in which all customers feel respected and valued?	1	2	3	4
8. Demonstrate by my actions that not everyone has to act, communicate, or look a certain way to be successful in, or valuable to, my organization?	1	2	3	4	20. Practice patience when interacting with individuals with accents or disabilities?	1	2	3	4
9. Help new people on my team who are not as readily accepted as others to feel welcome and accepted?	1	2	3	4	21. Make sure that functions I plan or participate in are accessible to everyone?	1	2	3	4
10. Include people who are considerably different from me in informal and formal networks and/or social events?	1	2	3	4	22. Ask questions, listen carefully, and acknowledge the perspectives of someone who is different from me in a conflict situation?	1	2	3	4
11. Learn about and appreciate the richness of other cultures and religions and respect their practices and observations?	1	2	3	4	23. Recognize that people who are different from me are essential to having a creative and innovative team?	1	2	3	4
12. Notice when people who are different are not being heard at meetings and then do something about it?	1	2	3	4	24. Challenge people above me about behaviors inconsistent with the company's policies, values, and mission?	1	2	3	4
					Total Score _____				

■ Scoring

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



■ Interpretation

The following explanation of the categories in the spectrum will help you in assessing how free of bias, prejudice, and discrimination your behavior is.

1. Naïve

People in this category do not even realize they exhibit biased behavior. Often, when they offend others, they are not aware that their own behavior 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 offender. For example, a naïve person can believe that "almost always" is a truthful response to many of the DAP questions because he or she does not comprehend biased behavior.

Regardless of your score, give some serious thought to the types of behavior that indicate bias and prejudice. Discuss the topic with colleagues and ask for feedback on whether your behavior is usually appropriate. Since naïve people don't realize the impact of their behavior, help from others is essential to teach them.

2. Perpetuator

People in this category are aware of their biases and prejudices and are aware that their behavior offends others. Nevertheless, they continue with derogatory jokes, comments, and actions and act as though laws or company guidelines do not apply to them.

If your score indicates that you are in this category, take heed. If you answered all questions honestly, not only is your behavior hurting others, but you are in danger of being sued or fired. Look at the questions that you answered with a "1" or "2." If you truly want to change your behavior, keep your answers to 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 behavior you want to exhibit instead.

3. Avoider

People in this category are aware of biases in themselves and others. They are working on their known prejudices, but they are reluctant to address inappropriate behavior by others. They try to play it safe by saying nothing, and this behavior is often perceived as acceptance. They are sometimes thought of as "silent supporters."

If your score indicates that you are in 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

In this category, people 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 behaviors. Change agents try to make a difference when there is clear evidence of discrimination or bias.

If your score indicates that you are in this category and if you are sure that you are not just naïve about your behavior, 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 organization.

5. Fighter

People in this category are constantly aware of any behavior that seems to be biased or prejudiced, and they confront the offenders strongly. They have played an important role in helping minorities move ahead, but they pay a price. For example, they may have a reputation for "fighting," and after a while people may begin to discount what they are saying and even avoid them.

If your score indicates that 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. In any event, you should examine your behavior carefully to determine any areas that indicate you are sensitive when no discrimination or bias actually exists. In other words, try to determine whether you are on the lookout for prejudice when nothing has indicated that prejudice exists. Your action steps should include giving people a fair chance and the benefit of the doubt. Your behavior may be unnecessarily causing you to lose allies who could be a source of real comfort and benefit.

■ Action Plan

■ One thing I can *start doing* in the workplace is:

■ One thing I can *stop doing* in the workplace is:

■ One thing I can *do differently* starting today is: