


[ TIVIAN ]



# SO YOU THINK YOU HAVE AN INCLUSIVE CULTURE?

Tivian's CultureQuest solution helps organizations measure, monitor and drive more equitable and inclusive corporate cultures

# CultureQuest



## BARRIERS TO ADVANCEMENT

Black professionals are more likely than white professionals to be ambitious, yet nearly 1/5 feel someone of their race/ethnicity would never achieve a top job at their companies.

As a business leader, you are very likely to believe so. After all, most organizations express a firm commitment to equality and inclusion, where all employees have the opportunity to thrive. Despite this, inequalities remain. The figures don't lie; corporate America remains beset by inequality. In 2020, gender and ethnicity pay gaps persisted, and there are only 3 CEO women of color in the Fortune 500. The business case for inclusive corporate cultures has never been clearer, and the reputational risk of inaction has never been greater, yet progress remains painfully slow. Target setting and affirmative action can help, but they do nothing to address the root causes of inequality deeply ingrained in corporate culture. Good intentions and reassuring words are not enough. Now is the time to get serious about building work cultures where everyone can succeed on merit.



## ACCESS TO LEADERSHIP

Only 31% of the black workforce have access to senior leaders at work.

## Culture holds the key

To progress, we need to understand why true equality has proved so elusive. The answer lies in the nature of culture itself. Culture is created and reinforced through shared assumptions that drive collective behavior. These collective behaviors become characteristic of each organization, but the assumptions that drive them remain largely unconscious. The key to success is to bring these powerful drivers of behavior into the collective consciousness where they can be challenged and permanently changed. When and only when you have done this, you have changed your culture.

According to a recent Forbes article, less than 40% of companies are transparent about their workforce's gender and racial makeup, which suggests they may believe they have something to hide. Therefore, it is crucial to understand the experiences of employees from all minority groups and ensure the workforce is representative of society at all levels of your business, fair and meritocratic.

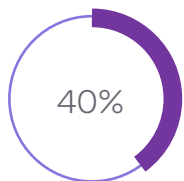


## HIGHER RATES OF MICROAGGRESSIONS

Black professionals experience a higher rate of microaggressions than other racial groups.

After this review is complete:

## SHARE THE RESULTS!



Black employees earn on average 40% less than white employees in the US today.

# It's time to dispense with the outdated notion that culture is abstract and unmeasurable

For years, consultancies selling expensive services and diagnostics based on complex models of culture have perpetuated the myth that culture is amorphous and unfathomable. There is nothing mysterious about behaviors, and the assumptions that drive them can be easily exposed. This is why CultureQuest is different. Unlike traditional surveys and assessments, CultureQuest's unique but simple methodology gets beyond surface attitudes and beliefs to uncover the cultural factors that make a difference.

# 37

In 2020, 37 of the Fortune 500 have a female CEO...and only 3 have a black CEO.

# At last, a culture diagnostic and management solution that actually works

Designed by assessment psychologists using the most up-to-date understanding of inclusive culture and hosted on the world's most powerful feedback platform, CultureQuest puts you in control. Through its interactive online analysis and reporting tools, CultureQuest allows you to clearly identify practical areas for improvement action and engages all employees as part of the solution. It is a flexible and rapid online toolkit based on a diagnostic approach that links culture to business strategy and outcomes, incorporating communication, collaboration, and ideation tools that support cultural change.

# 8%

In 2018, the unemployment rate for persons with a disability rose to 8%, twice the national average

CultureQuest enables everyone across your organization to see where you are now compared to where you need to be to build a more inclusive culture. It allows you to see where all parts of your organization are culturally and then quantify its impact on all employee groups. This simple model provides a way of making culture tangible and understandable, establishes a common commitment to action, and gives everyone involved a vocabulary to discuss it. Crucially, it also identifies the specific management and leadership behaviors that will help you achieve and maintain a truly inclusive culture.



By 2044, groups formerly seen as "minorities" will reach majority status

1.	2.	3.
Identify the gap	Dive into culture	Empower change
<p><b>Action:</b> Measure the cultural gap between where you are and where you need to be.</p> <p><b>Business value:</b> Increased awareness and shared commitment to organizational change.</p>	<p><b>Action:</b> Uncover inequalities and biases within your business, people and processes.</p> <p><b>Business value:</b> Improved understanding of cultural drivers and their impact on business.</p>	<p><b>Action:</b> Create and embrace trust and transparency throughout the organization. Work collectively to adopt the behaviors that support an inclusive culture, and its impact on equality and inclusion.</p> <p><b>Business value:</b> A culturally aware organization based on meritocracy and fairness.</p>



The job market demand for bilingual workers has doubled since 2010

# 21%

Gender-diverse executive teams are 21% more likely to outperform on profitability

# CultureQuest in action

1. CultureQuest is a user-friendly online assessment for employees. It takes less than 15 minutes to complete and uses the most secure and flexible feedback platform currently available.

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2. It helps identify precise areas for change specific to the business itself and gives the organization control over what needs improvement. It can be adopted at a pace that fits with budgets and objectives.

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3. Results are presented through user-friendly interactive dashboards. This provides easy access to data, making it simple to drill down, share and understand.

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4. You can compare responses of key employee groups across all areas of your business using comprehensive benchmarks and best practice guides.

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5. Information can be easily integrated and compared with other performance metrics, such as employee engagement, customer satisfaction, or HR data. By incorporating your performance and employee engagement data, you can identify an optimal, high-performance model of culture that delivers what is needed for your organization right now.

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6. CultureQuest has been developed specifically to allow everyone within even the largest organization to provide immediately actionable insights to address inequalities.

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7. Eliminates the need for expensive consultants' ongoing involvement, requires no accreditation and minimal training to administer and analyze.

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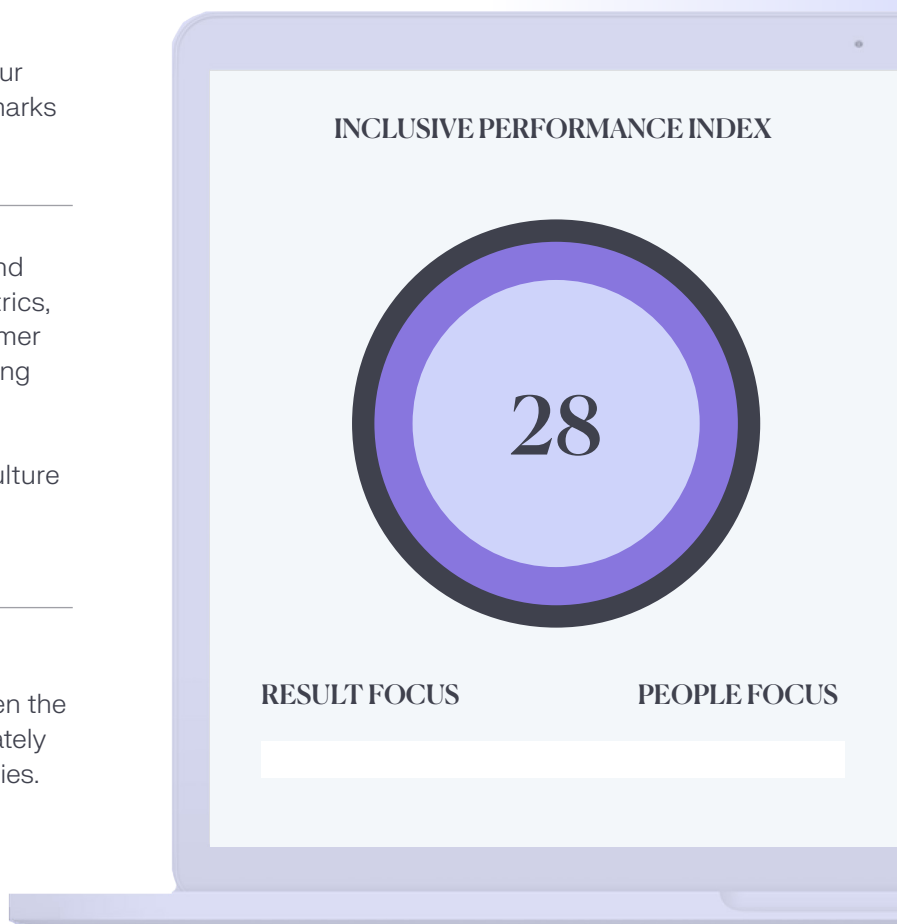
8. Maps culture directly onto specific inclusive leadership behaviors and helps management better understand the impact of their actions.

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9. Integrates seamlessly with tools which support collaboration, idea generation and the sharing of best practice.

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10. Supported by Tivian's experience and insight to help maximize your investment & commitment.



# Case study



Despite a long-term focus on diversity and inclusion and some of the most progressive working practices around, the UK's largest employer, the National Health Service (NHS) recognized that it still had work to do to build a truly inclusive work culture. CultureQuest was deployed to provide NHS Trusts with actionable insights into the cultural factors contributing to the Gender Pay Gap and other inequalities. CultureQuest measured both the behavioral and cultural factors that influence decisions and ways of operating, along with the expectations of employees and the wider organization. The assessment provided data to develop a comprehensive understanding of what was really happening within NHS Trusts regarding gender, ethnic, and disability inequality and address the cultural barriers that reinforced the status quo. A sample of employees across 15 NHS Trusts were invited to respond to the online survey in February 2019.

The results reinforced the view of leadership that there was an urgent consensus for action and provided a clear, objective evidence base for targeted interventions. The HR and D&I community across the UK's largest employer now had the tools and insight needed to make the permanent changes it had always wanted to.

## Learn more

Learn more about Tivian's solutions and how they can help you develop a truly high performing-inclusive culture.

Simply [click here](#) to find out more.





INTELLIGENT EXPERIENCE MANAGEMENT

# LET'S TALK

## The intelligent experience management leader

Through advanced analytics and cutting-edge AI technology, Tivian helps great organizations capture and harness experience data to drive business listening, deeper insights, and better decision making. Tivian's intelligent experience management platform increases corporate effectiveness and enables a smarter business world, empowered by insight. Built on 20 years of experience in enterprise feedback management, Tivian provides over 400 customers in 35 countries with the ability to take action and achieve their objectives.

# 35

Countries

# 20

20 years experience  
in 1 platform

# 6

Global offices

# 1/3

Working with 1/3  
of FTSE companies

# >2B

Data collections  
since inception



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