



EVALUATION REPORT

Introduction

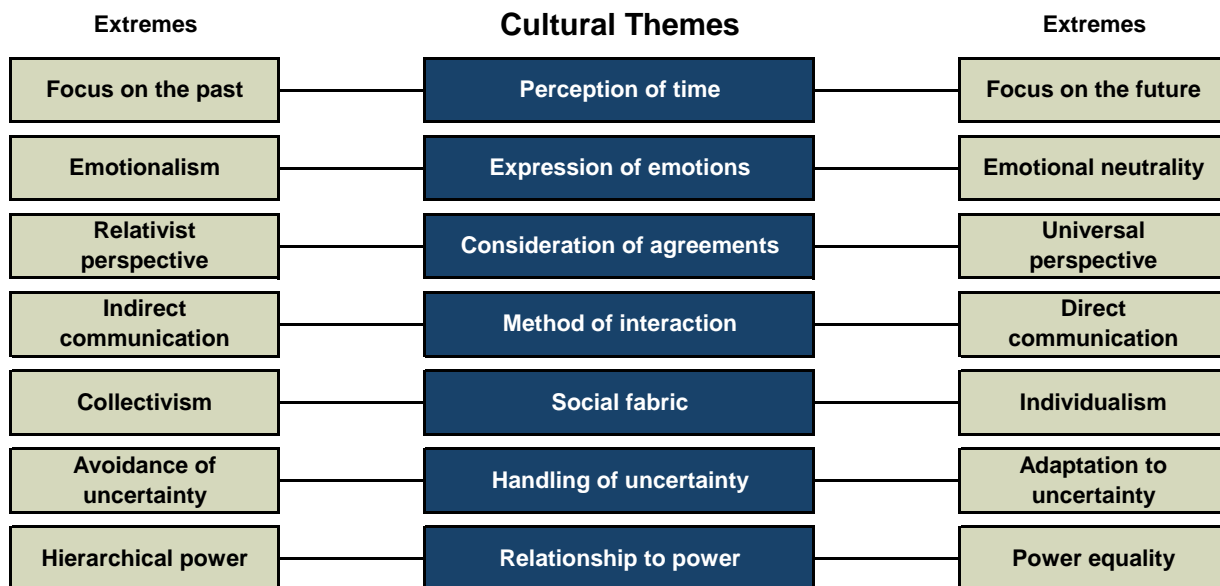


The **Diversity Approach Test (TAFAD)** evaluates your approach to diversity with regard to seven major cultural themes.

Organizations deal with cultural or generational diversity on a daily basis. Evaluating one's personal approach to diversity is important for everyone in the context of personal, team or organizational development. The results of this test describe your preferences within each of the seven major cultural themes. There are two extremes for each major cultural theme, for a total of 14 possible results. The themes are presented below and described in detail in the following pages.

Your results reflect your approach to diversity. You can discuss them with your manager, or with someone else you trust, to consider various opportunities for personal and professional development.

This test **does not evaluate your skills or abilities with regard to diversity.**



* Confidentiality

This report is confidential and is intended for your use only. It cannot be sent to anyone else without your authorization. The test results should not be used as part of the hiring process. As the name indicates, it considers your approach to diversity and does not measure your skills or abilities. The test is an exploratory and professional development tool.

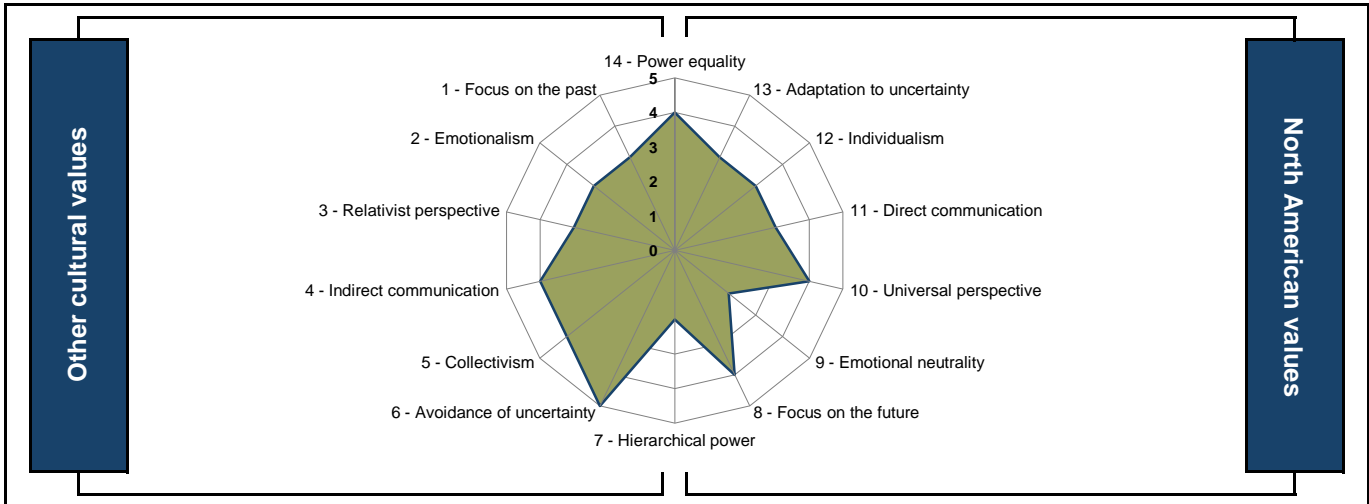
DIVERSITY APPROACH TEST (TAFAD)

Candidate: John Smith

Date: April 1, 2011

Summary of Results

These test results describe your preferences for each of the seven major cultural themes. Each major theme contains two extremes, providing a total of 14 possible results. For the purpose of interpretation, please note that a score of < 1 > means you have difficulty interacting with people who privilege that approach. Conversely, a score of < 5 > indicates that you are at ease working with people with that type of value.



| Degree of Openness | |
|---|--|
| <p>1 Focus on the past: When people place a great deal of importance on customs, traditional values and the past.</p> <p>2 Emotionalism: When people spontaneously share their thoughts and emotions and favour animated discussions and physical contact.</p> <p>3 Relativist perspective: When people think that rules should vary based on the people involved and/or circumstances.</p> <p>4 Indirect communication: When people favour modesty, tact and diplomacy, without criticism of others.</p> <p>5 Collectivism: When people believe that communities are responsible for their members, and loyalty to the group should be unconditional.</p> <p>6 Avoidance of uncertainty: When people avoid uncertainty, prefer following established guidelines and tend to believe in fate.</p> <p>7 Hierarchical power: When people place value on the status associated with seniority or social or hierarchical rank.</p> | <p>8 Focus on the future: When people place greater importance on opportunities and future possibilities than on traditions and the past.</p> <p>9 Emotional neutrality: When people place value on self-control and emotional reserve and keep their distance from one another.</p> <p>10 Universal perspective: When people believe there are universal rules that apply to everyone, regardless of circumstances.</p> <p>11 Direct communication: When people favour frank communication, including criticism of others.</p> <p>12 Individualism: When people believe they are responsible for satisfying their own needs and do not rely on a group to provide for them.</p> <p>13 Adaptation to uncertainty: When people adapt to ambiguity and think they are in control of their environment and their destiny.</p> <p>14 Power equality: When people value others based on their skill sets and achievements, rather than their status.</p> |

| Legend | | |
|--|---|--|
| Very open to this value. | Moderately open to this value. | Minimally open to this value. |
| Able to work easily with people who share this approach. | Smooth exchanges overall, with occasional difficulties. | Working with people who share this value is a challenge. |

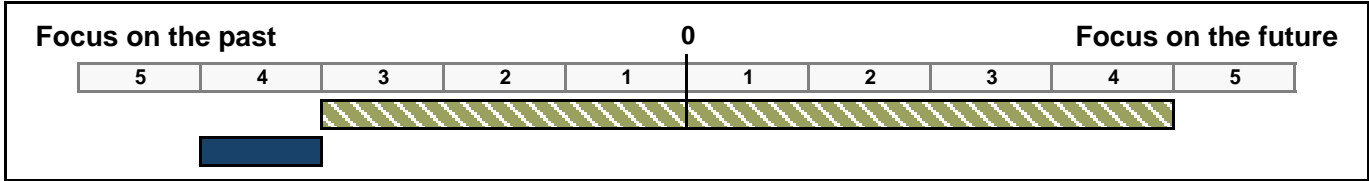
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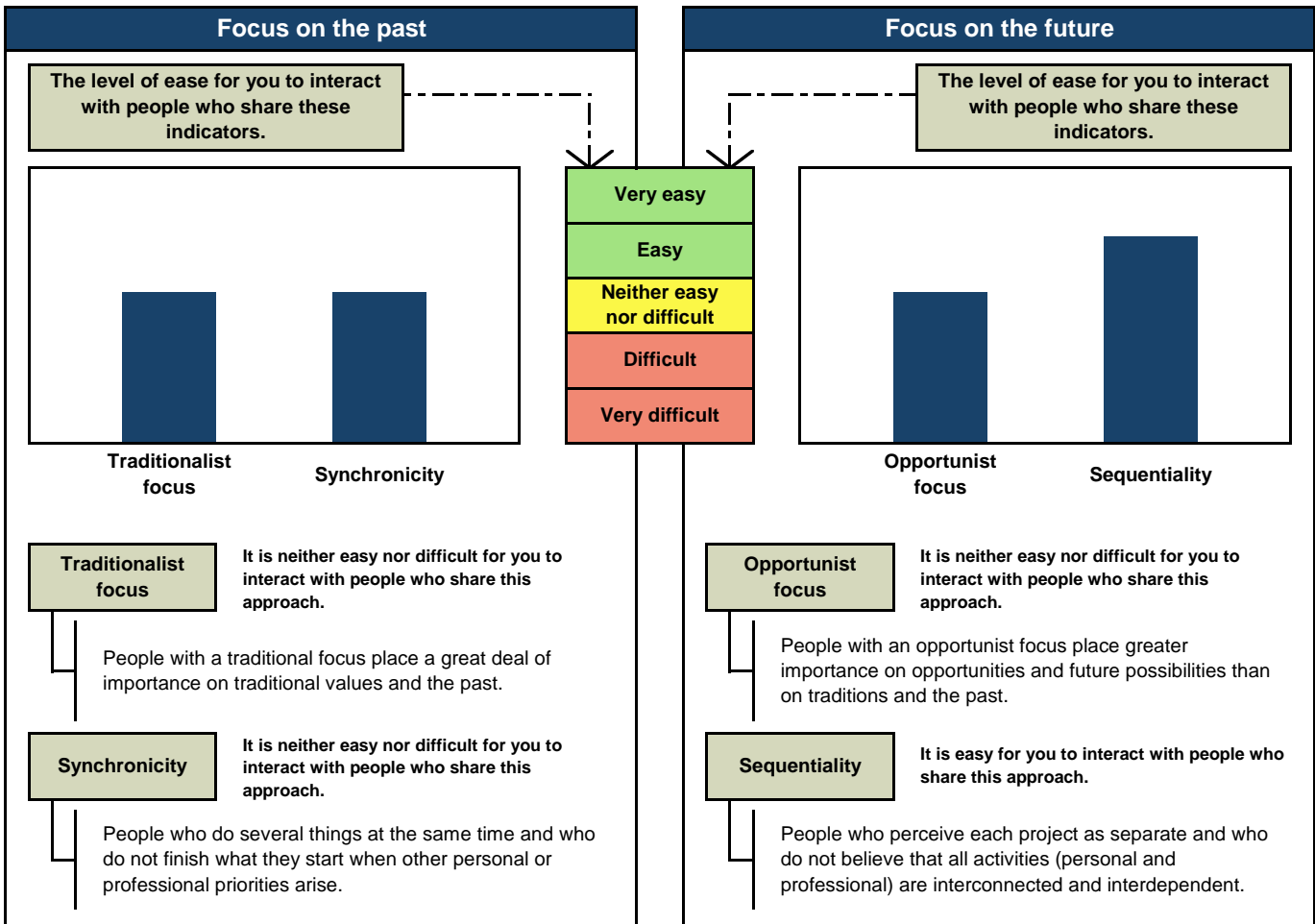
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Detailed Results

Perception of Time



- The **striped rectangle** indicates your **level of tolerance** of people with this value. Your personal preferences aside, this rectangle indicates how willing you are to work with people who focus more on the **future (right)** or on the **past (left)**.
- The **blue rectangle** indicates your **personal preference** in relation to this value. The further to the **right** it is, the more you prefer working in environments that predominantly **focus on the future**. The further to the **left** it is, the more you prefer working in environments with a **focus on the past**.



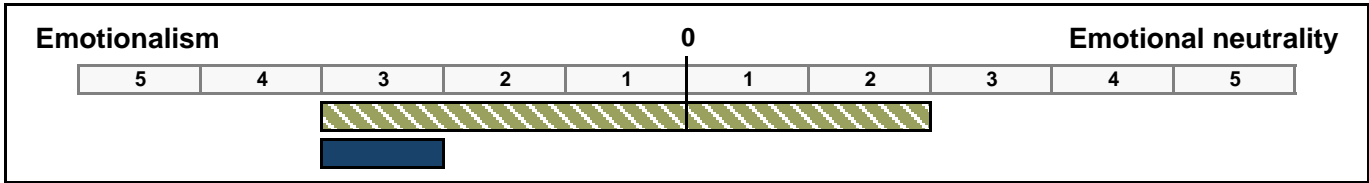
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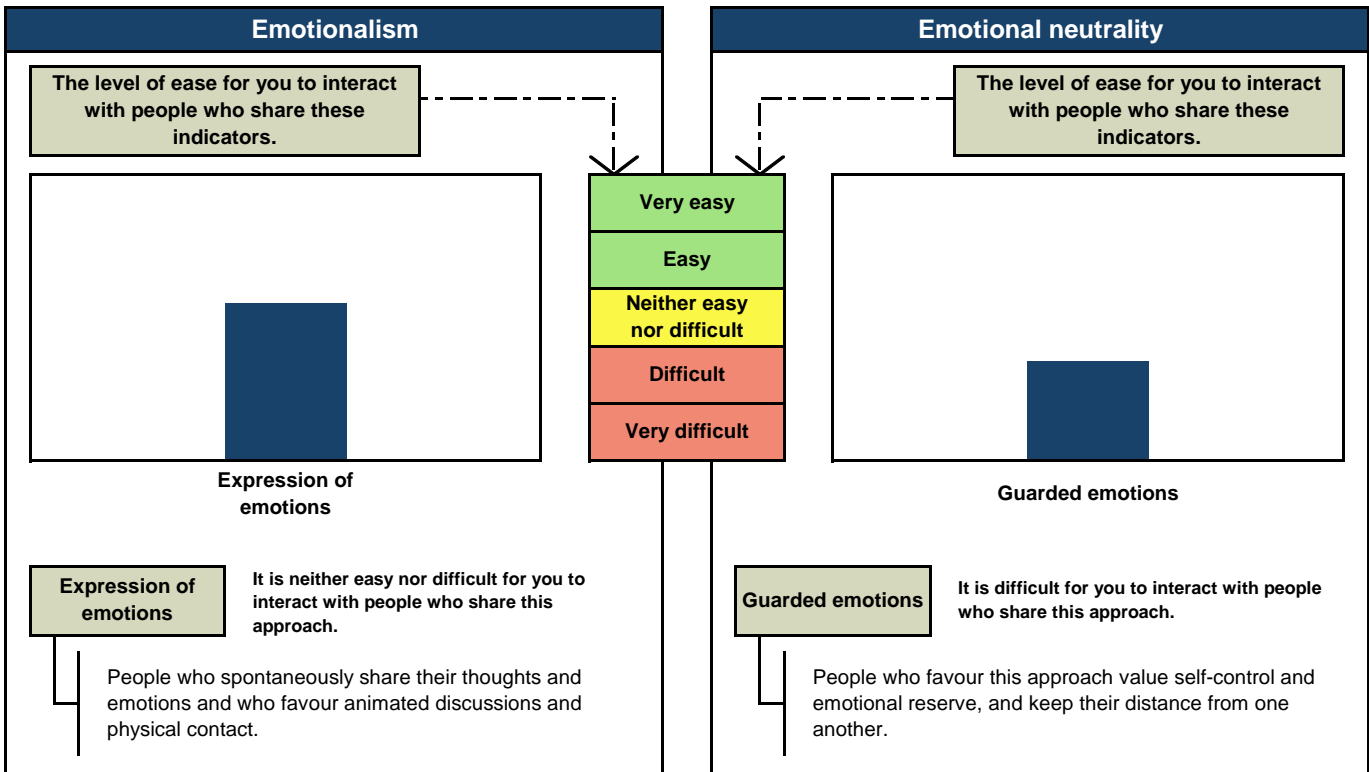
Detailed Results

Expression of Emotions



 The **striped rectangle** indicates your **level of tolerance** of people with this value. Your personal preferences aside, this rectangle indicates how willing you are to work with people who **keep their feelings to themselves (right)** or **express them freely (left)**.

 The **blue rectangle** indicates your **personal preference** in relation to this value. The further to the **right** it is, the more you prefer working in environments that allow you to **express your emotions**. The further to the **left** it is, the more you prefer working in environments where **emotions tend not to be expressed**.



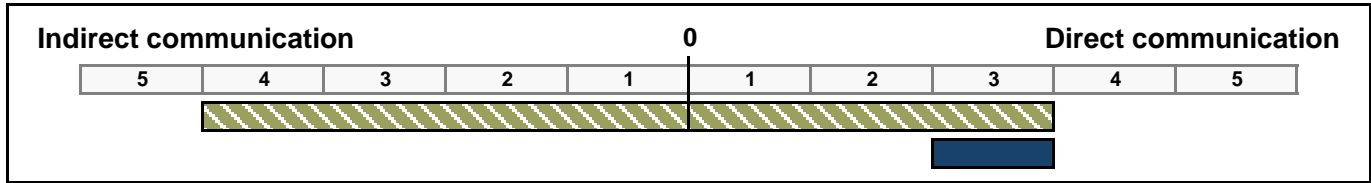
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Detailed Results

Method of Interaction



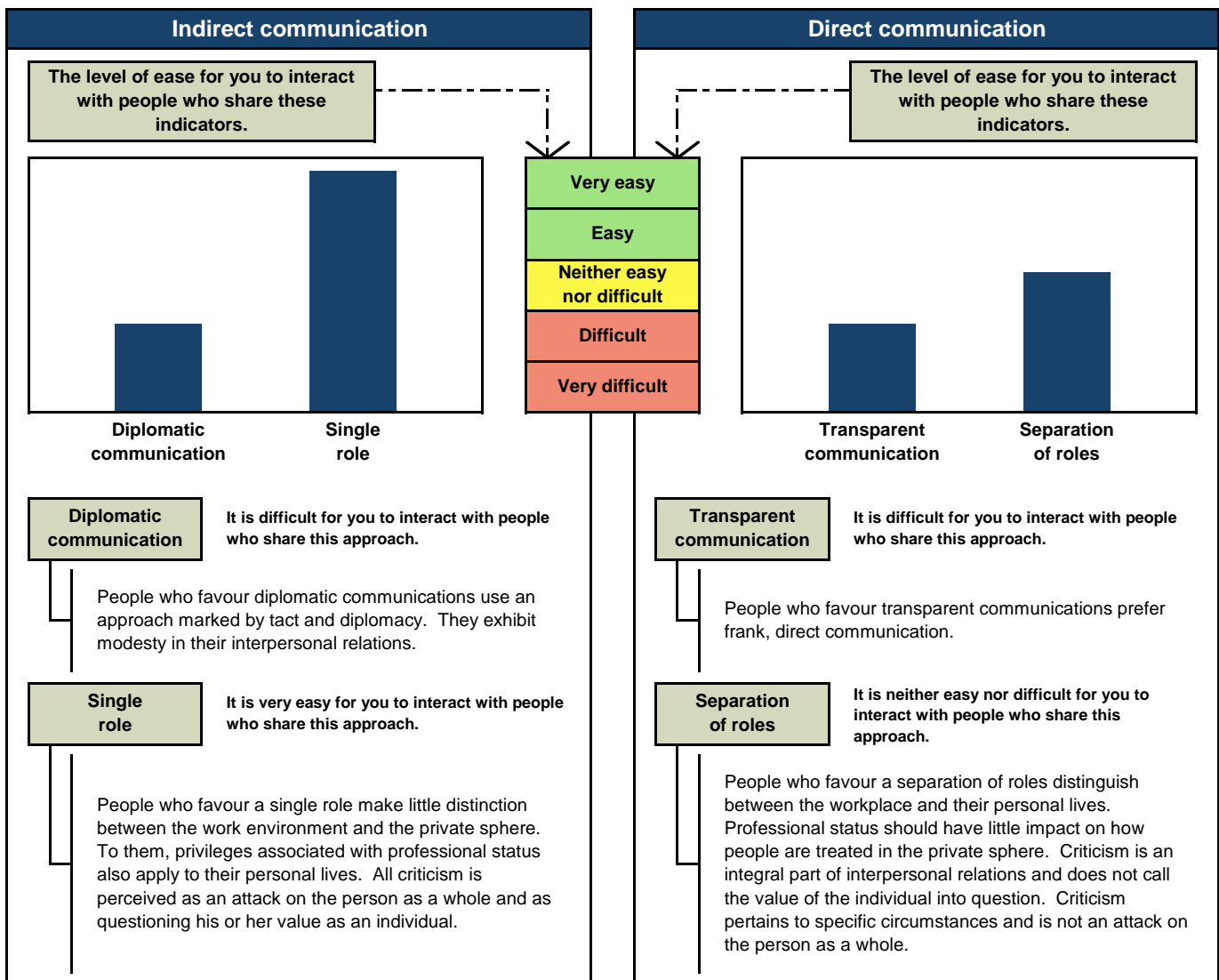
The **striped rectangle** indicates your **level of tolerance** of people with this value.

Your personal preferences aside, this rectangle indicates how willing you are to work with people who value **transparency (right)** or **tact and diplomacy (left)**.



The **blue rectangle** indicates your **personal preference** in relation to this value.

The further to the **right** it is, the more you prefer working in environments where people are **transparent** and communicate their thoughts directly. The further to the **left** it is, the more you prefer working in environments where people are modest and express themselves with **tact and diplomacy**.



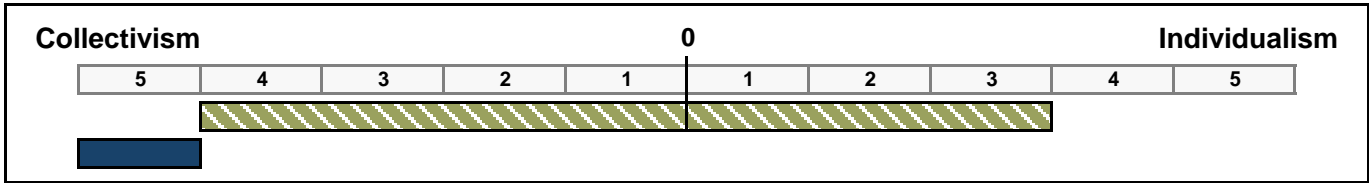
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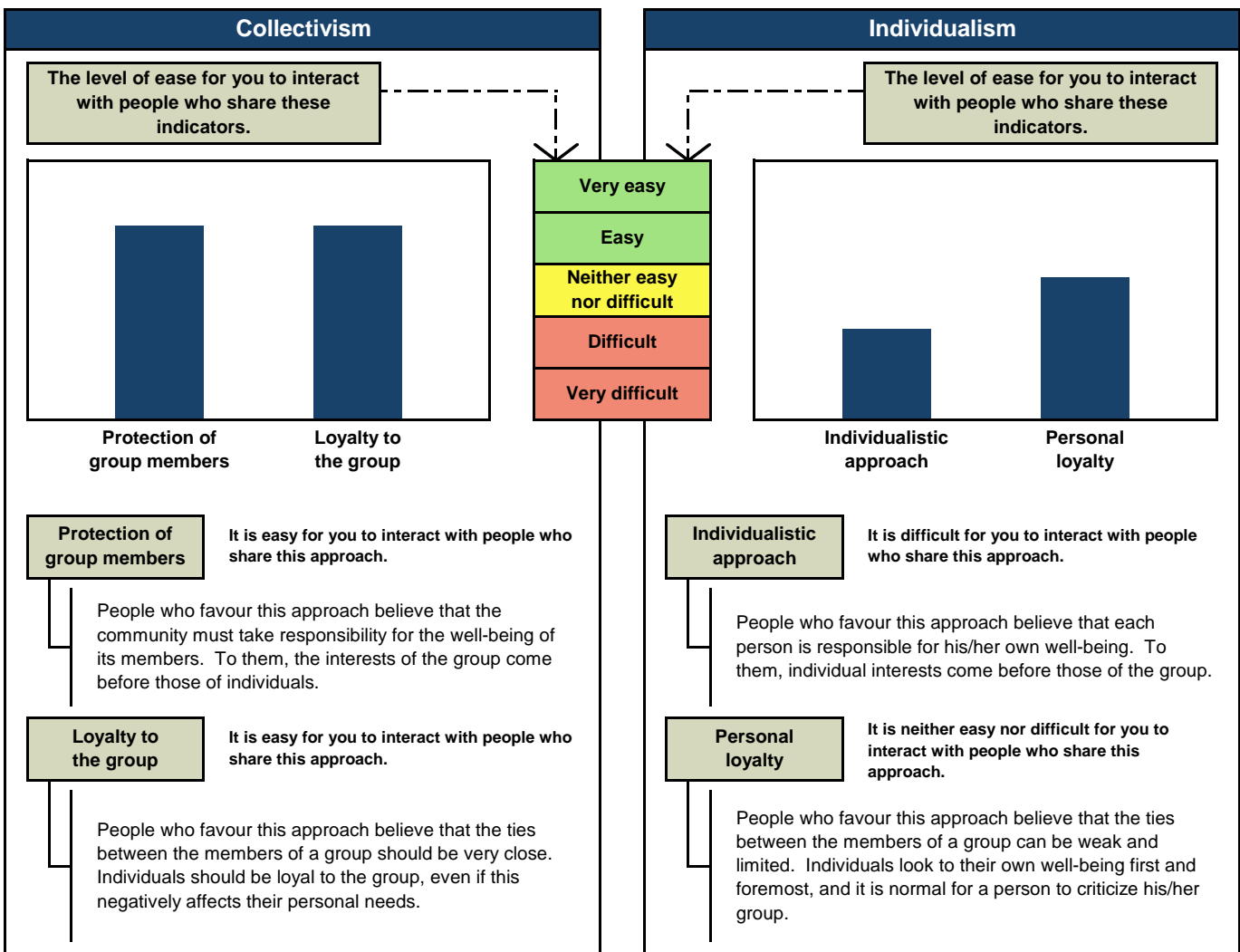
Detailed Results

Social Fabric



 The **striped rectangle** indicates your **level of tolerance** of people with this value. Your personal preferences aside, this rectangle indicates how willing you are to work with people who are **individualistic (right)** or **community-oriented (left)**.

 The **blue rectangle** indicates your **personal preference** in relation to this value. The further to the **right** it is, the more you prefer working in environments where people are **individualistic** and take personal responsibility for their own well-being. The further to the **left** it is, the more you prefer working in environments with a **very strong sense of community** and where the group is responsible for the needs of its members.



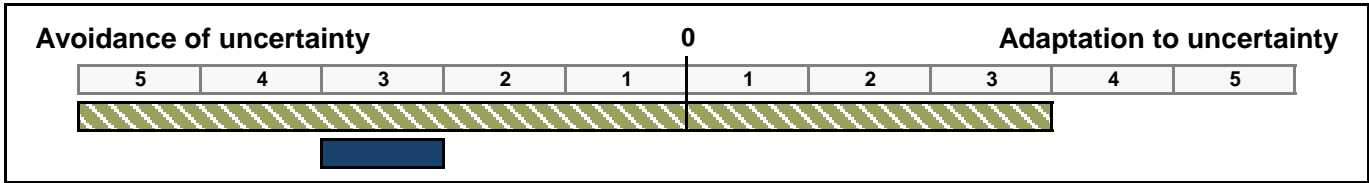
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Detailed Results

Handling of Uncertainty



The **striped rectangle** indicates your **level of tolerance** of people with this value.

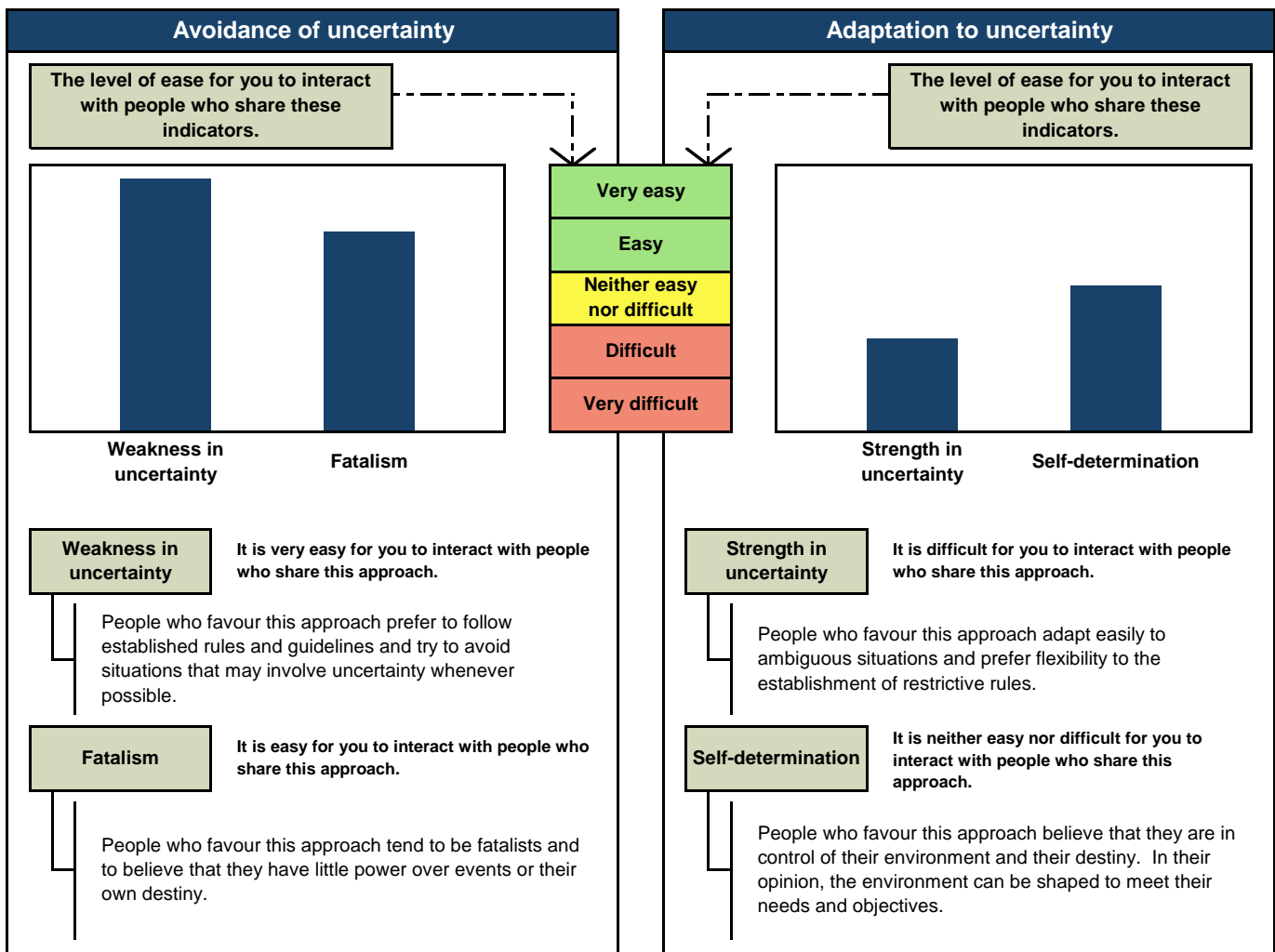
Your personal preferences aside, this rectangle indicates how willing you are to work with people who favour **flexibility (right)** or the existence of **clear rules (left)**.



The **blue rectangle** indicates your **personal preference** in relation to this value.

The further to the **right** it is, the more you prefer working in environments where there may be uncertainty and where **choice of action is flexible**.

The further to the **left** it is, the more you prefer working in environments with **clear rules** and little uncertainty.



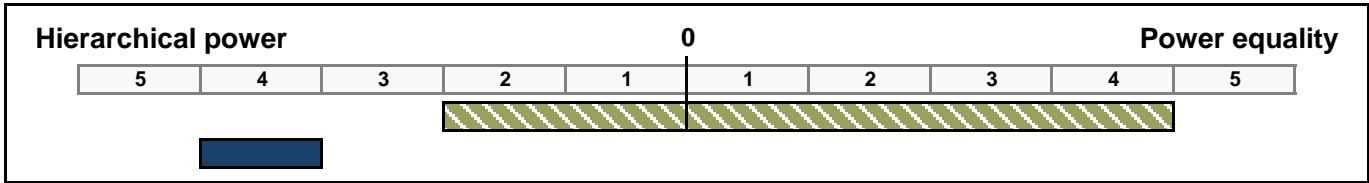
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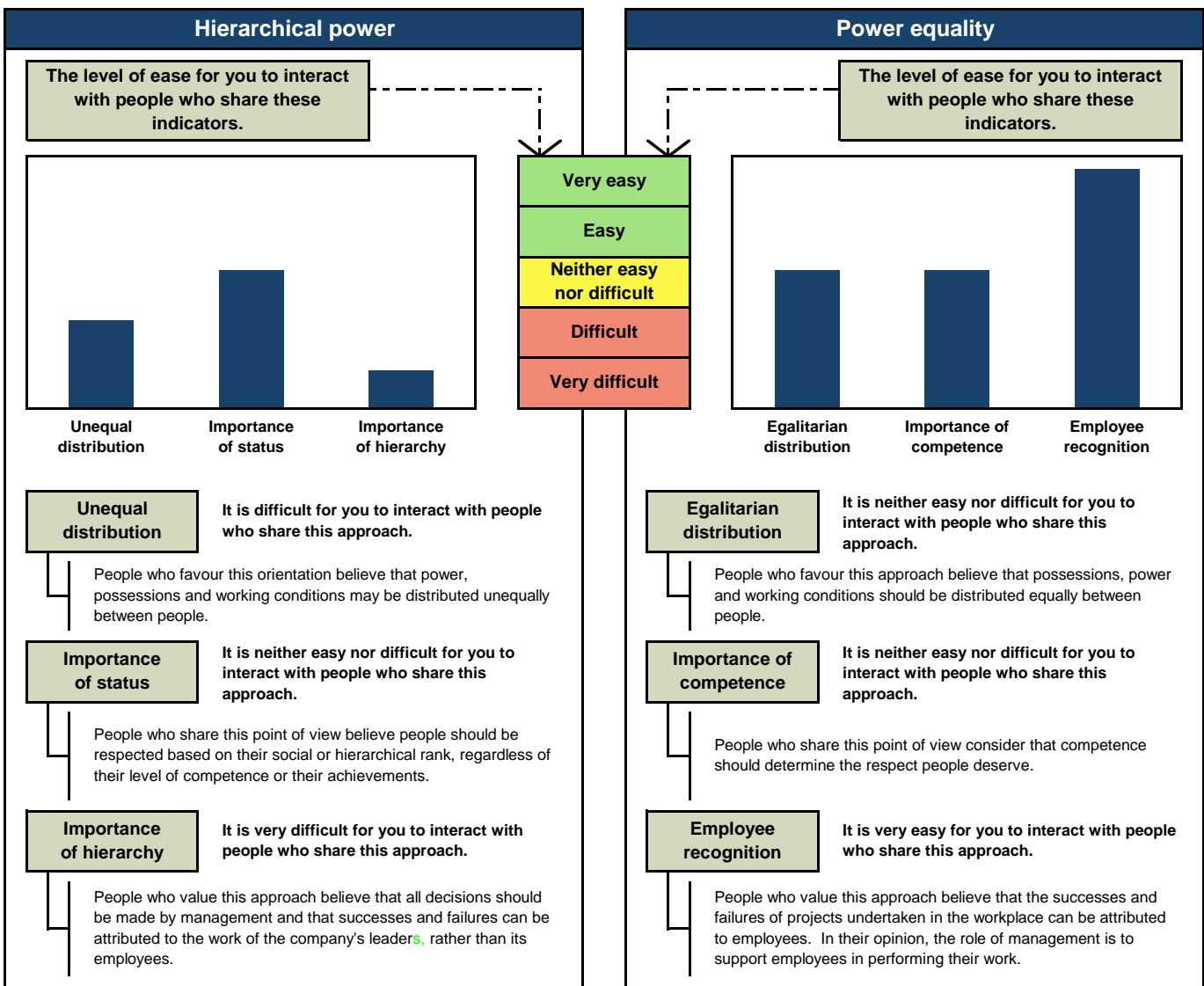
Detailed Results

Relationship to Power



The striped rectangle indicates your **level of tolerance** of people with this value. Your personal preferences aside, this rectangle indicates how willing you are to work with people who place value on **abilities (right)** or on **hierarchy (left)**.

The blue rectangle indicates your **personal preference** in relation to this value. The further to the **right** it is, the more you prefer working in environments where people are recognized for their **abilities**, rather than their status. Power is distributed equally and each person is entitled to give their opinion on how to proceed. The further to the **left** it is, the more you prefer working in environments where **hierarchy** is important.



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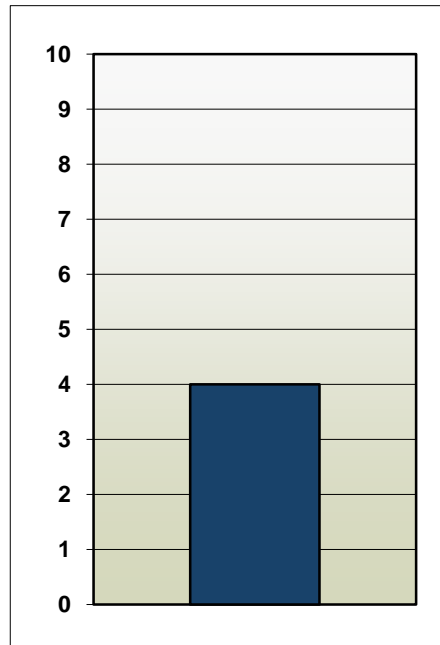
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Overall openness to diversity

Openness to diversity varies depending on the values encountered. Some approaches are easier to accept than others. Adaptability also depends in part on whether the ideas or behaviours exhibited are radical or moderate. As a result, the concept of openness to diversity **does not cover** a single attribute.

Regardless of personal values, however, openness to diversity comes more naturally to some than to others. The graph below indicates how open you are to other approaches and ways of thinking, as compared to the openness of the general population. A high index signifies a high degree of tolerance and significant adaptability to diversity. A lower index indicates a deep attachment to your cultural values and a degree of closure to other approaches and ways of thinking.

Overall scale of openness to diversity



Very high degree of openness to diversity. You have no difficulty adapting to different approaches and ways of thinking. Cultural diversity is a part of your daily life, and you are prepared to make concessions in order to adapt to others.

Moderate degree of openness. You are generally open to diversity; however, your adaptability to different approaches and ways of thinking will vary, depending on the circumstances or values in play. You are able to adapt to others, but you also expect others to adapt to your values and behaviours.

Very low degree of openness. You place great importance on your fundamental values and believe that everyone should share the same values, regardless of their origins or nationality. You are not prepared to make concessions and are generally unwilling to adapt to values promoted by people who do not share your same background.