The Diamond Power Audit™ Guide to Strengthening Workplace Culture

These interventions are a compilation of best practices for improving workplace culture, widely supported by industry research, and based on the seven behavioral dimensions of the DPA. To make the most out your DPA report, consider the following initiatives and resources to strengthen your workplace culture.

Approachable

In an approachable organization, there is greater psychological safety. Managers are accessible and receptive, and employees feel free to speak up, contribute, and take risks without fear of negative consequences. Furthermore, employees and managers tend to maintain poise and regulate their emotions, even under stress, and yelling, criticizing, or belittling people in public is rarely if ever done.

Approachable organizations are characterized by an atmosphere of engagement and trust. Employees in an approachable organization are less likely to leave, and more likely to work collaboratively and innovate more freely

To create a more approachable organization, consider:
- training for managers in running successful meetings: how to solicit input, encourage participation, manage side conversations, and productively manage conflict and disagreement.

- training in active listening, giving and taking feedback, and facilitating discussions productively.

- studying Google's research on effective teams, Project Aristotle, and the principles of managing successful teams.

- using a multisource feedback instrument, such as a 360-degree assessment, together with coaching, to improve managers' interpersonal skills and help them gain insight into how colleagues experience their actions and behavior.

Learn more
- The Fearless Organization: Creating Psychological Safety In the Workplace for Learning, Innovation, and Growth by Amy Edmundson

- The Silent Language of Leaders: How Body Language Can Help—or Hurt—How You Lead by Carol Kinsey Goman

- Managers, You're More Intimidating Than You Think by Meghan Reitz and John Higgins

Respectful

A respectful organization is safe and civil, a workplace free from inappropriate or offensive verbal or physical behavior. It takes reports of bullying, or hostile and threatening behavior seriously, and doesn't tolerate rude or inappropriate behavior, including racist, sexist, or ageist comments or behavior.

Workplaces in which employees feel respected and safe are at less risk of stress, burnout, and turnover. When people feel safe and respected, they are more able to be their unique selves at work, which is one of the key drivers of employee engagement.

To create a more respectful organization, consider:

- integrating the principles of respect and civility into all facets of the business, including orientation and onboarding for new hires, performance management, supervisory and entry level manager training, and leadership development.

- creating safe, transparent, and reliable reporting and intervention methods for reporting harassment, bullying, or hostile behavior

- using multisource feedback (a 360-degree assessment) to improve managers' contextual awareness, by offering insight into how their behavior is perceived by and impacts others.

Learn more:

- Make Civility the Norm on Your Team by Christine Porath

- The Cost of Bad Behavior: How Incivility Is Damaging Your Business and What to Do About It by Christine Pearson and Christine Porath

Empowering

An empowering organization prioritizes the career growth and development of its employees. In an empowering organization, employees are given the resources they need to succeed in their tasks, and opportunities for career growth are made available to them. They are coached and receive accurate, meaningful and actionable feedback.

Opportunities for development are a key reason people stay in their jobs. When employees are empowered in their roles, they are more engaged. When people are empowered with the means to get things done, they are more confident to contribute and take greater ownership over their work.

To create a more empowering organization, consider:

- a job rotation method which can greatly broaden employees' skills and experience, while giving them greater exposure throughout the organization.

- embedding coaching into managers' sets of responsibility. Set the expectation by including employee development in annual performance reviews.

- peer coaching programs which have been effective at improving the quality of feedback that managers give to their direct reports.

- courses, workshops, and coaching which can further develop managers' coaching skills.

- using a multisource feedback instrument such as a 360-degree assessment, together with coaching, which has proven effective at developing managers' coaching skills.

Learn more:

- [An Everyone Culture: Becoming a Deliberately Developmental Organization](#) by Robert Kegan

- [The Leader as Coach](#) by Herminia Ibarra and Anne Scoular

- [The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever](#) by Michael Bungay Stanier

Conflict Competent

A conflict competent organization is one in which conflict, difference, and diversity are a source of creativity and growth. Conflict and difference are facilitated productively, managers can hold difficult conversations and when conflict does arise, it most often leads to creative solutions and improved decisions.

Conflict competence allows for the healthy, robust debate that is essential for solving problems and creating strategy. Teams and organizations that know how to utilize conflict are more innovative, have stronger bonds, and can collaborate more effectively.

To make your organization more conflict competent, consider:

- developmental assignments that include managing diverse teams and working with people from different cultures as a means to develop conflict management skills.

- coaching, together with assessment tools which can identify skill gaps, and further the conflict management skills of managers.

- offering courses and workshops with experiential learning exercises, such as behavioral modeling and role play, which have proven useful for developing conflict management and resolution skills.

Learn more:

- [Crucial Conversations: Tools for Talking When Stakes Are High](#) by Kerry Patterson

- [Becoming a Conflict Competent Leader: How You and Your Organization Can Manage Conflict Effectively](#) by Craig Runde and Tim Flanagan

- [Radical Candor: Be a Kick-ass Boss Without Losing Your Humanity](#) by Kim Scott

Diplomatic

In a diplomatic organization, there is a greater degree of trust because confidentiality is maintained. Gossip, venting, and publicly airing grievances is discouraged, and employees behave professionally with sensitive information.

Lack of confidentiality and gossip is one of the most divisive behaviors in the workplace. It not only erodes trust and contributes to conflict but undermines productivity as employees' attention is diverted to conflict and rumors. In workplaces that are free of gossip employees are more willing to show up authentically, take more risks, and collaborate better with others.

To create a more diplomatic organization, consider:

- ensuring the workplace has clear policies related to confidentiality, and that these policies are accessible and shared with all employees.

- instituting or reinforcing policies and procedures for handling sensitive information that include workers who leave the company or transfer to another part of the company.

- workshops and courses that target interpersonal skills, professional behavior, and managing conflict which can improve manager professionalism.

- using a multisource or 360-degree assessments, combined with coaching, which are effective at identifying strengths and blind spots related to confidentiality, building trust, and professionalism.

Learn more:

- HBR Guide to Dealing with Conflict by Amy Gallo

- The Toxic Employee Handbook by Dr. John Sullivan

- How to Work for a Gossipy Boss by Rebecca Knight

Fair

A fair workplace is an equitable one. Work is judged on its merit, opportunities are allocated fairly, and preferentialism and bias are actively and systematically rooted out. In a fair workplace, managers take measures to actively discourage cliques, in-group and out-group dynamics, and cronyism.

When employees feel the workplace is fair and equitable, and opportunities for advancement are allocated evenly, regardless of ethnicity, gender, age, religion, or sexual orientation, they have more job satisfaction, and are more engaged and productive. Workplaces that are characterized by fairness and equity are more likely to attract and retain talented employees.

To create a fairer organization, consider:

- engaging leadership. When leaders demonstrate a visible commitment to equity and inclusion initiatives it improves the likelihood that the workplace will be experienced as equitable and fair.

- offering employee resource groups (ERGs) with executive sponsorship which have been shown to create a greater sense of belonging for underrepresented minorities.

- systematically looking for and rooting out bias in all systems and practices, from hiring and interviewing, to assigning projects, scheduling time and place for meetings, facilitating meetings, clarifying evaluation criteria for performance review, etc.

- embedding diversity, equity, and inclusion in annual strategic plans.

Learn more:

- [Raising the Floor: Sharing What Works in Workplace Diversity, Equity, and Inclusion](#) by Megan Smith And Laura Weidman Powers

- [10 Ways to Mitigate Bias in Your Organization's Decision Making](#), Elizabeth Tippett

- [How the Best Bosses Interrupt Bias on Their Teams](#) by Joan Williams and Sky Mihaylo

- [How Managers Can Avoid Playing Favorites](#) by Rebecca Knight

Judicious

A judicious organization is one in which people act with the best interests of the organization in mind. Leaders display humility and integrity. They place the good of the organization ahead of their own self-interest and follow the rules they set for others.

When employees feel that managers are ethical and place the good of the organization ahead of their self-interest, they are more likely to take pride in the organization and demonstrate greater organizational loyalty. They care about the organization, take responsibility for its outcomes, and are willing to make personal sacrifice for the well-being of the company

To create a more judicious organization, consider:

- ensuring that hiring and onboarding processes also identify candidates' character, how candidates treat others, and how their behavior corresponds to the organization's values.

- developing and communicating a code of ethics that promotes a climate of integrity, accountability, and ethical behavior.

- having a mentorship program. Being paired with a positive role model, especially early in a manager's career, has proven effective in developing positive organizational citizenship behavior.

Learn more:

- [Servant Leadership: A Journey Into The Nature of Legitimate Power and Greatness](#) by Robert Greenleaf

- [Leaders Eat Last: Why Some Teams Pull Together and Others Don't](#) by Simon Sinek

- [The Speed of Trust: The One Thing That Changes Everything](#) by Stephen M. R. Covey

- [Extreme Ownership: How U.S. Navy SEALs Lead and Win](#) by Jocko Willink and Leif Babin