

DIAGNOSTIC TOOL

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# Culture & Inclusion Quick Check

20-question self-assessment to spot  
early inclusion gaps before they escalate.



*"Most culture problems were visible long  
before they became crises."*

# How to use this tool

This is a quick diagnostic for leaders, HR teams, or anyone responsible for organisational culture. It surfaces patterns you might not be seeing, before they escalate into complaints, turnover, or reputational damage.

Read each statement and mark **True**, **Partly True**, or **Not True** based on what is actually happening in your organisation. Not what should be happening, or what your policy says. Be honest. This is for you, not for show.

### How to score

- Count your 'Not True' responses at the end.
- 0 to 3: Strong foundation. Keep monitoring.
- 4 to 7: Moderate gaps. Prioritise 2 to 3 areas.
- 8 to 12: Significant risk. Consider a full culture review.
- 13+: High risk. External support recommended.

## Section 1: Trust and psychological safety

1	Staff feel comfortable raising concerns about behaviour, fairness, or culture without fear of consequences.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
2	When someone raises a concern, they see it taken seriously and acted on.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
3	People at all levels speak up in meetings, not just senior or confident voices.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
4	Staff trust that reporting routes are confidential and free from retaliation.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True

## Section 2: Decision-making and fairness

5	Decisions about hiring, promotion, and progression are made consistently using clear, documented criteria.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
6	When someone is promoted or given an opportunity, the reasons are transparent and understood.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
7	Our leadership team reflects the diversity of our staff or community.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
8	We actively monitor who gets opportunities (projects, development, visibility) and address imbalances.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True

## Section 3: Behaviour and accountability

9	When someone behaves in ways that undermine inclusion or safety, there are clear, consistent consequences.	<input type="checkbox"/> True	<input type="checkbox"/> Partly	<input type="checkbox"/> Not True
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- 10 Senior people are held to the same standards of behaviour as everyone else.  True  Partly  Not True
- 11 Managers know how to handle microaggressions, exclusion, or bias when they witness it.  True  Partly  Not True
- 12 Staff report that bullying, harassment, or exclusion is taken seriously and addressed.  True  Partly  Not True

### Section 4: Staff experience

- 13 Exit interviews consistently show people leave for positive reasons, not culture issues.  True  Partly  Not True
- 14 Staff from minoritised backgrounds report similar experiences of fairness and inclusion as majority staff.  True  Partly  Not True
- 15 Engagement survey results show high trust in leadership across all staff groups.  True  Partly  Not True
- 16 We don't see patterns of turnover concentrated in specific teams or among specific groups.  True  Partly  Not True

### Section 5: Systems and follow-through

- 17 Our inclusion commitments are backed by clear actions, owners, and timelines (not just statements).  True  Partly  Not True
- 18 We review data regularly (complaints, turnover, engagement), not just when there is a crisis.  True  Partly  Not True
- 19 Staff see evidence that leadership takes inclusion seriously, not just for show.  True  Partly  Not True
- 20 Policies (bullying, harassment, dignity at work) are living documents that people know how to use.  True  Partly  Not True

## What your score means

Count how many statements you marked 'Not True'. Then find your range below.

**0 to 3**      **Strong foundation**

Your culture systems are working better than most. Keep monitoring for early signals.

**Action:** Annual culture pulse check as your organisation grows or changes.

**4 to 7**      **Moderate gaps**

You have visible gaps in trust, reporting, or accountability. These are addressable now.

**Action:** Pick 2 to 3 priority areas. Create a 90-day plan with clear owners.

**8 to 12****Significant risk**

Multiple systems are failing. Staff may not trust processes. Risk of escalation is high.

**Action:** Consider an external culture review or diagnostic. Timeline: 3 to 4 weeks.

**13+****High risk**

Serious gaps across multiple areas. Staff likely experiencing harm or disengagement.

**Action:** Seek external support immediately. Leadership intervention required.

## Where your gaps cluster matters

Look at which sections had the most 'Not True' responses. The pattern tells you where to focus first.

**Questions 1 to 4: Trust problem**

- Staff don't feel safe raising concerns. Problems stay hidden until they escalate.
- Review whether reporting routes are genuinely confidential and trusted.
- Ask: what happened the last time someone raised a concern? Was there follow-through?

**Questions 5 to 8: Fairness gaps**

- Decisions about opportunities may be inconsistent or opaque.
- Review recent hiring, promotion, and project allocation for patterns.
- Make decision criteria explicit and transparent.

**Questions 9 to 12: Accountability problem**

- Poor behaviour is tolerated. Staff see that standards are applied unevenly.
- Clarify consequences for undermining inclusion or safety.
- Ensure senior leaders are held to the same standards as everyone else.

**Questions 13 to 16: Staff experience warning**

- People are leaving, disengaging, or having different experiences depending on background.
- Conduct confidential staff consultations to hear what is really happening.
- Track exit data by demographics, not just overall numbers.

**Questions 17 to 20: Implementation gap**

- Policies exist but are not matched by practice. Staff see it is all talk.
- Assign clear owners and deadlines for each commitment.
- Make policies accessible and train people on how to use them.

## What to do next

If you scored well, keep monitoring. Culture can shift quickly, especially during periods of growth, restructuring, or leadership change.

If you have gaps, pick two or three areas and create a 90-day action plan. Not everything needs to be fixed at once, but something needs to start now.

If you scored high risk, consider external support. A culture risk diagnostic can surface what this self-assessment can only point towards, and give you a prioritised action plan grounded in evidence rather than assumptions.

*"You can't fix what you haven't measured. But measurement without action is just a more sophisticated way of looking the other way."*

**About PhoenixRize Consulting**

- I'm Adaku Oliver-Nnona, founder of PhoenixRize Consulting.
- I help organisations build workplaces where people are treated fairly, concerns are heard, and leaders are held accountable.
- My work spans culture risk advisory, anti-racism and bystander intervention programmes, inclusive leadership, and organisational culture change.
- To discuss how I can support your organisation, get in touch via phoenixrize.ie.

**Get in touch**

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