

Personal Diversity Maturity Index (PDMI)



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1. **You manage an important ministry for your church that has typically filled openings by referrals from your current members. Recently, you've added two new members to the ministry team: both were new parishioners who relocated to the area from other parts of the country. You're beginning to hear some muttering regarding the new members from the other members about the quality of their work and their failure to follow normal ministry procedures and protocol. What do you do?**
 - a. Call a team meeting so that everyone can discuss what's going on and talk through their concerns.
 - b. Ignore the problem. Your experienced team members will be moving on to other assignments. The new members will already be in place when other members join or move onto the team, and the newer team members will simply take the new team members way of working in stride.
 - c. Assess the situation. Are the new members doing a good job? Are their different work styles producing winning ministry strategies or missed opportunities?
 - d. Create mixed teams: experienced team members with the new members so that they can learn from each other. If that doesn't work out, reassign the new members to roles that aren't as critical.

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2. **You are active in a suburban, mostly white church that recently “adopted” an inner-city school that is 95 percent African American. You are responsible for working with twenty church members who will act as mentors to children at the school. All who have volunteered to be mentors are white. How would you address the situation?**
- a. Let matters rest. What’s important is the commitment and personality to the individuals who will be mentors, not their skin color.
 - b. Discuss the matter with African American members of your congregation to see what their thoughts are.
 - c. Try to recruit more people of color to participate as mentors.
 - d. Leave the need to better “match” mentors and students to other churches and community organizations.

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3. **What is the most important reason to respond to diversity effectively?**
 - a. It's the moral, right thing to do.
 - b. It will make my company more competitive.
 - c. The law requires it.
 - d. It will help me get promoted.

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4. **You are the local manager of a large chain hardware store, and you know that a competitor will soon open a new store nearby. The two stores are located in a middle-class, predominantly black neighborhood. You have three days to prepare a proposal for a special event designed to draw positive attention to your store. Which of the following best describes what you would do?**
- a. You call your staff together to attend a meeting where you present the overall charge and hand out assignments. The staff forms into small groups and sends you daily reports. On day three, you pull the individual reports together into a package.
 - b. Given the short time frame, you decide that this is a responsibility you will handle yourself. You consult with your staff, but you handle all the details.
 - c. You recently worked with two people who really do razzle-dazzle stuff. There was a lot of creativity, which led to some tension and disagreement, but the results were terrific. You call those two people and give them the assignment.
 - d. You choose four employees who live in your store's community and are involved with organizations (churches, schools) in the community. You ask the four to help plan an event that will be responsive to the community's particular interests and priorities.

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5. **You notice that the Church is experiencing a lot of turnover among younger families and minority families and that their involvement in Church activities and ministries seems low. You're member of the Parish Council. What would you do?**
- a. Raise the issue at a Parish Council Meeting. Before deciding what to do, see if others have made the same observation.
 - b. Go to you're your Pastor and explain your concerns. Ask him to review turnover patterns.
 - c. Quietly meet with some parishioners who have left and others who are dissatisfied. Listen to their concerns, and see if there is a pattern to the causes of discontent.
 - d. Ride it out. Your Church has gone through changes of this sort before and will survive. Also, it's not part of your role to worry about those sorts of things.

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6. **You belong to a ten-member technical group that meets weekly to go over progress and business developments. One member is an Asian American woman whose technical skills are superb and are valued by the group. However, the group has a strong preference for active verbal participation, and she tends to sit quietly during these meetings. How would you handle this situation?**
- a. You recognize that there are probably some cultural factors at work here. But you also know that she's doing an excellent job. So you don't call the matter to your co-worker's or anyone else's attention.
 - b. You speak to your supervisor about your observations and ask her to encourage your co-worker to participate more in the meetings.
 - c. You seek out your co-worker and discuss your observations to help her become more involved in these meetings.
 - d. During the meetings, you actively solicit input from your co-worker.

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7. **You are an investment banker, and your firm has a subsidiary in an eastern European country. The staff in that overseas office is overwhelmingly white and male, but your firm is committed to diversity in the workforce. What do you do?**
- a. Wait until you have identified a problem within the subsidiary that requires talent from your organization to solve. Then select a group of your most talented employees, regardless of race, ethnicity, or gender, to work within the subsidiary and resolve the problem. As part of the debriefing of the experience, point out the value that the diversity of the team provided.
 - b. Do nothing. The overseas office is performing well, and tending to business is more important than making a social statement.
 - c. Say nothing. You have no control over who chooses to apply for jobs. Besides, that's the way the overseas office has always looked.
 - d. Review the office's performance and emerging markets. Is the current composition best for your company's profitability? If it is, leave it alone. If not, develop a local recruitment campaign to increase the number of minority and female employees.

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8. **Your firm, which had previously done business only in the United States, has recently expanded overseas, You've assigned a woman to head the team moving into a South American country. But word has come back that your major customer there is having a hard time accepting a women heading up the effort. How do you respond?**
- a. Look into the situation further and determine whether it is her gender or some other factors (such as personality or skills) that are affecting the customer's views.
 - b. Leave her in that position, but assign a man to be her special assistant and work with that customer.
 - c. Replace her with a man because it is very important that your company demonstrate its commitment to customer needs.
 - d. Contact the customer and ask what the company expects in the way of results from a team leader. Determine whether the current team leader can meet these expectations. If she can, tell the customer this and explain that you plan to keep her in the position. If she cannot meet expectations, assign the job to someone who can.

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9. You are the president of a midsize company, and one of your long-term vice presidents has retired. You need to fill that slot and have two candidates in mind, both current employees. Both have excellent performance records and get along well with the staff. One is a member of a minority group, and the other is white. Your company does not have a minority vice president, and you are under considerable pressure from stakeholders to promote a minority to a senior management position. How do you decide which one to promote?
- a. Choose the minority candidate. You will demonstrate your commitment to diversity satisfying stakeholders and alleviating the pressure that is being put on your company.
 - b. Consult with other senior managers to see if the culture is ready for a minority vice president. Go with their recommendations.
 - c. Create two vice-presidential slots and promote both individuals.
 - d. Open the search process to include others outside the company so that when you eventually choose one candidate, you can't be accused of bias in your decision.

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- 10. As a community leader, you attend city planning meeting where diversity and inclusion are discussed. The meeting organizers complain that they are unable to identify qualified minorities and women for job opportunities. You observe that they are almost all white men. It's clear that minorities and women have a difficult time achieving success and recognition in your community. How do you respond?**
- a. Form a committee to determine why the town lacks minorities and women at higher levels.
 - b. Suggest changes to hire and promotion practices to encourage greater upward mobility for minorities and women.
 - c. Acknowledge the lack of diversity and document how this can and is having a negative impact on the town and its residents.
 - d. Institute corrective measures because you are afraid that if the situation goes on much longer, your town will not be able to remain attractive and competitive.