

The Organizational Readiness Index



1. Organizational Readiness for Change:

Using the Equity Index Framework as a guide, you will notice the orange circle surrounding the four main focus areas. This circle represents more than simply the holistic approach required for company culture change work to succeed. It represents the necessary preconditions companies must have in order to build and sustain organizational momentum for workplace equity. In academic circles, readiness for change refers to organizational members' shared resolve to implement a change (change commitment) and shared belief in their collective capability to do so (change efficacy). Without a solid platform, grounded in business strategy and organizational values, work on other focus areas is less likely to yield long-term results and may even be seen as inauthentic.

1.a. Executive Support for Change

Practice/Policy	Foundational	Progressive	Aspirational
Support for creating an equitable workplace emanates from the senior-most leadership team.	The company identifies workplace equity as a strategic imperative. The CEO makes workplace equity a standing senior staff meeting agenda item.	The company sets workplace equity goals, builds a strategic plan, identifies its executive sponsorship team, and allocates resources.	The senior-most leadership team's individual and group performance evaluation is tied to achieving workplace equity goals.

1.b. Demonstrable Commitment to Change

Practice/Policy	Foundational	Progressive	Aspirational
The company makes a demonstrable commitment to continuously work on creating/maintaining an equitable workplace.	The company signs the Camber Outdoors Equity Pledge.	The company actively encourages its employees to get involved in conversation(s) related to workplace equity. At least 75% of the company's employees are active Camber Outdoors members (e.g., logging in, reading newsletter, attending webinars, etc)	The company hosts or attends cross-industry (e.g., multi-company) conversations on workplace equity.

The Organizational Readiness Index

1.c. Organizational People Strategy

Practice/Policy	Foundational	Progressive	Aspirational
It is clear why the company is working on creating an equitable workplace.	<p>The company has created a business case for workplace equity.</p> <p>The company articulates the business case for workplace equity in business terms.</p>	The company provides continuing education supporting the strategic imperative of workplace equity.	People managers (those with direct reports) integrate the business case for workplace equity in their quarterly and annual planning.

1.d. Human Capital Readiness

Practice/Policy	Foundational	Progressive	Aspirational
Employees at all levels of the organization have the capability to adapt to new workplace standards and expectations.	The company identifies behavioral standards that support/encourage workplace equity.	People managers have the capability to create psychologically and emotionally safe teams, meetings, workspaces, etc.	Teams regularly practice (or engage in group learning, scenarios, etc.) stretching their capability to work with/on diverse teams.

1.e. Organizational Assessment Capability

Practice/Policy	Foundational	Progressive	Aspirational
The company knows its capacity to absorb and adapt to new workplace standards and expectations.	<p>The company has the capability to evaluate its workplace readiness to change.</p> <p>The company has technological capability to gather, maintain, and analyze workplace equity data.</p>		