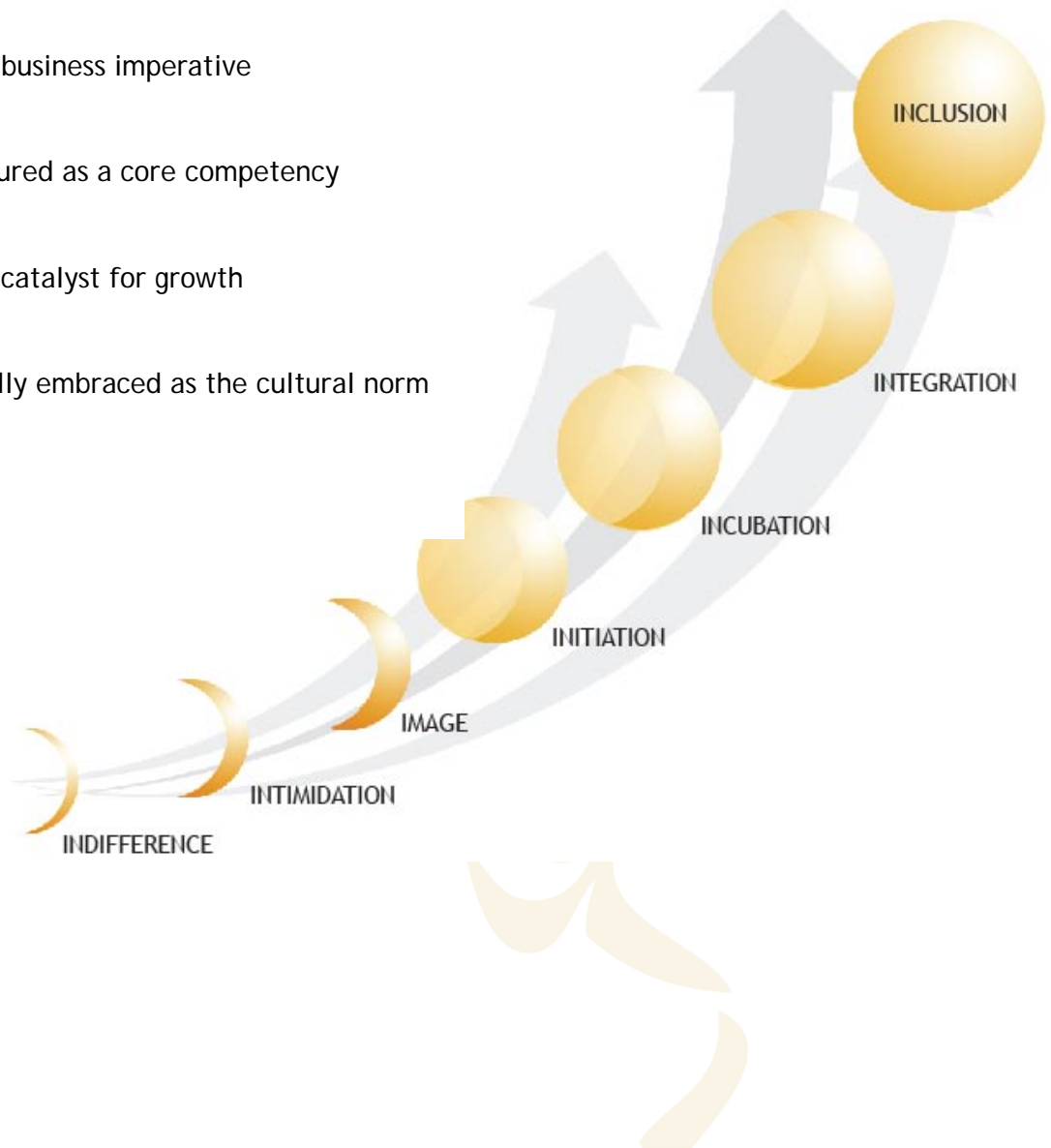




The Inclusion Continuum

- 1. Indifference**
Inclusion is not on the radar screen
- 2. Intimidation**
Inclusion as forced compliance
- 3. Image**
Inclusion as public relations
- 4. Initiation**
Inclusion as a business imperative
- 5. Incubation**
Inclusion nurtured as a core competency
- 6. Integration**
Inclusion as a catalyst for growth
- 7. Inclusion**
Inclusion is fully embraced as the cultural norm





The Seven Stage Inclusion Continuum

Stage 1 - Indifference

- Denial forms the basis of workplace diversity.
- Here, employee morale is never a priority.
- Here, discrimination and harassment go unchallenged (under human rights legislation, such companies are disappearing).

Stage 2 -- Intimidation

- This company acts wholly from fear.
- The minimal legal requirement is the high bar.
- All important actions are reactive rather than proactive.
- Legal obligation becomes the surest guide to Aboriginal inclusion.

Stage 3 -- Image

- This company prizes HR – so long as it serves PR.
- What value exists in Aboriginal employees – how can they be showcased.
- Wholly reactive, but to the carrot rather than the stick.
- External perceptions become the surest guide to Aboriginal inclusion.

Stage 4 -- Initiation

- A change agent has been roused by the values of inclusion.
- That person presents other managers with a business case for inclusion.
- A nucleus of manager demand drives executives to move the effort forward.
- The organization begins a self-assessment: how can it become more inclusive?

Stage 5 - Incubation

- The highest executives commit to the path of inclusion.
- Inclusion is regarded as a 'core competency', necessary for organizational growth.
- The business case for Aboriginal inclusion is translated into policies and practices.
- The company organizes training and others efforts to grow an inclusive culture.

Stage 6 - Integration

- The company's goals are permanently integrated with its inclusion goals.
- Employees have high morale and show a high degree of engagement.
- Long-term strategies drive internal and external Aboriginal relations.
- The organization vigorously promotes inclusion to other organizations.

Stage 7 - Inclusion

- This highly productive workplace is dedicated to continuous improvement.
- The corporate culture is one of unflagging commitment to inclusion.
- This is the company of choice for the very best Aboriginal talent.

