

Each Cylinder should have Key Performance Indicators (KPI) specific to the organization that will assist in “Activating” the Cylinder. For example, the Leadership Cylinder may have the following KPI’s:

(1 = Not Implementing; 2 = Planning to Implement This Year; 3 = Yes/Currently Implementing)	Status(Yes/No/Specifics)	
1. The CEO and/or Chair of the Board have identified diversity, inclusion and intercultural competence as a key strategic imperative for the organization		
2. The CEO and/or Chair of the Board hold Senior Managers accountable for supporting diversity, inclusion and intercultural competence through performance appraisals		
3. Level of intercultural competence is assessed and there is appropriate coaching and development of Board members and senior leaders		
4. Senior managers have explicitly articulated the reasons why diversity, inclusion and intercultural competence are important for achieving the Mission and Vision of the organization.		
5. Senior managers frequently and consistently communicate to staff the importance of diversity, inclusiveness and intercultural competence for achieving the Mission of the organization.		
6. The Board or governance structure is diverse and reflects the demographic composition of the community it serves		
7. The Senior Leadership of the organization (e.g., VPs, EDs, Directors, Managers, Chairs, Program Coordinators, etc.) is diverse and reflects the demographic composition of the community.		
8. An internal Diversity Leadership Council is in place		
9. The organization has developed a diversity, inclusion and intercultural competence strategy and action plans for implementing the strategy		