



DEI Skills Matrix and Self-Reflection Tool

For Employers and Employees

The DEI Skills Matrix is inspired by the work of Dr. Claire Zammit, founder and creator of Feminine Power and our own work with coaching clients, groups and organizations. Barriers to creating effective DEI in the workplace are the result of using tools that are focused on mandatory requirements and are focused on the transfer of information. We've seen from our work in transformational learning and Appreciative Inquiry that the primary barriers in our organizational and individual cultures are constructs and beliefs existing at the level of our **identity**.

Dominant culture and non-dominant culture identity determines our experiences and who we believe ourselves to be. This informs how we show up and respond in our communities, families, and workplaces. It informs our behaviors, capabilities, beliefs and ultimately how we respond in our environment.

Based on the work of Dr. Zammit, we recognize that giving people a direct pathway to identify and release these identity constructs helps people easily see the patterns and access points for change. There are common places where we can more easily shift and change. This pattern mapping and tracking makes it easier for everyone to identify them and move through them.

The DEI Skills matrix is a tool for your own self-reflection to discover and name the patterns that block our growth and support you in creating a pathway to shift out of these patterns more efficiently.

Using an appreciative approach, you will find three key strengths, or skills, we are inviting you into. From first starting with the key strength, we can then engage the areas where we are getting stopped, so we can see clearly how they are happening to us and how they influence our beliefs, about ourselves, other people and the world in which we live. This allows us to see how we are showing up in the workplace and how our behaviors are impacting others around us.



Key Skill # 1 - Self - You Can Grow

I have the power to navigate breakdowns, changes, challenges, and setbacks from an empowered place knowing that I am always learning and that I am enough to navigate what's happening; others can be sources of support, and being curious.

Where am I getting stopped?

Fixed mindset → Growth mindset

Do you have fixed beliefs about yourself and your capacities? What if these beliefs aren't true?

Where do you have a fixed mindset about yourself or what's possible for you?

- Do you think you're "just not good at" talking about difficult subjects?
- Do you only talk to people who look like you about race or gender?
- Are you worried about rocking the boat if you try to address things at work that don't seem equitable?
- Do you feel uncomfortable around physically-challenged people and just assume everyone feels that way?

Fixed Mindset	Growth Mindset
I'm not good at talking about things like race, so I have to avoid it altogether.	I can learn and grow new skills in talking about things like race.
I only feel safe talking with people who look like me and have my same sexual orientation.	I can develop new skills and capacities around generating my own sense of safety. I can also be courageous and learn about other people.
I will never be safe if I rock the boat at work about DEI issues.	I can learn how to express my concerns in respectful ways that inspire people to take action.
Everyone feels uncomfortable around physically-challenged people. That's just the way it is.	I can grow my skill set of knowing what to say and how to act respectfully around all kinds of people.

Strengths-based Interview Questions

- Recall a time when you had a courageous conversation with someone and it went well?
- What skills or strengths did you draw upon to support it going well?
- What did you learn from that experience and/or what new skills came out of that experience?



Key Skill # 2 - Life - There's Plenty for Everyone

I live in an abundant world with enough for everyone and where we all thrive. My capacity to create more gives more to the world and allows us all to live in place of abundance.

Where am I getting stopped?

Scarcity, competing for resources → Plenty for everyone, abundance

Key part of identity is what we believe our world is like

- In a world of scarcity, my identity is “I’m a competitor”
- In a world of plenty, my identity is “I’m a collaborator”

Scarcity and Competition	Plenty and Collaboration
I have to be better than everyone else to get the promotion.	I can collaborate with others to achieve great team results and get the promotion.
I must exclude others and make sure I'm aligned with powerful people at work.	Everyone can have a seat at the table. More people at the table means more for everyone.
There has to be one person in charge.	There can be multiple people leading collaboratively.
My main focus has to be on outcomes, profit and productivity. I don't have time to think about gender, race and all that stuff.	I can grow my capacity to manage my schedule with more spaciousness.

Strengths-based Interview Questions

- Have you experienced working for a person or organization that was generous in your compensation? What was that experience like?
- What did you enjoy about that experience?
- Looking at that experience, what do you see that would open up the possibilities around diversity, equity and inclusion in your workplace?



Key Skill # 3 - Others - Your Web is a Superpower

Our relationships with others are our access to resources and to breaking down barriers created by systemic racism. Building authentic, meaningful connections systematizes ways of relating that support equity and inclusion.

Where am I getting stopped?

Distrust of others, separation from others → Connection with others

Individualism → Interconnection

Everyone has a web of connections and relationships in their life. All of a person's relatives, friends, co-workers and communities form an interconnected web around that person.

Bringing awareness to being connected to others in this web is a super power. Why? Because opportunities, resources and abundance all come through other people!

Individualism	Interconnection
I have to look out for myself or I'll get taken advantage of.	I can look after myself and others equally. Everyone can win.
If people don't sound like me or look like me, I don't feel safe or comfortable.	Other people's life stories and backgrounds are rich and interesting. I can learn a lot from people who aren't just like me.
I want to be the star performer on the team.	I'm great at empowering my teammates because I know a rising tide lifts all ships.
I'm usually present only to my own wants and needs. It's uncomfortable for me to focus on other people.	I'm proud of how I can balance my own wants and needs with those of my colleagues. I like creating win-win solutions.

Strengths-based Interview Questions

- Have you had a team or group experience where everyone supported one another and lifted each other up? What was that like?
- What was great about that experience?
- If you could wave a magic wand, what would you bring to your workplace from that experience?



Additional Skills and Capacities to Reflect On and Develop

Ability to Step into curiosity to Remove Blocks

- Closed blocks → open possibilities
 - I wonder how?
 - I wonder what's possible here?
 - Maybe there's a way?
 - Are we asking open or closed questions?

Ability to Listen With Mirroring

- Creates emotional safety
- Gives experience of being heard and valued
- Gives access to shift our world view
- Power of relatedness creates connection and leads to empathy

Ability to Hold Paradox and Complexity

- Binary thinking → able to hold complexity
- It's me or them, you're this or that, it's this way or that way → intersectionality, multiple paths to achieving objectives, multiple perspectives are valued equally
- Linear, vertical, orderly, structured → moving pieces, shifting, flowing, flexible, malleable, all at once

Ability to Be Anti-Fragile

- Growth mindset about breakdowns, conflicts, feedback
- Conscious and intentional about using anti-fragile lens