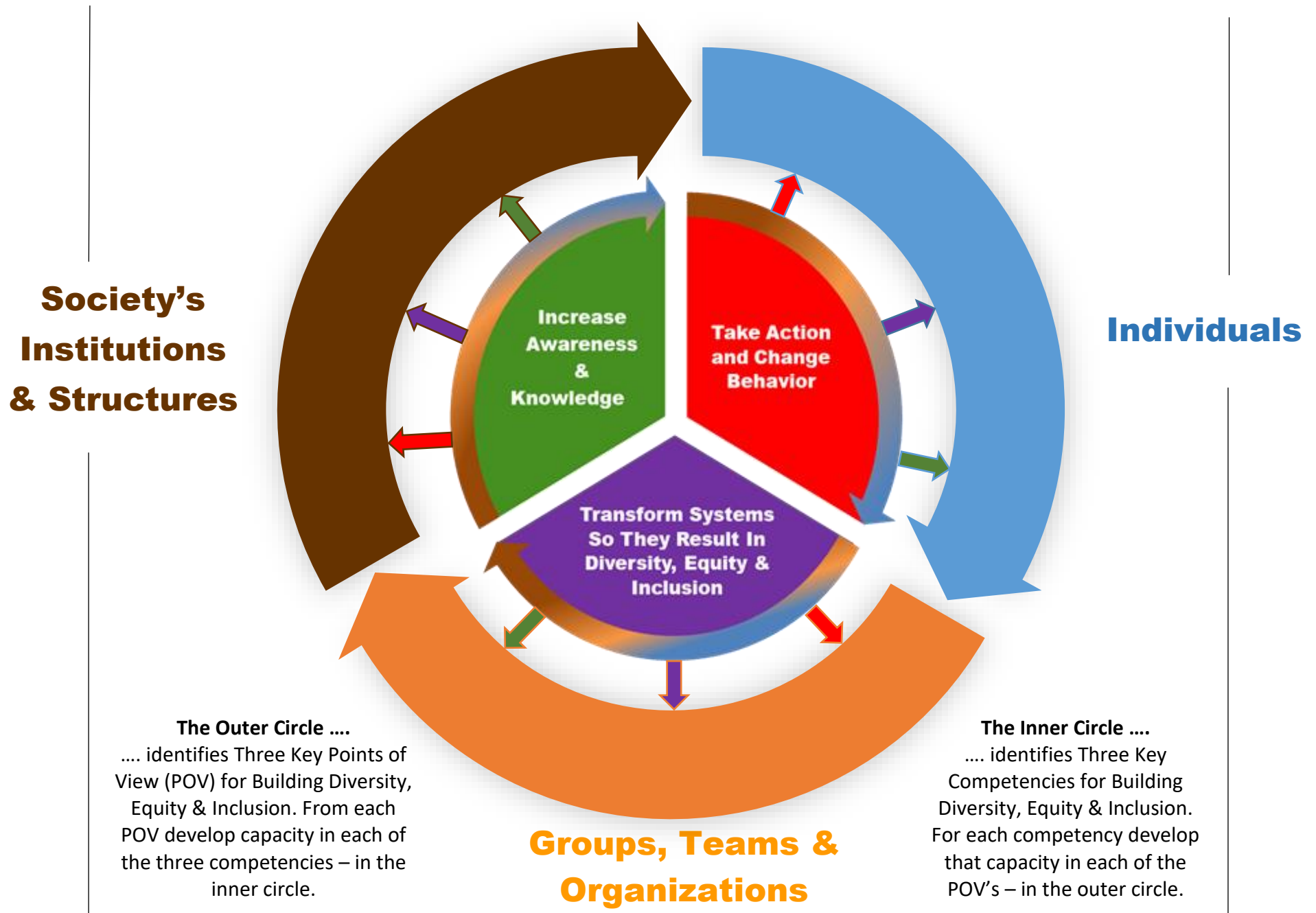


Diversity, Equity & Inclusion Leadership and Capacity Building Framework



Skill Building Matrix: Intersections of Points of View and Competencies

Review the nine boxes below, each of which is the intersection of a point of view and competency. Identify key areas for action, development and skill building. Use increased capacity in diversity equity and inclusion to advance organizational goals, vision and mission!

Identify two or three of the nine POV and Competency intersection areas that will be most useful for in advancing your current DEI capacity.

Point of View ⇨ ⇩ Competency ⇩	1. Individuals	2. Groups, Teams & Organizations	3. Society's Structures & Institutions
A. <i>Increase Awareness and Knowledge</i>	1. A. Explore lifelong strategies, plans and work to build your cultural awareness of self, others and identity based advantage and disadvantage.	2. A. Learn about your social and cultural identities as a group experience and how your identities situate you in a variety of group settings. And the same for social and cultural identities' other than your own.	3. A. Observe and learn about how the institutions and structures of society create environments that maintain monocultures, inequity and exclusion or conversely that support and advance diversity, equity and inclusion.
B. <i>Take Action and Change Behavior</i>	1 B. Identify behaviors and actions in addition to what you already know about to live out your increasing awareness and to show up to address bias, privilege, exclusion and inequities.	2. B. Apply your increase awareness and knowledge about social and cultural identity based group dynamics to build greater equity, inclusion, collaboration, creativity and partnering across difference in groups, teams and organizations.	3. B. Apply your observations and learning about the impacts of society's institutions and structures on diversity, equity and inclusion to shed light on and engage collective exploration of the systems that you work in and that impact issue areas you are actively involved in.
C. <i>Transform Systems So They Result in Diversity, Equity and Inclusion</i>	1. C. Learn more about and become fluent in systems thinking and how systems can promote monocultures, inequity and exclusion; and conversely promote diversity equity and inclusion.	2. C. Bring a systems thinking lens and analysis to the structural dynamics that influence how various people are privileged and/or disadvantaged in groups, teams and organizations – use this to deepen understanding and take action.	3. C. Identify and implement strategies that guide society's structures and institutions to create environments and systems that advance and result in diversity, equity and inclusion.

Eighteen Essential Skills, Behaviors and Competencies for Advancing Diversity, Equity and Inclusion

Individual Point of View

Increasing Awareness and Knowledge Matrix Box 1. A.	1. I have increasing awareness about and intentionally explore - the multiple cultural and social identity groups I do and don't belong to; the values associated with them and how they shape how I see and experience the world.
	2. I have increasing awareness about and intentionally explore the ways that advantage and disadvantage is attached to cultural and social identity group membership.
Taking Action and Changing Behavior Matrix Box 1. B.	3. I track patterns of inclusion and exclusion, provide feedback about my observations and effectively interrupt bias comments and behaviors in myself and others.
	4. I effectively and productively talk about biases and differences, listen to and put myself in others' circumstances and see things from their points of view; and I use this awareness to direct my behavior and build partnerships across differences.
Transform Systems So They Result in DEI Matrix Box 1. C.	5. I am deepening my awareness and understanding that systemic advantages and disadvantages exist and result in privileges and disparities for myself and others based on our cultural and social identity group memberships.
	6. I see examples in the world around me of how individuals are heavily influenced by complex systems in society; and how the operations of those systems are directly connected with cultural and social identity group memberships.

Group, Team and Organization Point of View

Increasing Awareness and Knowledge Matrix Box 2. A.	7. I reflect how my cultural and social identity group membership influences how I operate with others in group settings and the comparable experience of people similar and different from me.
	8. I notice, explore and learn about specific experiences and impacts of how cultural and social identity group bias provides or denies access to recognition, resources and power; and ways that provides or limits agency in groups, teams and organizations.
Taking Action and Changing Behavior Matrix Box 2. B.	9. I engage in difficult conversations about the impacts of identity in leadership, group dynamics and team interactions.
	10. In groups, teams and organizations; with others, I regularly craft and implement a shared vision for how diversity, equity and inclusion will drive group leadership, engagement, direction, dynamics and team interactions.

Transform Systems So They Result in DEI Matrix Box 2. C.	11. I explore, talk about and where useful interrupt specific ways society's institutions and structures negatively influence teams, organizations and/or movements I am involved in; and ways that impacts the interactions and the dynamics within which we operate.
	12. I examine institutional and structural practices, policies and procedures and innovate to implement practices, policies and procedures that increase diversity, equity and inclusion.

Society's Institutions and Structures Point of View

Increasing Awareness and Knowledge Matrix Box 3. A.	13. I explore the history and intentions of relevant institutions and structures of society – why they were created, whose interest they do and do not represent and how that is changing.
	14. I regularly study and practice using systems thinking to more deeply understand how the institutions and structures of society operate and the relevant intended and unintended outcomes they produce.
Taking Action and Changing Behavior Matrix Box 3. B.	15. I challenge narratives that fail to expose the impacts of the advantages those privileged by society's institutions and structures receive; and conversely the impacts of the disadvantages those not privileged face and the often real yet unacknowledged barriers they must navigate.
	16. I engage with others to explore and more deeply understand how some benefit from oppressive societal institutions and structures and strategize how some effectively challenge and change those same structures and institutions that they benefit from.
Transform Systems So They Result in DEI Matrix Box 3. C.	17. I actively apply my awareness that addressing inequities and exclusion are complex processes and requires thinking systemically and promoting systems change; and that well-meaning change strategies to create equity and inclusion may have negative unintended consequences.
	18. I engage in social change efforts to change inequitable outcomes that are supported and/or promoted by society's structures and institutions.

Increasing Awareness and Knowledge: numbers 1, 2, 7, 8, 13 & 14.

Taking Action and Changing Behavior: numbers 3, 4, 9, 10, 15 & 16.

Transforming Systems So They Result in Diversity, Equity and Inclusion: numbers 5, 6, 11, 12, 17 & 18.