



Steps / Shifts / Scars

A new way to understand organisational EDI Depth



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The problem organisations face

Despite good intentions, many organisations find themselves saying the same things:

- “We’re doing a lot, but nothing seems to change.”
- “We’ve invested in training, but behaviours look the same.”
- “Our EDI work feels busy, not impactful.”
- “We don’t actually know where we are in our journey.”

Most organisations overestimate their EDI depth because they measure activity, representation, or messaging; not the underlying behaviours, norms, systems, and cultural signals that shape everyday experience.

This creates a gap between what leaders believe is happening and what people actually experience.

That gap is where frustration, stagnation, burnout and “EDI fatigue” develop.

Steps, Shifts & Scars™ (SSS) was created to help organisations see themselves clearly to understand not just what they’re doing, but how deeply it’s truly working.

What Is Steps, Shifts, Scars™?

Steps, Shifts & Scars™ (SSS) is a depth-based framework designed to help organisations understand the behavioural maturity of their EDI work; beyond activity lists, policies, or public statements.

It focuses on how deeply inclusion is embedded, how consistently it shows up, and how reliably people experience it.

Steps

The early stage.

Organisations are active and willing, but progress is mostly surface-level. Work is visible, but outcomes are limited and inconsistent. Effort outweighs impact.

Shifts

The transition stage.

Behaviours, systems and decisions begin to align with stated values. Inclusion feels more confident, more intentional, and more repeatable. The organisation starts to “live” what it says.

Scars

The embedded stage.

EDI becomes culture. Behaviours are accountable, systems reinforce fairness, and inclusion holds even under pressure. Change is deep, sustained, and difficult to undo.



Why most organisations misjudge their depth

Most organisations have far more activity than depth.

But without a way to measure depth, leaders often assume:

- “We’re further along than we think.”
- “People understand what we’re trying to do.”
- “Our systems are fair because they’re meant to be.”
- “If we’ve said it publicly, we must be living it internally.”

In reality, organisations usually misjudge their EDI depth because:

- Activity is mistaken for progress
- Representation is mistaken for inclusion
- Values are mistaken for behaviours
- Policies are mistaken for lived experience
- Silence is mistaken for comfort
- Good intentions are mistaken for impact

This creates a distorted picture, one that hides blind spots, overconfidence, and barriers people may not feel safe raising.

SSS helps organisations see what is truly happening beneath the surface; and understand their depth with clarity, honesty, and confidence.

The micro-diagnostic

A brief reflection to help you sense where your organisation might be.

These seven questions are not a full assessment; just a starting point to spark awareness and curiosity.

Consider each one honestly:

Question	Mostly No → Step	Mostly Sometimes → Shift	Mostly Yes → Scar
Can people in your organisation clearly describe how inclusion shows up in everyday decisions, not just in formal commitments?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When EDI is mentioned, do conversations feel confident and consistent, or dependent on who is in the room?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do behaviours match public statements - especially under pressure, scrutiny, or challenge?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are leaders equipped to recognise, address, and learn from missteps without defensiveness or avoidance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Does inclusion feel repeatable - supported by habits, systems, and expectations, or does it rely on individual passion or effort?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Would people across the organisation describe your culture similarly, or does it vary depending on identity, role, or influence?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If progress stalled tomorrow, how much of your inclusion work would remain in place?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What you will gain from a Steps, Shift, Scars™ assessment

The full Steps, Shifts & Scars™ assessment gives organisations a clear, evidence-informed understanding of their true EDI depth; something most internal reviews and audits cannot reliably capture.

Through a structured, behavioural and systems-based evaluation, you will gain:

1. A clear depth rating

An honest, nuanced view of where your organisation sits across the SSS spectrum; based on indicators, behaviours and signals, not assumptions or activity lists.

2. Insight into barriers

Clear identification of the gaps, inconsistencies, risks and unspoken experiences that commonly remain hidden from leadership visibility.

3. A map of strengths you can build on

Recognition of what is already working - the behaviours, decisions and systems that support inclusion more than you may realise.

4. Priorities that actually create progress

Targeted, actionable next steps that move your organisation from Step → Shift → Scar, based on depth rather than volume of activity.

5. A repeatable framework for growth

A structure you can return to annually to review progress, maintain accountability, and sustain long-term cultural change.

6. Clarity you can communicate

Confidence to articulate your current depth, progress, challenges and future direction, internally and externally, with accuracy and credibility.

Ready to understand your organisations true depth?

If you're curious about where your organisation really sits and what it would take to move from activity to meaningful, measurable depth, there are three ways to explore your next steps.

1. Book an SSS™ clarity call

A short, focused conversation to explore your likely depth and what it means for your organisation.
Ideal for leaders who want fast insight.

2. Request an SSS™ Mini Audit

A light-touch external diagnostic that offers an initial snapshot across key behavioural and cultural indicators.
Perfect for organisations wanting a quick, objective starting point.

3. Explore full consultancy support

For organisations ready for full assessment, deeper analysis, and ongoing guidance using the complete Steps, Shifts & Scars™ methodology.

Understanding your depth is the first step to transforming it. SSS™ exists to help organisations move from intent → action → impact and build inclusion that lasts.