

LEADERSHIP

Diversity Skills

What are diversity skills at DW?

Diversity skills are a key requirement at DW for effectively managing diversity within the organization. They encompass a combination of knowledge, attitude, and skills:

Knowledge

What knowledge about **Diversity, Equity und Inclusion** (DEI) and discrimination is relevant for leadership roles?

Attitude

What values promote DEI in managing employees and teams?

Skills

How can leaders act in a discrimination-sensitive and inclusive manner?

Diversity skills are not a one-time achievement but an ongoing learning process. They require constant attention and adaptation as societal frameworks and our understanding of diversity continue to evolve. Consequently, the competencies we need at DW to fulfill our legal mandate must also develop continuously.

Why do DW managers need diversity skills?

In a globalized and digitalized world, the ability to facilitate collaboration among people of different backgrounds is increasingly important for leadership roles. Managers who are competent in these areas are able to lead diverse teams and ensure that all employees can reach their full potential.

In an international media organization like Deutsche Welle, a wide variety of perspectives come together. Diversity skills are closely tied to DW's **leadership values** and the principles of **Digital Leadership and Collaboration**. They enable managers to actively shape a diverse corporate culture and constructively resolve conflicts.

The overview on the next page serves as a resource to support your development in your role as a Diversity Facilitator.

[Here](#), you can find a comprehensive overview of internal and external DEI-related resources.

[Here](#), you can strengthen your skills by exploring training courses offered by Learning and Development.



Knowledge

A manager possesses general knowledge on:

- The relevant federal laws, such as the **General Act on Equal Treatment** (AGG), the **Federal Equality Act** and the **Act on Equality for People with Disabilities**.
- DW **Code of Conduct**.
- **Internal contact points** that contribute to the implementation and enforcement of these regulations.
- The **diversity dimensions** embedded within DW (from the **AGG** and the **Diversity Charter**) and the associated forms of discrimination.
- The various forms of discrimination (individual and structural) and how they can intersect.
- The organization-wide **DEI strategy** and the **DEI contacts** and initiatives within their division.

Attitude

A manager demonstrates a commitment to:

- Engaging on behalf all employees **regardless of their diversity characteristics** and promoting a discrimination-free work environment in daily interactions (see **Code of Conduct**).
- Actively shaping a **fair and inclusive corporate culture** through their own behaviour and targeted measures
- Serving as a **role model** for DEI and anti-discrimination by fostering a **culture of openness to errors and feedback** that enables learning and development.
- Showing **respect** and **appreciation** for all employees, recognizing their uniqueness, and valuing diverse perspectives within teams.
- Demonstrating **tolerance for ambiguity**, i.e., constructively handling ambiguity and contradictions.
- **Engaging in personal development** by actively reflecting on their own **socialization** and **biases**.
- Understanding the importance of discrimination-sensitive **language** in communication with teams (internally), across the organization, and in product creation (externally).

Skills

A manager recognizes **discrimination** in the workplace and takes appropriate action, for example by:

- Addressing discriminatory actions directly and, if necessary, referring to internal contact points or relevant training.
- Listening to employees' experiences of discrimination, addressing them, and seeking advice if needed.
- Creating an atmosphere of trust to openly discuss and resolve team conflicts.
- Reminding employees, when appropriate, of the importance of adhering to the Code of Conduct and the AGG.
- Intervening in cases of violations and referring them to internal contact points if required.

A manager develops and implements **measures to promote diversity and inclusion** for all employees, for example by:

- Incorporating DEI into all personnel management processes (e.g., **recruitment**, task allocation, promotion opportunities, participation in training) when assembling teams and organizing internal workflows.
- Encouraging employees to participate in internal training sessions on DEI topics.
- Promoting physical and digital accessibility through appropriate workplace equipment, access measures, and other initiatives.

A manager creates a motivating and **inclusive work environment**, for example:

- Conducting regular employee and feedback discussions to address DEI-related topics (e.g., inclusion needs in the workplace, DEI training opportunities, work climate).
- Utilizing **Digital Leadership and Collaboration** tools for team management.
- Supporting the participation of employees across different locations and languages.
- Enabling flexible work models (e.g., the **internal agreement on flexible work arrangements** at Deutsche Welle) to support individual needs.

A manager is capable of shifting **perspectives** and encourages the exchange of perspectives within the team, for example:

- Taking different perspectives into account when making decisions.
- Structuring meetings to ensure diverse opinions are actively shared and heard.
- Encouraging the team to adopt and explore different perspectives.

A manager creates space for **open discussions on DEI-related topics** and fosters a culture of **constructive openness to mistakes** within the team, for example:

- Organizing team meetings to address current needs and challenges.
- Encouraging the team to learn from mistakes and collaboratively develop improvement suggestions.
- Promoting feedback, exchange, and reflection within the team to openly discuss successes and potential areas for improvement (e.g., through retrospectives supported by external moderation).

A manager reflects on their **attitudes and actions in promoting DEI**, for example:

- Using 360-degree feedback from the team for self-reflection and personal development.
- Participating in peer consultations with other leaders and engaging in training opportunities (available via the leadership portal).

A manager uses **discrimination-sensitive language**, for example:

- Asking discrimination-sensitive questions during recruitment interviews.
- Informing team members about internal language guidelines, such as those for gender-neutral language, and encouraging their use.
- Ensuring an inclusive communication and dialogue culture within the team.