



DIVERSITY LEADERSHIP

Change Agent States

“Tool For Change”



Description	Lead Administrator: Executive Director of Cooperative Extension and/or College Dean
Attributes and Characteristics	<ul style="list-style-type: none"> • Visionary • Commitment to change combined with skills for leading diversity change efforts • Courage to champion controversial diversity issues and work respectfully with resistance • Belief that change is possible for both individuals and the organization • A continual learner who seeks to challenge organizational “stretching” • Recognizes the importance of creative solutions and multiple perspectives when problem solving • Advocate for change mechanisms that are respectful • Comfort with ambiguity and diversity tension • Self-aware and self-monitoring • Self-aware of personal group identities and developmental stages • Shares power • Patient
Knowledge Base	<ul style="list-style-type: none"> • Understands the long-term nature of true systemic diversity change • Understands organizational change on diversity frameworks and theoretical constructs • Understands dynamics of resistance and strategies to address resistance • Understands strategies for managing diversity • Understands that diversity is more than “recruitment and hiring” • Understands that dichotomous thinking which perpetuates the “status quo” • Understands the foundations of power systems and dynamics (systemic, organizational and personal) • Understands historically excluded groups and the connection to current divisions • Understands Social Identity Development Theory
Goals and outcomes	<ul style="list-style-type: none"> • Creates a good solid connection between the Diversity Catalyst Team and the leadership of the organization • Makes organizational knowledge available to the Catalyst Team that they may not have (an organizational “big picture” person) • Helps reinforce “change” as systematic and ongoing • Facilitates acceptance and helps set the stage for Catalyst Team initiatives and strategies with administrative team • Assists understanding and therefore potential acceptance of diversity planning and strategies/initiatives • Integrates diversity strategies into the organization in timely ways • Provides Catalyst Team with assurance that it is a valued and integral part of the organization because of that connection with the administrative circle

Skills and competencies	<ul style="list-style-type: none"> • Exceptional communication skills (listening aggressively, uncompromising in the pursuit of understanding, honesty, and awareness of the impact of words and actions) • Communication skills across difference • Conflict resolution skills across difference • Ability to examine the organizational culture through a lens of power relationships • Ability to work in partnership across rank lines • Knows how to apply different treatment to achieve equivalent outcomes • Inclusive facilitation skills • Inclusive leadership style and models participatory management practices
Roles	<ul style="list-style-type: none"> • Establishes diversity as a competitive advantage, a business issue, and a professional competency; as well as the “right thing to do” • Creates and communicates a diversity vision in partnership with Catalyst Team and administrative team • Identifies measurable long-term objectives that exemplify vision • Sustains organizational awareness and focus by referencing diversity in public forums • Understands that “high performance” requires a “healthy culture” • Articulates through many mechanisms the organizational diversity change strategic plan and the expectations for employees • Empowers change agents and is strategic about using the skills of change agents in the change process • Works with stakeholders at all levels to build support for change • Requires that everyone receive appropriate education for his/her role - CEO also participates in education as an organizational model • Holds everyone accountable • Provides resources to get the job done • Creates an inclusive environment • Provides vehicles through which employee commitment and productivity can evolve (culture and management) • Creates opportunities for leadership throughout the organization • Takes risks and encourages others to take risks • Leads by example
Key Partners	<ul style="list-style-type: none"> • Diversity Coordinator • Diversity Catalyst Team members • Administrator Advocate • Peer CEO’s working on organizational change on diversity • Internal/external groups/departments/programs having shared diversity goals
Goals and outcomes <i>*taken from “Pathways for Diversity” the strategic plan</i>	<ul style="list-style-type: none"> • High organizational productivity • *Commitment to pluralism • *Environment for diversity and pluralism • *Work force diversity • *Audience and program diversity • *Full and influential participation • *Equitable partnerships
Essentials for organizational change on diversity	<ul style="list-style-type: none"> • Diversity leadership requires a willingness to examine every aspect of the culture of the organization, and ability to perceive it from the perspective of members of historically excluded groups •

Essentials Cont'd	<ul style="list-style-type: none"> • Diversity leadership entails a strategic role, where the CEO is an active team participant with key diversity partners • Diversity leadership requires an intentional change process which emulates the desired outcome: respect and dignity for all people combined with high expectations for change • Diversity leadership may require confronting status quo stakeholders • Diversity leadership requires continual personal challenge and growth • Diversity leadership means asking the right questions... and being comfortable not knowing the right answers – must be willing to discuss differences
Evaluation methods	<ul style="list-style-type: none"> • Use of surveys, focus groups and other forms of assessments that include the CEO's role • Benchmarks (personal and organizational) • Ongoing assessment of goals in the strategic plan - review, evaluate progress, adjust strategies where appropriate, check on accountability of everyone responsible including leader
Author	Revised by the Communications Committee, 2006