



CHANGE AGENT STATES FOR DIVERSITY FRAMEWORK FOR CHANGE

Framework

- I Leadership Development
- II Catalyst Teams
- III Diversity Coordinators
- IV Assessments

I Leadership Development

A core initiative of the project designed to assist the people who make policy within the organization: i.e. directors, deans, members of the administrative councils... The goals of this component are to:

- a) Assist leaders in creating a process and structure that are collaborative, respectful and build a climate for change on diversity.
- b) Facilitate with leaders the creation of strategies that advance the three conditions for change: dissatisfaction with the status quo, a vision, a process of how to achieve the vision.
- c) Teach leaders how to speak the language of change---constantly putting the vision before people in a clear and understandable way.
- d) Coach and support leaders' personal diversity maturity, growth and development.
- e) Support leaders to be courageous in leading the change.
- f) Provide models of other leaders and the skills they use in the execution of the change.
- g) Assist leaders in identifying consistent and holistic approaches for organizational change on diversity.
- h) Develop leadership skills to manage conflict and understand power relationships in society, the organization, and in interpersonal relationships.
- i) Provide mechanisms for leaders to talk with each other about the change process and to influence and educate other leaders in the system.

II Catalyst Teams

Every CASD state will establish a diversity catalyst team as an integral part of the system change process. Teams meet on a regular basis and work together as an action, support, strategizing and learning group.

- a) Teams are made up of diversity change agents from throughout the system.
- b) Team members represent all dimensions of diversity in the organization.
- c) A team makes recommendations and works with administration to implement diversity change strategies.
- d) Members of the team are seen in the system as the leaders of diversity change.
- e) Teams are managed by diversity coordinators.
- f) Teams are divided into work groups that create action strategies. Possible work group topics include membership, profile, professional development, managing diversity, program and curriculum.
- g) Team members need ongoing skill development opportunities and a common language.

III Diversity Coordinators

- a) Diversity coordinators manage and provide support for the work of the Diversity Catalyst Team.
- b) Coordinators act as a liaison between the Catalyst Team and leadership / administration.
- c) Coordinators work with leadership to implement diversity initiatives throughout the organization.
- d) Coordinators work with the Diversity Catalyst Team and leadership to develop and model diversity skills, awareness, and actions.

IV Assessments

Organizations conduct both organizational profiles (staff demographics, salaries, longevity, etc.) and climate assessments as an ongoing part of the process of change.

- a) Assessments are used as a baseline, as a benchmark, and as a way to determine outcomes and movement.
- b) Data from assessments is used to drive a strategic planning process that includes inquiry and action.

Prepared by members of the CASD Consortium and the Project Manager

For more information visit the CASD website: www.casd.cornell.edu
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