



# CATALYST TEAM

*Change Agent States*

**“Tool For Change”**



<p><b>Description</b></p>	<p>A Diversity Catalyst Team is a task force made up of a representative group from every sector of the organization. This team encompasses members of all group identities across the range of differences that include but are not limited to gender, race, sexual orientation, spiritual beliefs, abilities, class, rank, tenure, and age. The team is supported by the organization to work together to design the vision and the implementation strategies that create the climate for change. The team works in partnership with the administrative leadership to actualize the strategies, and serves as a resource to the system on diversity and multicultural organizational development.</p>
<p><b>Strategy behind tool</b></p>	<ul style="list-style-type: none"> <li>• That organizational change on diversity needs ongoing management</li> <li>• That a group of "diversity change agents" are identified that have the commitment and supported in developing skills</li> <li>• That the diversity change effort should include the input of all segments of the organization</li> <li>• That a partnership between the administrative leadership team and the diversity catalyst team can create an ongoing system for managing diversity change based on a set of principles, initiatives and strategies grounded in outcome-based research</li> <li>• That organizations need a separate and dedicated group that manages diversity</li> <li>• That the process of change is purposeful - trust is important - not just a committee, but also a model for what we want the organization to become</li> </ul>
<p><b>Goals and outcomes:</b></p> <ul style="list-style-type: none"> <li>• <b>organization</b></li> <li>• <b>task force</b></li> </ul>	<ul style="list-style-type: none"> <li>• To maintain an ongoing diversity catalyst team that is under the direct supervision of the organization's executive level leadership</li> <li>• To support the work of the Catalyst Team by providing sufficient resources to support coordination, conference calls, meeting costs, office support, materials, education and training for task force members, etc.</li> <li>• To identify implementation projects and provide recommendations to the Catalyst Team to support the organizational change process and work on the strategic plan.</li> <li>• To be accountable for systemic change by conducting periodic assessments of both process and outcomes</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• To identify implementation projects and provide recommendations to the administrative team to support the organizational change process</li> <li>• To consistently communicate the vision and climate change to the system through a strategic plan with clear outcomes</li> <li>• To create a multifaceted approach to change using a framework based on managing diversity initiatives that includes profile improvement, understanding differences education, and managing diversity skill development</li> <li>• To be accountable for systemic change by conducting periodic assessments of both process and outcomes</li> </ul>

<b>Skills for team members</b>	<ul style="list-style-type: none"> <li>• Ability to identify professional development needs of self and others</li> <li>• Ability to navigate the system to get strategies implemented</li> <li>• Understanding of the complexity of U.S. diversity</li> <li>• Ability to work in partnership with a diverse team across power differences</li> <li>• Ability to integrate diversity concepts into existing areas of organizational focus</li> <li>• Ability to assess new initiatives for alignment with diversity goals</li> <li>• Ability to monitor the level of tension created by the change process</li> <li>• Ability to plan for and respond to the natural resistance that is part of any change process</li> <li>• Ability to participate in a true consensus process.</li> <li>• Ability to assess organizational needs through a range of mechanisms including surveys, focus groups...</li> </ul>
<b>Evaluation method</b>	Annual review of strategic plan with update on outcomes reported to the system
<b>Target</b>	<ul style="list-style-type: none"> <li>• Research and Extension and other University faculty and staff</li> <li>• Other partners</li> <li>• Other professional groups</li> <li>• Students</li> <li>• Volunteers</li> </ul>
<b>Suggestions for initiating this project/strategy</b>	
<b>Who participates in the development of a Catalyst Team</b>	<ul style="list-style-type: none"> <li>• Administrative council</li> <li>• All leaders in the organization</li> </ul>
<b>Time frames and steps for development/ implementation</b>	<p>The first Catalyst Team will be established by the administrative council with the support of a diversity consultant and/or specialist. They would carefully select members from a pool of "diversity change agents" with consideration for:</p> <ol style="list-style-type: none"> <li>1. Departmental representation</li> <li>2. External representation (stakeholders)</li> <li>3. Group identities</li> <li>4. Willingness and ability to commit a percentage of work time</li> </ol> <p>Revolving membership will be under the direction of a Catalyst Team membership work group, who will continually add to a list of potential members based on a periodic organizational scanning process. Recommendations for new members will be sent to the administrative council for approval.</p>
<b>Barriers to effectiveness and ways to address the barriers</b>	<ol style="list-style-type: none"> <li>1. Lack of skills by team members i.e. how to be diplomatic champions of diversity issues <ul style="list-style-type: none"> <li>• <i>Increased training on how to frame the issue and ways to talk about diversity that create an environment for change</i></li> <li>• <i>Administration gives support to develop these skills</i></li> </ul> </li> <li>2. Lack of power and influence to change the system. <ul style="list-style-type: none"> <li>• <i>Subcommittees include people (advisory members) who can help move the issue in the system</i></li> </ul> </li> <li>3. Naming the problems honestly <ul style="list-style-type: none"> <li>• <i>Establish trust among members of the team</i></li> </ul> </li> <li>4. Engaging leadership in the strategic process <ul style="list-style-type: none"> <li>• <i>Continuous defining of the communication process between leadership and the</i></li> </ul> </li> </ol>

	<p><i>Catalyst team, formalizing the process, not reporting and instead having a dialogue that includes direction to leadership on their role in the change process</i></p> <p>5. Discouragement and feelings of lack of support</p> <ul style="list-style-type: none"> <li>• <i>Acknowledge, recognize and celebrate progress.</i></li> <li>• <i>Constant reminders that change takes time.</i></li> </ul>
<b>Issues to consider</b>	<ul style="list-style-type: none"> <li>• Need for a Team Manager/Diversity Coordinator</li> <li>• Compensation for time and expenses</li> <li>• System recognition</li> <li>• Time and attention to team trust-building</li> <li>• Catalyst team budget</li> <li>• Catalyst teams need to be a group of people who study situations and tailor them to their organization</li> <li>• Ownership of the change process (overcoming the rules around the table)</li> </ul>
<b>Costs associated with project</b>	<ul style="list-style-type: none"> <li>• Operating budget for transportation, meetings, retreats, resources materials....</li> <li>• 1 FTE Team Manager/Diversity Coordinator position</li> <li>• Publicity materials</li> <li>• Contracting for Training (team, administration, system...)</li> </ul>
<b>Training</b>	<p>The Catalyst Team needs ongoing training to:</p> <ul style="list-style-type: none"> <li>• develop a common language,</li> <li>• learn about managing diversity strategies for organizational change</li> <li>• create "diversity mature" individuals who have the lens and skills</li> </ul>
<b>Authors</b>	Revised by the Communications Committee, 2006