



# A Framework for Organizational Change

*Change Agent States*

“TOOL FOR CHANGE”



<b>Description</b>	This Framework identifies critical components for organizing and implementing organizational change around areas of diversity. States selected to participate in the Change Agent States for Diversity Project identified and used this Framework.
<b>Target group</b>	Organizations who are seriously committed to organizational change in the area of diversity.
<b>Goals and outcomes</b>	Use of this Framework will guide organizations seeking system change to establish key mechanisms, positions, supports, and networks from which to launch and sustain a diversity initiative.
<b>Issues to consider</b>	<p>Commitment of leadership</p> <p>Readiness of organization</p> <p>Past issues of diversity (positive and negative)</p> <p>Sustainability of initiative</p>
<b>Who participates in the development</b>	<p>A small initiation team of individuals, including top leadership, who understand the business case and need for change on diversity.</p> <p>People who have personally or organizationally been committed to diversity in the past should be included. This initiation team is just a temporary group that will think well about how to get the Framework in place.</p>
<b>Components of the Framework</b>	<p>Each component has a Tool for Change (see Resources below) to describe relevant issues, barriers, and implementation suggestions.</p> <p><b>I Leadership Development</b> (See Diversity Leaders and Change Agent Administrator Tools for Change)</p> <p>This is a key component that identifies leadership roles, goals, and a unique set of leadership skills and leadership modeling for the system that promotes:</p> <ul style="list-style-type: none"> <li>• A collaborative process and structure.</li> <li>• Creative strategies and measurable accountability.</li> <li>• Risk taking.</li> <li>• Constructive understanding and discussion at all levels around diversity, working across differences, and power relationships embedded in society, the organization, and relationships.</li> </ul> <p><b>II Catalyst Teams</b> (See Diversity Catalyst Team Tool for Change)</p> <ul style="list-style-type: none"> <li>• The Catalyst Team is a mechanism for thinking well, listening well, learning, strategizing, and implementing change.</li> <li>• Teams are made up of diversity change agents from throughout the system</li> <li>• Teams are led and supported by a Diversity Coordinator.</li> </ul> <p><b>III Diversity Coordinator</b> (See Diversity Coordinator Tool for Change)</p> <ul style="list-style-type: none"> <li>• Diversity Coordinators are the hub for change on diversity...they are liaisons, coordinators, researchers, coaches and system communicators.</li> <li>• Coordinators work closely with leadership and Catalyst Teams to support implementation of diversity initiatives.</li> <li>• Designated commitment of time/salary for this position greatly affects the movement</li> </ul>

	<p>and effectiveness of the Framework.</p> <p><b>IV Assessments</b></p> <p>Assessments are used as a baseline, as a benchmark, and as data that drives planning, action and evaluation. Some key assessments include:</p> <ul style="list-style-type: none"> <li>• Organizational Profiles</li> <li>• Climate assessments (See Diversity Climate Assessment Tool for Change</li> <li>• Assessment of processes and systems that integrate diversity components such as recruitment/hiring/promotion practices, performance appraisals, professional development, program development, communication systems, etc.</li> </ul>
<p><b>Developing Your Framework</b></p>	<ul style="list-style-type: none"> <li>• Start out with a well-planned Framework conceived with system support and change agent input.</li> <li>• Continually strategize Framework weaknesses and barriers that may be stagnating change.</li> <li>• Celebrate and learn from successes.</li> <li>• Continue to talk to other diversity leaders and coordinators for best practices, suggestions, and personal support.</li> </ul>
<p><b>Author</b></p>	<p>Updated by the Communication Committee, 2006</p>