

A Framework for Organizational Change

Change Agent States for Diversity **“TOOL FOR CHANGE”**



Description	This Framework identifies critical components for organizing and implementing organizational change on diversity. States selected to participate in the Change Agent States for Diversity Project identified and used this Framework.
Target group	Organizations who are seriously committed to organizational change on diversity.
Goals and outcomes	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.
Issues to consider	Commitment of leadership Readiness of organization. Past issues of diversity (positive and negative). Sustainability of initiative.
Who participates in the development	A small initiation team of individuals, including top leadership, who understand the business case and need for change on diversity. 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.
Preparation and initial meeting	Talk to people and broadly announce that a small group will be meeting to share their insight and discuss a structure for addressing organizational change on diversity. Talk to and ask questions of other state Catalyst Team coordinators before meeting. Set first meeting for at least a half-day. <ul style="list-style-type: none"> • Meeting time and location should be conducive for everyone to attend. • Meeting facilitator should model diversity skills and working in partnership. • Everyone should be heard; leadership must be careful not to dominate or sit silent. • Establish a common definition of diversity and key points of the business case for diversity in the organization. • Present the concept of the Framework and other key tools for change (see below). • Discuss what is happening and working well around diversity and how to build on it. • Strategize around organizational assets and identify barriers. • Identify change agents from throughout the ranks that bring different perspectives to the system (age, longevity, ethnicity, position, sexual orientation, gender, etc.) who might be Catalyst Team members, a Catalyst Team Coordinator, or fill leadership roles. • How will people be supported? How will they be approached? • Consider first year budget requirements and continuity of funding needed. • Think out of the box. Encourage people to share creatively.
Components of the Framework	Each component has a Tool for Change (see Resources below) to describe relevant issues, barriers, and implementation suggestions. <p>I Leadership Development (See Diversity Leaders and Change Agent Administrator Tools for Change)</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: <ul style="list-style-type: none"> • A collaborative process and structure.

	<ul style="list-style-type: none"> • Creative strategies and measurable accountability. • Risk taking. • Constructive understanding and discussion at all levels around diversity, working across differences, and power relationships embedded in society, the organization, and relationships. <p>II Catalyst Teams (See Diversity Catalyst Team Tool for Change)</p> <ul style="list-style-type: none"> • The Catalyst Team is a mechanism for thinking well, listening well, learning, strategizing, and implementing change. • Teams are made up of diversity change agents from throughout the system (see http://www.cce.cornell.edu/diversity/chgagt.htm for help identifying change agents) • Teams are led and supported by a Diversity Coordinator. <p>III Diversity Coordinator (See Diversity Coordinator Tool for Change)</p> <ul style="list-style-type: none"> • Diversity Coordinators are the hub for change on diversity...they are liaisons, coordinators, researchers, coaches and system communicators. • Coordinators work closely with leadership and Catalyst Teams to support implementation of diversity initiatives. • Designated commitment of time/salary for this position greatly affects the movement and effectiveness of the Framework. <p>IV Assessments</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"> • Organizational profiles (see sample at www.cce.cornell.edu/diversity/divcce.htm and click on 2002 CCE staff diversity profile) • Climate assessments (See Diversity Climate Assessment Tool for Change) • Assessment of systems that integrate diversity components such as recruitment/hiring/promotion practices, performance appraisals, professional development, program development, communication systems, etc.
Developing Your Framework	<ul style="list-style-type: none"> • Start out with a well-planned Framework conceived with system support and change agent input. • Continually strategize Framework weaknesses and barriers that may be stagnating change. • Celebrate and learn from successes. • Continue to talk to other diversity leaders and coordinators for best practices, suggestions, and personal support.
Good resources	<p>CASD website: http://www.cce.cornell.edu/diversity/casd.htm: specifically the Tools for Change identified above.</p> <p>Individual CASD state Catalyst Team Coordinators and websites.</p> <p>Organizational change on diversity resources: see www.cce.cornell.edu/diversity/toolbox.htm.</p>
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