



DIVERSITY COORDINATOR

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



Description	Diversity coordinator position to coordinate and lead the organizational change effort.
Strategy behind tool	<ul style="list-style-type: none"> • It is extremely important to have a defined position with articulated skills, authority, and designated time to manage organizational change on diversity for the system. This position needs to be ongoing, not an add-on subject to budget cuts and other priorities. In support of this position, others in the system need to have diversity work integrated into their job responsibilities.
Goals and outcomes	<ul style="list-style-type: none"> • System has a clear, articulate, and do-able strategic plan in place as a working document that is monitored by the Coordinator • There is ongoing communication, expectation, and education on diversity skills, knowledge, and understanding facilitated by the Coordinator • The Diversity Team’s and system’s diversity efforts are facilitated and managed to maximize resources and efforts • There is support for actualizing the diversity strategic plan throughout the system • The Catalyst Team relationship with leadership and other key partners is constantly facilitated and supported by the Coordinator
Roles	<ul style="list-style-type: none"> • Responsible for the participatory creation and implementation of strategic plan • Critically monitors the whole process and plan; what is working, what is not working, what benchmarks are reached, adapting the plan when necessary • Coordinates and manages work of the Catalyst Team Monitoring the team membership - transitioning members on and off the team, establishing an ongoing pool of perspective members, and working to use the unique strengths and talents of team members • Organizing written materials, web page, newsletters, strategic plans, and other communication mechanisms • Motivating and supporting members to follow through on assignments • Creating an environment and intentional process for productive work sessions and creative discourse including setting up ground rules so as to equalize power, creating an environment where people can have open and honest discourse, and assisting people to avoid hierarchical roles • Identifying barriers in communication and group process • Understanding the strengths and talents of team members and networking among members using this knowledge • Providing opportunity for personal and professional development of each of the Catalyst Team members

Roles Cont'd	<ul style="list-style-type: none"> • Facilitating the relationship between Catalyst Team, leadership team, and other key partners • Working with top leadership and leadership throughout the system for implementation of strategic plan • Acting as a diversity “ear” and resource for the system • Examining and working in concert with Affirmative Action/Equal Employment and Program Development models and plans
Skills and Knowledge	<ul style="list-style-type: none"> • Familiarity with social identity development and other theories on individual and organizational change • Understanding how power is used and where power is in the system • Knowledge of framework for change and how to guide a change process i.e. dividing Catalyst Team into workgroups • Speaking the language of diversity and change that is respectful and empowering. • Strategic planning, creating mechanisms that assure implementation, and actualizing/executing plan • Thinking in a big picture....successful strategies for organization change and how to integrate throughout system • Assessing and addressing the barriers to implementation • Acting as HUB of the system – connecting, communicating, strategizing, problem-solving • Strong foundation in working with varied diversity issues • Delegating and managing • Framing diversity in a positive context • Resolving conflicts across difference • Understanding how to deal effectively with resistance • Thinking and acting the vision for change – modeling being a change agent • Marketing and communication • Facilitating/presenting • Planning effective meetings • Web design and updating • Ability to form support networks • Working with the numerous roles, pressures, and priorities of leaders • Motivating for learning
Attributes and characteristics of Coordinator	<ul style="list-style-type: none"> • Motivated to challenge status quo • Comfort with diversity tension, and comfortable with making other people uncomfortable • Persuasive • Commitment to the vision • Willingness to ask for and give support • Comfortable with fluidity i.e. working with a dynamic strategic plan – stopping, assessing, modifying, implementing • Willingness to critically look at self relative to group identities, power, and privilege • Being a risk taker –adept at assessing when to take risks • A continual learner • Consciousness on numerous diversity issues • Patient with other people’s process of personal development and their readiness for adopting change on diversity

Barriers, issues, and risks	<ul style="list-style-type: none"> • Hiring a person for group identity rather than skill set • Working in isolation • Deciding where the position is placed in the system i.e. administrative position, executive appointee... • Support for the position and the work---voice needs to be heard by leadership • How position is introduced to the system – who was involved? • Adding diversity on to someone’s already too full plate
Ways to overcome barriers	<ul style="list-style-type: none"> • Making sure that Diversity Coordinator is not an add-on (temporary or extra responsibility) • Being empowered by the CEO to make decisions, work in partnership with policy makers, and instigate change (which may be uncomfortable) • The person(s) hiring knows the skills and understanding required for this position • Climate for position - community of support in place • Willingness by leaders to be challenged and to take risks
Cost associated with position	<ul style="list-style-type: none"> • 1 FTE in standard system budget (not soft money). This position should be assigned no less than a .50 FTE • Operating budget for activities i.e. traveling, printing, training, Catalyst Team activities.... • Support staff for Coordinator
Communication about position	<ul style="list-style-type: none"> • Leadership introduces position through memos, newsletters, annual meetings, etc. • Position is in visible relationship with leadership at major events
Evaluation	<ul style="list-style-type: none"> • Impacts of diversity change in the system • Activities and benchmarks of the Catalyst Team • Relationships with administrators and members of Catalyst Team • Success in implementation of diversity strategies • Evaluation by leadership and Catalyst Team
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