



# DIVERSITY LEADERSHIP

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



<b>Description</b>	Lead Administrator: Executive Director of Cooperative Extension and/or College Dean
<b>Attributes and Characteristics</b>	<ul style="list-style-type: none"> <li>• Visionary</li> <li>• Commitment to change combined with skills for leading diversity change</li> <li>• Courage to champion controversial diversity issues and work respectfully with resistance</li> <li>• Belief that change is possible for both individuals and the organization</li> <li>• A continual learner</li> <li>• Recognizes the importance of creative solutions and multiple perspective when problem solving</li> <li>• Advocate for change mechanisms that are respectful</li> <li>• Comfort with ambiguity and diversity tension</li> <li>• Self-aware and self-monitoring</li> <li>• Self-conscious of personal group identities and developmental stages</li> <li>• Share power</li> <li>• Patient</li> </ul>
<b>Knowledge Base</b>	<ul style="list-style-type: none"> <li>• Understands the long-term nature of diversity change</li> <li>• Understands organizational change on diversity frameworks and theoretical constructs</li> <li>• Understands dynamics of resistance and strategies to address resistance</li> <li>• Understands strategies for managing diversity</li> <li>• Understands that diversity is more than “recruitment and hiring”</li> <li>• Understands that dichotomous thinking often perpetuates “status quo”</li> <li>• Understands the foundations of power systems and dynamics (systemic, organizational and personal)</li> <li>• Understands historical exclusion of groups and connection to current divisions</li> <li>• Understands Social Identity Development theory</li> </ul>
<b>Goals and outcomes</b>	<ul style="list-style-type: none"> <li>• Creates a good solid connection between the team and the leadership of the organization</li> <li>• Makes organizational knowledge available to the Catalyst Team that they may not have (an organizational “big picture” person)</li> <li>• Helps reinforce “change” as systematic and ongoing</li> <li>• Facilitates acceptance and can help set the stage for Catalyst Team initiatives and strategies with administrative team</li> <li>• Assists understanding and therefore potential acceptance of diversity planning and strategies/initiatives</li> <li>• Integrates diversity strategies into the organization in timely ways</li> <li>• Provides Catalyst Team with assurance that it is a valued and integral part of the organization because of that connection with the administrative circle</li> </ul>

<b>Skills and competencies</b>	<ul style="list-style-type: none"> <li>• Exceptional communication skills (listening aggressively, uncompromising in the pursuit of understanding, honesty, and awareness of the impact of words and actions)</li> <li>• Communication skills across difference</li> <li>• Conflict resolution skills across difference</li> <li>• Ability to examine the organizational culture through a lens of power relationships</li> <li>• Ability to work in partnership across rank lines</li> <li>• Knows how to apply different treatment to achieve equivalent outcomes.</li> <li>• Inclusive facilitation skills</li> <li>• Inclusive leadership/participatory management</li> </ul>
<b>Roles</b>	<ul style="list-style-type: none"> <li>• Establishes diversity as a competitive advantage, a business issue, and professional competency</li> <li>• Creates and communicates a diversity vision in partnership with Catalyst Team and Administrative Team</li> <li>• Identifies measurable long-term objectives that exemplify vision.</li> <li>• Sustains organization awareness and focus</li> <li>• Understands “high performance” requires a “healthy culture”</li> <li>• Articulates through many mechanisms the organizational diversity change strategic plan and the expectations for employees’</li> <li>• Empowers change agents and is strategic about using the skills of change agents in the change process</li> <li>• Works with boards of stakeholders to build support for change</li> <li>• Requires that everyone receive appropriate education for his/her role CEO participates in education</li> <li>• Holds everyone accountable</li> <li>• Provides resources to get the job done</li> <li>• Creates an inclusive environment</li> <li>• Provides vehicles through which employee commitment and productivity can evolve (culture and management)</li> <li>• Creates opportunities for leadership throughout the organization</li> <li>• Takes risks and encourages others to take risks</li> <li>• Leads by example</li> </ul>
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Diversity Coordinator</li> <li>• Diversity Catalyst Team members</li> <li>• Administrator Advocate</li> <li>• Peer CEO’s working on organizational change on diversity</li> <li>• Internal/external groups/departments/programs having shared diversity goals</li> </ul>
<b>Goals and outcomes</b> <i>*taken from “Pathways for Diversity” the strategic plan</i>	<ul style="list-style-type: none"> <li>• High organizational productivity</li> <li>• *Commitment to pluralism</li> <li>• *Environment for diversity and pluralism</li> <li>• *Work force diversity</li> <li>• *Audience and program diversity</li> <li>• *Full and influential participation</li> <li>• *Equitable partnerships</li> </ul>
<b>Essentials for organizational change on diversity</b>	<ul style="list-style-type: none"> <li>• Diversity leadership requires a willingness to examine every aspect of the culture of the organization, and ability to perceive it from the perspective of members of historically excluded groups</li> <li>• Diversity leadership entails a strategic role, where the CEO is an active team participant with key diversity partners</li> </ul>

<b>Essentials Cont'd</b>	<ul style="list-style-type: none"> <li>• Diversity leadership requires an intentional change process which emulates the desired outcome: respect, dignity for all people combined with high expectations for change</li> <li>• Diversity leadership may require confronting status quo stakeholders</li> <li>• Diversity leadership requires continual personal challenge and growth</li> <li>• Diversity leadership means asking the right questions...not knowing the right answers</li> </ul>
<b>Evaluation methods</b>	<ul style="list-style-type: none"> <li>• Use of surveys, focus groups and other forms of assessments that include the CEO's role</li> <li>• Benchmarks (personal and organizational)</li> <li>• Ongoing assessment of goals in the strategic plan - review, evaluate progress, adjust strategies where appropriate, check on accountability of everyone responsible including leader</li> </ul>
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