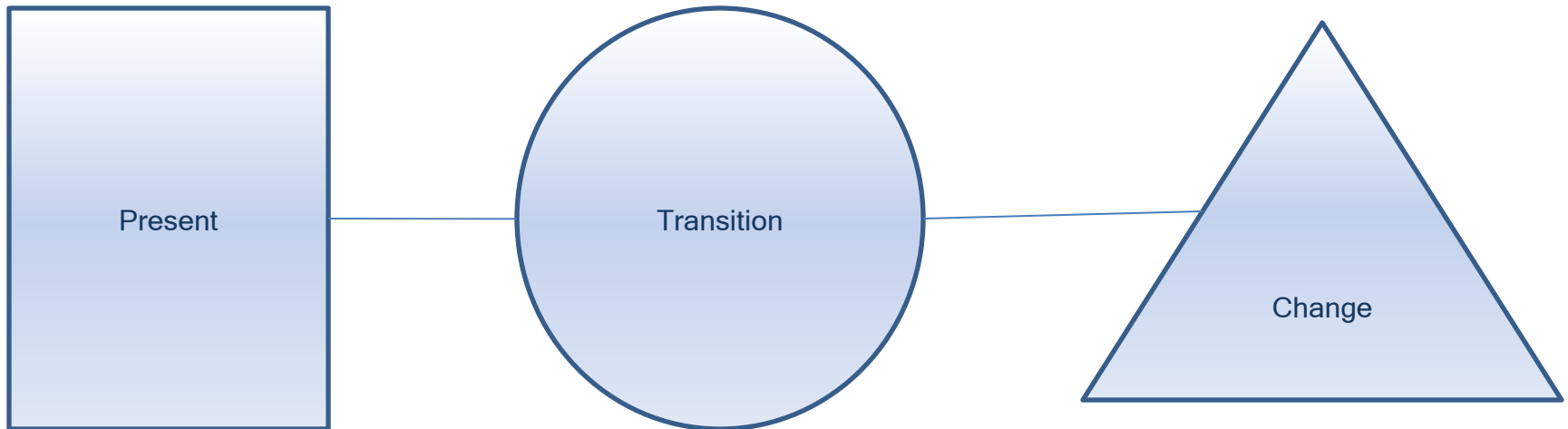




Managing Change through Cultural Competence



The Trip to Change





Change Management

- **Change Management:** structure process for managing the people side of change to get the desired result
- **Individual Change Management:** the process and steps individuals go through to implement a change



Change Management

- Who is Involved in change management
 - Senior Leaders
 - Managers and Supervisors
 - Employees
 - Project Team
- *How will the cultural competence of each level help or hinder the outcomes?*

Levers of Change

- Sponsorship
- Communications
- Coaching
- Training
- Resistance Management

- *What is the role of cultural competence for each lever?*

Cultural Competence Change Management

- Identify Gaps
 - Current
 - Ideal
 - Gaps

- *What role does cultural competence play in the gaps?*



Cultural Competence Change Management

- Identify Outcomes
 - Expected behaviors
 - Impact of behaviors
 - *How will cultural competence help or hinder the outcomes?*

Cultural Competence Change Management

- Organizational Design
 - Decision making
 - Rules and Procedures
 - Job complexity
 - Unspoken cultural

Cultural Competence Change Management

- Goal Setting and Measurement
 - When
 - What
 - How



Individual Change Management

Typical Profiles



Victim

Attitude

- Why is this happening to me?
- Why can't things stay the way they are?

Behaviors

- Resisting the change
- Feeling angry or depressed
- Reverting to old ways of doing things
- Isolating oneself
- Failing to ask for help



Critic

Attitude

- This won't work
- This won't improve anything
- This is going to be awful

Behaviors

- Looking for reasons why change will not be successful
- Questioning and challenging
- Failing to see any positive outcomes



Bystander

Attitudes

- If I ignore this change, it will go away
- I won't jump in until I know its safe
- I'll just wait and see

Behaviors

- Acting reluctant to get involved
- Waiting for others to make decisions and lead

Attitude

- This change is an opportunity
- This is a chance to make things better
- I'm bound to make mistakes but I will learn from them

Behaviors

- Looking for ways to minimize negative reactions
- Finding ways to be useful and valuable
- Looking for opportunities for improvement
- Forming relationships



Do I have to worry about this?

- Speed of adoption
- Increased likelihood of project/change completion
- Change cannot be mandated (especially cultural changes!) must be managed



DIVERSITY PROFESSIONALS GROUP

Applied Cultural Competence: Getting to the Bottom of the Iceberg to Impact the Bottom Line

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