# Changing the Dynamics of Diversity: Providing Feedback and Coaching

Acknowledge

and

Address

### Insiders

# The Unintentional Offender:

- needs to feel affirmed for his/her positive intentions
- fears loss of standing as a member of the insider group

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# The Intentional Offender:

- needs to feel safe and in control
- fears loss of power and ambiguity in the status quo

### The Avoider:

- needs to feel safe as a member of the insider group
- fears loss of security and social risk

### The Change Agent:

- needs to feel recognized and appreciated for his/her constructive contributions
- fears loss of credibility with the insider group

## Outsiders

#### The Assimilator:

- needs to feel valued and accepted by the insider group
- fears rejection by the insider group

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### The Separatist:

- needs to feel that his/her uniqueness is recognized, accepted and valued
- fears loss of identity through submission to insider group

## The Fighter:

- needs to feel recognized for his/her dedication to systemic change in the face of difficult barriers
- fears loss of identity through submission to the insider group

### The Change Agent:

- needs to feel recognized and appreciated for his/her constructive contributions
- fears loss of credibility with the insider group



# The Dynamics of Diversity: Action & Reaction Types

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	Description	Consequences for the Organisation
INSIDERS		
The Unintentional Offender	The individual/group excludes people in the organisation because of their differences without being aware of it.	"Outsiders" feel excluded and isolated from the majority group.
The Intentional Offender	The individual/group is aware of behaviour and prejudices, but nevertheless continues to exclude outsiders.	A hostile atmosphere is created as "outsiders" feel they are actively being excluded.
The Avoider	The individual/group is aware of biases in themselves/others, but is reluctant to address the inappropriate words and behaviours of others.	The organisation fails to capitalize on the unique value that diversity brings, as status quo is maintained.
The Change Agent	The individual/group is aware of biases in themselves and others and is willing to take action when they encounter inappropriate words, behaviours or structures.	The organisation reaps the benefits of diversity as "outsiders" are encouraged to contribute to their fullest potential.
OUTSIDERS		
The Assimilator	The individual/group acquiesces to the dominant group — adopts dominant culture and loses all "different" characteristics.	The value of differences is lost – the organisation has created a "clone". Potential change and innovation is limited.
The Separatist	The individual/group limits contact with the dominant group, keeping to themselves.	Employees waste time on unnecessary activities designed solely to remove them from the environment in which they feel uncomfortable; absenteelsm and high turnover are possible outcomes.
The Fighter	The individual/group actively resists assimilation in an aggressive manner. It is assumed that attack is the best form of defense.	Hostile atmosphere is created by the victim as they resist assimilation. Often this serves only to reinforce stereotypes, for the cause of the problem is hidden and only the result is evident.
The Change Agent	The individual/group works to implement practices and behaviours that are more inclusive of "outsiders."	A more inclusive environment is created and "outsiders" feel encouraged to contribute to the organisation.