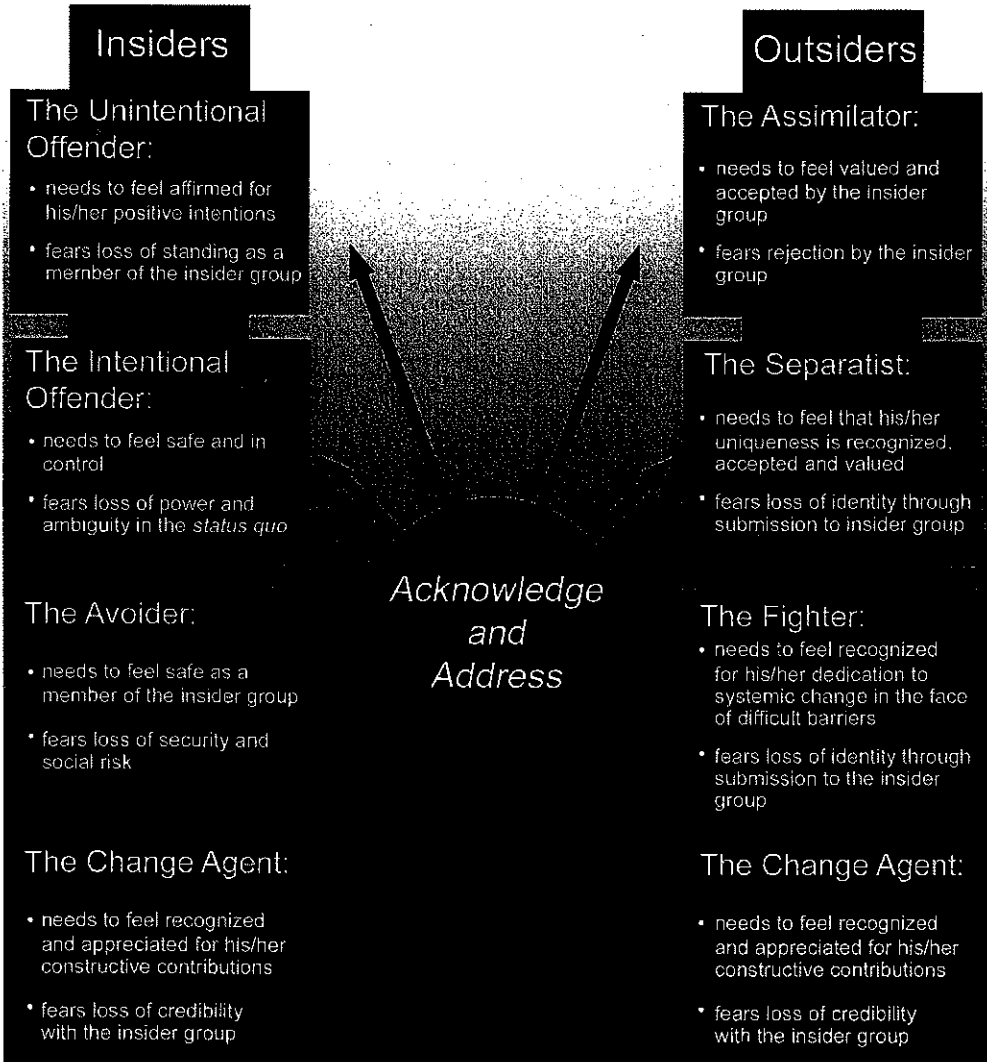


Changing the Dynamics of Diversity: Providing Feedback and Coaching

The Dynamics of Diversity: Action & Reaction Types



	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 <i>status quo</i> 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; absenteeism 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.