

PHASES OF DIVERSITY & LEADERSHIP COMPETENCES



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LEVEL I - NON CONTEMPLATION (NON DISCRIMINATORY)

- This is typified by employers who maintain that they treat everybody the same, and that they are, for example, “colour-blind”



LEVEL II – CONTEMPLATION (EQUAL OPPORTUNITIES EMPLOYER)

- Accept the need/requirement to act
- Introduce minimum legal requirements
- Policy/procedures
- Gap analysis (possible)



LEVEL III – POSITIVE ACTION (REMEDIAL) STAGE

- Positive action is normally built on a foundation of monitoring of an organisation's equal opportunities policy.
- Taking action to redress or remedy procedures, processes and acts, which are deemed to have an adverse or discriminatory impact on particular groups
- May include numerical targets



LEVEL IV- VALUING DIVERSITY

- Goes beyond positive/affirmative action in that it is not solely based on changing the representation of the core areas protected by legislation. Builds upon the critical foundation laid by workplace equality initiatives.
- Include awareness, education, and positive recognition of the differences among people in the workforce.
- Interventions based on recognising the uniqueness in everyone, valuing the contribution that each can make and creating an inclusive work environment where awareness of, and respect for, those of different cultures is promoted.
- **Changing Organisational Culture & Individual Behaviours**

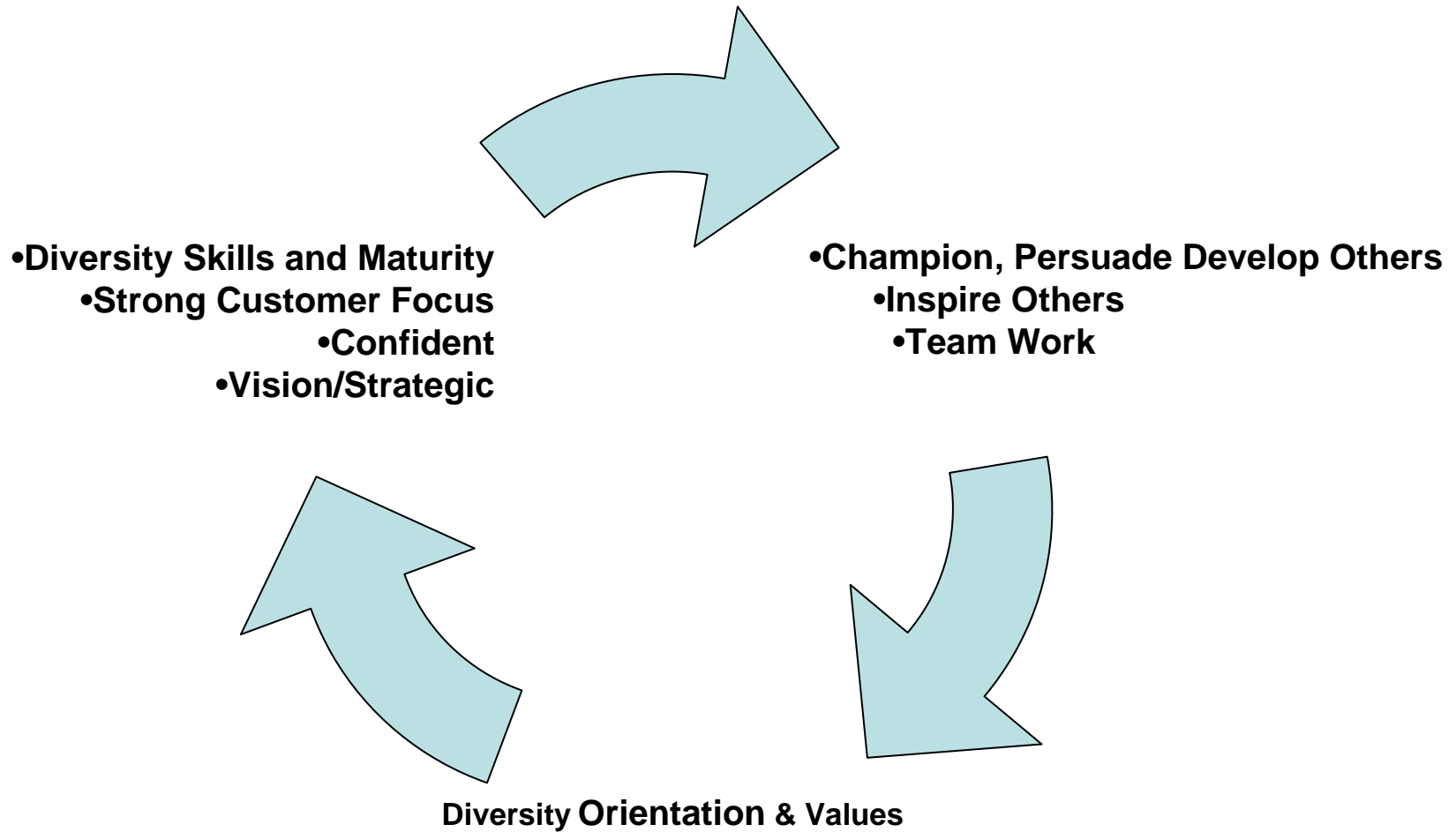


LEVEL V- MANAGING DIVERSITY & INCLUSION

- Focuses on the business case for diversity. Under this scenario, capitalising on diversity is seen as a strategic approach to the organisation or business that contributes to organisational goals (including non- profit goals or profit and productivity-related goals).
- Managing diversity moves beyond valuing diversity in that it is a way in which to do business and should be aligned with other organisational strategic plans.



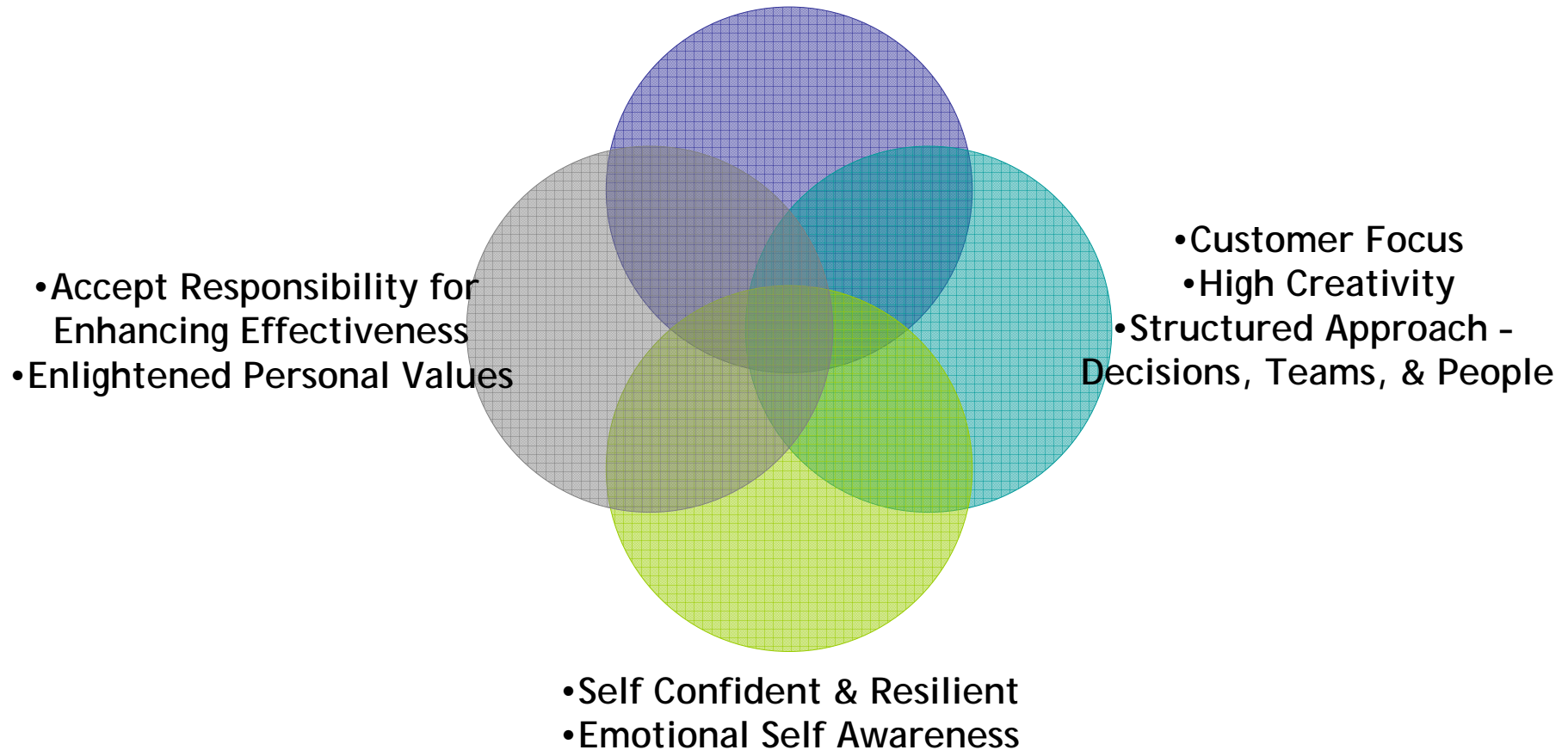
MANAGING DIVERSITY PROFILE



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STRUCTURE OF DIVERSITY COMPETENCIES

- Active view of Self & People Development
 - Competent Self Management
 - Diversity Concepts and Definitions



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