

SEVEN "S" MODEL



Adapted by Beth Zemsky, MAEd, LICSW from material from:
Lawrence, P. (1989) *Why Organizations Change*. Mohrman, A (Ed.) *Large Scale Organizational Change*. New York: Jossey Bass, 1989.

Waterman, R. H., Peter, T.J., & Phillips, J.R. *Structure is not organization*. In Kolb, D.A. et al. (eds.) *The Organizational Behavior Reader*. Prentice Hall: New Jersey, 1980. pp. 14 – 25.

BRAINSTORMING NOTES

Super –Ordinate Goal:

What is your mission and vision regarding diversity, inclusion, and equity?

What is your frame for this work? How does your frame incorporate, reflect, disseminate, and reinforce your deepest held values?

BRAINSTORMING NOTES

	Strategy	Structure	Systems
Questions to Consider	<ul style="list-style-type: none"> • What is your current diversity, inclusion, and equity strategy? • How do you intend to achieve your objectives? • How do you address changes in constituent needs, political demands, and /or environmental issues? 	<ul style="list-style-type: none"> • How are diversity, inclusion, and equity activities structured? • Where are diversity, inclusion, and equity activities located in the organization? Who reports to whom? How much influence do they have? • What are the explicit and implicit lines of communication? 	<ul style="list-style-type: none"> • What financial, communications, and IT systems are in place to support diversity, inclusion, and equity efforts? • How are performance evaluation systems linked to your organization's diversity, inclusion, and equity goals? • How are these systems monitored and evaluated?
Notes on the Current Situation			
Notes on the Desired Situation			

BRAINSTORMING NOTES

	Style	Staff	Skills	Shared Values
Questions to Consider	<ul style="list-style-type: none"> • What is your organization's current stage of intercultural development? • What is the conflict style of your organization? • Who do you think is most comfortable currently in your organization? • How does leadership convey your organization's culture? 	<ul style="list-style-type: none"> • What is the current racial, gender, class, sexual orientation composition of your organization? In what kinds of positions are these people found? • How are staff recruited? • How are staff retained? 	<ul style="list-style-type: none"> • What is the skill level regarding diversity, inclusion, and equity in organization? • How does your organization support skill development? • Where are there gaps in skills? • How are diversity, inclusion, and equity skills monitored and assessed? 	<ul style="list-style-type: none"> • What are your organizations core values? Do they include explicit values about diversity, inclusion, and equity? • How strong are the values? • How are these values made explicit (e.g., symbols, behaviors, language, etc.)?
Notes on the Current Situation				
Notes on the Desired Situation				





