

# Understanding Diversity Through a Leadership Project

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# What is Diversity?

- Cook (2003) defines diversity as the differences among groups or between individuals.
- Race, Ethnicity, Age, Culture, etc.
- Diversity creates the need for team building and conflict resolution (Weston, 2006).

# The Change Project

- Nursing Leadership course taught to RN students in 7 weeks
- Form groups to work on project
- Identify a real problem in one of their facility that needs changing
- Literature review, answer the 5 “W”’s, conduct force field analysis, and present to the class

# Assumptions About Change

- Change represents loss
- Know the values & beliefs of those affected by the change
- Active participation in the process
- Timing is everything
- Lewin's 3 Stages of Change

# Force Field Analysis

- **Political** – How will you gain the support you need?
- **Technology** – How will it be used?
- **Communication** – How to spread the plan?
- **Cost/Resources** – How much will it cost?
- **Structural** – Will the structure support the change?
- **People** – Culture and commitment for change?

# Course Methodology

- Discussion questions focusing on 5 “W”s
- Assign articles of interest
- Course topics –
  - changing the culture,
  - cultural values,
  - communication, change theory,
  - how do groups work,
  - delegation,
  - ethical dilemmas

# Change Project Presentation

- The class serves as the Board of Trustees
- Each group presents their project
- Course professor determines amount of monies available (less than funding all projects)
- The class members change roles and function as the Board and vote on which projects are funded

# Lessons Learned

- Force Field Analysis – barriers & facilitators
- Lewin's (1947) 3 stages of change
  - Unfreezing
  - Experiencing the Change
  - Refreezing
- The Dress Code Project



# Lessons Learned

- Using knowledge intelligence and emotional intelligence
- The influence of diversity on the project
- Parallel assignment – forming the group and designing the change
- View from administrative side

# Summary

- Successful groups recognize the diversity among each other
- Differences and commonalities
- Gaining insight into using diversity to develop and implement change

# RN Student Comments

“It was encouraging to think you could make change, with what you feel is needed or to protect your patients. Change has been my favorite word in this program!”