



# STEPS ON THE ROAD TO CULTURAL PROFICIENCY

- ✎ A long-term change effort is required
- ✎ Time, energy, money, and emotional commitment are essential
- ✎ Support from the top is critical to success
- ✎ Expect discomfort: change is unsettling
- ✎ Be clear about the depth and breadth of the effort
- ✎ Work to modify the systems you already have in place
- ✎ Help staff understand the big picture
- ✎ Set measurable criteria
- ✎ To get support, show them something better will result
- ✎ Training is necessary but not sufficient



Adapted from *Managing Diversity* by Lee Gardenswartz and Anita Rowe, Business One Irwin, 1993.