

Connecting Banks and Communities Through Cultural Agility

Workshop Facilitation & Discussion Guide

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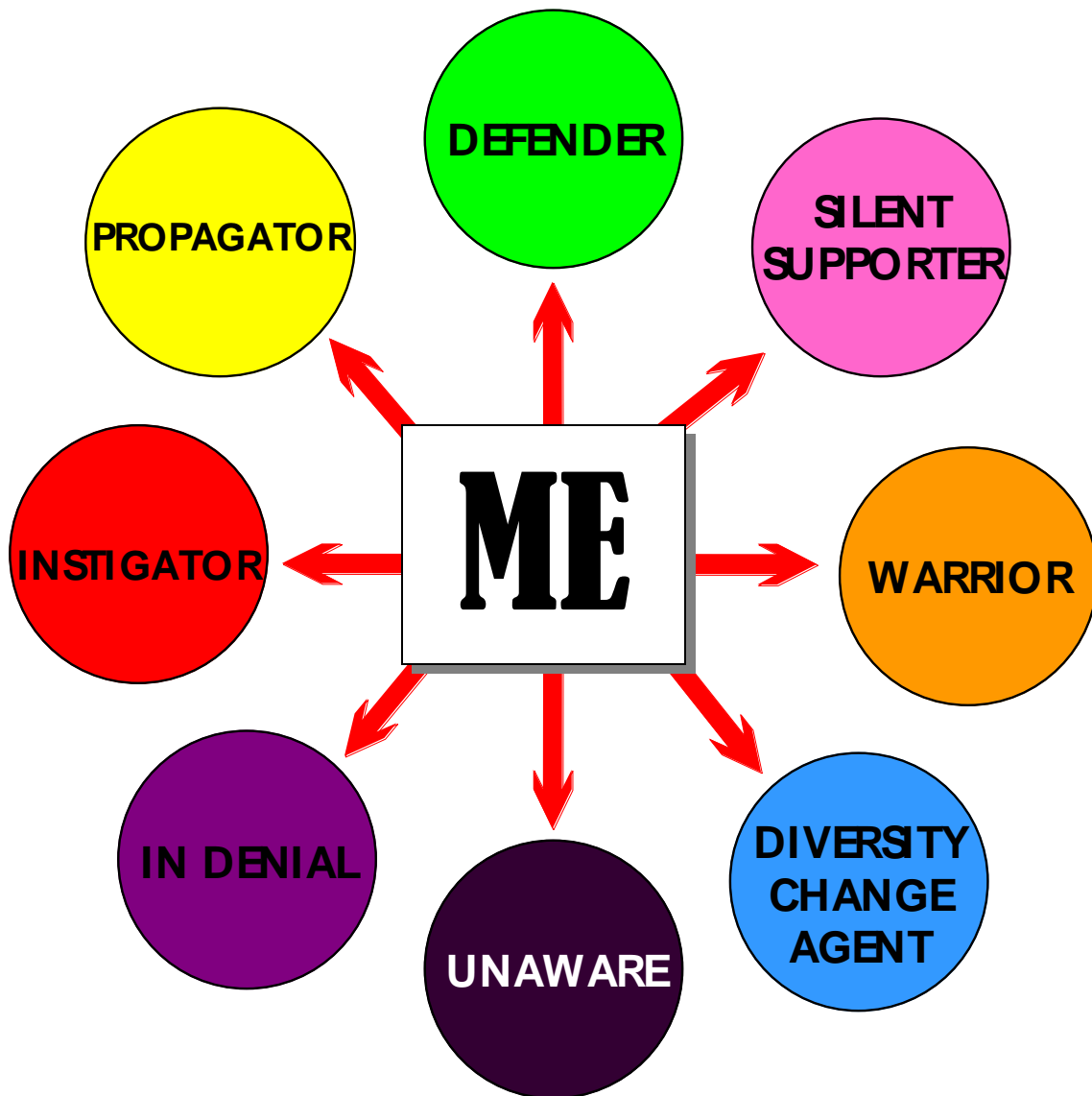
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Behavior Awareness Model



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Behavior Awareness Model - Explained

UNAWARE

You are not aware of your blind spots (“Don’t Know, Don’t Know”) and act without being conscious of the impact your behaviors have on other people. You cannot expect to know all things about all people, so there may be times when you will insult others unintentionally. The learning is that once someone brings this to your attention, you can no longer claim to be unaware of the impact of your behavior.

IN DENIAL (The Ostrich Syndrome)

Those in denial are living life with their heads in the sand. Statements made by those in denial include: “That’s not true. That can’t be the case because I haven’t experienced it. That happens to everybody. You’re over-reacting or being too sensitive. That’s unfounded. It can’t be *real* if it’s not *my* experience.”

INSTIGATOR

Inappropriate behaviors often originate from these individuals. Jokes, derogatory emails, and the like are shared by these persons first and then carried by others within the organization. They are clearly aware that their behavior is inappropriate, but do not think about the impact of their behavior.

PROPAGATOR

This is a behavior level where you understand very clearly the impact that your inappropriate behavior and stereotypes have on other people, yet you continue to act that way. You may feel you need to tell jokes or collude with “-ism” behavior in order to fit in with the group by carrying the inappropriate behavior forward. You may feel your behavior is justified because you do not really mean any harm and are joking.

DEFENDER

Rather than challenging inappropriate behavior, defenders make excuses for the behaviors of another person or group. Although they may not directly engage in the incident, they often collude by supporting the actions of the others. Defenders often come to the rescue of the offender, making excuses and/or rationalizations for the inappropriate behavior.

SILENT SUPPORTER

This behavior level understands that the behavior is inappropriate and has a negative impact on others, yet the choice to avoid conflict may be interpreted as agreeing with the inappropriate behavior. People in this category are by nature, good people, yet because of work circumstances (e.g., boss is the offender, fear of being labeled a troublemaker, been reprimanded in the past for speaking up) they choose not to speak up. The impact is people who are impacted may interpret the silence as agreement.

DIVERSITY CHANGE AGENT

Remember this behavior level represents a person who takes risks to address inappropriate behavior, a person who is a role model, and uses “I” statements rather than blaming others. A Diversity Change Agent picks the appropriate time and place so people can hear their message as respectful and supportive to identify inappropriate behavior.

WARRIOR

The warrior behavior level may exhibit Diversity Change Agent behavior with excessive emotions linked in so their message may be lost or diluted. While the intent is to address inequities within the system, the impact can deter people from supporting the individual because of the perceived hostility. This behavior style may include getting out a soapbox to tell people what they are doing wrong, thus collecting on all the social injustices or looking for prejudices (e.g., you are picking on me because of my race, gender, or level of education). The impact is while you may have an important message; people will shut down around the warrior to avoid conflict.