

# MULTICULTURAL ORGANIZATION DEVELOPMENT STAGES

<i>Differences seen as Deficits</i>		<i>Differences Tolerated</i>		<i>Differences seen as assets</i>	
Monocultural Organizations		Non-Discriminating Organizations		Multicultural Inclusive Organizations	
1. Exclusionary Organization	2. "Club" Organization	3. Compliance Organization	4. Affirming Organization	5. Redefining Organization	6. Multicultural Organization
<ul style="list-style-type: none"> <li>-Openly maintains the privileged groups' power and privilege.</li> <li>-Deliberately restricts membership.</li> <li>-Intentionally designed to maintain dominance of one group over others.</li> <li>-Overt discriminatory, exclusionary and harassing actions go unaddressed.</li> <li>-Unsafe and dangerous environment for marginalized group members</li> </ul>	<ul style="list-style-type: none"> <li>-Maintains privilege of those who have traditionally held power/influence.</li> <li>-Monocultural norms, policies and procedures of privileged culture is viewed as the only "right" way.</li> <li>-Privileged culture is institutionalized in policies, procedures and services.</li> <li>-Limited number of "token" members from other social identity groups allowed IF they have the "right" behaviors or credentials.</li> <li>-Engages with issues of diversity and social justice only on Club members terms and within their comfort zone.</li> </ul>	<ul style="list-style-type: none"> <li>-Committed to removing some of the discrimination inherit in Club stage.</li> <li>-Provides some access to some members of previously excluded groups.</li> <li>-No change in organizational culture, mission or structure.</li> <li>Common understanding: Do not make waves, challenge or offend members of privileged groups.</li> <li>-Efforts to change diversity profile of the workplace are focused at the lower levels of the organization.</li> <li>-"Token" staff placements must be "team players" and "qualified. i.e. assimilate, don't rock the boat, don't bring up issues of sexism, racism, classism, etc.</li> </ul>	<ul style="list-style-type: none"> <li>-Demonstrated commitment to eliminating discriminatory practices and inherent advantages.</li> <li>-Actively recruiting and promoting members of groups that have been historically denied access and opportunity.</li> <li>-Providing support and career development opportunities to increase success and mobility of those historically denied.</li> <li>-Employees encouraged to be non-oppressive through awareness trainings.</li> <li>-Employees still must assimilate into organizational culture.</li> </ul>	<ul style="list-style-type: none"> <li>-In transition and actively working towards developing an inclusive organization.</li> <li>-Moving beyond "non-discriminatory" and "non-oppressive" to proactively inclusive.</li> <li>-Actively working to create an environment that "values and capitalizes on diversity."</li> <li>-Actively working to ensure full inclusion of all members to enhance growth and success of organization.</li> <li>-Questions the limitations of current organizational culture: mission, policies, programs, services, management practices.</li> <li>-Engages and Empowers all members in redesign of policies, programs, practices, etc.</li> <li>-Redistributes power/authority to ensure inclusion of ALL and meet the needs of increasingly diverse communities served.</li> </ul>	<ul style="list-style-type: none"> <li>-Mission, values, operations and services reflect the contributions and interests of the full breadth of cultural and social identity groups.</li> <li>-Leadership and members act on the organizational commitment to eradicate all forms of oppression within the organization.</li> <li>-Members across all identity groups are full participants in decision-making.</li> <li>-Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and support the development of other multicultural orgs.</li> </ul>