

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