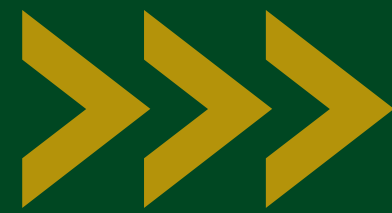


MAKING THE SHIFT

MONOCULTURAL
ORGANIZATION



MULTICULTURAL
ORGANIZATION

MCOD Model: Based on earlier work by Jackson and Holvino



STAGES OF MONOCULTURAL ORGANIZATIONS

- 1 THE EXCLUSIONARY ORGANIZATION**
- 2 "THE CLUB"**
- 3 THE COMPLIANCE ORGANIZATION**
- 4 THE AFFIRMING ORGANIZATION**
- 5 THE REFINING ORGANIZATION**
- 6 THE EQUITABLE ORGANIZATION**

STAGE 1:

THE EXCLUSIONARY ORGANIZATION

- **OPENLY MAINTAINS THE DOMINANT GROUP'S 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 SUBORDINATED GROUP MEMBERS**
- **MONOCULTURAL ORGANIZATION**

STAGE 2:

"THE CLUB"

- **MAINTAINS PRIVILEGE OF THOSE WHO HAVE TRADITIONALLY HELD POWER AND INFLUENCE**
- **MONOCULTURAL NORMS, POLICIES, AND PROCEDURES OF DOMINANT CULTURE VIEWED AS THE ONLY "RIGHT" WAY: "BUSINESS AS USUAL"**
- **DOMINANT CULTURE INSTITUTIONALIZED IN POLICIES, PROCEDURES, SERVICES, ETC.**
- **LIMITED NUMBER OF "TOKEN" MEMBERS FROM OTHER SOCIAL IDENTITY GROUPS ALLOWED IN IF THEY HAVE THE "RIGHT" CREDENTIALS, ATTITUDES, BEHAVIORS, ETC.**
- **ENGAGES ISSUES OF DIVERSITY AND INCLUSION**

STAGE 3:

THE COMPLIANCE ORGANIZATION

- **COMMITTED TO REMOVING SOME OF THE DISCRIMINATION INHERENT IN THE CLUB ORGANIZATION**
- **PROVIDES SOME ACCESS TO SOME MEMBERS OF PREVIOUSLY EXCLUDED GROUPS**
- **NO CHANGE IN ORGANIZATIONAL CULTURE, MISSION, OR STRUCTURE**
- **FOCUS: DO NOT MAKE WAVES, OR OFFEND/CHALLENGE DOMINANT GROUP MEMBERS**
- **EFFORTS TO CHANGE PROFILE OF WORKFORCE (AT BOTTOM OF ORGANIZATION)**
- **TOKEN PLACEMENTS IN STAFF POSITIONS: MUST BE "TEAM PLAYERS" AND "QUALIFIED"**
- **MUST ASSIMILATE INTO ORGANIZATIONAL CULTURE**
- **MUST NOT CHALLENGE THE SYSTEM OR "ROCK THE BOAT"**
- **MUST NOT RAISE ISSUES OF SEXISM, RACISM, CLASSISM, HETEROSEXISM...**

STAGE 4:

THE AFFIRMING ORGANIZATION

- **COMMITTED TO ELIMINATING DISCRIMINATORY PRACTICES AND INHERENT ADVANTAGES**
- **ACTIVELY RECRUITS AND PROMOTES MEMBERS OF GROUPS THAT HAVE BEEN HISTORICALLY DENIED ACCESS AND OPPORTUNITY**
- **PROVIDES SUPPORT AND CAREER DEVELOPMENT OPPORTUNITIES TO INCREASE SUCCESS AND MOBILITY**
- **EMPLOYEES ENCOURAGED TO BE NON-OPPRESSIVE, AWARENESS TRAININGS**
- **EMPLOYEES MUST ASSIMILATE TO ORGANIZATIONAL CULTURE**

STAGE 5:

THE REDEFINING ORGANIZATION

- **IN TRANSITION**
- **MOVING BEYOND “NONDISCRIMINATORY,” “NON-OPPRESSIVE”**
- **WORKING TO CREATE ENVIRONMENT THAT “VALUES AND CAPITALIZES ON DIVERSITY”**
- **WORKING TO ENSURE FULL INCLUSION OF MULTICULTURAL WORKFORCE TO ENHANCE GROWTH AND SUCCESS OF ORGANIZATION**
- **BEGINS TO QUESTION LIMITATIONS OF ORGANIZATIONAL CULTURE: MISSION, POLICIES, STRUCTURES, OPERATIONS, SERVICES, MANAGEMENT PRACTICES, CLIMATE, ETC.**
- **ACTIVELY WORKS TOWARDS DEVELOPING A MULTICULTURAL ORGANIZATION**
- **COMMITTED TO REDESIGNING AND IMPLEMENTING POLICIES AND PRACTICES TO REDISTRIBUTE POWER, AND ENSURE THE INCLUSION, PARTICIPATION, AND EMPOWERMENT OF ALL MEMBERS**

STAGE 6:

THE EQUITABLE ORGANIZATION

- **MISSION, VALUES, OPERATIONS, AND SERVICES REFLECT THE CONTRIBUTIONS AND NEEDS OF THE WIDE DIVERSITY OF CULTURAL AND SOCIAL IDENTITY GROUPS**
- **LEADERS 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 TO CREATE MULTICULTURAL ORGANIZATIONS**

A MULTICULTURAL ORGANIZATION

- **CLEAR COMMITMENT TO CREATING AN INCLUSIVE ORGANIZATION**
- **SEEKS, DEVELOPS, AND VALUES THE CONTRIBUTIONS AND TALENTS OF ALL EMPLOYEES**
- **INCLUDES ALL MEMBERS AS ACTIVE PARTICIPANTS IN DECISIONS THAT SHAPE THE ORGANIZATION**
- **EMPLOYEES REFLECT DIVERSE SOCIAL AND CULTURAL GROUPS THROUGHOUT ALL LEVELS OF THE ORGANIZATION; AND DEMONSTRATE THE MULTICULTURAL COMPETENCIES TO SERVE THE INCREASINGLY DIVERSE POPULATIONS**
- **ACTS ON ITS COMMITMENT TO ELIMINATE ALL FORMS OF EXCLUSION/DISCRIMINATION WITHIN THE ORGANIZATION, INCLUDING RACISM, SEXISM, HETEROSEXISM, AGEISM, CLASSISM, ABLEISM, RELIGIOUS OPPRESSION, ETC.**
- **FOLLOWS THROUGH ON BROADER SOCIAL AND ENVIRONMENTAL RESPONSIBILITIES**

WHERE IS YOUR ORGANIZATION?

- 1 THE EXCLUSIONARY ORGANIZATION
- 2 "THE CLUB"
- 3 THE COMPLIANCE ORGANIZATION
- 4 THE AFFIRMING ORGANIZATION
- 5 THE REFINING ORGANIZATION
- 6 THE EQUITABLE ORGANIZATION
-  A MULTICULTURAL ORGANIZATION