

Continuum of Multicultural Organization Development (MCOD)

	MONO-CULTURAL		NON-DISCRIMINATING		MULTICULTURAL	
	STAGE ONE: Exclusionary	STAGE TWO: Club	STAGE THREE: Compliance	STAGE FOUR: Affirming	STAGE FIVE: Redefining	STAGE SIX: Multicultural
Description	Open devotion to maintaining the majority group's dominance and privilege.	Does not openly express/advocate the majority group's supremacy , but maintains structures that ensure continued dominance and privilege.	Commitment to removing some of the inherent discrimination by permitting access to members of social identity groups previously excluded.	Committed to eliminating discriminatory practices and inherent advantages given members of the majority group by actively recruiting/and promoting members of social groups typically denied access to the organization.	Committed to finding ways to ensure full inclusion of all social and cultural identity group perspectives as a method of enhancing the growth and success potential of the organization.	Reflects the contributions and interests of diverse cultural and social groups in its mission, operations, products, and services.
Expression	Organization's Mission and Membership Criteria.	Missions, policies, norms, and procedures seen as "correct" from the perspective of the dominant group.	No disturbance of the structure, mission, and culture of the organization.	Actively supports growth and development of these new employees. Initiates programs that increase such employees chances of success and mobility.	Questioning the limitations of relying solely on one cultural perspective as a basis for the organization's mission, operations, and product development.	Acts on commitment to eradicate social oppression in all forms within the organization.
Climate	Open hostility against social justice and diversity.	More "liberal" with regard to social justice issues, compared to the exclusionary organization. Engages with social justice issues only when doing so is comfortable.	Does not create too many waves , offend, or challenge its majority employees'/customers' bigoted attitudes or behaviors. Actively recruits/hires more non-majority people into lower level positions. Hires/Promotes tokens into management positions (usually staff). Exceptions include "team player" and "qualified" applicant. Note: qualified team players do not pose challenges, and are usually 150 percent competent to do the job.	All employees encouraged to think and behave in a non-oppressive manner. Awareness programs conducted toward this end.	Presence of implemented policies and practices that distribute resources and opportunities among all of the socially and culturally diverse groups in the organization.	Follows through on broader external social responsibilities , including support of efforts to eliminate all forms of social oppression and to educate others in multicultural perspectives.

Where are we on the continuum?