ORGANIZATIONAL STAGES OF MULTI-CULTURAL AWARENESS
(Adapted from Jackson, Holvino and Hardiman)

I. Exclusionary Organization
Open advocates White male supremacy and minority oppression (KKK, American Nazi Party).

II. The Club
Does not openly advocate White male dominance, but seeks to establish or maintain White male privilege. White men established organizational missions, policies, practices and norms that they see as correct. Minorities must actively assimilate into their appropriately assigned (inferior) roles.

III. Token EEO Organization
Committed to removing some of the "rigidness" inherent in White Male Clubs but does not want to make too many "waves". Hires more minorities and women at the bottom of the organization. May hire a token minority or White women in management as long as he/she is a "team player" - does not challenge the organization's mission, practices, and is a "qualified" minority - 150% competent.

IV. Affirmative Action Organization
Committed to eliminating inherent "rigidness" in the White male dominated organization and actively recruits minorities and women for employment at all levels of the organization. Actively supports the growth and development of women and minorities. Encourages non-sexist and non-racist thinking and behavior. Women and minorities still required to conform to policies, practices and norms established by White men.

V. Self-Renewing Organization
In transition. Trying to move from being anti-racist or anti-sexist to being multicultural. Questions and examines all aspects of the organization (missions, operations, norms, management styles) to see if its racial/gender bias negatively affects its employees and its longevity, growth and success. Explores benefits to being multi-cultural and ways to redefine the organization to include a wide range of cultural perspectives.

VI. Multi-Cultural Organization
Reflects the contributions and interests of diverse cultural and social groups in its mission, operations and product or service delivery. Seeks to eradicate social oppression in all its forms within the organization with sensitivity to all cultural and social groups whether or not they are represented in the organization. Members are of diverse cultural and social groups and represented in all levels of the organization. Follows through on its broader social responsibility to community and society.
## CONSIDERATIONS FOR MCOD CHANGE EFFORTS BY STAGE

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### A. Target of Change
- **Upper level management or members of oppressed groups**
- **Personnel and other systems and mechanisms**
- **System:**
  - structures
  - rewards
  - relationships
  - technology/curriculum
  - climate
- **System:**
  - mission
  - values
  - output
- **System and environment**

### B. Types of MCOD Interventions
- **Management Training**
- **EEO Audits**
- **EEO training goals/plans**
- **Performance & appraisal systems**
- **Racism/sexism awareness differences**
- **Vision & strategic planning**
- **Skills training**
- **Manage Planning**
- **Ecological programs**
- **MC autonomous tears and self management systems**
- **Ecological programs**

### C. Conditions which support change
- **External & internal pressures**
  - formal (laws)
  - informal (pressure groups)
- **(same as White Male Club)**
- **Commitment from top Coalitions**
- **Retention programs**
- **Change**
- **Credible internal and external change agents.**
- **Exploration of alternative world views.**
- **Social paradigm shifts**
- **Worldwide sociopolitical perspective**

### D. Skills, attitudes, knowledge needed
- **Interrupting, confronting offensive behavior**
- **Laws & policies**
- **Educat ing**
- **Bargaining**
- **Systems diagnosis**
- **Intergroup relations**
- **Win-Win conflict skills**
- **Value clarification**
- **Synergistic problem solving**
- **Alternative decision making structures**