Continuum of Multicultural Organization Development (MCOD)

Gallagher

LEVELS:

	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.

Contact us any time!
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Where are we on the continuum?