# Multicultural Organizational Development (MCOD) Goals

**Jackson & Hardiman (1994)**

* **Eliminate** exclusion and inequity
* **Recognize, value, and maximize** the benefits of social diversity **AND**
* **Create/revise** policies, programs, and services to meet the needs and support the success of the increasingly diverse client, leader and staff populations
* **Prepare** and develop the next generations of leaders

**A Multicultural Organization**

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**Use the following 0-10 scale to assess the current state of your organization:**

0 = Not at all. . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . . .. .10 = Completely

\_\_\_ 1. Clear **commitment** to create an inclusive organization.

\_\_\_ 2. Seeks, develops, and values the **contributions and talents of all employees.**

\_\_\_ 3. Includes **all members as active participants** in decisions that shape the organization.

\_\_\_ 4. **Employees reflect diverse social and cultural groups** throughout all levels of the organization; and **demonstrate the multicultural competencies** to serve the increasingly diverse populations.

\_\_\_ 5. **Acts** on its commitment to **eliminate** all forms of **exclusion/discrimination** within the organization, including racism, sexism, heterosexism, ageism, classism, ableism, religious oppression, etc.

\_\_\_ 6. Follows through on **broader social and environmental responsibilities.**

# MCOD Developmental Stage Model\*

***MONOCULTURAL ORGANIZATIONS***

**Stage 1: The Exclusionary Organization**

* Openly maintains the privileged 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 marginalized 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 privileged culture viewed as the only "right" way: “business as usual"
* Privileged 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 social justice only on club member’s terms and within their comfort zone

***NON-DISCRIMINATING ORGANIZATIONS***

**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 privileged 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**

* 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 members of groups that have been historically denied access and opportunity
* Employees encouraged to be non-oppressive through awareness trainings
* Employees must assimilate to organizational culture

***MULTICULTURAL/INCLUSIVE ORGANIZATIONS***

**Stage 5: The Redefining Organization**

* Continuously in meaningful development and transition
* Actively making progress towards developing an inclusive organization
* Moving beyond “nondiscriminatory,” “non-oppressive” to proactively equitable and inclusive
* Actively making significant progress towards creating environments that “value and capitalize on diversity”
* Actively making significant progress towards ensuring full inclusion of all members to enhance growth and success of organization
* All are expected to question limitations of & revise organizational culture and climate to create greater equity and inclusion for all: mission, policies, programs, structures, operations, services, management practices, etc.
* Engages and empowers all members in redesigning and implementing policies, practices, services and programs to: redistribute power/authority; ensure the inclusion, participation, and empowerment of all members; and meet the needs of the increasingly diverse populations served by the organization

**Stage 6: The Multicultural Organization**

* Mission, values, operations, and services reflect the contributions and interests 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

**\*Sources:**

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