

Intersectional Anti-Racist Organizational Development Continuum¹

Monocultural		Non-Discriminating		Anti-Opressive	
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
The Exclusionary Organization	The Club	The Compliance Organization	The Affirming Organization	The Redefining Organization	The Intersectional Anti-Racist Organization
<ul style="list-style-type: none"> ● No qualms maintaining dominant group’s power and privilege ● Covets exclusivity, restricts membership ● Overtly discriminates by excluding or segregating subordinated groups ● Minimizes or resists non-discriminatory compliance measures ● Power and resources are highly concentrated top-down ● Colonial and segregating logic, dealing with difference by excluding, controlling, exploiting, discarding 	<ul style="list-style-type: none"> ● Monocultural by default, not necessarily intentional ● May present a limited number of “token” members from other social identity groups ● One “right” way to be and to do things ● Not inviting ● Expects conformity to norms, policies, and practices of dominant culture ● Maintains privilege of the dominant groups (without naming it) ● Logic of gate-keeping; surveilling, segregating, “old boys’ club” 	<ul style="list-style-type: none"> ● Non-discriminatory compliance measures ● Some diverse representation, mainly entry level ● Symbolic or surface level efforts for inclusion ● Doesn’t make waves to disturb dominant culture ● May be passively exclusive, by default ● No attention to structural change ● Committed to prejudice reduction; non-discrimination ● Logic of color-blind compliance 	<ul style="list-style-type: none"> ● Values interpersonal differences ● Actively seeks diverse recruitment and promotions ● Members still expected to fit into dominant culture status quo norms, policies, practices ● Celebrates diversity and inclusion awareness ● Uses inclusive messaging ● Conforms to structural hierarchy benefiting dominant groups ● Traditional interpersonal “D&I”: Multiculturalism 	<ul style="list-style-type: none"> ● In transition towards structural change supporting racial & intersectional equity ● Moving beyond managing diversity / non-discrimination to centering diverse leadership and shared decision-making ● Redefining norms to more actively create cultural inclusivity ● Committed to structural change based in racial equity principles, policies, practices and relationships 	<ul style="list-style-type: none"> ● Standard of full representation, engagement and power-sharing at all org. levels across intersectionalities ● Mission, values, culture, operations, and services reflect contributions of diverse groups, communities ● Leaders, members act to eliminate all forms of oppression within organization ● Actively partners in larger communities (regional, national, global) to eliminate oppression, create equitable impacts

¹ Model adapted from original research by Bailey Jackson and Rita Hardiman: Jackson, B. W (2006). Theory and practice of multicultural organization development. In Jones, B. B. & Brazzel, M. (Eds.), The NTL Handbook of Organization Development and Change (pps. 139-154). San Francisco, CA, Pfeiffer