

MULTICULTURAL ORGANIZATION DEVELOPMENT

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A leader's role

OBJECTIVES

- Define Multicultural Organization
- Learn stages of multicultural organization development
- Diagnose your department
- Identify strategies for moving forward

MULTICULTURAL ORGANIZATIONS

- Values the contributions and interests of all employees
- Employees reflect diverse social and cultural groups throughout all levels of the organization
- Acts on commitment to eliminate all forms of oppression within the organization, including racism, sexism, heterosexism, ageism, classism, ableism, religious oppression, etc.
- Includes all members as full participants in decisions that shape the organization.
- Follows through on broader social and environmental responsibilities

MCOD: MULTICULTURAL ORGANIZATION DEVELOPMENT

Six stages of an organization:

- 1. The Exclusionary Organization**
- 2. The Club**
- 3. The Compliance Organization**
- 4. The Affirming Organization**
- 5. The Redefining Organization**
- 6. The Multicultural Organization**

STAGE 1: THE EXCLUSIONARY ORGANIZATION

- Openly maintains the dominant 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 subordinated 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 dominant culture viewed as the only "right" way: "business as usual"
- Dominant 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

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 dominant group members
- 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

- Committed to eliminating discriminatory practices and inherent advantages
- Actively recruits and promotes members of groups that have been historically denied access and opportunity
- Provides support and career development opportunities to increase success and mobility
- Employees encouraged to be non-oppressive through awareness trainings
- Employees still must assimilate to organizational culture

STAGE 5:

THE REDEFINING ORGANIZATION

- In transition
- Moving beyond “nondiscriminatory,” “non-oppressive”
- Working to create environment that “values and capitalizes on diversity”
- Working to ensure full inclusion of multicultural workforce to enhance growth and success of organization
- Begins to question limitations of organizational culture: mission, policies, structures, operations, services, management practices, climate, etc.
- Actively works towards developing a multicultural organization
- Committed to redesigning and implementing policies and practices to redistribute power, and ensure the inclusion, participation, and empowerment of all members

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

WHERE IS THE CITY OF MADISON?

- Perspective is important
- Many different departments in many different places
- Differences in
 - Longevity
 - Race/ethnicity
 - Gender
 - Department

**WHERE IS YOUR
DEPARTMENT?**

DISCUSSION

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