

Organizational Stages of Multicultural Awareness

	Stage of Organization	Self-Interest	Strategy to Effect Change	Techniques Used
Level One: Monocultural	Stage 1: The Exclusionary Organization	Maintain Supremacy Of Dominant Group	(Very little change can be expected)	<ul style="list-style-type: none"> ▪ Political action ▪ Litigation
	Stage 2: The Club	Maintain Privilege Of Dominant Group	Confrontation	<ul style="list-style-type: none"> ▪ External and internal pressure ▪ Impose accountability from the outside
Level Two: Non-Discriminatory	Stage 3: The Compliance Organization	Equal Access	Negotiation with those in leadership roles	<ul style="list-style-type: none"> ▪ Recruitment (clear goals and timetables) ▪ Stated commitment from leaders ▪ Reward system for meeting goals for recruitment and retention ▪ Published statistics (internally)
	Stage 4: The Affirmative Action Organization	Equitable Opportunity	Collaborative work to help members of diverse groups succeed in the organization	<ul style="list-style-type: none"> ▪ System for Mentoring ▪ Sponsoring ▪ Training sessions to increase awareness ▪ Reward system for successful collaborative work ▪ Public statement reflecting total commitment on the part of the organization
Level Three: Multi-Cultural	Stage 5: The Redefining Organization	True Pluralism	Concrete and shared problem-solving	<ul style="list-style-type: none"> ▪ Self-assessment work ▪ Training sessions to further increase awareness and stimulate discussion ▪ Stated agreement on willingness to struggle
	Stage 6: The Multi-Cultural Organization	Integrated	Highlight sense of Team--- Approach problems as challenges for Team Work	<ul style="list-style-type: none"> ▪ Mutual caring --- overtly shown ▪ Firm commitment clearly stated ▪ Benefit for all --seen and felt