MCOD Developmental Stage Model

Stage 1: The Exclusionary Organization	Stage 2: "The Club"	Stage 3: The Compliance Organization	Stage 4: The Affirming Organization	Stage 5: The Redefining Organization	Stage 6: The Multicultural 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	• 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	• Committed to removing some of the discrimination inherent in the "Club" • 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 • 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	• Employees encouraged to be non-oppressive awareness trainings • Employees must assimilate to organizational culture • Provides support and career development opportunities to increase success and mobility • Actively recruits and promotes members of groups that have been historically denied access and opportunity • Committed to eliminating discriminatory practices and inherent advantages	• 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	• 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 • Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

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