



# CONTINUUM ON BECOMING A FULLY INCLUSIVE, MULTICULTURAL, ANTIRACIST ORGANIZATION

## Monocultural > Multicultural > Antiracist > Antiracist Multicultural

### Racial and Cultural Difference Seen as Deficits > Tolerant of Racial and Cultural Differences > Racial and Cultural Differences Seen as Assets

<p><b>Exclusionary Organization</b> <i>Exclusive</i></p>	<ul style="list-style-type: none"> <li>&gt; Intentionally and publicly excludes or segregates Black Americans, American Indians, Latina/Latino, and Asian Americans</li> <li>&gt; Intentionally and publicly enforces the racist status quo throughout the institution</li> <li>&gt; Institutionalization of racism includes formal policies, teachings, and decision-making on all levels</li> <li>&gt; Intentional policies and practices toward socially oppressed groups (women, LGBTQ+, citizens from underdeveloped countries)</li> <li>&gt; Openly maintains the dominant group's power and privilege</li> <li>&gt; Perpetuates the myth of meritocracy in hiring and promotions</li> </ul>
<p><b>Tolerant Organization</b> <i>Passive</i></p>	<ul style="list-style-type: none"> <li>&gt; Tolerant of a limited number of people of color and members from other social identity groups so long as they assimilate to White, cisgender, heteronormative culture</li> <li>&gt; May still limit or exclude people of color in contradiction to public policies</li> <li>&gt; Continue to maintain White power and privilege through formal policies and practices, teachings, and decision-making</li> <li>&gt; Monocultural norms, policies, and procedures of White culture viewed as the "right way" or "business as usual"</li> <li>&gt; Engages issues of diversity and social justice only within the comfort zone of those who hold power</li> <li>&gt; Perpetuates the myth of meritocracy in hiring and promotions</li> <li>&gt; Perpetuates the status quo</li> </ul>
<p><b>Compliance Organization</b> <i>Symbolic Change</i></p>	<ul style="list-style-type: none"> <li>&gt; Makes official policy pronouncements regarding multicultural diversity</li> <li>&gt; Sees itself as a nonracist institution with open doors to people of color</li> <li>&gt; Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff</li> <li>&gt; Expanding view of diversity includes other socially oppressed groups</li> <li>&gt; Implementation of diversity, equity, and inclusion education/activities</li> </ul> <p><i>But</i></p> <ul style="list-style-type: none"> <li>&gt; Does not explicitly focus on racial equity due to discomfort</li> <li>&gt; Is not welcoming to those who do not conform to White, cisgender, heteronormative culture</li> <li>&gt; Does not redistribute power and decision-making to all stakeholders</li> <li>&gt; Requires a higher expectation of "readiness" for people of color to be promoted</li> <li>&gt; Is still relatively unaware of continuing patterns of White privilege, paternalism, and control</li> </ul>
<p><b>Affirming Organization</b> <i>Identity Change</i></p>	<ul style="list-style-type: none"> <li>&gt; Intentional efforts to understand and communicate an honest narrative of local and regional community</li> <li>&gt; Intentional effort to recognize how systemic racism presents barriers for people of color to thrive within the organization</li> <li>&gt; Develops analysis of systemic racism as a mechanism of truth-telling</li> <li>&gt; Sponsors racial equity events and programs</li> <li>&gt; Sponsors antiracism training and educational programs</li> <li>&gt; New consciousness of institutionalized White power and privilege and its harmful impact on people of color</li> <li>&gt; Develops intentional identity as an antiracist institution</li> <li>&gt; Begins to develop accountability to racially oppressed communities</li> <li>&gt; Actively recruits and promotes members of groups that have been historically denied access and opportunity</li> </ul> <p><i>But</i></p> <ul style="list-style-type: none"> <li>&gt; Institutional structures and culture that maintain White power and privilege remain intact and relatively untouched</li> <li>&gt; Hierarchical decision-making remains in tact with control</li> <li>&gt; Power-holding or power-hoarding remains in tact as a function of traditional leadership positions</li> </ul>
<p><b>Transforming Organization</b> <i>Structural Change</i></p>	<ul style="list-style-type: none"> <li>&gt; Commits to a fully inclusive, multicultural, antiracist vision accompanied by a set of ambitious but achievable goals</li> <li>&gt; Commits to process of intentional institutional restructuring, based up antiracist analysis, truth-telling, racial healing, and identity change that is inclusive of the cultures and perspectives of the community and that embraces nontraditional allies in order to broaden support for meaningful change</li> <li>&gt; Audits and restructures all aspects of institutional life to ensure full participation of people of color, including their worldview, culture, and lifestyles</li> <li>&gt; Implements structures, policies, and practices with inclusive decision-making and other forms of power sharing on all levels of the institutions life and work</li> <li>&gt; Commits to the struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities that is grounded in trust</li> <li>&gt; Commits to some form of reparative work and to policies that can effectively foster systemic change</li> <li>&gt; Development of comprehensive communications strategy that keeps organization and broader community informed</li> <li>&gt; Development of conflict resolution mechanism that is multicultural in nature and is a source of empowerment as a way of addressing tensions that will inevitably arise</li> <li>&gt; Antiracist multicultural diversity becomes an institutionalized asset</li> <li>&gt; Redefines and rebuilds all relationships and activities in society, based on antiracist commitments</li> </ul>
<p><b>Fully Inclusive Multicultural Antiracist Organization in a Transformed Society</b></p>	<p><b>An aspirational commitment to ...</b></p> <ul style="list-style-type: none"> <li>&gt; A future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression</li> <li>&gt; An institution that's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies, and practices</li> <li>&gt; Full participation from members across all identity groups in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest</li> <li>&gt; A sense of restored community and mutual caring</li> <li>&gt; Allyship with others in combatting all forms of social oppression</li> <li>&gt; Actively work in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations</li> </ul>

Source: ©Crossroads Ministry, Chicago; Adapted from original concept by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding; further adapted by Melia LaCour, PSESD; Further revised and adapted by Dallas Truth, Racial Healing, and Transformation (2020)