For each stage of the continuum below, you will also find “Sample Strategies” to move beyond that stage within the “Going Deeper” section *Creating More Equitable Organizational Culture*.

**RACE EQUITY & INCLUSION**

**ORGANIZATIONAL CULTURE CONTINUUM**

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**EXCLUSIONARY**

Organization openly maintains white group dominance.

Overt discrimination, exclusion, harassment, & hostility.

Unsafe environment for POC.

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**CLUB**

White dominant group maintains traditionally held power & influence.

White dominant culture, policies, procedures viewed as the only “right” way of doing things.

Limited number of token POC “allowed” *IF* they have the “right” credentials, attitudes & behaviors.

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**COMPLIANCE**

White dominant group & culture.

Some POC allowed (often in lower level roles) if it doesn’t change the org.

POC must assimilate to org culture.

May have ‘race-neutral’ approach that minimizes or marginalizes difference.

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**AFFIRMING**

Demonstrated commitment to eliminating discrimination.

Some cultural differences acknowledged or celebrated.

Actively recruits, hires and supports POC.

Staff receive diversity trainings.

POC must still assimilate to white dominant org culture.

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**REDEFINING**

Intentional about hiring, developing & retaining POC at all levels.

Starting to use a race equity lens to manage the org.

Creates space for conversations on race and ongoing learning.

Engages & empowers all staff in redesigning policies, practices, services & programs.

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**EQUITABLE & INCLUSIVE**

Extremely Rare.

Org reflects contributions & interests of POC and acts on commitment to race equity & inclusion.

Org acknowledges institutional and systemic factors contributing to oppression and privilege.

POC occupy and retain senior leadership and decision-making positions.

POC can express authentic selves.

Org actively works internally & across communities to promote race equity & inclusion.

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**POC** = people of color  
**Org = organization**

*Sources: Jackson/Hardiman MCOD Continuum, Kathy Obear, Ed., Aorta Consulting*