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

EXCLUSIONARY	CLUB	COMPLIANCE	AFFIRMING	REDEFINING	EQUITABLE & INCLUSIVE
Organization openly maintains white group dominance.	White dominant group maintains traditionally held power & influence.	White dominant group & culture.	Demonstrated commitment to eliminating discrimination.	Intentional about hiring, developing & retaining POC at all levels.	**Extremely Rare.**
Overt discrimination, exclusion, harassment, & hostility.	White dominant culture, policies, procedures viewed as the only "right" way of doing things.	Some POC allowed (often in lower level roles) if it doesn't change the org.	Some cultural differences acknowledged or celebrated.	Starting to use a race equity lens to manage the org.	Org reflects contributions & interests of POC and acts on commitment to race equity & inclusion.
Unsafe environment for POC.	Limited number of token POC "allowed" *IF* they have the "right" credentials, attitudes & behaviors.	POC must assimilate to org culture.	Actively recruits, hires and supports POC.	Creates space for conversations on race and ongoing learning.	Org acknowledges institutional and systemic factors contributing to oppression and privilege.
		May have 'race-neutral' approach that minimizes or marginalizes difference.	Staff receive diversity trainings.	Engages & empowers all staff in redesigning policies, practices, services & programs.	POC occupy and retain senior leadership and decision-making positions.
			POC must still assimilate to white dominant org culture.		POC can express authentic selves.
					Org actively works internally & across communities to promote race equity & inclusion.

POC = people of color
Org = organization

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