

Anti-ISM (Equity-Focused) Transformation: Continuum for Organizational Change

**Based on the "Continuum on Becoming an Anti-Racist Multicultural Organization (Jackson & Hardiman; Avazian & Branding; LaCour)*

Exclusionary Monocultural → Cross-cultural → Multicultural → Intercultural and Transformative

Deficit Thinking → Tolerant → Accepting → Asset Thinking → Transformation

Identities (based on the Social Identity Wheel): Race, Ethnicity, Nationality, Sex, Gender, Sexuality, Socioeconomic Status, Language, Ability (dis/ability), Age, Religion/Spirituality

Exclusive (1)	Passive/ Tolerant (2)	Symbolic/Compliant Change (3)	Identity/Affirming Change (4)	Structural/Transformative Change (5)
<p>Internally and Externally Intentional or unintentional:</p> <ul style="list-style-type: none"> Exclusion of individuals who identify as an individual in a historically marginalized identity group*. Segregation of individuals who identify as a member in a historically marginalized identity group*. Publicly enforces the hegemonic (monocultural) institutional prejudices in the form of policies and practices, teachings, and decision making at all levels. Maintains the dominant group's power and privilege. 	<p>Tolerant (recognize, respect, and value differences) of individuals who identify as a member in a historically marginalized identity only if they conform to the hegemonic policies, practices, and dispositions.</p> <p>Internally, intentional or unintentional, limit or exclude individuals who identify as a member in a historically marginalized group. *</p> <p>Continue to intentionally or unintentionally maintain hegemonic (monocultural) institutional prejudices in the form of policies and practices, teachings, and decision making at all levels.</p> <p>Use language such as, "We do not have a problem" or "We will continue with business as usual." (Example: This is stating that since I, as the leader of the organization, do not experience oppression, there is no oppression within our organization.)</p> <p>Engages staff in conversations on diversity, equity, and inclusion only when requested/fulfill funding or other outside requirements and within everyone's zone of comfort.</p>	<p>Regardless of the symbolic changes (see below), the culture of the organization does not change due to a fear of making individuals in the dominant (power) groups uncomfortable.</p> <p>Symbolical internal changes: Officially changing policies and practices to focus on diversity inclusion, however no real actionable change is observed within the culture of the organization.</p> <p>Self-identifies as an inclusive environment for all, however some exclusionary practices are still in place.</p> <p>Intentional inclusive efforts (i.e., recruitment or bringing more views to the decision 'table'), however patterns of privilege are still apparent through "token" individuals placed at the table for image more than impact. (Example: We have a Black person on the ____ committee.)</p>	<p>Developing a wider understanding of power, privilege, and oppression as a barrier to intentionally and effectively implementing equity-focused decision-making, teachings, policies, and practices.</p> <p>Internally process and analyze institutional power, privilege, and oppression.</p> <p>Intentionally identifies as an inclusive, equity-focused organization by developing accountability measures in the active practice of dismantling dominant identity power and privilege.</p> <p>Actively seeks to recruit and include members of historically marginalized identities, however the power and privilege remains with the dominant identity groups. (Example: Including individuals from historically oppressed identities 'at the table', however not listening to their voice on decision-making, teachings, practices, and policies.)</p> <p>Expanding the definition of diversity to include all oppressed identities.</p>	<p>Commits to the intentional practice of organization restructuring based on analysis of power and privilege embedded policies and practices.</p> <p>Restructures all aspects of the organization to ensure individuals from all historically marginalized identity groups fully participate in the organization (i.e., decision making, teaching, policies, and practices).</p> <p>Diversity and equity-focused practices become an embedded organizational asset.</p> <p>Commits to impact and actively engage in dismantling oppressive practices within the wider community. (Example: Creating accountability strategies and rebuilding relationships previously damaged by power, privilege, and oppressive actions.)</p>

Historically Marginalized	Privileged
<i>Black, Indigenous, and People of Color</i>	<i>White/European</i>
<i>Non-Christian (Agnostic, Atheist, Jewish, Muslim, etc.).</i>	<i>Christian</i>
<i>Non-English Speaking (USA)</i>	<i>English Speaking</i>
<i>Living in Poverty/Working Poor</i>	<i>Wealthy/Middle Class</i>
<i>Undocumented Americans</i>	<i>American Citizen</i>
<i>Female/Woman</i>	<i>Male/Man</i>
<i>LGBTQIA+</i>	<i>Heterosexual</i>
<i>Transgender</i>	<i>Cisgender</i>
<i>Unhoused</i>	<i>Housed</i>
<i>Informally educated ("degreeless")</i>	<i>Formally educated ("degreed")</i>
<i>Mentally/physically diverse</i>	<i>Temporarily mentally/physically able</i>

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