GOAL: Increase importance of inclusionary beliefs & identify external motivators

INTERVENTIONS:
- Identify legal risks/WASC
- Identify & articulate limits of conducting "business as usual"
- Training on human relations concepts
- Identify how individuality is not valued
- Make explicit impact and cost of stereotypes, prejudices & discrimination

- Structured to be exclusionary
- Structured to maintain privilege of the dominant group
- Does not understand that "standards" for inclusion are founded on dominant culture values and norms
- Will allow "others" as long as they assimilate
- Does not overtly decide to exclude; just does "business as usual"

GOAL: Continue to increase level of importance; address motivational imperative

INTERVENTIONS:
- Increase the number of “diverse people”
- Individual & group support to prevent isolation
- Make visible differential treatment
- Creation of nondiscrimination policies, equitable salary scales, review of institutional policy-making
- Education about differences and differential treatment
- Identify & articulate initial benefits of inclusionary efforts
- Identify incongruence

- Usually precipitated by external forces
- “Qualified” others must fit in, ignore difference
- Fear of difference supports avoidance
- Norms don’t change
- To avoid conflict, systems place those who were excluded in “symbolic” positions

GOAL: Consolidate belief that inclusion effort is important

INTERVENTIONS:
- Accountability for recruitment, retention, integration of new people
- Clearly defined goals, timetables
- Projections; mentoring & coaching systems that articulate how to be successful in the organization
- Personal responsibility for fostering inclusion and evaluated accordingly
- Group formed to support continuation of efforts
- Initiate effort to resolve incongruence between expressed values and behaviors

- Begin to develop more tolerance for differences
- Can start to believe diverse people have a place in the organization
- Previously excluded populations develop their own networks
- Institution becomes more responsive to discrimination
- Issues of power, culture, and need for change begin to surface
- Numerical goals as plans
- Incongruence is recognized and addressed

GOAL: Inclusion is both important & internally motivated institutional imperative

INTERVENTIONS:
- Institutionialized, self-assessment, mechanisms and policies to help new people adapt to inclusionary culture

- Can see value of diversity
- Empowers individuals and groups (retention/integration)
- Recognizes value of diverse ideas, opinions, styles of operating
- Believes that inclusion yields greater creativity, synergy and effective outcomes
- Recognizes development and maintenance of a multicultural org. as a process; willing to learn & grow
- Congruence between expressed values and behaviors

ORGANIZATIONAL DEVELOPMENT MODEL OF INCLUSION
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