

	All White Club	Token or Affirmative Action Organization	Multi-Cultural Organization	Anti-Racist Organization
Decision Making	<ul style="list-style-type: none"> made by white people (often men) made in private in ways that people can't see or really know 	<ul style="list-style-type: none"> made by white people decisions made in private and often in unclear ways 	<ul style="list-style-type: none"> made by diverse group of board and staff token attempts to involve those targeted by mission in decision-making 	<ul style="list-style-type: none"> made by diverse group people of color are in significant leadership positions everyone in the organization understands how power is distributed and how decisions are made
Budget	<ul style="list-style-type: none"> developed, controlled, and understood by (one or two) white people (often men) 	<ul style="list-style-type: none"> developed, controlled, and understood by (one or two) white people 	<ul style="list-style-type: none"> developed, controlled, and understood by (one or two) white people 	<ul style="list-style-type: none"> developed, controlled and understood by people of color and white people at all levels of the organization
Money From	<ul style="list-style-type: none"> select foundations wealthy or middle-class college-educated white donors often a small number of very large donors 	<ul style="list-style-type: none"> foundations wealthy or middle-class college-educated donors 	<ul style="list-style-type: none"> foundations wealthy or middle-class college-educated donors some donations from people of color and lower-income people 	<ul style="list-style-type: none"> comes from the community most affected by the problem(s) being addressed supplemented by foundation grants and donations from allies (those concerned but not directly affected)
Accountable to	<ul style="list-style-type: none"> funders a few white people on board or staff 	<ul style="list-style-type: none"> funders board staff 	<ul style="list-style-type: none"> funders board and staff token attempts to report to those targeted by mission 	<ul style="list-style-type: none"> communities targeted in mission

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Power and Pay	<ul style="list-style-type: none"> white people in decision-making positions, paid very well people of color (and/or women) in administrative or service positions paying low wages few if any benefits, and little job security people at bottom have very little power 	<ul style="list-style-type: none"> white people in decision-making positions, paid relatively well people of color (and/or women) in administrative or service positions that pay less well few, if any benefits for anyone sometimes 1 or 2 people of color in token positions of power, with high turnover or low levels of real authority people at bottom have very little power 	<ul style="list-style-type: none"> white people in decision-making positions, paid relatively well people of color in administrative or service positions that pay less well 1 or 2 people in positions of power, particularly if their work style emulates those of white people in power training to upgrade skills is offered people of color may not be at equal levels of power with white people, but a level of respect is present 	<ul style="list-style-type: none"> people of color in decision-making position that pay a decent wage comparable to the wages of white people in the organization administrative and service positions perceived as stepping stone to positions of more power (if desired) and those positions reflect some decision-making power and authority training and other mentoring help provided
Located	<ul style="list-style-type: none"> in white community decorations reflect a predominantly white culture 	<ul style="list-style-type: none"> in white community decorations reflect some cultural diversity 	<ul style="list-style-type: none"> physically accessible to people of color decorations reflect a commitment to multi-culturalism 	<ul style="list-style-type: none"> physically accessible to community served decorations reflect a commitment to multi-culturalism and power sharing
Members	<ul style="list-style-type: none"> white people, with token number of people of color (if any) members have no real decision-making power 	<ul style="list-style-type: none"> white people and people of color, with only a token ability to participate in decision-making people of color are only aware of the organization because it is providing a direct service 	<ul style="list-style-type: none"> from diverse communities token encouragement to participate in decision-making 	<ul style="list-style-type: none"> from range of communities targeted by mission encouraged to participate in decision-making provided training to enhance skills and abilities to be successful in the organization and their communities

Culture	All White Club	Token or Affirmative Action Organization	Multi-Cultural Organization	Anti-Racist Organization
<ul style="list-style-type: none"> ▪ top down, paternalistic ▪ often secretive ▪ success measured by how much is accomplished ▪ little if any attention paid to process, or how work gets done ▪ little if any leadership or staff development ▪ no discussion of power analysis or oppression issues ▪ conflict is avoided at all costs ▪ people who raise issues that make people uncomfortable are considered troublemakers or hard to work with ▪ leaders assume “we are all the same” 	<ul style="list-style-type: none"> ▪ still top down although inclusivity is stressed ▪ those in power assume their standards and ways of doing things are neutral, most desirable and form the basis for what is considered “qualified” ▪ people expected to be highly motivated self-starters requiring little supervision ▪ some training may be provided ▪ no power analysis ▪ conflict avoided ▪ emphasis on people getting along ▪ discussion of race limited to prejudice reduction 	<ul style="list-style-type: none"> ▪ organization looks inclusive with a visibly diverse board and staff ▪ actively celebrates diversity ▪ focuses on reducing prejudice but is uncomfortable naming racism ▪ continues to assume dominant culture ways of doing things most desirable ▪ assume a level playing field ▪ emphasize belief in equality but still no power analysis ▪ workaholicism desired and rewarded ▪ still uncomfortable with conflict 	<ul style="list-style-type: none"> ▪ organization actively recruits and mentors people of color ▪ celebrates diversity ▪ has a power analysis about racism and other oppression issues ▪ a diversity of work styles encouraged with active reflection about balancing what gets done and how it gets done ▪ a willingness to name racism and address conflict ▪ resources devoted to developing shared goals, teamwork, and sharing skills and knowledge (mentoring) 	<ul style="list-style-type: none"> ▪ designed to build and share power ▪ designed to help people analyze and address root causes ▪ people most affected by issues/problems centrally involved in program planning ▪ opportunities for constituents to move into leadership roles in the organization
Programs	<ul style="list-style-type: none"> ▪ not about building power for communities of color ▪ designed to help people who have little or no participation in decision-making ▪ emphasis is on serving or “helping” those in need 	<ul style="list-style-type: none"> ▪ intent is to be inclusive ▪ little analysis about root causes of issues/problems ▪ people in programs appreciated until they speak out or organize for power ▪ designed to help low-income people who have little or no participation in the decision-making 	<ul style="list-style-type: none"> ▪ designed to build power until people speak up and out ▪ some attempt to understand issue/problem in relation to big picture ▪ some participation by those served in program planning ▪ constituency may have only token representation in the organization. 	<ul style="list-style-type: none"> ▪ designed to build and share power ▪ designed to help people analyze and address root causes ▪ people most affected by issues/problems centrally involved in program planning ▪ opportunities for constituents to move into leadership roles in the organization