



Diversity Awards Cap Month-Long Celebration

Zoellick commits institution to gender parity by 2012

The Bank Group's 6th annual Diversity and Inclusion (D&I) awards honored six recipients for exemplary leadership Monday, capping a month of activities that by turns informed, empowered, and entertained staff. The month-long celebration, entitled "Championing a Culture of Global Inclusion: The Change Starts with You," saw a suite of interesting external speakers, new

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The 6th Annual Diversity and Inclusion Awards recognized exemplary leadership in D&I in the World Bank Group.

Robbins: Stories to Spark Diversity Dialogue

Alternately vulnerable and amusing, speaker Steve Robbins entertained staff all the way to a critical conclusion: don't be nice.

"I'm going to ask you *not* to be nice," said Robbins, a regular on the corporate lecture circuit, particularly on diversity issues. "Nice stands for Not Inclined to Critically Examine. Let's take a closer look."

With a storyteller's rhythm, Robbins dove in headlong, gradually drawing the contours of a new approach—individuals and organizations should not blame or point fingers, but be more open-minded and deliberate about inclusion. His overall message: value

people for their distinctive skills and backgrounds and develop the competence of intentional tolerance.

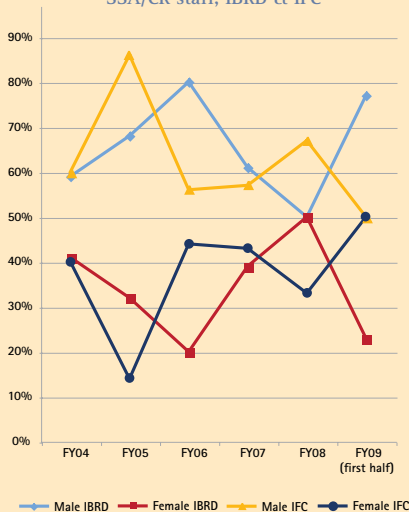
"We all have gut reactions when things don't fit our mental models. Research suggests we're often unaware of these gut reactions. The question then becomes, what do we do about it," said Robbins, who has a PhD in communications and is the author of "What if?: Short Stories to Spark Diversity Dialogue."

Robbins defined culture as the acquired knowledge people use to interpret experience and generate behavior. Steadily, we grow to identify with various subcultures and become

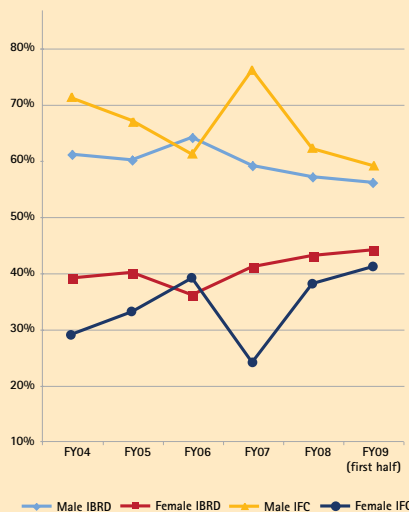
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Diversity Indicators

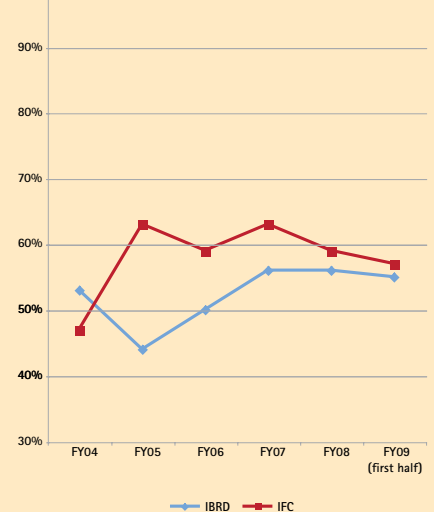
GF+, HQ-appointed New Net Hires, SSA/CR staff, IBRD & IFC



GF+ New Net Hires, NOF staff, IBRD & IFC



Part II GF+ New Hires, as % of Net New Hires



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VPU activities, and a landmark commitment by President Zoellick.

At the awards, MIGA's Executive Vice President Izumi Kobayashi referred to the Bank's mission of eliminating poverty around the world: "To do this job, we need many different ways of thinking and different experiences ... each of us needs to believe in diversity and inclusion."

Before a packed MC-Atrium, master of ceremonies Phil Hay animated with his characteristic brand of improvisational wit and broadcast-quality brio. Vincenzo La Via, the Bank's Chief Financial Officer, said the Bank's diversity makes the institution more credible, representative, and responsive.

La Via presented. Award recipients were (see photos, page 2): Simon Bell, Sector Manager in South Asia's Finance and Private Sector Development; Maria da Graça Domingues, Director in IFC Special Operations; Tony Hegarty, Chief Financial Management Officer in OPCS; Anil Sinha, General Manager of Advisory Services in IFC's New Delhi Office; Dimitris Tsitsiragos, Director in IFC's Global Manufacturing and Services Department; and Laura Tuck, Sector Director in LAC's Sustainable Development. All but Sinha accepted the awards personally.

Short cultural performances

punctuated the occasion. Staff first encountered the dreamlike syncopation of young Rishi Sinhal, a stoic prodigy on the Tabla drums (and student of Daniel Prabhakar, CFPVP). The Samovar Russian Folk Music Ensemble featured Olga Rines, HRSLO, as lead singer; a spirited rendition of a South African song included the IMF's Kedibone Letlaka-Rennert and Sharon Faulkner, OPCSVP; then a colorful Colombian cumbia dance led by the IMF's Marta Chiari-Arias featured Kimberly Powell, HRSGM and Marcela Ariza, MNCA4.

Just like that, four traditions from four continents left their mark in a sun-soaked Atrium. In closing, ECA's VP Shigeo Katsu recalled a symbolic gift from his native country to the United States: "Just as the cherry blossoms have become part of Washington's DNA," said Katsu, referring to the iconic trees that are in full bloom here this week, "Diversity and inclusion should become part of the Bank's DNA."

Zoellick: An Ambitious Call for Gender Parity

During this month's celebration of International Women's Day, President Zoellick repeated an ambitious target to achieve gender parity at management levels: "Currently, women make up

about 30 percent in management ... Our goal should be gender parity in management, so by the end of 2012, I think half our managers should be women."

As staff set about rebuilding economies in both developed and developing countries, they ignore women empowerment issues at a cost, emphasized Zoellick. "Women can be the agents of change. Investing in women and girls is not only the right thing to do, but also the smart thing to do."

Bringing in the Best: External Speakers & New Perspectives

On March 23, the Staff Association and the Office of Diversity Programs co-sponsored a session entitled, "Paving the Way for Rapid Results on the D&I Agenda." More than 100 staff representing 13 VPU management teams joined Professor Banaji from Harvard University, who facilitated a session on the Implicit Association Test (popularly referred to as the IAT).

Nearly 20,000 people per week take versions of the test, which she developed in collaboration with colleagues Anthony Greenwald and Brian Nosek. The IAT has been adapted by thousands of psychologists globally, who have written more than 500 published papers on it. (Take the test at: www.implicit.harvard.edu.)



Tony Hegarty receives an award from Vincenzo La Via.

Why has the IAT spread like wildfire? The answer lies in its capacity to reveal implicit attitudes and beliefs that people are either unwilling or unable to report. By tapping automatic associations between attributes (good, bad) and concepts (man, woman; World Bank, for-profit bank), it uncovers hidden prejudice that predicts behavior.

“People like us are the ones who are delaying the change,” she stressed, putting the onus of responsibility back on participants. “If we are prepared—if we understand how our minds work—then [we can get] to thinking more creatively about what we might do differently.”

Novel Approaches in Diversity Events

For the first time, VPUs organized and sponsored their own sessions designed to focus on various tailored solutions to advance their D&I goals.

On March 5, DEC sponsored a session on mentoring with Rene Petrin, of Management Mentors. “You’ve really got to give people permission to talk about diversity,” said Petrin, who has designed and implemented corporate mentoring programs for 20



Clockwise, from top left: Award recipients included Simon Bell, Maria da Graça Domingues, Laura Tuck, and Dimitris Tsitsiragos (Anil Sinha is not pictured).

years. “Mentoring has a subversive quality. That’s why I recommend it. It changes both partners.”

On March 12, the Conflict Resolution System (CRS) sponsored an event entitled “Conflict Management in a Diverse Organization,” which explored the way culture influences behavior. “The key is that culture influences our behavior, whether we know it or not,” said presenter Camilo Azcarate, Manager of Mediation Services. “Being aware of it makes it easy to choose the best response.

Especially when we are under stress, we need to choose our behavior, instead of reacting automatically.”

On March 19, OPCS sponsored a session entitled “Working in a Cross-Cultural Environment: Harnessing it for an Effective Organization.”

Farrah Qureshi compared culture to an iceberg, where more is hidden than revealed: “Cross-cultural teams systematically outperform homogeneous teams,” said Qureshi, who is the Managing Director of Norman Broadbent Global Diversity Practice.

D&I: The Way Forward

ECA VP Shigeo Katsu has been a fixture during this month of activities accenting Bank inclusion and diversity. As he closed the Diversity Awards, Katsu said the main lesson is that D&I should not be an afterthought. “It is part and parcel of the business case. The more we try to assist our clients in a globalized world, the more it is incumbent upon us to mirror the complex world that is around us.”

Perhaps Managing Director Ngozi Okonjo-Iweala said it best. During the session with Harvard Professor Banaji, Ngozi challenged all Bank staff and managers to be more aware: “It’s very easy to use constraints as an excuse for inaction, and hide behind our biases,” said Ngozi. “We simply have to acknowledge then overcome our biases in order to move forward. At stake is an institution that needs to respond to our clients and deliver.”



From right, Shigeo Katsu, Izumi Kobayashi, Vincenzo La Via, and Simon Bell appreciate another cultural interlude.

Animating Diversity: WBI Quiz Show is Big Hit

How many distinct languages are spoken in the world today?

If you know the answer, you might have been a strong contender at last Tuesday's Happy Hour Quiz Show hosted by WBI. With a group of managers on the hot seat, MC Roumeen Islam tested their knowledge of Bank diversity, global languages, religions, and cultures.

Even those who weren't big fans of trivia seemed to enjoy the chance to get together: "This event is entertaining, and that's good, because people work very hard," said Lamoussa Gama, Resource Management Analyst. "It's nice we have this opportunity."

Judging by staff enthusiasm, few squandered the opportunity to have a little fun. Islam's questions were consistently met with choruses of cheers, rejoinders, and laughs.

Sometimes Islam managed to confound nearly everyone, like when she asked if there were more Indians, French, or Brits represented at the Bank. (Hint: Its flag is the tricolore).

Whether the responses were right or wrong, the afternoon was undoubtedly more about camaraderie and team spirit. "We had a great time," said Arina Viseth, a consultant in PREM. "You can tell everybody enjoyed each other's company."

Dressed in a traditional Laotian outfit, Viseth was one of many who enhanced the spirit of the event by wearing traditional national attire. "The most fun is getting dressed up, to feel the diversity in a more obvious way," she said.

Chris Neal, WBI's Senior Communications Officer, wore a traditional suit and tie, but was no less an active

supporter of the event. "Anytime people here get together it's fun," Neal remarked. "Our diversity is one of the things that makes the Bank a fascinating place to work."

Neal highlighted the connection between the event, diversity, and the Bank's business effectiveness: "Diversity is our business. We wouldn't be effective if we weren't diverse. Our clients are diverse, so we should reflect that."

If this Happy Hour was any indication, WBI's ongoing affirmation of that imperative resonates no less convincingly for all of the fun and games.

"The World Bank is truly becoming a one-world family," said WBI VP Sanjay Pradhan. "And that's a beautiful thing." And in case you missed the happy hour yourself, there are reportedly 6,809 spoken languages in the world today.

Robbins: Stories to Spark Diversity Dialogue (continued from page 1)

culturally competent. "You have to be cognitively flexible and behaviorally adaptable. However, if you are one of those people that are labeled 'anal retentive,'" he quipped, "then the 21st century will be very harsh on you."

It doesn't require mean people to produce disparities. It just requires mindless nice people not to recognize what is going on.

Often, our own reactions are due to mindlessness or over-exposure to multiple redundant messages. "Even the thoughts you don't want are there," said Robbins pointing to his head. "But you've lived in an environment where you picked them up ... It doesn't re-

quire mean people to produce disparities. It just takes mindless nice people not to recognize what is going on."

Therein lies the power of diversity in solving problems, stressed Robbins. Often, our own personal filters prevent us from finding solutions to various problems. In these cases, we benefit from different perspectives.

"The work of diversity is not about having the right numbers. It's about caring for other people. When you care for other people, good things happen ... Be my allies to go out and widen paths for others."

Robbins concluded with something of a rarity along the World Bank-IMF corridor. As a captivated audience hung on every word, he relayed an intensely personal story about the loss of his mother and



sister—which motivates him to be more inclusive on a daily basis.

In closing, he executed a deft, and unlikely segue to a children's book entitled, "The Greatest," about a little boy, alone, trying to learn to hit a baseball. Staff, attention rapt, rewarded the punch line with a universal, heartfelt, round of applause.