



## Justice: What's the Right Thing to Do?

Harvard Professor Michael Sandel's "Justice" course is one of the most subscribed at Harvard University, where Sandel takes on complex contemporary issues through a political-philosophy lens.

On March 24 in a packed IMF conference room, Sandel brought his popular approach to Bank Group managers in a workshop entitled "Justice, Diversity and Affirmative Action: Thinking Together about Hard, Ethical Questions."

When Sandel invoked Aristotle early and often, participants knew they were in for something different. "To figure out the fair way of allocating a good, we need to think through

the essential nature of it," explained Sandel, roving to and fro with professorial authority. "And we sometimes come to competing notions."

Sandel guided participants through three illustrations in divergent worlds: music, sports, and affirmative action. At its core, the sports example highlighted important underlying notions of fairness and justice. It helped warm up participants—many of whom had not seen the inside of a University classroom for quite a while—to Sandel's iterative approach.

Casey Martin, an American professional golfer, suffers from a birth defect in his right leg, which makes it difficult for him to walk the holes of



Harvard Professor Michael Sandel led a highly interactive journey in moral reasoning.

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## WBI Celebrates Diverse Cultures

In the World Bank Institute (WBI), what do most staff say is the most fun part of their work? The opportunity to work with colleagues from all over the world, from different cultures and backgrounds.

This hardly comes as a surprise. WBI staff represent 54 nationalities. To celebrate their diversity and learn more about each other's cultures, WBI staff gathered last month for a happy hour.

With some clad in national attire, staff celebrated American Valentine's Day, Chinese New Year, and the Jewish Tree festival *Tu B'Shevat*. They ate French crêpes and African yams, burst a Mexican piñata, and learned about carnivals from Venice to Brazil.

"Our diversity is our greatest source of strength," said Sanjay Pradhan, VP of WBI. "It allows us

to bring to our clients a variety of global perspectives, and it enables us to showcase a one-world family right

here in WBI. Celebration of diversity and inclusion will be a central and continuing feature of WBI's renewal."

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### Celebration of Cultures Quiz

*Answers on page 4*

- Chinese New Year, which was February 14, 2010, marked the beginning of the year of the...
  - Dog
  - Rat
  - Tiger
  - Ox
- The Hebrew name for the Jewish tree festival is:
  - Purim
  - Tu Bishvat
  - Rosh Hashanah
  - Shavout

3. The first known Carnival of Venice took place in what year:

- 1296
- 1492
- 1578
- 1805

4. Historians believe that the original pinatas were made to be the shape of:

- A cross
- The sun
- The moon
- A star

5. How many pounds of chocolate were projected to have been sold during Valentine's week in the USA:

- 2.4 million
- 23 million
- 58 million
- 71 million

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a golf tournament. Martin sued the PGA Tour in 2001 for the right to use a golf car during competition under the Americans with Disabilities Act. Prior to this case, the Tour required golfers to walk between shots, maintaining that the rule was an important aspect of golf.

“Golfers are a little bit sensitive about the athletic aspect of the game. There’s no running or jumping and the ball stands still,” teased Sandel, who adapted the trajectory of the discussion a hundred times as participants interjected with new ideas about the essential nature of golf, individual rights, and societal justice. Ultimately, said Sandel, “the Supreme Court ruled 7-2 that Martin had the right to a cart. Justice Stevens’ opin-



To engage participants in a discussion on fairness and justice, Sandel invoked three illustrations in divergent worlds: music, sports, and affirmative action.

ion argued that essential to golf is not physical exertion, but swinging the club and getting the ball to go into a very small hole.”

Subsequently, Sandel moved to a more wide-ranging scenario—affirmative action. After being rejected

by the University of Texas Law School in 1992, Cheryl Hopwood (a white female) filed a lawsuit alleging she was denied admission despite the fact that her test scores were higher than minority candidates who were admitted.

Bank Group participants first honed in on the essential nature of law school. Is it to provide a public good, to provide the greatest academic experience, or favor diversity as a prerequisite for excellence? What is the mission of the law school?

Sandel synthesized: “At least one consideration is maximizing the best learning experience—and there is a debate whether academic promise is best measured by test scores or

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## Thiederman: Bias, Buzz Off!

Sondra Thiederman, one of America’s leading experts on cross-cultural business and bias reduction, followed Sandel’s stimulating session with a thought-provoking workshop of her own designed to equip participants with sound strategies to defeat bias.

Using Harvard Professor Mahzarin Banaji’s work on the Implicit Association Test as a launching pad, Thiederman quickly went beyond mere emphasis on bias awareness.

She focused on what to do to overcome bias in our daily lives. The four primary tools she presented were: dissecting our bias, and actively using our brains to question them to weaken their foundation; focusing on what we share; thinking as if we

don’t have a bias; and finally acting as if we don’t have a bias.

“Any tool we use to identify and eliminate biases isn’t in and of itself 100 percent accurate,” said Thiederman, who has nearly 30 years of experience as a speaker in the field. “But it has been very interesting over the years to see people who have used these tools and *really* started noticing biases,” then gradually eliminating them, she enthused.

Specifically, she challenged participants to carry out follow-up tasks committing them to deliberately changing behavior—first with awareness, then dissecting, and finally thinking and acting.

“There’s something there, folks, that’s worth the effort,” she ex-

plained. “If you visualize positive, counter-bias images, then you exhibit less bias.” In short, we all have the power to overcome our own biases—all it takes is personal effort.

Guillermo Almada, representing the Bank Group’s Staff Association, closed the day by thanking everyone for making Diversity Month such a success: “Each year we have this fantastic opportunity to attend this outstanding workshop to make us think. Every year, we think a little bit more and change a little bit for the better.”

But Almada said that despite progress, there is still work to do: “D&I is an aspect of our institution that if properly acknowledged and carefully nurtured by giving opportunity to all, we ensure that we remain relevant and effective as a development institution.”

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personal diversity,” allowed Sandel. “This is, broadly speaking, a utilitarian argument for the general welfare, making the college better for everyone—which is not an argument of individual fairness.”

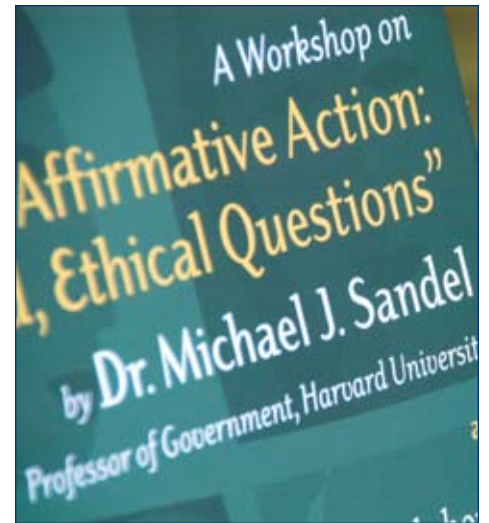
However: “Why should Hopwood pay the price for an historic injustice?” asked Sandel. “Any defense of affirmative action has to have a convincing reply to this question.”

In conclusion, Sandel redirected participants to consider their own institution: “There may be competing views as to what qualities [in hiring and promoting] are most relevant for

advancing the [World Bank Group’s] mission,” said Sandel. “And it works both ways. The mission shapes the choice of the traits that count. But the disagreement that arises forces a discussion of what really is our purpose and how we achieve it.”

As Sandel capped an enriching journey in moral reasoning, his message rang true. The World Bank Group is striving to elevate that very discussion, pinpoint its essential nature and refine its tools, and thereby enhance its impact around the world.

*For more on Professor Michael Sandel, see: [www.justiceharvard.org](http://www.justiceharvard.org)*



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## Country Office Insights

### *Martisor Links Eastern Europe and East Asia For a Day*

To celebrate International Women’s Day on March 8, women from the Bank Group’s Bucharest office met virtually with counterparts 5,000 miles away for a brief, yet enriching cultural exchange.

“We hosted a video conference linking Bucharest with Hong Kong,” said Ana Maria Mihaescu, IFC’s Chief of Mission for Romania and Moldova. “We wanted to discuss the history of International Women’s Day, our women’s network, and the state of diversity and inclusion in the Bank Group.”

Most of the event focused on cultural exchange, particularly the Martisor celebration in East Central Europe that marks the launch of spring. This tradition in Romania, Moldova, and Bulgaria is similar to ones held in Albania and Italy. The name Martisor is the diminutive for the month of March, and literally means “dear March.”

Martisor is also the name for the ubiquitous red and white string, which is offered to women during the month. Previously, giving this good-luck charm was meant to convey health and strength. These days, Martisor has evolved to symbolize friendship, respect,

IFC, to discuss issues of diversity in the workplace,” said Nathalie Louat, Chief Officer of Structured Finance and Head of the Hong Kong office. “We certainly enjoyed the dialogue with Bucharest and the gifts they sent us. Next year, we hope to broaden this experience to

## These days, Martisor has evolved to symbolize friendship, respect, or love towards women.

or love towards women. To make the celebration more concrete, women from the Bucharest office sent amulets to Hong Kong as a gift, which were made by Romanian children with disabilities.

“The women in the Hong Kong office were particularly interested in meeting Ana Maria, one of the two recently appointed D&I Coordinators for

include more offices and regions.”

The cultural exchange came full circle as women in the Bucharest women received orchids to replicate the celebration with a Hong Kong touch.

*Ana Maria Mihaescu, IFC Chief of Mission for Romania and Moldova contributed to this article.*

## WBG Diversity Statistics

(GF+ net staff, excludes staff on coterminous contracts) data as of 12-31-09

	Current State	Replacement staff needed to target*	Additional staff needed to target**	WBG Board Diversity Target
SSA/CR (HQ only)	8.9%	61	68	10%
GF-GG Women	43.2%	95	173	45%
Part II Managers	39.8%	21	37	43% - 48.5%
Women Managers New Target	31.6%	119	238	50%

Source: HR Analytics

\* "Replacement" here means for every Part I male who leaves, a diverse candidate is added.

\*\* "Additional" here means hiring more diverse staff to the existing teams.

Reality is likely a mix of the two figures.

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*Tu B'Shevat*, the 15<sup>th</sup> of Shevat on the Jewish calendar, marks the beginning of a "New Year for Trees," explained Kia Rassekh who brought treats for everybody to taste. During this period, the earliest-blooming trees in Israel begin a new fruit-bearing cycle. "We mark the day by eating fruit, particularly from the kinds that are bountiful in the Holy Land," said Rassekh. "Grapes, figs, pomegranates, olives and dates."

Another fun activity was flipping crêpes. In France, the Catholic holiday of Candlemas goes by several names: la Chandeleur, Fête de la Lumière, or jour des crêpes. "Not only do the French



Alexandra Roncal, WBIGI, blindfolds Sanjay Pradhan, VP of WBI, in preparation for a swing at the piñata.

eat a lot of crêpes during this holiday, but they also do a bit of fortune-telling while making them," said Chantal Dejoui while eager customers lined up at her station, poised to flip crêpes for good luck. "It is traditional to hold a coin in your writing hand and a crêpe pan in the other, and flip the crêpe into the air. If you manage to catch the crêpe in the pan, your family will be prosperous for the rest of the year."

Yam festival is celebrated annually in Nigeria, Ivory Coast, Benin, and other West African countries. A common staple in the region, yams are the first crops to be harvested. In a grand festival usually presided over by a chief, farmers first offer yams to gods and ancestors as a way to give thanks.

"The festival signals the beginning of the new harvesting season for yams," explained Iretomiwa Olatunji. "Different yam sizes are displayed and the biggest one is declared the winner. In Nigeria it is a hugely celebrated event in the southeastern part of the country."

The *Carnival* station was an exhibit of how carnival gets celebrated in different parts of the world, starting from Venice (with masks and pastries); Brazil, with its traditional



Marieta Fall and Amani Lwanzo, WBIGV, represent two traditions: the Yam Festival in West Africa and "Tajabone," celebrated in Senegal.

Carnival music; and New Orleans' Mardi Gras, with masks and regalia.

"This happy hour was educational and a lot of fun. It truly represented what diversity is all about," said WBI's D&I coordinators Luiza Nora and Gulnara Febres. "Such events help WBI staff connect with each other on a more personal level and develop a sense of community. We hope this celebration of cultures will become a yearly tradition."

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1. c 2. b 3. a 4. d 5. c

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