



The New D&I Community of Purpose

Visconti and Kahan Lead the Way

In recognition of the increasing collaboration across networks and regions on Diversity and Inclusion (D&I) issues, the Bank Group's Diversity Office convened its first "Community of Purpose" team-building event on May 10.

In attendance were VPU D&I Coordinators, Human Resources Officers, and members of the Staff Association and Conflict Resolution System (CRS)—all of whom are bound by a shared purpose as *champions* of D&I. Representatives from key affinity groups also joined the gathering. The goal was to crystallize a shared vision and launch coordinated action for long-term institutional D&I culture change.

Noted diversity speaker Luke Visconti kicked off the day. In his engaging keynote, entitled "D&I Practices in Private and Public Organizations" Visconti said that differences drive innovation, and that acceptance of differences drives engagement and productivity.

"Diverse ideas will *always* outperform ideas from a homogeneous group," emphasized Visconti, CEO of DiversityInc. "Diversity management shapes culture to drive maximum engagement, productivity, and innovation; it measures performance, just as any other business

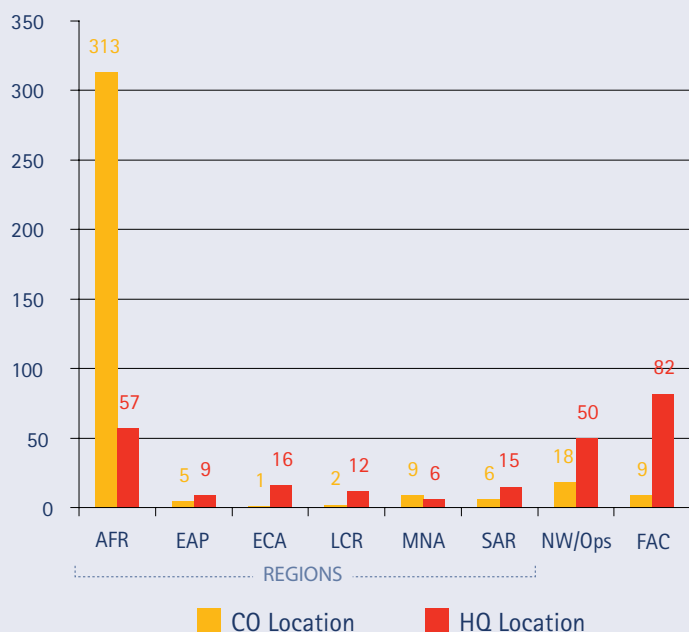
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Seth Kahan's new book debuted at number five in the Washington, DC region the same week he visited the Bank Group.

Africa Focuses on Diversity and Inclusion

GF+ Sub-Saharan African Staff in the World Bank



61% of GF+ IBRD staff of SSA Nationalities are in the Africa Region.

60% of GF+ IBRD staff of SSA Nationalities are in the field.

Top managers and stakeholders from the Bank's Africa Region met in late April to set an agenda on three vital issues affecting the continent: youth employment, China-Africa relations, and diversity and inclusion.

Their focus on D&I was nothing new, but the renewed effort was in part due to lagging regional indicators on the 2009 Staff Survey. About 53% of AFR staff gave a favorable rating to "equal opportunity for success from diverse background," versus about 63% Bank-wide.

Moreover, thirty percent of write-in content on the staff survey was related to the gap between internationally recruited and locally recruited staff. Regional leaders discussed how to provide greater career opportunities for local staff and what they could do to help further develop the reality of "One Team."

"One of the main ideas that came out of the retreat is that some of the D&I issues, especially those relating to country office staff, have to do with our implicit and explicit attitudes towards the African continent," said Shanta Devarajan, AFR's Chief Economist. "We discussed whether the term 'locally recruited staff' (as distinct from 'internationally recruited staff') conveys

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Profiles in Leadership

Staff Association Family Issues Working Group

One in an occasional series profiling the recipients of the 2010 World Bank Group 7th Annual D&I Leadership Awards.

For a variety of reasons, women have often been forced to choose between family responsibilities and career development. These days, most indicators suggest that women's educational achievements and work performance is as good or better than that of men. However, many institutional policies remain based on past cultural attitudes.

Within the Bank Group, the Staff Association's Family Issues Working Group (FIG) is working hard to improve both the policies and behaviors that perpetuate inefficiency and injustice. Created in 2002, FIG has spearheaded numerous efforts to make the Bank Group a more family-friendly place—where staff can have both successful careers and a better work-life balance.

FIG members include: A.J. Glauber and Ken Avis (the co-chairs), Chris Sheldon, Ajay Ghei, Caroline Kende-Robb, Tanya Sisler, Alejandro Yepes, Diana Baird, Lana Moriarty, Margaret Prisby, Marthe Motley, Miriam Van Dyck, Polly Means, and Tracy Hart. In recognition of their accomplishments, this team of volunteers received the team award at the 2010 D&I Leadership Awards Ceremony.

"I think we've done a lot to raise awareness about the difficulties that families face and then provide some solutions about how to address them," said Chris Sheldon, Lead Mining Specialist, COCPO. "We make the business case to management about why it's good for both staff *and* the institution to have flexibility. I have five children and one on the way, so I was really concerned as a man who travels a lot, and just wanted to better balance my



The Staff Association's Family Issues Working Group members include, from left: Caroline Kende-Robb, Tanya Sisler, A.J. Glauber (co-chair, seated), and Ajay Ghei; not pictured are: Ken Avis (co-chair), Chris Sheldon, Alejandro Yepes, Diana Baird, Lana Moriarty, Margaret Prisby, Marthe Motley, Miriam Van Dyck, Polly Means, and Tracy Hart.

family and my work. So FIG was an opportunity to do that."

"Lately, the Bank has been pretty successful in gender diversity broadly," said A.J. Glauber, Senior Environmental Specialist, LCSSEN. "But one place where we've been less successful is promoting women *through* the levels, and we would argue in large part because the culture around flexibility is not something that has been absorbed here yet."

Caroline Kende-Robb, Sector Manager, Social Development, ECA, agreed: "Basically the Bank is geared to the men's lifecycle and a 1950's family structure. You've got to be at your desk, working long hours, and you've got to do it in your late 30s and 40s to advance through the institution. There is still a bias against taking time out to care for your family. I would have loved to take 1-2

years out of my career, but if you do, it's impossible to get back in."

This notion of a zero-sum game seems increasingly anachronistic—where in choosing to spend two or three years nurturing a newborn, a woman might be sacrificing the next three decades of a future career.

Ajay Ghei, Senior HR Officer, ECA-MNA HR Team, said these issues are reflective of a larger cultural phenomenon: "Face time, mission travel, and long working hours are still important elements of being seen as effective and thus of upward mobility—not just results. Unfortunately, as long as this is true it will continue to disproportionately impact women adversely."

Currently, FIG members are working to include more family-friendly

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policies in the Quadrennial Benefits Survey. Specifically, top priorities include improving travel policies and expanded parental leave.

FIG members not only advocate for more family-friendly policies, but also help foster a greater culture of flexibility, since cultural norms reinforce the status quo. “There is not the authorizing environment to take the flexible work policies, because staff are seen as less than serious or less committed,” said Kende-Robb. “So we still have a long way to go.”

To that end, FIG members partnered with HR to come up with a new Flexwork Toolkit and promote awareness about the business case for enhanced flexibility. Events, speakers, and an enhanced website have helped as well.

In a busy institution, FIG members are all volunteers and their time is uncompensated. “I really feel quite honored by the award, because of the hard work we’ve done in actually changing the institution in a positive way,” said co-chair A.J. Glauber.

“We’re going to continue to lobby for change that staff want and the institution needs.”

To learn more about FIG, the Work-Life Balance survey, or flexible work arrangements, type “family” in your browser.

Examples of how FIG helped influence family-friendly changes

(with the support of HR and GSD)

1. Expanded enrollment at World Bank Children’s Center. Improved openness and efficiency of wait-listing procedures.
2. Crafted and implemented Bank-wide Work-Life Balance survey with over 5,000 staff participants.
3. Designed Flexwork Toolkits for IFC and World Bank.
4. Updated LARS to make flexwork easier to take.
5. Helped change policy in which ETC/ETTs were not allowed to use flexwork policies (including AWS).
6. Previously, family leave could only be taken in emergencies. This policy was changed to enable use for non-emergency events, including doctor’s visits.
7. In the past, maternity and paternity leave policies required staff to use the leave all at once. Today, staff can use them flexibly (phased return from leave, part-time work)
8. Improved lactation room facilities in HQ.
9. Until recently Bank policy stated that if pregnant women were sick during their last trimester, the time was deducted from their 60 day-maternity leave allotment, which meant less time with her newborn. This penalty has been removed.
10. Continued discussions with senior management about the value of flexible work for increased productivity, recruitment, and retention.

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the impression of the center and periphery. We decided henceforth to use the term ‘nationally recruited staff’ instead.”

In the same vein, the group came up with new terms related to operational work: “We thought that the term ‘going on mission’ harked back to an earlier era and implied that the transfer of knowledge and expertise was in one direction only,” said Devarajan. “It also doesn’t make sense when the person going on mission is living in the coun-

try. We preferred terms like ‘learning tours’ to signify that the knowledge is transferred in both directions.”

In the context of the staff survey follow up, there was agreement that unit-level input from staff members would be aggregated up to the VPU level for Regional action. “We see in the data a correlation between D&I and managerial effectiveness,” said Jan Walliser, one of the Africa Region’s VPU survey representatives and a PREM Sector Manager. “So as a result, we feel that individual unit

follow-up actions will also be a way to directly impact the performance along the D&I dimension.”

Attendees pledged to continue working on existing issues, such as task leadership for nationally recruited staff, cross country assignments, and development assignments. Conversation revolved around how to increase team building and knowledge transfer among all staff. Additionally, said Walliser, the group aimed to look at additional opportunities for recruiting female GF-GG staff.

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function would be measured; and it accepts differences as assets and does not attempt to make excuses for not accepting differences.”

Visconti was not afraid to challenge participants. “You communicate with communities around the planet. They have to get over the fact that the President is *always* an American. Your products have to be reflective of their values and needs, but in context with the trust that you have with them.... This is more about building relationships. Strategically, building relationships is everything you’ve got.”

He challenged the institution to be more exact and measure its progress: “An organization that is avoiding measurement is avoiding progress,” said Visconti. And he pushed hard on supplier diversity: “You not only have to be purposeful and intentional, but also vigilant that you never move backwards. If this Bank isn’t forceful to require that contracts meet your standards, then wait, and award the contract somewhere else ... There’s a huge overlap between diversity and corporate social responsibility.”

Former World Banker Seth Kahan followed with a workshop entitled “Building a D&I Community of Purpose.” Whereas Visconti was more of a general motivator who injected new ideas from a broader context, Kahan spoke precisely about specific barriers to change within the institution—and equipped participants with tools on how to make progress.

“The technology involved in successful change is all human-based,” urged Kahan, whose current book *Getting Change Right: How Leaders Transform Organizations from the*



“Diverse ideas will always outperform ideas from a homogeneous group,” said Luke Visconti.

Inside Out recently debuted at #5 in the Washington region bestseller list. “It doesn’t cost money. It’s storytelling and community building, and working your social networks.”

Participants need to revisit the basics and be ready to engage in conversations—about the definition of diversity, the concrete benefits of action, and ways to measure it—to inspire and activate the rest of the organization to move forward.

Getting change right, stressed Kahan, is about creating rapid widespread engagement, communicating well so people understand and spread the word themselves, energizing the “most valuable players,” and accelerating change through “performance communities” where people gather naturally.

In the context of the Bank Group’s efforts at mainstreaming D&I, such “most valuable players” include: leaders, policymakers, resource providers, influencers (thought leaders), technical experts, researchers and academicians, practical visionar-

ies, and frontline executers (staff involved in programs). Also key are partners, alliances, and suppliers, and even competitors and detractors

“What do we provide people that is of value to them individually?” queried Kahan, who in the decade since he left the Bank Group has consulted on change management with large organizations, including the Peace Corps, Shell, and NASA. “If we had the right people on board for this, *who* would they be?”

This precipitated breakout sessions in which participants brainstormed how to energize advocates and make progress in D&I. The resulting wave of promising new ideas validated Kahan’s approach.

“The ways we come to understand the world and ourselves are created in relationships,” concluded Kahan. “Let’s build meaning together.”

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