



Diversity and Inclusion: Making Progress?

A month of activities designed to strengthen the World Bank Group's commitment to diversity and inclusion was launched on March 1 with the theme: "Championing a Culture of Global Inclusion...and the Change Starts With You."

However there's no denying a fresh political will at the top. In October 2008, President Zoellick wrote in a Washington Post op-ed: "A new Bretton Woods should start by recognizing that the old G-7 club of the world's most industrialized nations needs to give way to a new steering group that includes rising economic

stakeholders."

President Zoellick has announced a new goal of complete gender parity in institutional management by 2012, which will require a marked acceleration of progress.

The business case for the diversity and inclusion (D&I) agenda underpins the increased focus. Successful implementation of the Bank's diversity goals may enhance operational effectiveness. The logic is this: Bank teams require diverse backgrounds and educations so they can tailor the novel solutions necessary to meet clients'

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Q&A with Shigeo Katsu

Shigeo Katsu is VP, Europe & Central Asia Region, and the Chair of the Diversity & Inclusion Advisory Group (DIAG)

Q: Why are Diversity and Inclusion (D&I) important?

A: It simply makes business sense. We are in the business of providing support to a wide variety of countries. To be effective in our engagements, we need to understand our clients; and our staff needs to work as high-performing teams. Bank staff of diverse nationalities, viewpoints, educational backgrounds, and experiences bring together diverse perspectives and share a healthy respect for differences, which are the basis for strong teams.

Q: How do D&I fit into the Bank's objectives?



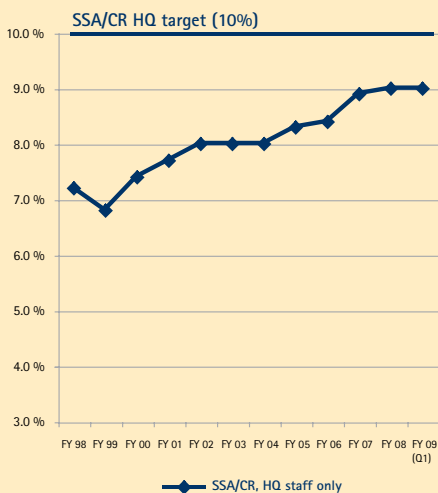
"Beyond numerical targets, we also need to focus on inclusive behavior," said VP Shigeo Katsu.

A: Development is a complex business and we want to bring the best service to our clients. A diverse staff and an inclusive work environment help us to do our best because we have an enhanced understanding of client needs and are able to work positively and respectfully with clients.

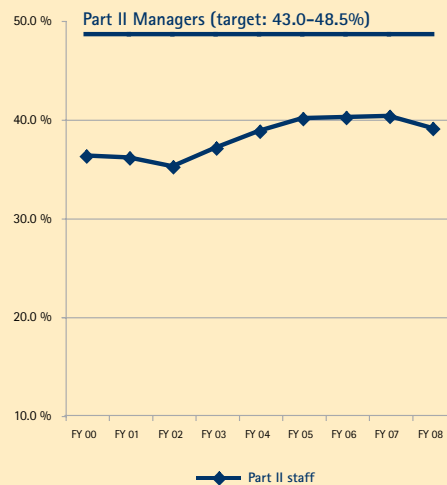
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Diversity Indicators

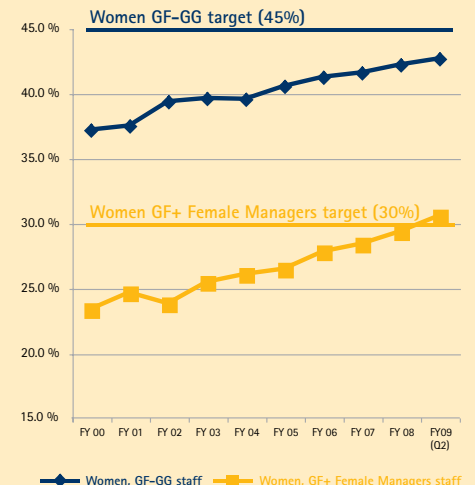
Sub-Saharan African & Caribbean Staff



Part II Managers



Women, GF-GG & GF+ Female Managers



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sundry development challenges.

That is one reason the institution has set targets for including various groups. Chief among them are for women managers, Part II managers, and Sub-Saharan and Caribbean staff (see graphic on page 1).

“Targets are just the beginning,” said Julie Oyegun, the Bank’s Chief Diversity Officer. “How do you change the organizational culture? Part of this is for all us to be aware of our preferences and subtle biases, because these are major barriers to full inclusion for all. We’ve improved our HR policies and practices, and are receiving strong signals from leadership which is precisely what we need: leadership on this issue that is modeled, explicit, and consistent. We are keen to attract and retain more staff from 20 or so nationalities of focus.”

The Bank’s Diversity and Inclusion Advisory Group is just that sort of leadership—a group of 20 senior-level managers and other staff including Staff Association representatives, whose role is to monitor progress on diversity issues, advise management and model behavior in their own work units (see Q&A with DIAG’s Chair, Shigeo Katsu).

The next frontier for improving diversity and inclusion is country offices. In many countries, excluded groups may suffer from fewer educational opportunities or relevant work experience, making it much more difficult to hire them (see A View from the Regions, page 3). As a result, some country offices are dominated by a privileged class, religious, or ethnic group.

“Gender inequality is ubiquitous and rarely do we find disabled

colleagues amongst us at headquarters or in the field,” said Oyegun. “In many client countries, alternative sexual orientation is criminalized and so we have no way of knowing whether any colleagues are gay or lesbian and in need of support.”

Oyegun stressed that managers need to operationalize the institutional D&I commitment. “We are just beginning to work with them to develop their competencies around this issue. The business imperative and values of diversity and inclusion need to permeate wherever we are, wherever we work.”

The Bank’s development effectiveness—especially its capacity to compete for the best talent globally—may very well depend on it.

Q&A with Shigeo Katsu (continued from page 1)

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Q: What is DIAG?

A: The Diversity and Inclusion Advisory Group is a group of very committed senior managers and staff from throughout the World Bank Group, which advise management on how to move ahead on D&I. It’s been in existence for about seven years. I have been associated with the DIAG for the last six years, being much more active for the past three.

Q: What is the role of the 20 members of DIAG?

A: Two things. Our modest group comments on progress reports and advises whether we are on the right track. These views hopefully help create an enabling framework for diversity and inclusion to move forward. Further,

these members tend to be in key positions in our institution. They therefore model, through their behavior, the importance of D&I where they work. So they are important vectors.

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Q: Where does the Bank Group still need to focus its efforts with regard to D&I?

A: We are broadly on track with our current modest targets of improving gender equality. The President has indicated this is not ambitious enough; we are now working for gender parity in management positions by 2012. For

Part 2 managers, our target range is 40-48 percent; we need to accelerate in this area. Going beyond numerical targets, we also need to focus on inclusive behavior as we relate to each other.

Q: How can staff help DIAG make progress?

A: Staff can do a lot on their own especially in enhancing inclusion; this is not a top-down issue. In the workplace, staff should be respectful and inclusive towards their colleagues, but it is that much more powerful when corporate leaders and managers model such behavior. It is an accumulation of small steps that makes big things happen. Often staff feel powerless in such a big organization, but it is staff doing the right thing that makes a difference. We need this awareness in each of us.

A View from the Regions

Pamela Cox is VP, Latin America & the Caribbean Region

Q: How far has the World Bank come on diversity and inclusion issues?

A: When I joined the Bank almost 30 years ago, women represented only about 5 percent of higher-level staff. And today, it's over 40 percent. I think we've made a lot of progress on the gender front. But we need to do more, especially getting Part II staff and particularly Sub-Saharan Africans and Caribbean nationals.

Q: How do diversity and inclusion fit into the Bank's strategic objectives?

A: Diversity brings many different experiences and points of view that can only strengthen what we do for clients. The point is that if you don't bring people who see the world in a different way, your teams are very narrow.

Q: What about in the Bank's regional work: are there specific challenges to engendering diversity?

Ministers tell us, "When we have a tough problem to solve or need world-class expertise, we go to the World Bank."

A: Yes, the issue in the regions is often, "What does the client think about diverse teams?" I've worked in four different regions, and there are always people who say, you can only succeed if you actually come from the region itself. There can be pushback, for instance, if you're working in a country where women are [discriminated against] and you have women on the team. But I



VP Pamela Cox said that moving toward a critical mass is important for establishing a culture of acceptance.

strongly believe that having a global and diverse team only strengthens our reputation as a global development bank.

Q: Can you talk about the Latin America & the Caribbean specifically?

A: Our comparative advantage is precisely the fact that we are not all Latin. We can draw from people across the globe. Our countries really thirst for new ideas from outside the

They don't tend to go to university. This is one reason we have a project in Columbia for lower-income students to access loans for higher education. And our goal is to continue to aim at including these groups more.

Q: What has been most rewarding for you in this process?

A: I feel I have a high-performing management team and they're very diverse. And I think it's a testament that diversity works. To me, the bigger satisfaction is that the world is changing. It's not just one group of people who lead, but we've shown that diversity works.

Q: What should we expect in the next five years?

A: I'm hoping for more progress. But I think it's not just a question of ticking off boxes and fulfilling quantitative goals. Critical mass helps. When you start getting a critical mass, 40-45%, you don't stand out. It's this culture of acceptance we're striving for.

region. Ministers tell us, "When we have a tough problem to solve or need world-class expertise, we go to the World Bank."

Q: What are some current obstacles to better inclusion in your region?

A: There are sizeable Afro-Latino populations in Brazil, Colombia, and Peru, but it's difficult for us to find local staff because there is a lack of inclusion of these groups.

Crafting Worthwhile Mentor Relationships

So, did you watch the Oscars? Whether you liked *Slumdog Millionaire* or not, it was notable how winner after winner thanked mentors—people who had nurtured, launched, or delivered them.

The desire to mentor, or be mentored, is nothing new. In fact, in Greek mythology, Mentor was the son of Alcumus and later a friend of Odysseus.

But mentoring has changed a great deal over the years. Formerly, most people equated mentoring with coaching. The focus was a transmission of specific skills or knowledge from an expert to a student.

These days, mentoring has grown to become the value of a relationship, which involves transformation for both partners.

“Mentoring plays an important role in helping staff find their way to express their potentiality, and achieve excellence in their own field,” said Justin Lin, World Bank Chief Economist and Senior Vice President.

Rene Petrin led a related session for female Bank staff sponsored by

DEC last week as part of their VPU’s March Celebration of Diversity events. “You’ve really got to give people permission to talk about diversity,” said Petrin, who has designed and implemented corporate mentoring programs for 20 years through his company, Management Mentors. “Mentoring has a subversive quality. That’s why I recommend it. It changes both partners.”

There has often been tendency for many mentors, says Petrin, to try to make the mentee “more like me” as opposed to simply encouraging growth. He cautions that simply presenting solutions, for example, “that worked for me as a white male” is not the key.

The qualities of a good mentor are a willingness to commit, to listen, and to check preconceptions at the door. A mentor is not required to give a lot of answers, just “walk the walk” with the mentee, to facilitate rather than coach.

Good mentees are committed to their own careers and willing to take responsibility for the mentoring relationship. It is paramount to ex-



“You’ve really got to give people permission to talk about diversity,” said Rene Petrin, of Management Mentors.

press clear expectations. “It is key to establish a structure, the mentoring agreement,” said Petrin. In such an agreement, the partners negotiate the ground rules: how often to meet and for how long, how to define confidentiality, and the specific goals tied to strategic business objectives.

Senior VP Lin says the new DEC mentoring program for women is a sign of the Bank’s desire to help foster the great potential that already exists. “Mentoring for diversity is a way of nurturing more diverse, innovative thinking.”

Events Around the Bank Group

March 18

(all Bank Group staff are invited)

2:00 p.m. to 3:30 p.m.
MC 12th Floor Gallery

International Women’s Day:
A Celebration

Keynote Speaker:
Robert Zoellick, President

Cocktail Reception

Keynote Speaker:

Farrah Qureshi, Director, Learning & Development, Norman Broadbent (UK Management Consultants)

March 23

(VPU Management teams special invitation)

9:00 a.m. to 2:30 p.m.
IMF Auditorium HQ2

Co-sponsored with the World Bank Group Staff Association

Paving the Way for Rapid Results on the D&I Agenda

Workshop for VPU Management Teams on the Implicit Association Test (IAT) & The 100 Day Rapid Results Initiative

Keynote Speaker IAT

Professor Mahzarin R. Banaji, Department of Psychology, Harvard University

Facilitator 100 Day Rapid Results Initiative
Nadim Matta, Senior Partner, Robert H. Schaffer & Associates (Management Consultants)

Breakfast and Working Lunch

March 26

(all Bank Group staff are invited)

12:00 p.m. to 1:30 p.m.
IMF HQ1 Gallery

Presented jointly with the International Monetary Fund (IMF)
“Unintentional Intolerance: What Nice People Need To Know”

Keynote Speaker:

Dr. Steve L. Robbins, Speaker, Professor, Writer, and Consultant

Small sandwiches and refreshments will be served

March 31

(all Bank Group staff are invited)

12:30 p.m. to 1:30 p.m.
IFC Auditorium

Sponsored by IFC Management

A Diversity & Inclusion Comedy Routine

Comedian: Henry Cho, Actor, Comedian and Rancher
His Own Life is like a Sitcom
Come and enjoy a laugh with us!
Refreshments will be available.

March 19

(all Bank Group staff are invited)

12:30 p.m. to 2:00 p.m.
Preston Auditorium

“Working in a Cross Cultural Environment.” Presented by OPCS