Championing a Culture of Global Inclusion
...and the Change Starts With You”

MARCH 2009 CELEBRATION OF DIVERSITY
Championing Global Diversity and Inclusion at the World Bank Group: The Change Starts with You

THIS PAST MARCH, THE WORLD BANK GROUP CAME TOGETHER TO LOOK CLOSELY AT HOW WE SEE OURSELVES AND MEASURE UP IN THE PRACTICE OF GLOBAL D&I. THIS IS THE MONTH WE TRADITIONALLY COME TOGETHER EACH YEAR TO CELEBRATE OUR DIVERSITY AND EXAMINE HOW WE MOVE EVEN FURTHER TOWARD A TRULY GLOBAL, DIVERSE, AND INCLUSIVE ORGANIZATION.

Against a backdrop of global economic crisis, the timing of the month’s activities took on particular relevance. A refrain we heard often throughout the month was how businesses with a diverse workforce perform better and work more productively. In short, a diverse organization has strategic advantage.

At the Bank Group, it is a great time to leverage the strength of D&I in an organization that is so pivotal to global economic recovery.

Individual Change Starts with Acknowledging Bias

Another theme was the important role each of us plays individually in creating a diverse and inclusive environment. We heard from two presenters about how our “gut reaction” and thoughts outside our conscious control influence behavior. Dr. Mahzarin Banaji reached her conclusions through her and her colleagues’ seminal research at Harvard, while Dr. Steve L. Robbins drew on his personal experiences to make similar observations on the nature of intolerance. While we might be programmed for bias, by acknowledging it, we can change our behavior.

On March 30, a group of people striving to make a difference were honored at the D&I Leadership Awards. While the award recipients represented different areas of Bank Group operations, all six achieved success in the same goal: fostering a more diverse and inclusive environment.

For the first time this year Vice Presidential Units, with assistance from their respective D&I Coordinators, developed and hosted their own D&I celebrations. Managers and staff came together all across the Bank Group to produce meaningful events to commemorate the month.

The Next Twelve Months

Going forward, we need to ensure the focus on D&I is not limited to one month each year. We can all be personal stakeholders in this process and work for a stronger, more diverse environment.

Lions don’t squeak! If our definition of excellence includes the institutional competence to attract, enable, and inspire top talent from all over the world, we will definitely be at the vanguard—the very cutting edge—of changing the world economic order.

Julie Oyegun
Chief Diversity Officer, The World Bank Group
“An inclusive environment that respects the many, as well as the few, is the hallmark of successful organizations in the twenty-first century.” Dr. Steve L. Robbins
To launch Celebration of Diversity Month, Rene Petrin of Management Mentors, Inc. led a session for female Bank staff sponsored by DEC. Petrin underscored the important relationship between mentoring and diversity in the workplace: “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.

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.

There has often been a 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 express 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 DEC’s proposed 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.”
Mentoring has a subversive quality. That’s why I recommend it. It changes both partners.”

Rene Petrin

Key Points About Mentoring

MENTORING:
- Is a strategic approach to developing an employee (mentoree).
- Pairs him/her with a more experienced employee (mentor) who will teach, coach, counsel, and encourage.
- Is a flexible concept that should reflect the unique culture and objectives of your organization.

Mentoring is one of the most effective tools in people development. In 2006, the research firm Gartner studied Sun Microsystems, following more than 1,000 workers over a five-year period to measure the effect of mentoring. They discovered:
- Mentorees were promoted five times more often than those not in a mentoring program (this supports the use of mentoring for succession planning and diversity initiatives).
- Twenty-five percent of employees who enrolled in a mentoring program had a salary-grade change, while only five percent of workers who did not participate in a mentoring program had a change.
- Retention rates also were higher for both mentorees (72%) and mentors (69%) than non-participating employees.

COACHING VERSUS MENTORING

Coaching is something managers must do for all their staff, a required part of the job. It takes place within the confines of the formal line manager-employee relationship, and focuses on developing the individual within their current job to ensure the employee can perform the tasks required of the job.

Mentoring, on the other hand, is focused on professional development of a mentoree. The relationship may be initiated by the mentor and/or matched by the organization, and the interest of the mentor is personal—to provide support both professionally and personally. The experience crosses job boundaries and may be outside of the mentoree’s area of work.

BENEFITS TO BUSINESSES

Effective mentoring is directly tied to strategic and business objectives. It fosters executive career development and can support diversity goals, particularly in the areas of recruitment, staff retention, and overcoming the “glass ceiling.”

Mentoring should not be “window dressing”—it takes commitment at the highest levels. The program must include a diverse group of mentors and mentorees, and include diversity components in design, training, and support.
According to the World Health Organization, women with disabilities comprise 10 percent of the global population of women. In addition, women constitute three fourths of the population of people with disabilities in low and middle income countries. The International Labor Organization states that women are at increased risk of becoming disabled throughout their lives due to neglect in health, poor workforce conditions, and gender-biased violence. Often girls with disabilities have a higher mortality rate; and the literacy rate for women with disabilities is as low as one percent.

"We must advocate for a paradigm shift away from a charity-based approach to a human-rights and equal-opportunity approach."

**Saowalak Thongkuay**, Disabled People International

To address the exclusion of women with disabilities from international development focus, a Bank forum convened staff, development partners, and NGO representatives to discuss the nexus between gender, disability, and poverty.

During the morning’s first panel, presenters—all disabled women leaders from developing countries—spoke on the unique challenges facing disabled women in their regions.

Wheelchair-bound Ola Abu Alghaib, an internationally recognized advocate for disability rights from Gaza, noted that traditional families in the Middle East often doubt the potential of disabled girls. “Some families hide their daughters with disabilities. And marriage is completely off the table for women with disabilities. If your own family doesn’t believe in you, how can you hope to move beyond this?” Alghaib said that women with disabilities need to unite to create a broad-reaching social movement. “We remain a largely unheard voice—within our cultures, the feminist and disability movements, and human rights organizations.”

Participants at one of the Women with Disabilities in Development roundtable sessions.

Later in the morning, panelist Andrew Begg, special assistant to the director of UNFPA, acknowledged the problem. “Human rights organizations have consistently failed to take up disability issues,” he noted. Things are changing, though. The May 2008 signing of the UN Convention on the Rights of Persons with Disabilities represents a major step forward, he noted.

Panelist **Saowalak Thongkuay**, of Disabled People International, noted that disabled women are “poor in opportunity and poor in money.” She said efforts to address the issues must focus more broadly, to change
"We remain a largely unheard voice—within our cultures, the feminist and disability movements, and human rights organizations."

Ola Abu Alghaib, Founder and Chairperson, Stars of Hope Society

the way people think about disability. "We must advocate for a paradigm shift away from a charity-based approach to a human-rights and equal-opportunity approach."

Common themes and solutions emerged: financial independence through economic empowerment initiatives, education and training, regional collaboration, and giving disabled women a seat at the table when policies and programs are being considered. Participants agreed the Bank has a strong role to play as a catalyst for progress.

Julie Oyegun, the Bank’s Chief Diversity Officer, urged participants to continue speaking out. She noted that progress is being made on the policy front in individual countries, but that significant gaps remain between policies and real life.

More information/to find out more about this Working Group contact: disabilitywg@worldbank.org.

Lessons Learned: Conclusions from the Roundtable

The roundtable concluded that women with disabilities are beleaguered by poverty, social stigma, and post-conflict resurgence in developing countries. In addition, women with disabilities face high risks of gender-based violence, challenges in health care services (such as prevention of HIV infection), and human trafficking. Throughout the world they experience discrimination and isolation—as well as in some countries forced sterilization.

Another profound point made at the roundtable was that women with disabilities are typically invisible in the development agenda. They are often marginalized in the programs designed for women’s empowerment and development, yet are excluded from projects on disability.

Women with disabilities experience many physical, organizational, and attitudinal barriers. Religion and tradition exacerbate these existing problems. In some societies, people with disabilities are often the lowest priority, and families of disabled people can hide them in fear of social exclusion and stigma. Most importantly, in some parts of the world, disabled women are perceived as beneficiaries of government policies or funds, which hampers any long-term sustainable development efforts.

The situation is further complicated by inadequate accurate data, leading to a lack of any concrete action on this issue.

One vehicle for moving forward is to use the Convention on the Rights of Persons with Disabilities, which came into force in May 2008 (after being adopted by UN General Assembly) as a framework in projects. The CRPD in Article 6 specifically points towards the responsibility of the government in recognizing and ensuring fundamental rights and empowerment to women with disabilities.

We need to find ways to integrate and mainstream women with disabilities into the work of our institutions. This may require training and building capacity among service providers and development workers alike. We need to ensure that the World Bank’s Gender Action Plan (GAP) includes the hidden population of women and girls with disabilities. In short, better targeting of this population is needed.

Finally it is essential to ensure that women with disabilities themselves are part of the decision making processes. They need to be at the table when the decision is being made. There is a need to identify the opportunities of inclusion and to conduct good evidential research.
Bully or enforcer? Coward or diplomat? During an interactive session, 100 Bank staff explored the way culture influences behavior, and how it should be harnessed to resolve conflict in a diverse organization. Sponsored by the Conflict Resolution System (CRS), presenter Camilo Azcarate, Manager of Mediation Services, explained, “The key is that culture influences our behavior, whether we know it or not. 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.”

Azcarate introduced a way to understand how culture influences behavior, which he credited to influential Dutch writer Geert Hofstede. Hofstede identifies certain dimensions of culture that relate to work-related values. Among them, Power Distance is the degree to which less powerful group members expect and accept unequal distribution of power; Individualism is the degree to which individuals are integrated into groups; Masculinity is the degree to which roles are distributed between genders; and Uncertainty Avoidance is the degree of tolerance for uncertainty and ambiguity.

“From my perspective, power distance and uncertainty avoidance have the most impact on how we resolve conflict,” said Azcarate.

According to Azcarate, people from different cultures tend to have different worldviews, among these, how power is expected to be used and the level of uncertainty that is tolerated. Geert Hofstede developed these insights while working in a large multinational organization.

Such differences play a role in how conflict is expected to be handled. These varying expectations are a source of conflict and a factor in its escalation.

After hearing from Azcarate at the session, staff disbanded into small groups to debate where the Bank’s values and standards lie within the structure—and lively debate ensued.

When groups reported back, participants had different views about the role of the
Bank’s culture in how conflict is managed. One participant noted that the Bank’s standard for individualism seems to take its cue from American culture. Incentives seem skewed to encourage individual achievement over group cooperation, however, despite the importance of task team cooperation.

Another contributor said her group thought management sets the tone. Ombudsman Constance Bernard agreed that leadership is important: “I think people adapt their behavior very quickly not only to the people they see around them, but also those who are leading the institution.”

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**Profiles of World Bank Ombudsmen**

**Constance Bernard**

Constance Bernard became Ombudsman of the World Bank in January 2009. She has spent more than 30 years in World Bank operations, and has worked in a number of regions. Most recently, she was Sector Director for Sustainable Development in South Asia, where she spent the last seven years of her career. Other assignments have included Director of Quality Assurance in ECA, Adviser to the Quality Assurance Group, and a variety of assignments in the Latin American region, including resident representative in Bolivia and division chief for rural operations in the southern cone. Her professional interests include: community-driven approaches to development, the role of voice and participation in driving accountability in government programs, and inclusion of the poor in economic growth. Bernard holds degrees from Harvard and George Washington University, and is a member of the International Ombudsman Association.

**Thomas Zgambo**

Thomas Zgambo joined the World Bank in 2007 after six years as the Corporate Ombudsman at Coca-Cola Enterprises. Before joining Coca-Cola Enterprises, he spent three years as an Ombudsman and Training Specialist at the Massachusetts Institute of Technology, where he was also a Senior Lecturer at the MIT Sloan School of Management. Prior to MIT Zgambo was an Ombudsman at Polaroid Corporation. He is a past president of The Ombudsman Association, now the International Ombudsman Association.

Zgambo served as a mediator at the Massachusetts Commission Against Discrimination (MCAD), and has mediated disability, public accommodation, sexual harassment, and racial discrimination cases. He also served as a member of the Human Rights Commission for the City of New Bedford, MA, USA and a member of the Governor’s Advisory Council on African-American Affairs for the State of Massachusetts. Zgambo holds a PhD in analytical chemistry and materials science from the University of North Texas and an MBA from Worcester Polytechnic Institute.

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**About Camilo Azcarate, JD, MA**

Mr. Azcarate is the Manager of Mediation Services at the World Bank. Previously, he was the Ombudsman at Princeton University. He has presented, trained, and taught graduate-level mediation and dispute resolution programs at the Woodrow Wilson School at Princeton and the International Center of Cooperation and Conflict Resolution at Columbia University. Mr. Azcarate has more than 15 years of professional experience as mediator, facilitator, conflict systems designer, and ombudsman.

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**Geert Hofstede and Organizational Thinking**

"Organization cultures should be distinguished from national cultures: National cultures distinguish similar people, institutions, and organizations in different countries; organizational cultures...distinguish different organizations within the same country or countries. Cultures manifest themselves, from superficial to deep, in symbols, heroes, rituals, and values. My research has shown that organizational cultures differ mainly at the levels of symbols, heroes, and rituals, together labeled ‘practices'; national cultures differ mostly at the deeper level, the level of values.

A separate research project into organizational culture differences, conducted by IRIC across 20 organizational units in Denmark and the Netherlands in the 1980s, identified six independent dimensions of practices:

- process-oriented versus results-oriented
- job-oriented versus employee-oriented
- professional versus parochial
- open systems versus closed systems
- tightly versus loosely controlled, and
- pragmatic versus normative.

The position of an organization on these dimensions is partly determined by the business or industry the organization is in. Scores on the dimensions are also related to a number of other 'hard' characteristics of the organizations. These lead to conclusions about how organization cultures can be and cannot be managed.

Managing international business means handling both national and organization culture differences at the same time. Organization cultures are somewhat manageable while national cultures are given facts for management; common organization cultures across borders are what holds multinationals together."
On Wednesday, March 18, Danny Leipziger, Vice President and Head of the PREM Network, launched a special event to mark International Women’s Day: “Today, gender equality is not a reality, although we are getting closer, and we are here to honor the men and women who came before us in this struggle.”

The keynote speaker was Bank President Robert Zoellick, who used the occasion to recall the broad arc of gender struggle, including battles for equal rights at the voting booth and in the workplace.

ZOELLICK COMMTS BANK TO MANAGERIAL GENDER PARITY
Against a background of world economic crisis, President Zoellick urged staff to pay special attention to gender equality both within the Bank and in their development work. “We expect that it will be a human and social crisis, and in some cases, with political implications,” said Zoellick. “When economies start to crumble, jobs and incomes lost will disproportionately impact women.” Girls are the ones who are most likely to be withdrawn from school or become malnourished, he noted.

As staff set about rebuilding economies in both developed and developing

Gender Action Plan

Today, new Bank estimates identify 33 developing countries where women and girls in poor households are particularly vulnerable to the effects of the global economic crisis. Fifteen of these, mostly in Sub-Saharan Africa, are likely to see a particularly dangerous mix for women and girls, with slowing economic growth, fewer girls in school, and higher levels of infant and child mortality.

The World Bank’s Gender Action Plan features more than 120 projects in about 60 countries, where investments will go a long way toward empowering women and improving development outcomes.

More work remains to be done. President Zoellick identified six additional focal points. First, the Bank is working harder to improve integration of gender equality into agricultural projects, ensuring women are beneficiaries of emergency food response. Second, the IFC has provided an additional $48 million in credit lines to women entrepreneurs in 12 countries, with the goal of expanding this to $100 million by 2012.

Third, in January at the World Economic Forum in Davos, Managing Director Ngozi, N. Okonjo-Iweala launched the Private Sector Leaders Forum. She led discussion on women’s opportunities in key areas, including targeted lending programs; and inclusion and diversity initiatives to promote women into corporate leadership roles.

Zoellick also highlighted a Bank commitment to increase IDA resources for women’s empowerment. Progressing well is an initiative with Country Directors to increase the share of country portfolios that help women access economic markets. Moreover, the Adolescent Girls Initiative, which supports young women’s transition from school to productive adulthood, has launched as well.
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.”

President Zoellick also stressed the Bank’s clients look to the institution as a role model, repeating an ambitious target he first announced last year: “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.”

Of Zoellick’s 10 senior appointments, five have been women. “I firmly believe that gender equality will not or need not compete with other [diversity] goals,” he said. In fact, the new tools and outreach necessary to achieve the goal will help the institution attain other diversity goals as well.

Another of the day’s speakers, Pamela Cox, Vice President of Latin America & Caribbean Region, pointed out three components to reaching gender parity for women—committed leadership, credible implementation, and monitoring: “We are a diverse organization, but we are not quite diverse enough. I’m hoping that all of you can be agents of change.”

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 five 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?

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 strongly believe that having a global and diverse team only strengthens our reputation as a global development bank.
Discerning the dynamics of the multicultural workplace, Ayse Akin-Karasapan, Director of Delivery and Results Management, Operations Policy and Country Services (OPCS,) introduced diversity consultant Farrah Qureshi. Qureshi, Managing Director of Global Diversity Practice at international management consultant firm, Norman Broadbent, warned Bank staff that inaction on the diversity issue is not an option.

In a session entitled, “Working in a Cross-Cultural Environment: Harnessing it for an Effective Organization,” Qureshi compared culture to an iceberg, where more is hidden than revealed. She encouraged participants to think about various levels of culture—national, professional, organization, individual—and what is expected, reinforced, and rewarded.

Qureshi echoed a common refrain that diversity and inclusion make good business sense; she underscored this with examples from her consulting work with DFID, PepsiCo, and UBS, among others.

“Cross-cultural teams systematically outperform homogenous teams,” said Qureshi. She went on to add that, “[Diverse teams] have the greatest potential for growth, but also the greatest potential for damage if not managed well.”

There are three team dynamics that are important to recognize.
- **Destroyers** tend to stereotype team members and undermine diversity.
- **Equalizers** mandate assimilation, and require people to leave their diversity at the door.
- **Creators** foster teams like a jazz ensemble, with every player recognizing the mastery and contribution of each team member.

Creating value in diverse teams, therefore, requires a process: first, to map and identify differences; second, to bridge any differences through communications; and third, to work together, bringing about change from the inside out.

To further illustrate how cross-cultural communication is often fraught with pitfalls, Qureshi invoked a “World Bank Temperature Check.” Here, she asked participants to agree or disagree with statements that highlighted various aspects of the Bank’s diversity performance.
"Stereotyping is a human reaction, but we need to know when we have done it."

Farrah Qureshi

The interactive segment provoked a lively discussion, which led to Qureshi identifying several key success factors for top-performing diverse teams: change starts at the top; a stretch goal is essential; and communication is critical for widespread understanding.

Also important is to engage people, keep them accountable, measure progress, and integrate diversity goals into a wider organizational strategy.

"I think people need to take ownership and accountability at the individual level, the self-belief that you can make a difference," said Qureshi. "The first step is to begin to think, then talk with our colleagues about how these issues affect our collaboration and ultimately our goals. One person can start the ball rolling. I think that is the seed. It will incubate and grow."

About Farrah Qureshi

Organizational development specialist Farrah Qureshi is a leading global learning designer and Managing Director of Norman Broadbent Global Diversity Practice.

She has delivered successful outcomes with clients across a range of occupational groups, industries, and sectors, nationally and internationally. Her career spans the University of Leeds, local government, the non-profit sector as well as the private organizations. She has worked with a diverse range of international clients including: Nike, Coca-Cola, IBM, London Underground, European Union, IMF, Government of Tanzania, and the British Library. She has worked in more than 55 countries.

Qureshi speaks regularly at conferences around the globe, and set up a Global Diversity Network, a think-tank to provide thought and practice leadership for global diversity issues. She regularly holds industry-specific national and regional master classes discussing relevant diversity issues.

In the wake of the terror attacks of September 11th in the USA and July 7th in London, Qureshi hosted a series of seminars to promote dialogue and understanding of "Islamophobia in the workplace." She holds a BA and an MA in policy studies, and is a member of the Chartered Institute of Personnel Development. Qureshi is author of Understanding Diversity—An Organisational Guide, and has also contributed to Understanding Dignity at Work Issues—A Training Guide.
Where Workplace Culture and Statistics Diverge

Despite considerable talk about the diversity and inclusion agenda—and new policies designed to advance it—the impression lingers among many World Bank Group staff that culture change lags far behind nominal progress on diversity indicators. As part of an effort to address the perceived disparity, WBG Office of Diversity Programs and the WBG Staff Association sponsored an interactive session with Harvard psychologist Dr. Mahzarin Banaji.

Banaji is lead developer of the Implicit Association Test (IAT), which has become something of a global phenomenon (see box). During the session, she led participants to a devastating conclusion: human beings are flawed in fundamental ways and virtually programmed for bias.

Banaji pinpointed the likely cause of slow Bank Group progress on diversity and inclusion goals, but in so doing also suggested possible solutions.

THE ROLE OF IAT IN UNDERSTANDING BIAS AND STEREOTYPING

Why has 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.

Banaji presented a series of studies to support her thesis, suggesting that dimensions of human bias extend far and wide—along lines of gender, age, race/ethnicity, class, religion, geographic region, culture, sexuality, physical attractiveness (teeth), height and weight, accent, similarity to self, personality (extraversion), taste and preferences, and beliefs (politics).

Bank staff have harbored innate bias just as much as other people—but it is not destiny. Banaji compared it to an operating system that can be improved: “Think about it as a ‘mind bug’ because it is a flaw in our software,” she said. “It evolved a long time ago. It’s our job to know where these biases are, because they can be patched.”

“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.”
Shigeo Katsu, VP of Europe & Central Asia Region, picked up on Banaji’s point about personal responsibility, and later commented, “There is a lot that still needs to be done on the policy and procedure side. More importantly, the change is in all of us. It is long overdue, and I think it really is up to us.”

**CHANGE, BUT NOT FROM THE TOP**

Surprisingly, traditional diversity training may not be the answer. Banaji’s Harvard colleagues analyzed data from Kalev-Dobbins, which has carried out diversity training with 800 organizations since the early 1970s. Data suggested that diversity training actually led to less diverse teams.

“In an open society, imposing from the top often doesn’t work,” said Banaji, who led staff through various versions of her Implicit Association Test. “I personally like to start with individuals, who have to want the change and then demand new policy. Then, I believe the greatest impact will come from policy.”

During a lunchtime break out session, VPs and Directors joined with Managing Director Ngozi Okonjo-Iweala to share perspectives. “It’s very easy to use constraints as an excuse for inaction, and hide behind our biases,” said Ngozi, who explained how management is reviewing aspects of recruitment to improve the pools of diverse candidates. “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.”

One solution, suggested Banaji, is not to try to systematically root out all bias from all individuals, but simply to strike a balance among them. Cultivating diversity at a place like the World Bank, therefore, serves to balance out a multiplicity of biases.

Ultimately, the IAT shows how a mandate for diversity is rooted in a preponderance of scientific evidence. Because all individuals exhibit prejudice, it follows that all individuals need to play a role in rooting it out. “I’m asking for a very different kind of awareness, the small decisions on a daily basis,” said Banaji. “It is going to take something deeply conscious to make the change we need.”

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**About Dr. Mahzarin Banaji**

Dr. Mahzarin Banaji studies human thinking and feeling as it unfolds in social contexts. Her focus is primarily on mental systems that operate in implicit or unconscious mode.

She is currently Professor of Social Ethics in the Department of Psychology and Carol K. Pforzheimer Professor at the Radcliffe Institute for Advanced Study at Harvard. With colleagues Anthony Greenwald and Brian Nosek, Dr. Banaji maintains an educational website designed to create awareness about unconscious biases (www.implicit.harvard.edu), and details of her research may be found at www.people.fas.harvard.edu/~banaji.

Dr. Banaji holds a PhD from Ohio State University and was an NIH fellow at University of Washington. During her academic career, Dr. Banaji has taught at Yale University and is currently Head Tutor in the Psychology Department at Harvard.

Among her many professional associations, Dr. Banaji is a Fellow of the American Association for the Advancement of Science, the American Psychological Association, and the Association for Psychological Science. She was elected fellow of the Society for Experimental Psychologists in 2005, to the American Academy of Arts and Sciences in 2008, and as Herbert A. Simon Fellow of the American Academy of Political and Social Science in 2009.

Dr. Banaji has received Yale’s Lex Hixon Prize for Teaching Excellence, a James McKeen Cattell Fund Award, the Morton Deutsch Award for Social Justice, and fellowships from the Guggenheim Foundation, the Rockefeller Foundation, and the Radcliffe Institute for Advanced Study. In 2000, her work with R. Bhaskar received the Gordon Allport Prize for Intergroup Relations. Her career contributions have been recognized by a Presidential Citation from the American Psychological Association in 2007 and the Diener Award for Outstanding Contributions to Social Psychology in 2009.

Dr. Banaji was born and raised in India.
In introducing the GLOBE-sponsored review of US federal laws likely to impact lesbian, gay, bisexual, and transgender individuals (LGBT), the Bank Group’s Chief Diversity Officer Julie Oyegun urged participants to respect the institution’s commitment to equality for all staff. “Diversity and inclusion is not just about black staff or LGBT staff,” said Oyegun. “It is about truly being a World Bank, where our overriding goal is creating an environment in which all staff can thrive and continue to fulfill their potential in the institutional mission of poverty reduction all over the developing world.”

Cristina Finch led the discussion, which was moderated by Frank Fariello, Bank senior counsel. As senior counsel at the Washington-based Human Rights Campaign (HRC), Finch is responsible for legal advice on a variety of issues, including hate crimes, immigration, military, and separation of church and state. She also provides counsel on HRC’s involvement in state and local electoral, lobbying, and ballot-measure efforts.

IMMIGRATION LEGISLATION
The Uniting American Family Act (UAFA), began Finch, may impact Bank staff. This piece of legislation attempts to redress a problem with the current U.S. Immigration and Nationality Act (INA). Under INA, citizens and legal permanent residents may sponsor their spouses (and other immediate family members) for immigration. But same-sex partners are not considered “spouses,” and cannot be sponsored. As a result, some same-sex, bi-national couples are torn apart.

UAFA tries to remedy this by amending INA’s definitions to include “permanent partner” and “permanent partnership”—which refer to individuals that are 18 or older in a committed, intimate relationship in which both parties intend a lifelong commitment. UAFA was introduced in the 111th Congress by Senator Patrick Leahy (D-VT) in the Senate and Representative Jerrold Nadler (D-NY) in the House. Finch is hopeful that the push for immigration reform will help advance the bill.

TRAVEL FOR HIV-POSITIVE FOREIGN NATIONALS
Finch also gave an update on the longstanding ban on HIV/AIDS travel, in place since 1987. It prohibits HIV-positive
“It is about truly being a World Bank, where our overriding goal is creating an environment in which all staff can thrive and continue to fulfill their potential in the institutional mission of poverty reduction all over the developing world.”

Julie Oyegun, Chief Diversity Officer

Cristina Finch, Human Rights Campaign and Julie Oyegun, WBG Chief Diversity Officer, at the LGBT session.

foreign nationals from entering the United States unless they obtain a difficult-to-obtain waiver, which is only available for short-term travel. Last July, President Bush signed legislation to reauthorize PEPFAR, the President’s Emergency Plan for AIDS Relief, which included a provision to repeal the statutory ban. However, the Department of Health and Human Services has yet to update the relevant regulations. Finch is confident that progress is on track, but unsure on timing.

HATE CRIMES PREVENTION

“Currently, HRC’s first priority is the Matthew Shepard Act,” said Finch, referring to the Matthew Shepard Local Law Enforcement Hate Crimes Prevention Act, which has been introduced in similar form in every Congress since 1999. Finch called it a “very mature piece of legislation.” Whereas it passed both the House and Senate last year, the Democrats dropped it because of the lingering threat of a Bush veto.

“This is a bill that’s been around for years; it is fully inclusive,” said Finch, referring to the fact that it covers both sexual orientation and gender identity.

Also on that HRC’s legislative agenda is the Employment Non-Discrimination Act (ENDA), a proposed US law that would ban workplace discrimination based on sexual orientation and gender identity. In conclusion, Finch reviewed visa parity, detainee healthcare, and the need to establish effective asylum case precedents (for more, visit www.hrc.org).
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 culturally
...to understand others, you must get to know them. And to get to know them, you must take intentional steps to spend time with them.

Dr. Steve L. Robbins

something from Steve Robbins has really stayed with me,” said Julie Oyegun, the Bank’s Chief Diversity Officer. “We should each be working to develop intentional tolerance. It’s a skill we can develop. Now, it is time for each of us to improve our skills, and the World Bank Group will be a better place.”

“...to understand others, you must get to know them. And to get to know them, you must take intentional steps to spend time with them.” — Dr. Steve L. Robbins

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 twenty-first century will be very harsh on you.”

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 require mean people to produce disparities. It just takes mindless nice people not to recognize what is going on.” Th...
Diversity in Practice

As the World Bank Group strives to model the diversity it serves in client countries around the world, the organization is reconfiguring the way it recruits, trains, and composes its teams. A little-appreciated corollary is the Bank's work to encourage diversity in procurement practices—and those of partners around the world.

WOMEN IN THE SUPPLY CHAIN

Especially during economic crisis, poverty hits women disproportionately, said Sujata Lamba, Sr. Manager in IFC's Global Linkages practice. “Men can often migrate and seek seasonal employment. But women seem to be more adversely affected, and therefore it has become an important area of focus for us.”

Lamba's solution—in about 25 countries to date—is to develop sourcing platforms that encourage local entrepreneurship, particularly among women, and foster more inclusive supply chains. When large corporations source more requirements from local communities, more income stays with local families. “The goal is to optimize the supply chain, provide employment to locals, and to harmonize relations within communities,” said Lamba, who presented three programs she runs—in Peru, India, and Chad—at the event.

SUPPLIER DIVERSITY FORUM

About 30 senior executives attended the event from corporations including Accenture, AT&T, Boeing, Cisco, Dell, Ernst & Young, Manpower, Pfizer, and Walmart. These firms spend an estimated $700 billion annually on products and services combined. Launching the forum, PREM VP Danny Leipziger said that integrating women better into global value chains improves business outcomes for companies.

Presenting were two executives from Quantum Leap, a DC-based nonprofit that promotes women-owned businesses internationally. The group's WEConnect International initiative, which supports an international certification standard for women-owned businesses, co-hosted the event.

“We're really focused on wealth creation and economic growth. We realize, however, that most sole proprietors are not going to benefit directly from a global supply chain,” said Elizabeth Vazquez, Quantum Leap's Executive Director. “WEConnect integrates them into existing supply chains to become that tenth tier supplier, for example.” Lamba's Global Linkages and Vazquez' WEConnect together are helping to address a daunting challenge: in most of the world, supply chains are not diverse at all, nor do governments seem to recognize there is a business rationale to change.

If governments only source from large men-owned companies, they may miss out on innovation, said Virginia Littlejohn, Quantum Leap's co-founder. “There are certainly social benefits, but corporations appreciate the bottom-line business case.
By introducing new SMEs into their supply chains, corporations inject competition, which provokes innovation, new solutions, and new ideas—and ultimately drives down prices.”

**ROOM FOR GROWTH**

In the United States, the federal government has instituted mechanisms to help historically under-utilized companies compete—small, women-owned, and minority-owned companies. However, there is still a lot of room for improvement. Vazquez estimates that the US federal government still only sources about five percent of its goods and services from women-owned businesses.

Progress can benefit both women business owners and governments. “What's most important now is to scale up these women-owned businesses from micro-enterprises to small and medium enterprises. It's crucial for them to move from the informal economy to the formal one,” said Littlejohn. “And that brings in more tax revenue for governments.”

Participants set a short-term goal to increase the participation of women-owned businesses in the global supply chain by at least $7 billion per year, which is one percent of the total spend of the participating corporations. “Imagine what could happen if collectively we worked together to achieve this,” mused Vazquez. “If we do this right, it really can have a substantial impact in a short amount of time.”

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**10 Key Principles of D&I in Procurement**

1. Practice what we preach
2. Model good practice
3. Connect poverty-reduction mission to wealth creation by buying from the poor
4. Train procurement staff
5. Adapt our procurement rules
6. Lead change among multilaterals
7. Be responsible for gender equality (MDG3)
8. Actively identify historically under-utilized firms
9. Build capacity of such firms
10. Convene supply chain equity networks and forums
Sixth Annual Diversity and Inclusion Leadership Awards

MARCH 30, 2009

At the Bank Group’s sixth annual Diversity and Inclusion Awards ceremony sponsored by MIGA, six recipients were honored for exemplary leadership, capping a month of activities that by turns informed, empowered, and entertained staff.

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.”

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 were in full bloom that week, “Diversity and inclusion should become part of the Bank’s DNA.”

Celebration of Cultures

Short cultural performances by acts from the Celebration of Cultures punctuated the special awards event. 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 Letaka-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, MNCA. Just like that, four traditions from four continents left their mark in a sunsoaked Atrium.
Congratulations to all the 2009 Leadership Awards Nominees:

**INDIVIDUAL NOMINATIONS:**
- Tamar Atinc, Sector Director, ECSHD
- Simon Bell, Sector Manager, SASFP
- Maria da Graça Domingues, Director, CSODR
- Alex Etocke, Auditor, IADDR
- Lucia Fort, Senior Gender Specialist, PRMGE
- Hans Jurgen Gruss, Chief Counsel, LEGEM
- Anthony Hegarty, Chief Financial Management Officer, OPCFM
- Blanshard Marke, Division Manager, LOADM
- Emmanuel Mbi, Country Director, MNC03
- Eustache Ouayoro, Sector Manager, AFTU2
- Hemant Pawar, Senior Accounting Office, ACTCA
- Adrian Poffley, Chief Administration Officer, HRSRM
- Daniel Runde, Head, CPAFD
- John Scales, Senior Transportation Specialist, EASCS
- Martha Simel, Admin Assistant, CAFE1
- Anil Sinha, General Manager, CSAAP
- Roberto Tarallo, Manager, LCSFM
- Dimitris Tsitsiragos, Director, CGMDR
- Laura Tuck, Sector Director, LCSSD
- Patricia Veevers-Carters, Program Manager, CPOBA
- Abdo Yazbeck, Sector Manager, ECSHD
- Suzy Yoon, Senior Operations Manager, ECCU2

**TEAM NOMINATIONS:**
- IPC Sao Paulo Team
- MNA Disability and Inclusion Network
- Ukraine Urban Infrastructure Project Team
Winners of the 2009 Diversity and Inclusion Leadership Awards

Simon Bell
Sector Manager, Finance and Private Sector Development Unit, South Asia

Simon actively seeks candidates from different regions, cultures, and backgrounds. He genuinely believes in the value diversity brings to the business of his unit and of the Bank.

As a manager, Simon works at understanding behavior styles and cultural differences, and does not hesitate to discuss latent biases, including his own. During visits to client countries, he initiates discussions on religion, cultural nuances, value systems, and social dilemmas. As well as mentoring staff, he encourages high-performing staff in country offices to apply for internationally advertised positions with the Bank.

Maria da Graça Domingues
Director, Office of the Director, Special Operations, IFC

Maria runs a department with an impressive diversity profile: gender balanced and composed of people of many generations, with ethnically and racially diverse backgrounds. She has achieved this through proactive hiring practices; under her direction, her department has reached out to diverse groups, tapping into internal and external talent pools. Maria has shown great leadership in creating an environment where all are encouraged to express their views, and where all contributions are respected and valued.

Anthony Hegarty

Tony acts on his strong belief in coaching and mentoring for staff at all levels. He discusses career development with all staff, and supports learning goals with funding and time for these activities. He actively uses development assignments as a way to mentor staff; in the past year, he has supported three staff members from country offices to work at the FM Anchor on short assignments. Through his attention to family issues and gender disparities, he has fostered an inclusive work environment. At the last unit retreat and at the FM Sector Learning Week, he facilitated family participation, and provides working parents the flexibility to attend to family needs.
Anil Sinha  
General Manager, Advisory Services, South Asia, IFC New Delhi Office, CSAAP

Anil’s warm and welcoming personality is the binding force behind his team. He has built an environment of cohesiveness and teamwork where all staff feel motivated to work toward a common mission. He takes a special interest in mentoring, and is accepting of genuine mistakes in a spirit of openness. He is a true personification of ‘unity in diversity.’ From a three-member team about two years ago, to more than 15 members today, the office has become a mosaic of high-performing, world-class diverse individuals from varied backgrounds and professional experiences, each handpicked by Anil. In management style, Anil uses an inquiry mode to start discussions, encourages staff to voice their opinions, and encourages all to be aware of the impact of what they say.

Dimitris Tsitsiragos  
Director, Global Manufacturing and Services Department, IFC

Dimitris manages a large, globally integrated department, yet makes every effort to get to know staff individually and to understand their personal needs. He facilitates their personal and career development, and is inclusive in project assignments. His management style uses mentoring, coaching, and modeling inclusive behaviors. Dimitris talks about diversity in the normal course of business. His proactive stand is reflected in his department: a third of managers are women and 15 percent of staff are SSA/CRs. He has created an environment where everyone is encouraged to offer their views and all contributions are valued.

Laura Tuck  
Sector Director, Sustainable Development, Latin America & the Caribbean, LCSSD

Ever since she was appointed Director a little over two years ago, Laura has worked tirelessly to create a management team that truly reflects the strength of diversity. Her 16-member team now includes 10 nationalities, seven women, six Part II nationals, and one SSA/CR.

Laura leverages diversity to its maximum potential by including her team in all key decisions at the departmental level. She also inspires others to model her own inclusive behaviors, and actively addresses the diversity challenges in each sector unit of the department by asking managers to strengthen the diversity profile of their own teams. She gives high priority to mentoring, training, and other career development to help junior staff build their technical capacity and institutional knowledge.
On the last day of March, Celebration of Diversity Month drew to a close on a light-hearted note when comedian Henry Cho entertained a lunchtime audience of more than 300 gathered at the IFC auditorium.

For Henry Cho, life has provided a script for stand-up comedy, rooted in his experience growing up Asian American in the Deep South. "I was born and raised in Knoxville, Tennessee," Cho told staff. "So, I'm South Korean." Delivered with a decidedly Southern twang, Cho's clean comedy had the crowd rolling in the aisles during an hour-long performance.

Cho has always been determined to be more than just an Asian comedian. Since breaking into stand-up in the 1980s, his original comedy has landed him on numerous TV shows, including Bob Hope's Young Comedians Special and VH-1's Stand Up Spotlight. He has appeared in several movies, and in 2006, his one-hour special, Henry Cho: What's that Clickin' Noise?, debuted on Comedy Central. Cho recently signed a deal with CBS and Paramount Studios to co-create and star in his own sitcom based on his life as a

Korean-American born and raised in Tennessee.

The 47-year-old father of three riffed on family life, from marriage ("It's like a job: you clock in ...and you never get to clock out") to learning about traditions from his wife's family, who hail from Arab, Alabama ("You can say anything about anybody as long as it's followed by a 'Bless their heart'"). Playing off the audience for much of the show, Cho gently jabbed staff about their engagements, partners, and kids. After raising two boys, having a daughter has changed his whole attitude on life: "Every guy I see now, I just want to punch him in the face."

Jyri Koskelo, Vice President, IFC makes opening remarks at the IFC-sponsored event.
“I’m an Asian with a Southern accent... to a lot of people that right there is funny!”

Henry Cho

He concluded with some sage advice about marriage, including whether, after an argument, it’s a bad idea to go to bed angry with your spouse: “Sometimes you just gotta sleep,” he said. “In the morning, my wife’s still mad. But I’m well rested.”

As the crowd filed out of the auditorium, Isabel Dai and Katherine Park stood outside talking with friends before heading back to work. “It was refreshing to laugh in the middle of the day,” said Dai, who works in the LAC’s resource management division.

“I was worried the content wouldn’t relate because it’s such an international audience,” said Park, who works with the Bank’s Leadership and Organizational Effectiveness unit in HRS. But she was pleasantly surprised. Cho’s unique experience, and humorous takes on life, love, and marriage had wide appeal:

“Everyone, no matter where they’re from, can relate.”
"We're here today to reflect on progress toward advancing women's economic opportunities, [but] we still have a huge job to do." President Robert Zoellick