

GDIB BEST PRACTICES EXAMPLES

How GDIB Helps Organizations Achieve Diversity Excellence

Below is a selection of short stories of best practices from a variety of organizations. Reading them will give you some suggestions as to how you can implement actions needed to help your organization reach Levels 4 (Progressive) and 5 (Best Practices) in various categories. We will add examples as they become available. Please contribute by sharing your examples. Send to GDIB@diversitycollegium.org

FROM GDIB NEWSLETTER 18 OCTOBER 2016

ACTIONS TO HELP ACHIEVE THESE D&I BENCHMARKS

☑ **8.11** (GDIB CATEGORY 8: ASSESSMENT, MEASUREMENT, AND RESEARCH. LEVEL 3 PROACTIVE) Information from tools such as 360-degree feedback, focus groups, interviews, and opinion/engagement surveys from employees, former employees, and customers helps to shape future D&I initiatives.

HOW INTERVIEWS AND FOCUS GROUPS RAISED THE BAR AND ENGAGED LEADERS

At the GDIB Launch event in Los Angeles on September 22, Denise Kirwan and Lori Heffelfinger, The Heffelfinger Group, described an organization development approach used with a mission-focused, scientific and engineering-based Silicon Valley client. This article is the first of a three-part feature on how they demonstrated specific benchmarks in their work. They demonstrated benchmark 8.11 (above) by starting the project with a thorough internal assessment that included:

- (1) Data review of previous D&I activities and assessments
- (2) Focus groups of various D&I supporters and the Diversity Activity Council
- (3) Individual interviews of a representative slice of the organization including senior leadership team members
- (4) D&I Benchmarking survey using the GDIB

A comment from Lori and Denise: "The GDIB was a key element of our initial assessment and helped us target where else we needed to collect data, where to focus our work (in this case: leadership) and furthermore, the leaders became highly motivated when they engaged with the GDIB and saw the relevance of the researched benchmarks to what they were striving to attain in their organization.

To them the fact that the GDIB Expert Panelists came to consensus on the benchmarks was very important and convincing. The GDIB definitely showed them what creating an inclusive system and managing diversity entails.” For more information, contact Lori Heffelfinger at 310-543-7632 or lorih@heffelfingerco.com or Denise Kirwan at 818-749-7173.

AND

☑ **7.7** (GDIB CATEGORY 7: **D&I LEARNING AND EDUCATION** LEVEL 4 PROGRESSIVE) Programs focused on specific dimensions of diversity, such as disability, gender and gender identity, sexual orientation, social class, generations, culture, religion, race, and ethnicity are offered based on identified needs.

TIPS FOR MANAGING GENDER TRANSITION IN AN ORGANIZATION

Denise Bañuelos, Senior Organization Development and Diversity Consultant at the City of Hope, and GDIB user, was recently interviewed about Gender Transition in the Workplace by the Los Angeles Diversity Council. Go here <http://losangelesdiversitycouncil.org/communications/> to read the entire interview which contains many tips for working with gender transitioning. Here are a few tips:

- It is not a best practice to notify the entire organization that an employee is transitioning – only notify those with whom the employee interacts.
- Give the employee options on how to tell their co-workers they are transitioning – in person, email, letter, individually or in a group. Or, if the employee does not feel comfortable, the company should make the announcement for them. However, the communication must be made.
- If the employee is in a union, engage the union in the process as soon as possible.
- Train all managers and employees impacted by the transition.
- Immediately acknowledging the new name and using the proper pronoun would make the person feel welcome and accepted following the transition.

The City of Hope is a private, not-for-profit clinical research center, hospital, and graduate medical school in Duarte, California. Its tagline is “The Miracle of Science with Soul.” The Los Angeles Diversity Council is a membership organization that helps organizations better serve the Los Angeles Community by providing D&I thought leadership, best practices, measurement & connection. It was a sponsor of the recent GDIB Tenth Anniversary Launch event in Los Angeles.

FROM GDIB NEWSLETTER 29 SEPTEMBER 2016

ACTIONS TO HELP ACHIEVE THIS GDIB BENCHMARK

☑ **6.3** (GDIB Category 6: Job Design, Classification, and Compensation LEVEL 5 BEST PRACTICES). Inequitable previous compensation systems have been addressed and individuals compensated.

DOING WELL BY DOING GOOD – TAKING ON SOCIETY’S BIGGEST PROBLEMS

The September 1 edition of Fortune magazine, in a section called “Change the World,” lists 50 great companies that “are taking on society’s biggest problems – and making money doing so” – these are companies that “do well by doing good”. In reviewing salaries to ensure gender equity in pay, Salesforce found a 6.6% gap. Not only did they spend \$3 million to close those gaps, but also made the results public, an act of transparency which is not typical in the business world. Salesforce also launched a leadership program aimed at helping women in leadership development. It is worth noting that in the United States the gender pay gap differential (based on 2015 data from the World Economic Forum’s Global Gender Gap Index) was somewhere around 17%, considerably higher than the 6.6% gap that Salesforce identified internally. By contrast Norway had the smallest gender pay gap at 13% while Yemen had the biggest gender pay gap at 77%. And on September 4, 2016 an article in USA Today announced the appointment of a chief equality officer at Salesforce. Salesforce is a 17-year-old global company, headquartered in the US, that provides cloud services for sales, service, marketing community, analytics, apps and the Internet of things.

FROM GDIB NEWSLETTER 6 SEPTEMBER 2016

ACTIONS TO HELP ACHIEVE THESE D&I BENCHMARKS

☑ 7.4 (GDIB Category 7: D&I Learning and Education. LEVEL 5 BEST PRACTICES) Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, heterosexism, religious bias, stereotype threat, and unconscious bias are effectively addressed with sensitivity, fairness, conviction, and compassion.

NAVIGATING THROUGH TROUBLING TIMES – PUTTING “UNDISCUSSABLES” ON THE TABLE

“In light of recent horrific tragedies in the US in the past few months, we designed and facilitated a dialogue with about 100 employees attending,” GDIB user, Nancy J. Di Dia, Executive Director, Office of Diversity, Inclusion & Engagement, Boehringer Ingelheim USA, explains. Most were engaged virtually with approximately 20 in a conference room where we were projecting live Skype for Business. “Our goal was to break the silence around race and allow employees to share their impressions and experiences, without judgment. It was co-facilitated by our chief diversity and inclusion officer as well as our director of diversity and inclusion. It was a dialogue about race and the tensions in society with law enforcement officials. It was a respectful, somewhat emotional dialogue with different viewpoints on the topic,” adds Nancy. Participants were from all levels, backgrounds, race and ethnicity and many had personally experienced or had family members impacted by these challenges. Two C-suite executives participated and shared their personal stories and how the events have impacted their families. The premise was to put the “undiscussables” on the table and allow groups the opportunity to share how this was playing out for them at home, in the workplace, in their communities, and so forth. The intent was to have a dialogue. About 20 minutes was spent setting up what this was to be about and articulating the

difference between debate and dialogue. Ground rules were set and virtual white boards used so participants could share emotions, thoughts, and feelings without self-identifying. Many used the comments box to ask questions and several were emotional as they shared and learned what their colleagues were experiencing. Boehringer Ingelheim, headquartered in Ridgefield, CT, researches, develops, manufactures and markets novel treatments for human and veterinary medicine. For more information contact, Nancy J. Di Dia at nancy.di_dia@boehringer-ingelheim.com

FROM GDIB NEWSLETTER 11 AUGUST 2016

ACTIONS TO HELP ACHIEVE THESE D&I BENCHMARKS

☑ 5.3 (GDIB Category 5: Benefits, Work-life Integration, and Flexibility. LEVEL 5 BEST PRACTICES). The organization accepts and recognizes diversity in language and accents, dress, religion, physical appearance, and non-traditional schedules as fully legitimate.

☑ 5.16 (GDIB Category 5: Benefits, Work-life Integration, and Flexibility. LEVEL 3. PROACTIVE). Flexibility in personal appearance and one's workspace is allowed for most employees, provide it is done in a culturally sensitive way.

"NO NUDITY" IS ONE ORGANIZATION'S ENTIRE DRESS CODE – WHAT DOES THAT HAVE TO DO WITH D&I?

Granted, the headline above is provocative. It's a line in a Point – Counter Point feature, *Should Dress Codes Be More Relaxed?* by Maddie Grant and Tess C. Taylor in the June, 2016 issue of HR Magazine. Grant's point is that dress codes need to be more relaxed. She says, "authenticity and individual expression (hallmarks of social media) are becoming more important at work." She aligns today's digital work and mindset with designing software that is customizable and continuous improvement and makes the point that "allowing workers to wear what they want is consistent with this mindset." Good point that is consistent inclusion. On the other hand, Taylor says dress codes should not be relaxed because they (1) establish the brand, (2) have a strong influence on work performance, (3) formal dress codes create stronger work cultures, (4) dress codes help establish consistent work practices, and (5) employees don't mind dress codes as much as you think." But neither mentions the D&I aspects such as a position on "ethnic dress" or opposition to T-shirts with messages that others may find offensive. As D&I practitioners we need to engage in the dress code conversation to help ensure inclusion for all.

FROM GDIB NEWSLETTER 19 JULY 2016

ACTIONS TO HELP ACHIEVE THESE D&I BENCHMARKS

☑ 5.1 (GDIB Category 5: Benefits, Work-life Integration, and Flexibility). Most leaders model work-life integration.

"MY JOB ATE MY VACATION"

"The truth is that, in our complex modern world, finding the right equilibrium between work and personal time is not as easy as it sounds—for company leaders

or their employees,” says Susan Milligan, in ‘My Job Ate My Vacation’ in the April 2016 issue of HR Magazine. The article provides a best practice example from Decision Toolbox, an Irvine, California-based recruitment firm stating that employers should make sure workers know that flexibility doesn’t include having to work during their paid time off. At Decision Toolbox, the mantra about checking e-mail on vacation is “if you’re wired, you’re fired,” CEO Kim Shepard says. Another best practice example comes from Beth Monaghan, CEO and co-founder of Boston-based PR agency InkHouse. “As CEO of the company, if I send you an e-mail at 10 p.m., even if I tell you not to respond, you’re going to want to respond, so don’t even make it happen.”

The author provides this list for helping workers relax when on vacation:

- Establish a clear standard—and stick to it.
- Set an example at the top.
- Make vacation an expectation.
- Offer incentives.
- Let employees help find solutions.
- Talk about it.
- Be flexible about flexibility.

To read the entire article go to www.shrm.org and search for HR Magazine April, 2016 and click on The Work/Life Imbalance cover story.

FROM GDIB NEWSLETTER 28 JUNE 2016

ACTIONS TO HELP ACHIEVE THESE D&I BENCHMARKS

☑ 1.1 (GDIB Category 1: D&I Vision, Strategy, and Business Case). Benchmark at Level 5 Best Practice – D&I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a means to growth and success.

and

☑ 9.9 (GDIB Category 9: D&I communications). Benchmark at Level 3 Proactive – The organization encourages employees to discuss D&I and provide input to the organization.

THE IMF—INTERNATIONAL MONETARY FUND—HOLDS INCLUSION INNOVATION LABS THAT ARE FUN AND INTERACTIVE AND ... THEY HAVE AN ELEPHANT IN THE ROOM!

GDIB Expert Panelist Nadia Younes, Diversity Advisor at the IMF, says these events were “fun, interactive, and energizing and that attendees opened up, spoke up, and proposed actionable steps in areas that matter most to employees to drive greater inclusion across the Fund. We staged a very ‘Un-Fund’ space with a sort of World Café meets spa vibe--complete with a literal elephant in the room to remind staff that discussing the figurative elephants in the room would be a welcomed part of the ideation process. The idea was to crowdsource big and bold ideas to drive greater inclusion and collaboration across the Fund.” Employees were advised to expect the

unexpected and were engaged in a variety of creative ideation techniques designed by Rebekah Steele | *Diversity Breakthroughs* and co-facilitated with Nadia Younes. Managing Director, Christine Lagarde supported the inclusion innovation sessions at an all-staff reception and spoke about the importance of inclusion and the link between an inclusive and collaborative workplace and ensuring that the IMF is agile and able to tap into its collective intelligence to best serve its 189 member countries. Contact Rebekah Steele at rebekahjsteele@gmail.com or Nadia Younes at nyounes@imf.org for more information.

FROM GDIB NEWSLETTER 1 JUNE 2016

☑ 5.5 (GDIB Category 5: Benefits, Work-Life Integration, and Flexibility). Benchmark at Level 5 -- Based on research and assessment, benefits and services are regularly adapted to changing conditions, technology, and innovative ideas.

HUB, CLUB, ROAM and HOME – American Express in Hong Kong's BlueWork Programme

"American Express' work flexibility programme is based on the nature of each employee's work. An initial survey found that many employees were spending 50 percent or more of their time outside the office. From that, the idea of introducing flexible work arrangements was born. The BlueWork program identifies four types of workspace: Hub, Club, Roam and Home. Hub-based employees have jobs that require face-to-face time in one of the company's office locations. Club employees go into a hub office no more than three times a week, either because they work part-time or because they work some days from another location, such as home or another American Express work site. When Club Employees go into a hub office they are allocated a space to use this day. Under this initiative, employees agree to a work style with their manager that aligns to their role, determines the nature of their flexible work arrangement and ensures that they are access to the necessary tools, resources and setup to enable them to be effective in the way they work. This approach provides not only a common language for how people work, but also serves to create an increased level of acceptance and openness towards flexible work arrangements." Story shared by Kabir Julka, Director, Human Resources Hong Kong & Taiwan. From *Building the Business Case for Diversity and Inclusion: Stories from Asia*. Sponsored by DIAN, Diversity & Inclusion in Asia Network, part of Community Business. GDIB Expert Panelist Kate Vernon is director of Strategic Programmes. www.communitybusiness.org

☑ 4.11 (GDIB Category 4: Recruitment, Retention, Development, and Advancement). Benchmark at Level 4 – High potential talent is provided

with internal coaches, mentors, and external coaching opportunities to maximize performance and develop advanced careers.

and

☑ 7.4 (GDIB Category 7: D&I Learning and Education). Benchmark at Level 5 – Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, heterosexism, religious bias, stereotype threat, and unconscious bias are effectively address with sensitivity, fairness, conviction and compassion.

EFFORTS TO ATTRACT WOMEN DO NOT STOP ONCE THEY JOIN

Credit Suisse, India, shows retention results of female college graduates "Over the past three years, Credit Suisse, a global financial services company, has tracked its retention rates. It has found that it has been able to retain 80 to 85 percent of women hired through campus recruitment in comparison to 70 percent of their male hires ... The efforts to attract women do not stop once they join our organization. We have a number of programs designed for female talent including:

- ➔ A 12-month programmed targeting high potential women employees and their managers to address gender-based myths that exist not just in the minds of women employees but also their managers.
- ➔ A two-year global mentoring programme for women where high-potential women are mentored by an executive board member to support them in navigating their careers.
- ➔ An active women's Network where inspiring women leaders share their personal journeys."

Story shared by Vedika Bhandarkar, Vice Chairman and Managing Director. From *Building the Business Case for Diversity and Inclusion: Stories from India*.

Sponsored by DIAN, Diversity & Inclusion in Asia Network, part of Community Business. GDIB Expert Panelist Kate Vernon is director of Strategic Programmes. www.communitybusiness.org

FROM GDIB NEWSLETTER 28 APRIL 2016

ACTIONS TO HELP ACHIEVE BEST PRACTICES

☑ **9.3 D&I Communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization.**

GDIB user, Bryce Tache, Manager Inclusion and Diversity, at Iron Mountain, Inc. sent us this 1:19 video (posted on YouTube) they use for D&I at Iron Mountain... their emphasis is on Our Mountain. Clever. From Bryce: "Thought I'd share Iron Mountain's new [Inclusion & Diversity video](#) – well, our first such video, actually. Feel free to share with your colleagues. We'd also be interested in hearing how other organizations are using video to tell stories. Thanks for all your support and all the great resources this year."

FROM GDIB NEWSLETTER: 10 NOVEMBER 2015

At the 75 percent level in Category 4: Recruitment, Development, and Advancement – Benchmarks: “Employees are in their jobs based on meeting job requirements, rather than stereotypes, preferences or traditions.”

The source of this benchmark is R. Roosevelt Thomas, Jr., a GDIB Expert Panelist who, sadly, passed away in May 2013. Although he extends the focus on requirements-driven efforts beyond recruitment, it is crucial to apply this thinking in recruitment and development efforts. Here is an explanation from page 126 to 129 of his book: *Building on the Promise of Diversity: How We Can Move to the Next Level in Our Workplaces, Our Communities and Our Society*:“Focus on what is absolutely necessary to accomplish the individual’s or the organization’s mission, vision, and strategy. Requirements differ from traditions (the way things have always been done), personal preferences (the way I like things to be), and conveniences (the way that is easiest for me). Instead, requirements are ‘the way things absolutely must be.’” Some examples of traditions could be recruiting at certain schools because the organization has always recruited there; examples of preferences could be hiring employees who are athletic; and examples of conveniences might be engaging only people who they already know and have worked with. In some cases those may be legitimate reasons to hire or engage with someone, but often they are decisions based on reasons other than requirements. Roosevelt identifies 3 steps to becoming requirements-driven: “(1) Identify your requirements in the context of the mission, vision and strategy of yourself and/or your enterprise. (2) Agree to be driven by requirements; then refuse to fall back on preferences, traditions, and conveniences. (3) Accept differences in the area of non-requirements.” And he says: “At issue is this: Is the decision maker, whether leader or enterprise member, willing to put the achievement of an important goal before personal whim or self-interest? Without this willingness, the tyranny of personal preferences, traditions, and conveniences will continue.”

FROM GDIB NEWSLETTER: 15 SEPTEMBER 2015

IBM’S CORPORATE SERVICE CORPS SUPPORTS ACCESSIBILITY AND INCLUSION THROUGH COMMUNITY-DRIVEN ECONOMIC DEVELOPMENT PROJECTS

EP Yves Veulliet, Global Disability & Inclusion Manger, HR, at IBM in Brussels, Belgium, reports that including people with all abilities in IBM’s workforce is part of IBM’s DNA. One way is through its Corporate Service Corps. The IBM’s Corporate Service Corps (CSC) was launched in 2008 to provide IBMers with high-quality leadership development while delivering high-quality problem solving for communities and organizations in emerging markets. During the assignment, participants perform community-driven economic development projects, working at the intersection of business, technology, and society. A number of Corporate Service Corps projects with a special focus on disability and accessibility took place recently: one of them was in China where a team of IBMers went to Nanning to work with the Angel House Rehabilitation Centre the first non-government and non-profit organisation (NPO) in Guangxi that provides services in rehabilitation, early intervention, education and independent living skills for young people with mild to moderate cerebral palsy.

The IBMer’s mission included:

- Setting up a road map for realizing the organization’s next 3-year development strategy and provided recommendations for the effective organizational management and service delivery.
- Developing strategic recommendations to enable Angel House to become a model non-profit Center of Excellence that can be applied to other Cerebral Palsy organization’s in China’s Cerebral Palsy Rehabilitation Network,
- Providing recommendations on the future targeted branding and marketing strategy and enhanced brand perception of Angel House with a focus on social media techniques and

innovative fund raising models to attract wider attention from public and private sector donors.

- Conducting research and collection of the global best practice of rehabilitation organizations for the disabled and effective organizational management of NPOs through the use of case studies, reports and white papers to be shared with the Angel House team. For more information contact Yves at LinkedIn (English):

https://www.linkedin.com/profile/view?id=66523786&locale=en_US&trk=tab_pro

FROM GDIB NEWSLETTER: 12 AUGUST 2015

SEEING THE VALUE OF THE GDIB – THE CASE OF RIGHT TIMING!!!!

This story is shared by an Expert Panelist in confidence. At the EP's request we are not mentioning any names. "I had a great GDIB moment this week when coaching one of my D&I clients. She called in a rushed panic. She was going to speak for the first time about D&I with her CEO. The day before the head of HR (her manager) gave her feedback on her slides for that meeting and said she was missing 'what success for D&I looks like.' She told me: 'I don't have any idea what to put on a slide for that. Help!.' We talked through her material covering the key strategic points and messages, and then for this new slide, I referred her to GDIB and said this is the best source for her to cover as a framework for what success in D&I can look like, and that it was validated by so many EP. I let her know about the current update underway. She loved it. She created a slide with the categories listed as areas of needed focus to help achieve success in D&I. I heard that the meeting went very well. I had covered with her about GDIB back in June, and wanted to use it as a framework to assess the level of D&I work in her organization, which would serve as a baseline for measuring progress going forward. I presented about why I felt GDIB was such an important tool for her use. But she set it off to the side and apparently didn't ever even look at it closely, and wasn't keen on doing this. Fortunately, we got another opportunity for her to see how really powerful GDIB can serve her in the work. Guess a case of right timing was key for her seeing the use for it. And thank goodness for GDIB being there for the quick solution to her immediate need!"

FROM GDIB NEWSLETTER: 21 JULY 2015

ACTIONS TO HELP ACHIEVE THE FOLLOWING BENCHMARKS:

- **"In addition to general D&I training, employees receive training specific to their level and areas of responsibility." 75 percent level of Category 7: D&I Education and Training**
- **"Talent is developed and advanced based on competencies most needed for the organization. Doing so usually results in diverse senior leadership." 100 percent level of Category 4: Recruitment, Development, and Advancement.**

EP Judy Greevy, Royden Associates in the UK, reports on the importance of trust in building inclusion: "During my time as Diversity, Engagement and Talent Director at Her Majesty's Revenue and Customs in the UK we undertook considerable work to advance D&I. The Department is one of the biggest in the UK Government with 65,000 staff and facing a number of diversity challenges in particular increasing representation from minorities at senior levels. One of the main aims of the diversity and inclusion strategy was to create a more inclusive organization and so building inclusive leadership capability amongst our managers and leaders was key. We believed that to do this we needed to improve the levels of trust in the organization and in particular help leaders build and maintain a trusting culture. We had for some time been one of the organizations in the UK involved in the

Professor Veronica Hope Hailey Dean of University of Bath School of Management's research work on trust in organizations. With her help we developed a two-day workshop for our senior leaders that looked at the key drivers of trustworthiness (ability, benevolence, integrity and predictability after Dietz and Den Hartog 2005), how to create and maintain a trusting culture, the behaviours that support trustworthiness and the benefits of increasing trust levels. The workshops were very well received and led to discussions on trust and inclusion at Senior Leaders conferences and development of tools to support wider discussion through out the Department. The way the workshops were structured ensured that attendees had time to look at their own behaviours and assess their levels of trustworthiness as well as looking at the wider organizational impacts. This also linked into the broader change programme for the Department called 'Building our Future' and now further interventions on inclusive leadership are part of the next phase of the roll out." For more information, contact: judygreevy@btinternet.com

FROM GDIB NEWSLETTER: 23 JUNE 2015

ACTIONS TO HELP ACHIEVE THE FOLLOWING BENCHMARKS: "In addition to general D&I training, employees receive training specific to their level and areas of responsibility." ... and ... "A variety of learning methods are used, including classroom, self-study, experiential, eLearning, assessment, videos, and case studies." Both these benchmarks are at the 75 percent level of Category 7: D&I Education and Training. EP Tom Verghese (Cultural Synergies headquartered in Melbourne, Australia) has been consulting with Autoliv, the world's largest manufacturer of automotive safety systems such as airbags and seat belts for the past 11 years. Autoliv manufactures for all the major automotive makers in the world, is publicly listed on both the Swedish and American stock exchanges, and has 60,000 employees in 28 countries. Specific D&I training and education programs facilitated by both internal and external providers in multiple languages are provided for specific levels in the organisation - lower, middle and senior. The programs utilise a variety of blended methodologies - both online, face-to-face classroom as well as multi-day residential with coaching for senior levels to reinforce learning. The curriculum includes specific diversity topics such as Working with Diversity (half day) for all staff, Leading Diverse Teams (2 days) to Developing Cultural Intelligence for global leaders (2 days). All leaders are required to deliver different modules to their teams ranging from teamwork to working virtually across distance, culture and time. Autoliv moves its leaders around the world to provide exposure to different cultures and styles of leadership. D&I has been part of the organisational development agenda for the last 11 years.

FROM GDIB NEWSLETTER: 20 MAY 2015

AN ACTION TO HELP ACHIEVE THIS BENCHMARK: "Communications professionals and speechwriters are educated about D&I and include those messages into general organizational communications." This benchmark is at the 75 percent level, Category 9: D&I Communications.

The executive team of one organization, Royal Bank Financial Group, Canada, on the advice of EP Lynda White, then head of Employment Equity & Diversity, along with the RBC Diversity Business Council, agreed that all executives and top-level managers would incorporate the organization's diversity messages in 33 percent of all their speeches and meetings both internally and externally. In order to accomplish this, the Employment Equity & Diversity staff provided talking points and other materials and helped educate the

organization's speechwriters so they could knowledgeably incorporate diversity messages into the speeches. The other part of the story that's especially interesting is that the Diversity Business Council suggested that the executives incorporate diversity messages into 25 percent of their speeches, but at a meeting with the executive team and the entire Council, the president and chair of the company, not only agreed that it was a good idea, but increased it to 33 percent. And this happened in the 1990's!!!! This is an idea that can easily apply to all sectors and approaches. It is timeless and easy to measure success.

FROM GDIB NEWSLETTER: 24 MARCH 2015

GDIB HELPING ROLLS ROYCE ACHIEVE THE CULTURE IT WANTS TO HAVE

Andy Parsons, Early Career Recruitment Manager Americas, Roll-Royce North America, reports that Rolls-Royce recognizes the strategic importance of creating a diverse and inclusive workforce. He says, "However, achieving the environment we want will require a cultural change. The GDIB tool has been very useful in helping us understand our current state, as well as providing benchmarks for the culture we want to develop. Our working groups and executive team used the tool to determine our desired D&I state and identify our scope of activities. We then assigned a different area of the GDIB to individual working teams, who evaluated where we are today and where we could be in 1,3, and 5 years. The leadership team also completed its own GDIB assessment. We used these assessments to prioritize our D&I areas of focus and develop action plans, with each tactic aligned to a specific GDIB category. We hope this method allows us to stay focused on the areas that will deliver the most impact along our diversity and inclusion journey."

FROM GDIB NEWSLETTER: 3 MARCH 2015

USING THE GDIB IN EDUCATION – THE CENTENNIAL COLLEGE CERTIFICATE IN LEADERSHIP AND INCLUSION

In Canada CCDI is offering the Certificate in Leadership and Inclusion– a unique fully online leadership development program offered in partnership between the [Canadian Centre for Diversity and Inclusion](#) and [Centennial College](#). The CCDI is a national Canadian charity that supports people working to create more inclusive workplaces and also offers diversity, inclusion, and anti-bullying programs in Canadian high schools. Centennial College in Ontario has a strong focus on global citizenship, equity and inclusion. Every student in a degree or diploma program is required to take a course on global citizenship and equity in order to graduate.

The Certificate in Leadership and Inclusion is delivered fully online and has participants from across the country who work in multiple sectors, including private sector companies, government, education, healthcare, and non-profit organizations. This new program has just completed the first cohort and the final assignment of the course required students to use the GDIB to analyze two Canadian organizations of their choice. Some students chose to analyze the organization they work for in comparison to another. Many of the students were very creative in how they applied the GDIB, some used the percentage levels, and some quantified the items on the GDIB as a points system. Feedback from students was that it was a very enlightening exercise to have a rigorous system of globally accepted benchmarks to frame their analysis of the organizations. Many students commented that it provided a much more holistic way to understand the diversity and inclusion initiatives of the organizations they examined. For more information about the Centennial Certificate in

Leadership and Inclusion, please see this link: <http://www.cidi-icdi.ca/what-we-do/education/centennial/>

FROM GDIB NEWSLETTER: 20 JANUARY 2015

TEXAS HISTORICAL COMMISSION USES VISUALIZATION EXERCISE WITH GDIB TO SHOW RESULTS

From 2007-2012 EP Kelli McCloud-Schingen worked with the Texas Historical Commission to assist them with developing a more inclusive agency. Central to the curriculum was the use of the *Global Diversity and Inclusion Benchmarks*. She facilitated an Inclusive Leadership session for the Executive Director, Deputy Director and each Department Director. During this Inclusive Leadership Session she asked the participants to envision, with regard to Diversity and Inclusion efforts, who they wanted to Be, Become, and Be Known for. After the visualization exercise she asked the participants to write down 3 goals for their specific area. Kelli walked them through the GDIB in small groups. They rated where they felt the agency fell in each of the categories. It was revealed that the Agency overall was operating at lower than desired levels on most of the 14 benchmarked categories while the results of the specific departments varied. They were surprised, yet motivated to move into the higher levels. At the end of the session the participants wrote letters to themselves with their personal and professional commitments to the benchmarked categories, sealed them and self-addressed them and these letters were mailed back to the participants exactly one year later so they could measure their success. In a message from the Executive Director following the session he said, "the GDIB is an excellent resource to discuss tangible ways the organization can challenge itself to do better." And a year later, there were very clear results from the use of the GDIB.

FROM GDIB NEWSLETTER: 7 OCTOBER 2014

IRON MOUNTAIN USES GDIB TO HELP DEVELOP ITS I&D PROGRAM / FIRST CDO APPOINTED IN 2014 / SEE LINK TO ITS CORPORATE RESPONSIBILITY WEBSITE

In 2014, Iron Mountain, a global storage and information management company, appointed its first Chief Diversity Officer, whose team presents to the CEO and his Senior Executive Team quarterly and interacts with the board of directors and other senior leaders. This summer, as a first step toward building a global culture of inclusion, Iron Mountain invited Dr. Mahzarin Banaji to facilitate unconscious bias training for 150 senior global leaders, including the company's CEO and his directs. To develop D&I competency at all levels of the organization, next year, approximately 1,400 people managers and HR teams across North America will complete classroom D&I training. D&I concepts are also being integrated into all leadership development programs, the company's global annual Code of Ethics and Business Conduct training, and its onboarding program. To ensure that D&I programs, actions and results are transparent to all stakeholders, Iron Mountain launched a new Corporate Responsibility [website](#), which houses the company's first Corporate Responsibility Report and outlines its commitment to D&I. In addition, Iron Mountain is soon launching its first Inclusion & Diversity Council, informed by the GDIB and aligned with the organization's global strategy and goals. As Iron Mountain is just beginning its D&I journey, they welcome collaboration and would love to hear others' stories. Feel free to email [Bryce Tache](#), Manager of Inclusion and Diversity. Iron Mountain by the numbers: It is an S&P 500 company, member of the FORTUNE 1000 (#726). Iron Mountain serves 156,000 organizations in 36 countries on five continents with 17,000 employees, 1,000 facilities and 3,600 vehicles.

FROM GDIB NEWSLETTER: 25 SEPTEMBER 2014

UC BERKELEY EQUITY, INCLUSION, AND DIVERSITY STRATEGIC PLAN – AN EXAMPLE OF A WORKABLE, REALISTIC PLAN

EP Sidalia Reel, Ed.D, Director of Staff Diversity, Office of the Vice-Chancellor, UC Berkeley believes that the UC Berkeley Equity, Inclusion, and Diversity Strategic Plan, developed in 2009, is a good model for other organizations to use in developing a strategic plan. "Having this plan, which was developed through a collaborative process engaging many stakeholders, has helped guide our efforts over the years." Go to <http://diversity.berkeley.edu/uc-berkeley-strategic-plan-equity-inclusion-and-diversity> for a download of the plan and several other reports and to <http://diversity.berkeley.edu/strategic-plan-progress> to see UC Berkeley's 2020 Expected Outcomes.

FROM GDIB NEWSLETTER: 16 JUNE 2014

USING GDIB WITH DIVERSITY COUNCILS – A BEST PRACTICE APPROACH

One of the GDIB Expert Panelists, Jeremy Solomons, JSA Associates in Austin Texas, <http://Jeremysolomons.com>, recently used the GDIB in an educational session he conducted for a newly forming diversity council for a large regional bank based in Texas. Here's what he says about it: "We went through several relevant criteria in detail and the client really appreciated comparing themselves with best practices from around the world even though they are domestically focused. These sessions built on four Inclusive Leadership sessions I led for senior leaders there last year in which we took a similar best practice approach, with specific reference to strategy, leadership development, talent management, recruiting and communication." It's a great way to use the GDIB because it helps a council think broadly about D&I. Too often councils and practitioners don't see the comprehensiveness of a robust D&I program. Has anyone else used GDIB with a diversity council?