



Global Diversity and  
Inclusion Benchmarks

## The GDIB Newsletter

*For: Expert Panelists, Users and Others Interested in the GDIB*

*Editor: GDIB Co-author Julie O'Mara*

**Issue: July 21, 2015**

The GDIB—*Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World*—helps organizations of all sizes, in a variety of sectors and industries, using a variety of approaches to D&I work, achieve high-quality D&I outcomes. First published in 2006, the 2014 edition is authored by Julie O'Mara and Alan Richter, Ph.D., and 80 Expert Panelists. It is sponsored by The Diversity Collegium, a nonprofit organization dedicated to advancing the field of diversity and inclusion through think tank dialogues, symposia, research, and publications. The GDIB is free of charge and may be downloaded at [www.diversitycollegium.org](http://www.diversitycollegium.org). Check regularly for more User Tools. Research on a 2016 edition with 98 Expert Panelists (see Diversity Collegium website for bios on the EP) is in process.

**Please pass this newsletter along to others. We have a goal to increase the visibility of the GDIB. Send us potential reader contact information and we will add them. Thank you.**

### TIPS ON HOW TO ACHIEVE SPECIFIC BENCHMARKS

*Please offer examples of strategies and activities you are using to achieve specific benchmarks. We will also provide some from the D&I literature. You don't have to be "using" the GDIB to provide an example.*

#### **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

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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](mailto:judygreevy@btinternet.com)

## **NEWS AND IDEAS ABOUT & FROM USERS AND EXPERT PANELISTS**

*Do you have news and/or best practices to announce/share? Information you need? Send and we'll share it.*

### **HIGHMARK HEALTH RECOGNIZED AS BEST PLACE TO WORK FOR PEOPLE WITH DISABILITIES AND IS A PARTNER IN AMERICA'S DISABILITY RIGHTS MUSEUM ON WHEELS (DRMW)**

Sara Oliver-Carter, VP of D&I, announces that Highmark Health, a GDIB user, has been recognized as a "2014 Best Places to Work" in the first annual "Disability Equality Index." The index is a new national benchmark established jointly by the American Association of People with Disabilities (AAPD) and the US Business Leadership Network (USBLN). With a top score of 100 points in the index, the Highmark Health enterprise is one of only 19 Fortune 1000 organizations to earn the "best places" designation. Points were awarded on the basis of four criteria, including culture and leadership, enterprise-wide access, employment practices, and community engagement and support services. Among the business practices in which Highmark Health excels are programs and partnerships that help recruit people with disabilities; a centralized accommodation process; support and leadership of organizations in the community who advocate for people with disabilities; and executive sponsorship of Business Resource Groups, through which Highmark engages its diverse employees in the workplace and community programs, fostering an environment that creates community and inclusiveness. The Disability Rights Museum on Wheels (DRMW) is an accessible self-contained motor vehicle, featuring interactive learning opportunities and emerging technologies to assist those with disabilities. The mobile museum cross-country tour began in June in Charlotte, N.C. and continues through 2016. The DRMW provides a unique opportunity to learn the fascinating history of the disability rights movement. It presents an eye-catching exhibit that invites the visitor to participate in hands-on learning about the disability civil rights movement and the technological innovation as a result of the Americans with Disabilities Act (ADA). "The Disability Rights Museum on Wheels is an innovative new way to promote the importance of supporting people with disabilities," said Sara Oliver-Carter. She adds, "As an organization that was recently designated a best place to work for people with disabilities by the USBLN and the American Association of People with Disabilities, we are proud to continue our 20-year commitment to people with disabilities by sponsoring the new museum and by welcoming it into the communities we serve." Highmark Health is among the ten largest health insurers in the United States ([www.highmark.com](http://www.highmark.com)). For information about the DRMW tour schedule go to <http://www.adalegacy.com/ada25/ada-legacy-tour>

### **EP ANN GLEIG ACCEPTED BY CROSS CURRENTS 2015 ANNUAL RESEARCH COLLOQUIUM**

Dr. Gleig, Asst. Professor of Religious Studies at the University of Central Florida, is spending the month of July in New York working on a project related to the theme of "Mission and Media: Shaping the Beloved Community," with access to libraries and research facilities at Columbia University, Union, Auburn, and Jewish Theological Seminaries. She will be working on the role of social media in D&I work in American Buddhism. Congratulations, Ann.

### **EP CHRIS MENDOZA RECEIVES MULTICULTURAL LEADERSHIP AWARD FROM THE NATIONAL DIVERSITY COUNCIL**

Congratulations, Chris, VP, Multicultural Market Development, MassMutual Financial Group. The Multicultural Leadership Award is designed to recognize individuals who have made a difference through

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their achievements and exemplify the ability to excel in their field. Here are the criteria:

- Demonstrates leadership excellence in the public and/or private sectors
- Sustains a record of accomplishments and/or contributions to field of work throughout scope of his/her career
- Demonstrates leadership characteristics in community/or high visibility in the community
- Retains commendable reputation with colleagues and superiors
- Exhibits and demonstrates a commitment to the highest ethical standards and professional excellence.

The award will be presented at the National Diversity Council conference August 27 in New York.

### **EP MUSHIM IKEDA HAS BEEN AWARDED AN HONORARY DOCTORATE • SYMPOSIUM OPEN TO THE PUBLIC**

The doctorate is in Sacred Theology (Doctorate in Sacrae Theologiae) from the Starr King School of the Ministry. For more information about Starr King go to <http://www.sksm.edu>. The following is a statement from its Educational Philosophy: *In our work we strive to embody what we hope to see in the world — a just, loving humanity and community in which people are free to be themselves fully and without fear; a community where no one is exiled, silenced or exploited because of gender, gender expression, race, color, ethnic or national origin, religion, sexual/affectional orientation, age, class, physical character or disability.* The ceremony will occur in the late afternoon/early evening of Wednesday, Sept. 2 at the end of Starr King's annual one day Symposium, which brings together incoming students, alumni, and members of the general public for a festive day of community building to cultivate multi-religious, counter-oppressive, just and sustainable communities. The location of the Symposium is the Unitarian Church in downtown Oakland, easily accessible by BART and bus. You'll find the details here: <http://www.sksmsymposium.org/> The theme of the day is "Remembering Our Wholeness."

### **NEWS, REQUESTS, AND IDEAS FROM JULIE, ALAN, AND THE DIVERSITY COLLEGIUM**

#### **PARTICIPATION IN GDIB RESEARCH WELCOMED**

GDIB Expert Panelists are hard at work on Round Two of the GDIB update project during 2015 to create the Tenth Anniversary Edition GDIB planned for publication in early 2106. Many thanks to our 98 Expert Panelists working on this edition. Go to [www.diversitycollegium.org](http://www.diversitycollegium.org) and navigate to Global D&I Benchmarks and scroll to Expert Panelists to see their bio sketches. If you would like more information about the research underway or want to participate, just contact us.

#### **FREE MULTICULTURAL CALENDAR – IT'S GLOBAL**

EP Barbara Deane offers a free monthly multicultural calendar on DiversityCentral.com. Go to: <http://www.diversitycentral.com/calendar/index.php>

#### **BIOS OF EXPERT PANELISTS**

Each issue of this newsletter contains four bios. Bios of 98 GDIB Expert Panelists are also on [www.diversitycollegium.org](http://www.diversitycollegium.org), navigate to Global D&I Benchmarks, and scroll to Expert Panelists.

#### **REDIA ANDERSON**

Redia Anderson is a diversity and inclusion strategist, certified executive coach, author and speaker. She is the Founder and Managing Partner of Anderson People Strategies, LLC a Human Resources management consulting and executive coaching firm committed to aligning talent, performance and business results. Nationally recognized as a leader in the field of Diversity & Inclusion, Redia is a senior executive with more

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than 25 years' experience in Human Resources and change management. As a former Chief Diversity Officer across industry leading organizations recognized for talent management and leadership strength - Deloitte & Touche; Equiva Services (JV Shell, Texaco, and Saudi Aramco); Sears, Roebuck & Co.; and Abbott Laboratories; Redia has successfully engaged and led enterprise-wide change management efforts focused on inclusion and the advancement and retention of top performing talent inclusive of women and people of color. She has coached and engaged highly talented leaders and executives in positive behavioral shifts, which tightly align their performance and business results. She's helped leaders gain greater insight into their leadership strengths, learning edges, and interpersonal skills as they work to succeed in driving global business results. Clients have included leaders from Deloitte, Shell, University of Houston, KPMG, ExxonMobil, AonHewitt, and PwC. Redia received her graduate degree in clinical psychology and holds certifications in multiple leadership and personality assessment instruments. She is co-author of *Trailblazers: How Top Business Leaders Are Accelerating Results through Inclusion and Diversity* and founder of AuthenticAllies®. She has served on numerous boards focused on health, children's and women's issues.

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### **DAVID TULIN**

David Tulin is the founder and president of Tulin DiversiTeam Associates and most recently of The Tulin Group, an international training, coaching and consulting firm that, for more than 25 years, has focused on Diversity & Inclusion & Emotional Intelligence training, executive coaching, leadership development, strategic consulting, organizational assessment, talent management and e-learning for Fortune 500 companies, law firms, utilities, government agencies, schools, universities and non-profits. He has served as an executive coach, consultant and trainer in designing and leading organization-wide Diversity & Inclusion best practices solutions for clients such the U.S. Attorney's Office, Fulbright & Jaworski LLP, the NASA Astronauts, the Conference Board, Comcast, U.S. Postal Service, Georgetown University, School Districts throughout the U.S., PA and NJ Court Systems, Federal Reserve Bank, Philadelphia & West Hartford CT. Police Departments, Loews Hotels, Philadelphia Inquirer, United Technologies, Port Authority of NY/NJ, AFL-CIO, OSHA, EPA, Department of Energy, United Way, New York Governor's "Office of Quality Through Diversity," Lawrence Livermore National Lab, Coca-Cola, Blue Man Group, and the IRS. He is the recipient of a number of awards in intergroup human relations, education and mediation, and is known for dealing with issues of diversity & inclusion, conflict resolution, team-building, Emotional & Social Intelligence leadership development and cross-cultural best practices in a positive spirit that harnesses diversity & inclusion to advance the values and strategic goals of his clients.

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### **MARY-FRANCES WINTERS**

Dr. Mary-Frances Winters, President, The Winters Group, Inc., is a master strategist with over 30 years' experience in strategic planning, change management, diversity, organization development, training and facilitation, systems thinking and qualitative and quantitative research methods. She has extensive experience in working with senior leadership teams to drive organizational change. Described by clients as highly creative, collaborative, visionary and results oriented, she is a sought after keynote speaker and workshop leader. Dr. Winters is the author of three books, *Only Wet Babies Like Change: Workplace Wisdom for Baby Boomers*; *Inclusion Starts with I* and *CEO's Who Get It: Diversity Leadership From the Heart and Soul* and numerous articles and reports. Clients include Mars, Cisco, Aon Hewitt, Old National Bank, EMC, Honda, Society of Human Resource Management (SHRM), Sodexo, Freddie Mac, Wells Fargo, Fifth Third Bank, Kaiser Permanente, Blue Cross Blue Shield Michigan, Blue Cross Blue Shield Florida, International Monetary Fund, Iberdrola, and Vibrant Pittsburgh among many others. Recipient of numerous awards and honors, Dr. Winters was named a diversity pioneer by *Profiles in Diversity Journal* in 2007. She was the first African

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American women to be named to the board of trustees of her alma mater, The University of Rochester in New York and holds an honorary doctorate from Roberts Wesleyan College. She was twice named by the Small Business Administration Business Person of the Year and the March of Dimes awarded her the distinction of Mother of the Year in 2001. Website: [www.wintersgroup.com](http://www.wintersgroup.com), LinkedIn: [www.linkedin.com/in/maryfwinters](http://www.linkedin.com/in/maryfwinters). Twitter @maryfwinters.

### **AVIVAH WITTENBERG-COX**

Avivah Wittenberg-Cox is CEO of 20-first, a leading international gender-balance consultancy. She works with top management at some of the world's best-known companies to identify the business opportunities of gender balance and how to achieve it. She has written three books: *Seven Steps to Leading Gender-Balanced Businesses* (HBR 2014), *How Women Mean Business* (Wiley 2010), and *Why Women Mean Business: Understanding the Emergence of Our Next Economic Revolution* (Wiley 2008), which won the Manpower Business Book of the Year award. Avivah speaks on leadership and gender balance across the globe, lectures at business schools including INSEAD and HEC, writes a blog for Harvard Business Review and is the first female columnist for Der Spiegel's Manager Magazine. She is Founder and Honorary President of the European Professional Women's Network. Canadian, French and Swiss, she has been recognised by ELLE Magazine as one of the TOP 40 Women Leading Change. LinkedIn: [uk.linkedin.com/in/avivahwittenbergcox](http://uk.linkedin.com/in/avivahwittenbergcox)

### **CALL FOR PROPOSALS FOR D&I CONFERENCES**

*Please think about how you can incorporate the GDIB into your presentations .... or make a presentation on all or part of the GDIB. If you want to present on the GDIB or include a mention of it in your presentation, we will assist you with slides and other materials.*

No known calls for proposals at this time.

### **UPCOMING CONFERENCES, WEBINARS, ARTICLES WHERE GDIB IS INCLUDED**

Send us information if you are presenting on the GDIB (or including it in a presentation) at a conference or workshop that is open to the public and we'll post it here and on the Diversity Collegium website. **Please let us know if you are attending any of the conferences so we can make connections.**

#### **WEBINAR • 2:30 to 3:30 pm EDT (US) • July 30, 2015**

#### **"Measuring the ROI of Corporate Diversity" • Sponsored by LRP Publications**

EP David Tulin will discuss the GDIB as part of the presentation in this FREE webinar. For more information and to register go to:

<file:///Users/imac06/Library/Caches/TemporaryItems/Outlook%20Temp/PeoplefluentV1.html>

#### **August 7 to 11, 2015 • Vancouver B.C., Canada 2015 Academy of Management (AOM) Conference**

Alan Richter will co-present a Professional Development Workshop. The workshop will use live polling of two GDIB categories to explore D&I Governance and Accountability in the AOM.

This workshop explores opening governance within the Academy of Management in the context of creating a more diverse and inclusive organization to assist the AOM in achieving its mission "To build a vibrant and supportive community of scholars." Further, it aligns with the AOM's stated values of providing "a dynamic and supportive community for all of our members, embracing the full diversity of our backgrounds and experiences" and "respect[ing] each of our members' voices and seek to amplify their ideas" The workshop goals are to: (1) examine the leadership, governance, and infrastructure within the AOM; (2) provide a forum

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for AOM members to generate ideas and propositions on creating a more inclusive AOM at various levels of the AOM leadership (e.g., Board, Division, Committee) in the spirit of opening governance; and (3) enhance trust and transparency between the AOM leadership and its members by providing AOM members with an insight into the inner workings and governance of the AOM.

For more details on this session go to:

<http://program.aom.org/2015/submission.asp?mode=ShowSession&SessionID=292>

For details on the conference go to: <http://aom.org/annualmeeting/>

### **September 14, 2015 • London, United Kingdom**

#### **Male Middle Managers as Inclusive Leaders • WiN: Women in Norton Rose Fulbright Network**

EP Elisabeth Kelan, Professor of Leadership, Director Cranfield International Centre for Women Leaders, Cranfield School of Management, will share the insights of her latest report on how male middle managers can be gender inclusive leaders. The research is funded by a British Academy Mid-Career Fellowship. The 3-hour workshop is free, but registration is required. Go to <http://gender-inclusive-leaders.eventbrite.co.uk>

### **September 25, 2015 • Buenos Aires, Argentina**

#### **2nd SIETAR Argentina Conference**

EPs Shirley Saenz and George Simons will be conducting a workshop at the SIETAR Argentina Conference: “The Power of Interculturalism: Facing the challenges of a diverse world”. This will be the first time for the GDIB to be presented in Latin America, so participants will have the opportunity to learn how to measure their Diversity and Inclusion Efforts in their organizations from a new perspective, that is both, strategic and systemic. This session offers participants the opportunity to become familiar with the GDIB and to engage in interactive dialogue with their colleagues about how to apply the tool in their organizations.

<http://sietarargentina.org/congress-2015/>

### **October 5 to 7, 2015 • Portland, Oregon, USA**

#### **Northwest Human Resource Management Association (NHRMA), 77th Annual Conference & Tradeshow**

EP Barbara Deane is presenting with Joseph Marth, Vice President, Business Solutions, Archbright, Seattle Washington. The session is titled: Assessing the Success of D&I Initiatives using D&I Benchmarks “How do you know you are doing high-quality Diversity and Inclusion (D&I) work? Not an easy question to answer because no industry standards have existed. Now this void has been filled through the recently updated Global Diversity and Inclusion Benchmarks (GDIB). The tool addresses 13 categories of D&I work with five levels of benchmarks. This session offers participants hands-on learning methods to become familiar with the GDIB, interactive dialogue with their colleagues about how to apply the tool in their organizations.”

For more information: <http://www.nhrmaconference.org/2015/agenda>

### **October 14 to 17, 2015 • Orlando, Florida, USA**

#### **SIETAR-USA's Historic 15th Anniversary Conference**

This year's theme is Expanding Intercultural Horizons: Competencies for a Global and Diverse Workforce. [conferenceproposals@sietarusa.org](mailto:conferenceproposals@sietarusa.org) More information coming. Please let us know if you are presenting.

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## **JOB POSTINGS**

If any reader has a job you want to post, please send to Julie. Please make it as short as possible. The newsletter has a global audience. Most readers are in the D&I profession.

No job postings this issue.

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### PLEASE DONATE TO DIVERSITY COLLEGIUM FOR GDIB

If you can, please contribute to funding the GDIB. You will notice the DONATE button on the home page. And if your organization or your client organizations are able to give grants, let us know. We have so many ideas for research projects and user tools — and thank you to all of you who keep sending us ideas. We continue to get amazing positive feedback and thank yous for doing the GDIB. It has now grown to more than Alan and I can fund by ourselves. The Diversity Collegium is engaged and soon we'll be doing some specific fundraising, but we could use some general help now. Let us know if you personally or your organization can contribute and we'll facilitate the process. We'll soon have a donation button on [www.diversitycollegium.org](http://www.diversitycollegium.org).

### OFFERING SUPPORT

If you want to use the GDIB in conference presentations, blogs, articles, chapters and so forth, we will support you, if we can, by providing slides, handouts, and ideas.

### NEWSLETTER CONTACT INFORMATION

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