



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: 10 November 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 for 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.*

#### **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.”

## **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.*

### **GDIB AUTHORS AND SEVERAL EXPERT PANELISTS INCLUDED IN THE ECONOMIST'S GLOBAL DIVERSITY LIST**

From the press release: “The first ever assessment of the world's leading authorities on diversity was announced on Saturday 31 October 2015. The Global Diversity List, a comprehensive guide to the individuals who are putting diversity at the heart of human resources within the world's biggest organisations, is supported by The Economist and was launched at their offices in both London and New York.

The Economist is (from Wikipedia) “an English language weekly newspaper (printed on glossy paper or online) in continuous publication since 1843. It takes an editorial stance of classical and economic liberalism which is supportive of free trade, globalisation, free immigration and cultural liberalism. It targets highly educated readers.” <http://www.economist.com>

It is the first time a global assessment of individuals and companies demonstrating a concrete commitment to diversity has been compiled and organisers, including Google's former head of diversity and inclusion, Mark Palmer-Edgumbe, say it will address the weakness in the evaluation of company performance in diversity. It has already been welcomed by global corporate giants with many of them becoming founding partners. Companies including Standard Chartered, Barclays, KPMG, BNP Paribas, Societe Generale, WorldPay, UBS and AT Kearney have joined this elite group. The Global Diversity List, focuses on the top fifty professionals in industry, the world's leading diversity consultants and provides a guide to the top ten employee networks based on women, LGBT, ethnicity and disability. A list of the top fifty diversity figures in public life was also published. Nominated by readers of The Economist, several thousand nominations were received from every corner of the planet. It was ratified by an independent panel of experts including Palmer-Edgumbe, The Economist's Michael Brunt and Toby Burton, Managing Director of the Global Diversity Awards, Linda Riley, President and CEO of GLAAD, Sarah Kate Ellis. Mark Palmer-Edgumbe, who is the Chief Executive Officer of the Global Diversity List said: The list marks a seminal moment for the diversity profession, by publicly recognising the world's most influential, innovative and creative diversity professionals in one comprehensive list for the first time. The list sets the benchmark of exceptional performance in the profession today and creates the role models for the diversity professionals of tomorrow.”

Expert Panelists and the Authors included in the various Lists:

#### **Top 50 Diversity Professionals in Industry**

##### **Julie O'Mara & Alan Richter - Co-authors of 'Global Diversity and Inclusion Benchmarks' (Global)**

Regarded as a ground-breaking contribution to the D&I field and sponsored by the non-profit think-tank The Diversity Collegium, the book (GDIB) was collaboratively created by 80 expert panelists around the world, curated and compiled by O'Mara and Richter, and is a free resource. With 280 benchmarks, GDIB provides a much-needed systemic perspective on measuring and implementing D&I work. Richter is founder and President of QED Consulting; O'Mara is an award-winning conference presenter and diversity professional.

##### **Charlotte Sweeney - Founder, Charlotte Sweeney Associates (UK)**

After a long career with multinationals such as Barclays and HBOS, Sweeney founded the

---

'Creating Inclusive Cultures' programme: a collaboration of companies aimed at driving sustainable change on Inclusion across cities in the UK. She is Vice-Chair of the Government Dept of Business, Innovation & Skills external Equalities Advisory Panel, and is leading the City of London's Diversity Programme "The Power of Diversity" on behalf of the late Lord Mayor of London, Dame Fiona Woolf CBE.

#### **Top 10 Diversity Consultants**

**Lisa Kepinski & Tinna Neilson - Founders, Founder & CEO Inclusion Institute (Germany & US)**

With a background in social psychology and anthropology, Kepinski and Neilson used their vast experiences as internal I&D executive leaders to develop the concept 'Inclusion Nudges' because they felt awareness alone is not the answer. Their 'Inclusion Nudges Guidebook' shows techniques on I&D challenges in the employee life cycle and organisational culture that can create a more inclusive culture, improved decision making, and business performance.

#### **Top 10 Women's Employee Networks**

**Sodexo Women's International Forum for Talent (SWIFT) - Sodexo (Global).** Rohini Anand, SVP and Global CDO is an Expert Panelist.

SWIFT was created in 2009 at the initiative of CEO Michel Landel to accelerate gender balance within Sodexo. SWIFT's goal was to create a culture of inclusion and facilitate the development of women in the workplace. Their Gender Networks give personal and professional development opportunities for both female and male members and there are now 13 women's or gender balance networks world-wide with thousands of members across Europe and in Canada; Chile; China; India & the USA.

#### **Top 10 Disability Networks**

**Disability Voice Taskforce - Sodexo (Global)**

An established commitment to employees with disabilities is a key part of Sodexo's Diversity and Inclusion strategy. This has resulted in a range of initiatives aimed at providing an inclusive, adapted work environment, ranging from their global visibility task-force 'Disability Voice', to disability networks and best practice sharing. These global projects, from Canada to France, have led to a measurable increase in workplace diversity.

Thank you to Lisa Kepinski for nominating the Authors. Go to <http://www.globaldiversitylist.com> for other Lists.

### **EP MARY-FRANCES WINTERS' SON, JOSEPH R. WINTERS, TO PUBLISH BOOK ON RACE, MELANCHOLY, AND THE AGONY OF PROGRESS.**

Available in June, 2016; *Hope Draped in Black* can be pre-ordered for a ten percent discount. Go to <https://www.bookdepository.com/Hope-Draped-Black-Joseph-Winters/9780822361732> Here's the description from the website: In "Hope Draped in Black" by Joseph R. Winters, Assistant Professor of Religious Studies at Duke University, responds to the enduring belief that America follows a constant trajectory of racial progress. Such notions like those that suggested the passage into a post-racial era following Barack Obama's election gloss over the history of racial violence and oppression to create an imaginary and self-congratulatory world where painful memories are conveniently forgotten. In place of these narratives, Winters advocates for an idea of hope that is predicated on a continuous engagement with loss and melancholy. Signaling a heightened sensitivity to the suffering of others, melancholy disconcerts us and allows us to cut against dominant narratives and identities. Winters identifies a black literary and aesthetic tradition in the work of intellectuals, writers, and artists such as W. E. B. DuBois, Ralph Ellison, Toni Morrison, and Charles Burnett that often underscores melancholy, remembrance, loss, and tragedy in ways that gesture toward such a conception of hope. Winters also draws on Walter Benjamin and Theodor Adorno to highlight how remembering and mourning the uncomfortable dimensions of American social life can provide alternate sources for hope and imagination that might lead to building a better world."

---

---

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

### **JESSAMINE MONTERO-MICHAELS JOINS GDIB AS MANAGING DIRECTOR**

We are pleased and excited to announce Jessamine Montero-Michaels as our new Managing Director. For ten years we (co-authors Julie & Alan) have been managing all aspects of the GDIB with the volunteer assistance of the Expert Panelists, along with some paid assistance of desk-top publishers, graphic artists, copy editors, and others for minimal assistance. The sponsorship of The Diversity Collegium has been incredibly helpful as have some donations. But with the growth and success of the GDIB, we no longer have the bandwidth to manage its success. Jessamine recently left her employment at one of the GDIB users, Highmark Health, and said to us: "I love what you are doing with the GDIB and I'd like to come work with you." She offered her services and the fit was perfect. Working on a contractual basis, she will take on more and more responsibility for the day-to-day operations and strategy meeting the three GDIB goals — increasing visibility, usability, and relevance. She has the skills, energy and commitment to D&I that the GDIB needs. Jessamine has over twenty years of administration and leadership responsibilities in the corporate, higher education, social service, and mental health sectors, having served in a variety of positions including clinician/therapist, faculty, university chief diversity officer, and consultant. Her specializations include data analytics, demographic evidence, access/equity gaps, benchmarking and diversity scorecards, organizational diversity capabilities, workshop and training facilitation, curriculum mapping and educational design. Jessamine is president and chief strategist of M3 Competencies: Measure, Motivate, Mobilize – *Maximizing Diversity & Inclusion Capabilities*. She has a Doctorate in Education, Administration and Leadership Studies from Indiana University of Pennsylvania, a Master of Business Administration from Point Park University, and a Master and Bachelor of Arts in Psychology from Marshall University. She currently lives in the Pittsburgh, PA region.

### **GDIB FUNDRAISING AND REVENUE STREAMS PLAN COMING SOON**

For almost ten years the GDIB has gained momentum and achieved success through the dedication and volunteerism of the authors, Expert Panelists, and The Diversity Collegium. We have been --and still are -- committed to keeping the GDIB free. However, we have reached the point where the success of the GDIB and the increasing number of requests and opportunities cannot be fulfilled entirely through volunteer effort. After discussions with several users and Expert Panelists, we have decided to be more assertive and professional in seeking grants, donations, and offering fee-based services with proceeds going to the GDIB. Look for an email soon with more on this effort. And if you have ideas, expertise, needs for services, or connections with possible funders, please let us know.

### **SEEKING SOMEONE WITH EXPERTISE IN CROWDFUNDING TO HELP US RAISE FUNDS**

Several people have suggested we use crowdfunding to seek funds for the GDIB. Can anyone volunteer to help us with that?

---

---

### **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 the 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.

### HERSCHEL HERNDON

Herschel Herndon is the President and Founder of HRH Global Connections, LLC (HRHGC), a consulting services company focused on connecting people with opportunities for growth. The goal of HRHGC is to drive new growth opportunities, economic development and profitability for its clients. This is accomplished by offering strategic guidance and effective implementation approaches; market development to help identify, acquire and retain new customers; and global relationships by leveraging diversity competencies, multicultural markets and other differentiating solutions. Prior to founding HRHGC, Herndon launched innovative HR and global diversity processes at Deluxe Corporation, The Stanley Works, and Best Buy. Most recently, as the vice president of Local Market Development at Best Buy, Herndon was known for establishing strong relationships with customers and community leaders and for deep insights into local communities. Herndon was selected as one of the *Top 40 Inspirers in America for 2010 by Inspire Magazine*, a publication designed to enhance the lives of leaders by providing inspirational messages and stories. He is certified at the professional level for completing course work in Child Brain Development at The Institutes for the Achievement of Human Potential in Philadelphia, PA. A native of Corpus Christi, Texas, Herndon graduated from the University of Wisconsin-Madison, with a degree in economics. Website: [HRHGlobalConnections.com](http://HRHGlobalConnections.com).

Twitter: @pennyred75.

Facebook: [herschel.herndon1@facebook.com](https://www.facebook.com/herschel.herndon1).

LinkedIn: [LinkedIn.com/in/herschelherndon/](https://www.linkedin.com/in/herschelherndon/).

### LOBNA “LUBY” ISMAIL

Lobna “Luby” Ismail, president of Connecting Cultures, LLC, is dedicated to building cultural competence in diverse and global settings. She is an inspirational public speaker and powerful trainer and coach with over twenty years of experience. Luby’s reputation and strong experience is in communication across cultures, Arab cultures, engaging with U.S. Americans, Islamic awareness and Diversity & Inclusion. Luby has published articles and books on Arab Cultures, Islam and American Muslims. Selected as a Peace Fellow for Seeds of Peace and a Malone Fellow in Middle East and Islamic Studies by the National Council for U.S. and Arab Relations, Luby participated in a study visit to Saudi Arabia. She is a keynote speaker and presenter at conferences around the world including Human Capital Forum in South America, the Arabian Society for Human Resource Management Conference and the Society for Human Resources. Luby assisted in the development of *My Fellow American*, *America’s Unofficial Ambassadors* and *20,000 Dialogues* to stimulate dialogue across faiths. She holds a Master’s degree in Intercultural Relations from Lesley College and a B.A. in International Service from The American University. She has traveled extensively throughout Europe, including Bosnia and Croatia, and Egypt, Saudi Arabia, Bahrain, UAE, Jordan, Palestine, Israel and Peru, Singapore, Colombia, and Mexico. Luby’s clients include Federal and State agencies, educational institutions, nonprofit organizations and private corporations including Microsoft, Walt Disney World, U.S. Departments of Justice and State, CVS, Darden Restaurants, King Abdullah University for Science and Technology, Foreign Service Institute, NIKE. Luby received the 2012 Arab American Anti-Discrimination Honoring the Achievements of Extraordinary Arab-American Women Award.

[luby@connecting-cultures.net](mailto:luby@connecting-cultures.net)

LinkedIn: [www.linkedin.com/in/lubyismail/](https://www.linkedin.com/in/lubyismail/)

---

Youtube: luby ismail

Twitter: @lubyloUISmail; [www.connecting-cultures.net](http://www.connecting-cultures.net)

### **DIANNE HOFNER SAPHIERE**

Dianne Hofner Saphiere is Founder and Director of *Cultural Detective*, a system for developing intercultural competence, where she leads a team of over 130 experts worldwide. She is an organizational development practitioner who has been active in the field of intercultural and global diversity consulting and training since 1979. Dianne has consulted at the executive levels of Fortune 200 firms; has conducted large-scale research projects; trained trainers; has served as a process consultant in a broad range of negotiations, and as a facilitator of long-term team development efforts. She spent twelve years working in Japan, has lived in Spain, and currently lives in Mexico. She speaks Japanese, Spanish and English, holds an M.S. in Organization and Human Resource Development, and a B.A. in International Studies. Dianne has been on the faculty of the Summer Institute for Intercultural Communication since 1990, and of the Intercultural Development Research Academy in Milan since 2012. In 1994 she received the Interculturalist Award for Achievement from the International Society for Intercultural Education, Training and Research (SIETAR International). She is the author of several internationally recognized cross-cultural simulations (*Ecotonos: A Multicultural Problem-Solving Simulation*, *Redundancia: A Foreign Language Simulation*, among others), a co-author of *Communication Highwire: Leveraging the Power of Diverse Communication Styles*, and has penned numerous book chapters, encyclopedia entries, published exercises and learning methodologies.

Website: <https://www.culturaldetective.com>

Blog: <http://blog.culturaldetective.com>

Twitter: @CulturalDetect

LinkedIn: [https://www.linkedin.com/profile/preview?locale=en\\_US&trk=prof-0-sb-preview-primary-button](https://www.linkedin.com/profile/preview?locale=en_US&trk=prof-0-sb-preview-primary-button)

### **DONNA STRINGER, Ph.D.**

Donna M. Stringer, Ph.D. is a Cross-Cultural Consultant. She was founder and President for 27 years of a successful organization development company specializing in cross-cultural issues, located in Seattle, WA. A social psychologist with over 40 years' experience as a manager, teacher, researcher, and writer, Donna specializes in cross-cultural instructional design, cross-cultural communication and value systems, team building, and culture change strategies for organizations in the U.S., Asia, Latin America, and Europe. She has co-authored three books: *52 Activities for Exploring Values Differences*, *52 Activities for Improving Cross-Cultural Communication*, and *52 Activities for Successful International Transitions*. She has written articles on preparing the next generation of diversity trainers for the *2007 Pfeiffer Annual Training Series* and on preparing global leaders for the *2012 Pfeiffer Annual Training Series*. Her most recent publications include a chapter on Diversity and Inclusion for the Multicultural America Encyclopedia and chapters on Generational Diversity and Global Diversity Management for the Encyclopedia of Intercultural Competence both published by Sage. Donna currently lives and works as a solo practitioner in Seattle, WA.

### **CALL FOR PROPOSALS FOR D&I CONFERENCES, AWARD NOMINATIONS AND THE LIKE**

*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

Please send us information if you are presenting on the GDIB (or including it in a presentation – even a short mention) at a conference or workshop that is open to the public and we'll post it here and on the Diversity Collegium website. See the User Tools section of the Collegium website for slides and handouts you can use. **Please let us know if you are attending any of the conferences so we can make connections. And please spread the word about these sessions to your networks.**

### November 25, 2015 • Mississauga, Ontario • Canada • 9:30 a.m. to 12:00 pm CCDI Community of Practice Event - Global Diversity & Inclusion Benchmarks

For CCDI's first event in Mississauga, Ontario, GDIB Expert Panelist Cathy Gallagher-Louisy will facilitate a lively and interactive session on the GDIB. Participants will learn about the Global Diversity and Inclusion Benchmarks, and have an opportunity to assess their own organizations using the GDIB, followed by group discussions on how they can move their organizations forward. Participants will walk away with a practical roadmap for their organizations based on globally recognized benchmarks. Hosted by the Canadian Centre for Diversity and Inclusion ("CCDI"). Registration is required. Go to: <http://www.ccdi.ca/event/cope-yyz-112015/>

### March 29 to 31, 2016 • Minneapolis, Minnesota • USA Forum on Workplace Inclusion

We have been notified that several EP and GDIB users and friends, as well as the GDIB co-authors, have had proposals accepted at the 2016 Forum on Workplace Inclusion conference. They include: Joel Brown, Joan Buccigrossi, Barbara Deane, Hans Jablonski, Lisa Kepinski and colleague Tinna Nielsen, Chris Mendoza, Nene Molefi, Julie O'Mara, Sidalia Reel, Alan Richter, Howard Ross, Riikka Salonen, Michael Wheeler, Lorie Valle-Yañez, Kate Vernon, and Mary-Frances Winters. As this newsletter goes to press we are still learning about other accepted proposals. Please let us know if you are a GDIB user/friend or EP who has had a proposal accepted. Registration is not yet open, but to see information about the 2015 conference, go to: <https://www.stthomas.edu/workplaceforum/>. If you are budgeting for 2016 now, we think you can use last year's pricing to estimate what you'd need for 2016; however, we don't know the pricing yet.

## 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.

## 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**

Julie O'Mara • [Julie.Omara@diversitycollegium.org](mailto:Julie.Omara@diversitycollegium.org) • +702-541-8920 • North Las Vegas NV 89084, USA