



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

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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. 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.

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!"

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.

EP JUDITH KATZ AND HER COLLEAGUE FRED MILLER TO RECEIVE OUTSTANDING ARTICLE IN OD PRACTITIONER AWARD

EP Judith Katz and co-author Fred Miller were notified that at the 2015 Annual ODN/IODA Annual Conference and 2nd World Summit in October in Portland, Oregon, they will receive the Outstanding Article in OD Practitioner Award. The article is "4 Keys for Accelerating Collaboration" (Vol. 46, Issue 1, pg.6). It is based on their book, *Opening Doors to Teamwork and Collaboration: 4 Keys That Change Everything*, published 2013 by Berrett-Koehler. The 4 keys are:

- Key #1 – Lean into discomfort
- Key #2 – Listen as an ally
- Key #3 – State your intent and intensity
- Key #4 – Share your street corner

This book is a diversity book. It is very well written and a great education, training, and coaching tool.

EP JANET BENNETT SERVES AS LEAD EDITOR FOR THE SAGE ENCYCLOPEDIA OF INTERCULTURAL COMPETENCE -- 2 VOLUMES ... 973 PAGES

Congratulations to EP Janet Bennett for accomplishing editing this amazing encyclopedia, The Sage Encyclopedia of Intercultural Competence. It contains over 350 entries from A -- Acculturation, Applied Linguistics, Attribution Theory -- to W (sorry no X,Y or Z) – Women in Global Leadership, World Englishes, Worldview—with a lot in between including Double-Swing Model, Identity Management Theory, Measuring Values, Politeness Strategies: Rapport Theory, Power, Resistance to Change, Sapir-Whorf Hypothesis, Social Media and Networking and Systems Perspective. These EP contributed to the work: Price Cobbs, Barbara Deane, Steve Hanamura, Robert Hayles, Diane Hoffner Saphiere, Luby Ismail, Kelli McCloud-Schingen, Julie O'Mara, Alan Richter, Donna Stringer ... and at least one user, Riikka Salonen, contributed. Every organization, every library needs to have the encyclopedia on file and make it known that it is available. A suggestion would be to share something with your clients, colleagues or employees from these volumes each week. It is published by Sage Reference (Los Angeles, London, New Delhi, Singapore, Washington DC, Boston) in 2015.

EP SONDRAS THEIDERMAN RELEASES 40-PAGE HANDBOOK – 3 KEYS TO DEFEATING UNCONSCIOUS BIAS: WATCH, THINK, ACT

Sondra says: "3 Keys is designed both for the individual reader and to function as the heart of your next unconscious bias or diversity/inclusion training. Toward that end, the handbook is structured around three distinct action steps that each reader can immediately take to defeat bias. It also contains "Antibias Activities" that generate both personal awareness and lively discussion.

- How to **WATCH** their thoughts, experiences, and actions to identify unconscious biases and target them for extinction.
- How to **THINK** in such a way as to weaken and control our biases.
- How to **ACT** to defeat our biases and cultivate the kind of common ground that we know to be inhospitable to the survival of bias.

For details go to: <http://thiederma.com/product/3-keys-to-defeating-unconscious-bias-watch-think-act/>

AN OPPORTUNITY TO PARTICIPATE IN A “FRESH LOOK AT WOMEN NETWORKS” STUDY

EP Lisa Kepinski and her colleague, Veronika Hucke, are conducting a study on Women Networks. The result will assist with more on-target network and D&I strategy planning and actions. Be a part of this pioneering research led by experienced D&I leaders who uniquely understand first-hand the dynamics of driving D&I and gender strategies inside organizations.

Have these questions come up in your workplace?

- Is our company's women network really reaching its intended goals?
- Why do some employees join a women network? Why do others not?
- What are other organizations doing with their women networks?
- Are external women networks more appealing than internal ones?
- How to engage men?

Over 1,800 participants from around the world will explore these and other key questions. Even if you do not have a women network in your workplace, they would still like your participation in the survey to provide insight on why organizations may not have a women network. This global study includes a survey that offers a unique opportunity to understand women networks from the perceptions of your employees who join (both internal & external networks) -- and from employees who choose not to join a women network. Also included are benchmarking on women networks from around the world, good practices, and insights to enhance women networks' attractiveness and effectiveness. Participation is free and will only take a few minutes. If you want to benchmark your organization against the overall results, sponsorship levels are available. The survey is available in English, German, French, & Spanish. Contact Lisa at lisa.kepinski@inclusion-institute.com if you'd like to take part in this research. For a customized report for your organization, sponsorship levels are available. The survey is open now through 30 Sept 2015. Please feel free to share this opportunity with others.

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 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 the 98 GDIB Expert Panelists are also on www.diversitycollegium.org, navigate to Global D&I Benchmarks, and scroll to Expert Panelists.

STEVE HANAMURA

Steve Hanamura is president of Hanamura Consulting, Inc., founded in 1986. Steve brings over 25 years'

experience to the consulting, training and speaking profession. He is widely sought after in the areas of leadership development, managing and leading diversity initiatives, building effective teams, working with people with disabilities and managing personal and organizational change. Hanamura Consulting serves businesses, non-profit organizations, government agencies, and academic institutions of all sizes throughout the country. Steve has authored two books, *In Search of Vision* and *I Can See Clearly* and was a contributing author to *Valuing Diversity*. He writes journal articles for a variety of publications. He has served as past president of the Portland Chapter of the American Society for Training and is a member of The Diversity Collegium, a group of thought leaders in the field of diversity. Among Steve's professional honors is the Multi-Cultural Network Trainer of the Year presented by the American Society for Training and Development. He was recognized as one of forty diversity pioneers in the July/August 2007 edition of *Profiles in Diversity Journal* and has received the Meritorious Service Award for the President's Committee on Employment of People with Disabilities. Also, he was privileged to be one of the Torchbearers for the 1996 Olympics. Steve received his master's degree from the University of Oregon and his Bachelor's degree from Linfield College. Though blind, he enjoys running and is an avid sports fan.

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HEATHER PRICE

Heather Price is CEO of Symmetra, a specialist international diversity and inclusion consultancy, delivering end-to-end solutions that transform leadership and culture. Heather began her career in the D & I space by establishing one of the first and most successful diversity consultancies in South Africa during the dismantling of apartheid. She launched Symmetra, Head Office in Australia, in 2003 which, under her leadership, has grown to become a highly respected name amongst many global companies. She is a regular presenter at international conferences and to executive leadership teams around the world; the author of numerous publications and regarded as a thought leader in this space. Heather brings invaluable international insights into emerging diversity issues, designing and implementing strategic inclusion interventions with a wide array of blue chip corporations. She is renowned for her 'out of the box' approach to effective and measurable transformation within workplace cultures, utilizing unique technological innovations, assessment tools and up-to-the-minute research, along with her exceptional ability to communicate, challenge and engage with all levels of the organisation from the C-suite to the front line. In recognition of her ongoing achievements, Heather was recently selected as a NSW finalist for the Telstra Business Women's Awards in Australia and her client, CBA, won the global Catalyst award in 2012 attributing the accelerated traction in its gender agenda to Symmetra's Unconscious Bias program – a blended solution of education, assessment, coaching and systemic action plans delivered to its 400 executive leaders in the APAC region.

LinkedIn: au.linkedin.com/pub/heather-price/9/760/459 Website: www.symmetra.com.au

MICHAEL WHEELER

Michael L. Wheeler is Global Lead, Diversity and Inclusion Strategy and Business Insights for Merck and Co, one of the world's largest and leading pharmaceutical companies. He has over twenty years of internationally recognized leadership experience and has worked closely with *Fortune 500* companies, not-for-profits and government. He was named a "Pioneer of Diversity" by *Diversity Journal* for his leadership, innovation and contributions to the field of D&I which include the following:

- As Chief Diversity Officer for Omnicom Media Group, he built, launched and led their North American Diversity & Inclusion Strategy.
- As Program Director and Research Associate for The Conference Board, he launched their first executive Council on Workforce Diversity, their Annual Diversity Conference and Workshops, and their Diversity Research Center of Expertise establishing them as a global leader and resource on D&I.
- He founded his own company, OEStrategies Inc., a boutique consulting firm specializing in business performance.
- He is a globally recognized published author including publications for Conference Board, *Harvard Business Review*, *Business Week*, and most recently, a contributing author to the newly published book, "The Practice of Inclusion" by Bernardo Ferdman

and Barbara Deane. Michael is a graduate of the Milano Graduate School of Management, New School University in New York City and received his undergraduate degree from California State University. He is on the Advisory Board for Diversity MBA, a member of The Diversity Collegium and serves on the American Advertising Federation Mosaic's Council. He also served on Nike's Corporate Social Responsibility external advisory committee.

Email: Michael.wheeler1@Merck.com/Ph: 908-423-7235.

LinkedIn: <http://www.linkedin.com/pub/michael-wheeler/1/402/288/>

RENÉE YUENGLING

Renée Yuengling is one of the foremost diversity practitioners working with the US Department of Defense. Dr. Yuengling has over 30 years' perspective working with leaders in the private and government sectors in the US and Europe. She is a published author on the leadership competencies required to effectively lead a diverse workforce, as well as how to conduct rigorous diversity analyses and development of appropriate metrics for accountability. She has developed and delivered training sessions to U.S. and international audiences on managing diversity for high-performance/ high reliability environments, including cross-cultural communications, multi-cultural teams, and the creation of inclusive work environments. In addition, she possesses significant experience advising senior military leaders on cross-cultural leadership, communication, high performance and followership issues. Dr. Yuengling serves as adjunct faculty at the Naval Postgraduate School, and has provided consulting to military branches of the British, Canadian, French and Australian defense forces. Dr. Yuengling serves on the ANSI/ISSO Standards Board for establishing qualifications and competencies for diversity practitioners. Holding an MBA in international finance as well as a PhD in Organizational Development, Dr Yuengling possesses a unique blend of strong business management skills, and deep understanding of organizational processes. Dr Yuengling is the researcher/author of the Diversity and Inclusion Competency Model© developed at the request of the DoD. These behaviorally anchored competencies have been validated both in military and civilian environments, and are currently being applied in selected military commands. LinkedIn: <https://www.linkedin.com/pub/renee-yuengling-phd/48/300/193>

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.**

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/>

September 28 to October 1, 2015 • Austin, Texas, USA

US Business Leadership Network 18th Annual National Conference & Biz2Biz Expo

EP Yves Veulliet will include the GDIB in his presentation as part of a panel at this conference, which is the most visible one around business and disability in the US. "The 2015 USBLN[®] Annual National Conference & Biz2Biz Expo is the preeminent national business to business event that focuses on disability inclusion in the marketplace, workplace, supply chain and professional development."

Breakout Session: Workplace Changing the Culture

Moderator:

- Alicia Wallace, EEO Compliance Director, Diversity & EEO Compliance, Anthem

Presenters:

- Lori Golden, Abilities Strategy Leader, Americas People Team, Ernst & Young, LLP
- Elizabeth Hogan, Strategic Communications Manager, Nielsen
- Yves Veulliet, Global Disability & Inclusion Program Manager, Human Resources, IBM

Description: To become an employer of choice for people with disabilities, a company's culture must be welcoming and respectful of all its employees including employees with disabilities. But what are the steps to get there? What type of education is needed? What are best practices to encourage an inclusive mindset throughout the enterprise? Join us for this interactive session to hear steps businesses have taken to enable their companies to advance disability inclusion. Be prepared to share your experiences and ideas.

More information and agenda are available here: <http://www.usblnannualconference.org/>

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

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

EP Barbara Deane, who is also coordinator of our nonprofit sponsor The Diversity Collegium, 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 More information coming. **Please let us know if you are presenting and mentioning the GDIB.**

October 15, 2015 • Seattle, Washington, USA

South Puget Sound Chapter SHRM (Society for Human Resources Management)

EP Barbara Deane will be speaking on the GDIB at a breakfast meeting of this SHRM chapter. More information in next newsletter.

October 17 to 20, 2015 • Portland, Oregon, USA

OD Network I IODA Annual Conference and 2nd OD World Summit

EP Judith Katz and co-author and colleague, Fred Miller are presenting at 3:30 on October 18th on *OD, Inclusion, and Diversity: Yesterday, Today, and Looking Around the Corner*. Here is the abstract: “The way we talk about differences in the workplace and in society has changed fundamentally in the last 25 years. We've seen shifts from a compliance focus of affirmative action to recognizing and articulating the business case for diversity in the workplace to focusing on not just representation, but the inclusion of people of all differences. Yet, stories related to diversity and differences are as alive as ever, from Ferguson (and beyond) to Gamergate to the battle for marriage equality. How do we as practitioners address differences and where does diversity fit in moving the field of OD forward? This presentation will explore the evolution of diversity and inclusion, the challenges organizations face today, and how emerging trends such as Dialogic OD are shaping our approach to making an impact in how we change organizations.” For more information about the conference, go to <http://www.odnetwork.org/?page=2015AnnualConfer>

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.

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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