



## Coming Soon: Celebration of Diversity Month

*Focus on Kahan and building communities*

The World Bank Group's commitment to diversity and inclusion (D&I) is in the spotlight as country offices and VPUs are mobilizing to host an unprecedented number of events during this year's monthly celebration.

The Bank Group's D&I Office has also organized a variety of sessions. One of the most eagerly anticipated is a workshop led by Seth Kahan, former Bank staff, and a speaker, trainer, and consultant who has worked with executives responsible for large-scale change around the world.

Already signed up are Bank Group D&I VPU Coordinators, Human Re-

sources Officers, and executive members of key affinity groups—including the Africa Society, the African-American Association, the Caribbean Association (CAWI), the Staff Association D&I Working Group, GLOBE, and the Disabilities Working Group.

"My expectation is that, by working together on D&I issues, this community will become a powerful force for innovation and creativity in D&I problem-solving," said Kahan. "The immediate goal is to generate a common set of objectives—to produce a collective esprit de corps."



Seth Kahan will lead an eagerly anticipated community-building workshop on March 16.

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## Thunell Inaugurates IFC Diversity & Inclusion Coordinators

IFC's diversity is also our strength and a key to building our global capability, EVP and CEO Lars Thunell says.

"We need to use our diversity and global resources to make IFC a better-performing organization," Thunell said in his first meeting with IFC's new Diversity and Inclusion Coordinators, who are working to integrate diversity and inclusion into all of IFC's activities. He said "our clients and staff expect this of us."

Thunell said the new coordinators, Ana Maria Mihaescu and Kenroy Dowers, have his full support. Mihaescu is IFC's Chief of Mission for Romania and Moldova. Dowers is Global Product Manager for Retail Finance in the Financial Markets Department.

IFC has made significant progress in attracting and retaining a diverse

workforce. Staff represent more than 100 nationalities, with nearly two-thirds coming from developing countries. Fifty-three percent are female, and there are more women at the manager and director

Saudi Arabia. It also covers minorities within some countries, such as the United States, where World Bank Group has constituted a joint task force to recruit such candidates.

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**– Lars Thunell, EVP & CEO, IFC**

levels than at any time in the Corporation's history. Those achievements reflect IFC's success in integrating diversity into key talent-management processes.

More can be done, Thunell said. IFC is working to attract candidates from groups and countries that historically have been underrepresented. This includes nationalities such as Japan and

"In selecting you as Diversity and Inclusion Coordinators, we took into account the need to ensure representation from the field," Thunell told Mihaescu and Dowers. "As you look to promote diversity and inclusion, you need to develop programs that give voice to

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## Diversity: A U.S. Maritime Perspective

**T**his article is another in an occasional series profiling the work of external organizations and their efforts to improve diversity and inclusion. For a profile of AOL, see the June 2009 issue.

The United States Coast Guard (USCG) is enhancing its commitment to building and sustaining an organizational climate in which people of diverse backgrounds, cultures, races, religions, and ethnicities are fully included, valued, and respected.

“We are totally committed to incorporating all aspects of diversity into our human capital strategies and inculcating those values deeply and firmly into our ‘Guardian Ethos,’” said Capt. Robert A. Stohlman, Chief of the USCG Diversity Staff. The Coast Guard ethos is akin to a contract between the service’s members and the American people (see box below).



In a novel twist on the “business case”—which is often cited by private sector companies and the World Bank Group as a rationale for improving diversity—the USCG sees it as a mission-readiness and effectiveness issue, said Stohlman.

“Diversity is an operational necessity,” concurred Commandant of the Coast Guard Thad Allen, the organization’s highest-ranking member. “By diversifying our workforce ... we can bring different perspectives and skills to bear on the complex maritime challenges we will face in the 21st century.”

The USCG is a branch of the US armed forces with about 42,000

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– Commandant of the Coast Guard Thad Allen

people in active duty. Its chief roles include maritime homeland security, law enforcement, search and rescue, and marine environmental protection.

Ushering in a new intensity of commitment, Commandant Allen released a Diversity Strategic Plan in late 2009. The objective is to operationalize diversity throughout the organization (see box on page 3).

### US Coast Guard: “The Guardian Ethos”

I am America’s Maritime Guardian.  
I serve the citizens of the United States.  
I will protect them.  
I will defend them.  
I will save them.  
I am their Shield.  
For them I am Semper Paratus.  
I live the Coast Guard Core Values.  
I am a Guardian.  
We are the United States Coast Guard.



Graduating cadets at the Coast Guard Academy’s 128th Commencement Exercises take their oath of office and officially become ensigns, Wednesday, May 20, 2009 in New London, Connecticut.

(photo by Petty Officer 3rd Class Victoria Bonk)

## ...Diversity: A U.S. Maritime Perspective

To that end, the USCG is convening a Diversity Leadership Summit in April, which aims to go beyond addressing internal diversity issues. “Our event focus is a bit non-traditional as we are also tackling multicultural concerns that may impact the Coast Guard as a partner in the international maritime operating environment,” said Stohlman.

Through this effort, the USCG intends to become an even stronger and more capable organization,” wrote Commandant Allen in a blog posting. “While this is an all hands effort within the Coast Guard, I look forward to also working with our external stakeholders to help us achieve our goals.”

*USCG Captain Robert Stohlman contributed to this article.*



Chris Chantarasopak receives her commission from Department of Homeland Security Secretary Janet Napolitano at the Coast Guard Academy's 128th Commencement Exercises in New London, Connecticut, Wednesday, May 20, 2009. Napolitano told cadets they will face many challenges in the years to come, including the emerging dangers of piracy at sea. *(photo by Petty Officer 3rd Class Victoria Bonk)*

Coast Guard Cutter Acushnet, the service's oldest cutter in the fleet arrives in Juneau, Alaska, before returning to its homeport of Ketchikan. *(photo by Petty Officer 3rd Class Walter Shinn)*



### The USCG's Diversity Strategic Plan has five basic goals:

- 1 Assure a diverse workforce through all-hands commitment with leadership accountability.
- 2 Fully utilize communication and focus groups to improve workforce cultural climate.
- 3 Expand outreach to underrepresented populations.
- 4 Equitable hiring and career opportunities for all employees, and
- 5 Optimize training and education to emphasize the value of a diverse workforce.

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Kahan plans to draw upon material from his upcoming book, *Getting Change Right: How Leaders Transform Organizations from the Inside Out*. His approach challenges participants to

construct a common understanding of a new program, fueling it with their insights and perspectives," he said.

"The way to successful, authentic change is through engagement," stressed Kahan. "The important thing is to connect to people, to listen as

opportunity to work with Kahan are in for a real treat: "Kahan provides practical advice supported by real-life examples that every leader can use to lead effective change," said Chris McEntee, CEO of the American Institute of Architects. "Seth emphasizes that people, their diverse viewpoints, and connections are the real keys to successful change."

Susan Safarti, Executive VP of the American Society of Association Executives, went one step farther: "Seth Kahan is a business revolutionary, stretching the limits of traditional thinking."

**"The important thing is to connect to people, to listen as much as to share ideas, and to involve as many key people as possible in the realization of their goals "**  
**– Seth Kahan**

approach change in a whole new way, working from the inside out rather than top-down or bottom-up. "This requires that people work together to

much as to share ideas, and to involve as many key people as possible in the realization of their goals."

Those who have not yet had the

*For a calendar of March events, type "diversity" in your browser. Kahan's workshop is: March 16 from 9:00 a.m. to 1:00 p.m. in MC-2-800.*

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women and colleagues in the field. Our approach needs to be less HQ-centric."

### Plans for 2010 Diversity and Inclusion Month

During the meeting—which was also attended by Bank Group Diversity Director Julia Oyegun and IFC HR Director Oumar Seydi—Mihaescu and Dowers briefed Thunell about their plans and priorities for the coming months.

Dowers said diversity and inclusion will be championed at the highest levels of the Corporation.

"IFC Management will remain accountable in their respective units for implementing the key actions that will need to be taken," he said.

Mihaescu said a series of events will be held in Washington, D.C., and in the field to mark Diversity

and Inclusion Month in March. The events include cultural celebrations, personal learning and development programs, and client events.

"We have had a strong response in the field, with events currently being planned in Central and Eastern Europe, Latin America and the Caribbean," Mihaescu said. "We are seeing interest from other regions as well."

Mihaescu and Dowers encouraged staff to participate in the process and share ideas. "As a team, we have ideas, but this will work best if it's a collective effort, where managers and staff lend a hand," Dowers said. "IFC is already ahead on several indicators, and we want to keep the momentum."

*Contributed by Daniel Musiitwa, IFC Corporate Relations / Communications Practice Group*



Lars Thunell, EVP & CEO of the International Finance Corporation