

Index

- Accountability, 83
 Accountability for results, 54–56, 75–88
 Accountability measures, 86
 Accountability metrics, 88
 Accountability practices, 80
 Achievements, 96–97
 Affirmative Action (AA)
 compliance training, 103–104
 Affirmative action plans and
 Equal Employment
 Opportunity (EEO), 76
 Allstate, 124
 American Airlines, 2–4, 60–61, 135, 137, 194, 201–202
American Sociological Review, 101
 Anand, Rohini, 21–23, 59–60, 120, 134, 145–146, 151, 154
 Anderson, Redia, 81
 Andrews Kurth, LLP, 5–6, 63–64, 112–114, 207, 211–212
Apollo 13 (movie), 112
 Arpey, Gerald J., 4, 137
 Auditing of training programs, 110
 Audits, 106–107

 Behavior change, 108
 Behavioral commitment, 40

Beyond the Wall of Resistance: Unconventional Strategies That Build Support for Change (Mauer), 86
 Big Brother Big Sister program, 141
 Billings-Harris, Lenora, 141
 Board of directors, 29, 33
 Boiling the ocean concept, 80, 94
 Brand eminence, 79–84, 153–160
 Bucherati, Steve, 8–10, 29, 34–35, 42, 62–63, 116, 134, 137, 186
 Business acumen, 45–46
 Business issue strategy, 33–34
 Business resource groups (BRGs), 193
 Business responsibility, 205
 Business results focus, 109
 Business school faculty, 165
 Business schools, 175–176
 Business vision, 31

 Campbell, Elizabeth A., 5–6, 63–64, 112–114, 207, 212
 Candidate pool composition, 125
 Carr, J. Z., 173

- Casellas, Gilbert F., 10–12, 62, 81, 115, 136, 182
- “Caught in the Middle: Why Developing and Retaining Middle Managers Can Be So Challenging” (Ryan), 92
- CEO commitment, 27, 28
- Change agents, 71, 72
- Change architects, 87
- Change management, 52, 57, 187
- Change management strategy, 113
- Changes, time required to, 193
- Chief Diversity and Inclusion Officers, 42
- Chief diversity officers (CDOs), 27
- collaboration with, 30–31
 - critical competencies of, 44–45
 - interaction of, 43
 - role in success, 41–65
- Chief executive officers (CEOs), 27
- and chief diversity officers (CDOs) relationship, 32
 - commitment of, 33, 34
 - interaction with, 31
- China, 83
- Christian employee resource groups (ERGs), 201–202
- Chrobot-Mason, Donna, 172
- Citi, 7–8, 64, 115–116, 134
- Clark, Richard T., 17
- Coaching, 127–130
- The Coca-Cola Company, 8–10, 36, 62–63, 80–81, 103, 116, 134, 186, 187
- Collaborative relationships, 47–49
- Collins, Michael, 2–4, 60–61, 135, 137, 194, 200, 201, 202
- Columbia Business School, 128
- Commitment, 35–37, 40
- Communication strategies, 53, 69, 70–71
- Communication vehicles, 69–74
- Communications, 67–74, 98
- transparency of, 72, 74
- Community involvement
- and corporate diversity efforts, 134–136
 - and corporate responsibility, 132–142
 - engaging employees in, 140–141
 - responsibility and good business, 133–134
 - and supporting professional associations, 136–138
- Community involvement diagram, 135
- Connectivity inside the organization, 181–185
- Constructive tension, 57
- Consumer brands, 32
- Corporate diversity efforts and community involvement, 134–136
- Corporate Service Corps, 125
- Corporate sponsorship, 159
- Cultural competency, 106–107
- Culture change, 51
- Culture of inclusion, 78
- Culture: understanding, 74
- Customer choice, 149–150

- Dagit, Deborah, 15–17, 40, 61, 83, 141–142, 149, 199, 200
- Dell, 10–12, 62, 81, 82, 114–115, 136
- Dell, Michael, 11–12, 81, 182
- Deloitte and Touché, 81
- DeShon, R. P., 173
- Differences, importance of, 145–146
- Discrimination, 148
- Discrimination cases, 103
- Diversity. *See also* inclusion and diversity
- attributes of, 31
 - differentiated from inclusion, 147
 - in global business, 74
 - market plan leverage of, 33
 - strategic priority of, 166–168
 - type and extent of, 168–170
- Diversity climate
- impact of, 173–175
 - measurement of, 178
- Diversity councils, 182, 183
- Diversity Moments, 107
- Diversity speaker's series, 116
- Diversity training, 101–103
- DiversityInc* (magazine), 120, 189
- Douglas, Sandy, 34
- Duarte-McCarthy, Ana, 7–8, 64, 82, 115–116, 134
- Education and training measures, 106–107
- Education vs. training, 103
- Effective communicators, 53–54
- Employee networks, 82
- Employee resource groups (ERGs/BRGs), 29, 38, 73, 82, 83, 90, 123, 192
- budgets for, 203
- Christian, 201–202
- membership tracking, 202
- multilevel, 195–196
- senior management liaison, 198–199
- starting, 197–198
- types of, 196–198
- Employee sensitivity, 171–173
- Engagement, acts of, 37–40
- Equal Employment Opportunity (EEO), 103–104
- Equal opportunity, inclusion and diversity comparison, 147–149
- Evaluation process for training, 108–109
- Evaluations and recognitions, 157
- External communications, 70–71, 157
- External constituency meetings, 29
- External diversity councils (EDCs), 185–191
- External partnerships, 79–84
- External speaking engagements, 29
- External trainers and facilitators, 109
- Facts vs. myths, 161–179
- Faith/religion, 201–202
- Federal reporting requirements, 76
- Feedback, performance related, 165
- Feedback, real-time, 54
- Focus, 94–95
- Ford Motor Company, 12–13, 52, 137–138
- Ford, J. K., 173

- Formal communications channel, 199
- Foster, Jodie, 119
- Four Levels of Evaluation, 108
- Frankenberg, Ruth, 163
- Gardasil (drug), 141–142, 200
- Generational issues, 150
- Global business, diversity in, 74
- Global communities, connecting to, 141–142
- Global diversity, 146
and talent management, 150–151
technology of, 144
U.S.-centric approach to, 145
- Global diversity training, 115
- Global inclusion and diversity, 142–151
- Global mindset, 143–144
- Glover, Ron, 14–15, 34, 36, 64–65, 92, 111–112, 147, 148
- Goals, 211–212
- Governance oversight bodies, 80–81
- Hampden-Turner, Charles, 74
- Haysbert, Dennis, 124
- Helms, Jesse, 163
- Hicks-Clarke, D., 173
- Hopkins, Paul, 172
- Hopkins, Willie E., 172
- Houston, Whitney, 124
- Human resources background, 61
- Humanitarian capitalization, 207
- I Love Lucy* (television show), 113
- IBM, 36, 64–65, 92, 111–112, 125, 147, 148
- Iles, P., 173
- Impact Greensboro program, 139–140
- Impatient patience, 56–58
- Inclusion and diversity, 1, 34
comparison with equal opportunity and, 147–149
facilitators for delivery of, 109–110
inevitability of, 64
leadership advice, 58–65
and the marketplace, 154–156
methods to achieve, 202–203
milestones and guidelines, 95
nationwide rankings of, 156
progress, 32–39
progress tracking, 29–30
strategic execution of, 35
training and education benefits, 105
training evaluation, 110–111
updates, 38
- Inclusion and diversity councils, 181–191
connectivity inside the organization, 181–185
external diversity councils (EDCs), 185–191
- Inclusion Insights, 37, 45, 47, 48, 50, 52, 53, 54, 57, 70, 116, 132, 142, 151, 158, 179, 183, 189, 212
- Inequality, global nature of, 146
- Influence, 49–50
- Internal communications, 70–71, 73, 157
- Internal councils, considerations and checklist, 190–191
- Internal trainers and facilitators, 109

- Jewell, Bob V., 6
 Job satisfaction, 173–175
 Johnson, Susan, 18–19, 62, 71
- Kent, Muhtar, 9–10
 Kiley, Alexandra, 102
 Kirkpatrick, Donald, 108
 Korn/Ferry, 128
 Kotter, John E., 91
- Large-scale systems change,
 50–52
- Lawsuits, 36
- Leaders of diversity initiatives,
 ethnicity of, 162–163
- LEADERSHIP ARCHITECT
 Competencies (Lombardo
 and Eichenger), 44
- Leadership team meetings, 38
Leading Change (Kotter), 91
- Learning and trust, building
 bridges through, 138–140
- Lesbian, gay, bisexual and
 transgendered employees
 (LGBT), 194–195
- Local preference, 149
- Macedonia, Dick, 33
 Malette, Shirley A., 172
 Managerial behavioral integrity,
 172
- Marriott, 195
 Marriott, Bill, 195
 Mauer, Rick, 86
 McDonald, Randy, 112
 Measurement tools, 77
 Mentoring, 37–38, 127–130
 Merck, 15–17, 40, 83, 141–142,
 149
 Metrics, 75, 76, 96–97
- Middle managers, 89–99
 dissatisfaction of, 92
 engagement steps, 93–94
- Milestones, 95–96
- Minority and women owned
 businesses enterprises
 (MWBE), 116, 123,
 206–210
- Minority group representation,
 170–171
- Minority recruitment, 120–121
- Mulally, Alan, 13
- National organizations, 139, 159
- Networks. *See also* employee
 resource groups (ERGs),
 business resource groups
 (BRGs)
- Networks for business
 advancement, 194–195
- Objectives and accountability, 74
- One size does not fit all, 107
- Online trading, 104
- Opportunity, 209–210
- Organization development, 60
- Organizational commitment,
 173–175
- Organizational culture, 165
- Organizational readiness, 188
- Orientation and onboarding,
 126–127
- Palmisano, Samuel, 34
 Parson, Richard D., 8
 Pasteur, Louis, 52
 Pay levels, 178
 “A Peacock in the Land of
 Penguins” (video), 121
- Performance, 173–175

- Performance management, 55, 97–98
 Pitney Bowes, 18–19, 62, 71, 136, 211
 Power evasion, 163–164
 Priority, 91
 Process developments, 107–108
 Professional associations, 31
 Professional development, 128
 Program of the month approach, 104
 Progress metrics, 75, 76
 Psychological contract, 174, 178
 Public affairs, 38

 Racial demographics, 168
 Racial identity awareness theory, 162–163
 Racially aware leaders, 164, 165, 170–171
 Recognition and performance management, 97–98
 Recognition/reward, 108
 Recruiting messages, 124
 Recruitment, 120–121
 Recruitment assessment, 122–123
Remember the Titans (movie), 113
 Reporting relationship, 43
 Representation statistics, 79
 Representation tracking, 130–132
 Resistance, embracing, 84–85
 Resistors, 88
 Retention, 148
 Retirement, 94
 Rewards and recognition, 200
 Rewards vs. sanctions, 39
 Ripple effect, 47–49
 Road of least resistance approach, 104–105
 Road Maps, 95–96

 Robbins, Tony, 69–74
 Roberson, Q. M., 172
Roberts vs. Texaco, 186
 Robinson, Kiersten, 12–13, 52, 60, 82, 137
 Ryan, Joe, 92

 Schmidt, A. M., 173
 Sears, 51
 Seidenberger, Ivan G., 24
 Senior leadership team (SLT), 27, 29
 Senior management liaison to employee resource groups (ERGs), 192–199
 Shared accountability, 69
 Shared responsibilities, 72
 Shell, 19–21, 61–62, 92–93, 122
 Silverstein, Sam, 130–131
 Smile sheet, 108
 Social networking, 203
 Social networks and media, 94, 124
 Sodexo, 21–23, 59, 120, 134, 145–146, 151, 154
 Sourcing and recruiting, 121–130
 Sponsoring, 127–130
 Stereotyping, 147
 Stevens, C. K., 172
 Sticky Strategies, 119–132
 Story recital, 37
 Strategic business driver, behavioral commitment as, 28–29
 Strategy roadblocks, 90
 Street cred, 47, 49, 153, 154
 Success, 122, 212–213
 Succession planning, 130

- Supplier diversity
 - about, 205–206
 - benefits of, 209
 - defined, 207
 - seeking to incorporate, 210
- Supplier tiers, 206–207
- Talent, 76
- Talent management, 150–151
- Talent pipeline, 119–132
- Talent pipeline management, 79
- Team teaching techniques, 110
- Teamwork, 114
- Texaco, 80–81, 103, 186
- The Economist*, 94
- This too shall pass belief, 86, 91
- Thomas, Roosevelt, 63–64
- Touchstones, 86
- Town hall meetings, 29
- Trailblazers, defined, 41
- Training
 - vs. education, 103
 - and lawsuits, 103–104
 - program length, 107
- Training practices, 103
- Training programs, auditing of, 110
- Tribunal approach, 188
- Trompenaars, Frans, 74
- Turnover measures, 173–175
- Upper management, 198–199
- U.S.-centric approach to global diversity, 145
- Values and convictions, 65
- Verizon, 23–25, 55, 59, 93
- Vision, 68–69
- Visionary and strategic leadership, 46–47
- Walking the walk, 37
- Wall Street Journal (WSJ)*, 62
- What's in it for our business (WIIFOB), 69
- White male manages, 162
- Women
 - retention of, 115
 - in work force, 94
- Women's Business Enterprise National Council (WBENC), 208, 210
- Workplace culture, 101
- Young, Francene, 19–21, 61–62, 92–93, 122
- Yrizarry, Magda, 23–25, 55, 59, 93

<http://www.pbookshop.com>