

***B**usiness has an enormous
capacity to reach into the
margins of our society and to help
create opportunities for everyone.*

*James Atry
Fortune 500 Businessman*

BUSINESS

American Institute of Managing Diversity

Atlanta, Georgia

To avoid waste of human potential and the consequence to society, organizations that intend to enter the 21st century environment prepared to achieve their goals must engage in the process of managing diversity as a core component of their work.

C o n t a c t (s)	Sharon Parker, President, 404-302-9226
P u r p o s e	To expand human awareness of diversity and drive the practice of diversity management by the development and dissemination of knowledge.

Background

The American Institute of Managing Diversity (AIMD) is a 14-year-old, non-profit, public interest organization dedicated to providing innovation, research, education, and leadership on diversity issues. The organization, founded in 1984 by Dr. R. Roosevelt Thomas, helps organizations understand the business and organizational imperatives for managing diversity.

has identified three key guidelines for implementing a more effective approach to addressing diversity issues: clarifying the bottom-line impact of diversity and connecting diversity initiatives to the organization's mission and goals; ensuring that the appropriate approach is used to achieve the appropriate results (for example, affirmative action to address issues of inclusion through numerical accounting and representation, understanding differences for issues of interpersonal relations, and managing diversity to focus on systems and organizational culture); and sustaining progress through organizational change.

Program Operations

AIMD provides ongoing insights into the strategic implementation of diversity management, identifies and categorizes trends in diversity management, and suggests new areas of research critical to its successful application. AIMD developed and disseminated a model for diversity management that promotes understanding of the cultural roots of an organization; the inclusion of diversity management in an organization's mission, vision, goals, and objectives; and the creation of an environment that values a diverse workforce. AIMD

Outcomes

During the past 14 years, AIMD has worked with many organizations to launch and sustain diversity programs, and it has developed several diversity programs, and it has developed several publications, including *Foundations of Managing Diversity*, *Diversity and Organizational Culture*, and *Diversity and Action Options*. AIMD is currently providing diversity training to more than 35 organizations.

Diversity—A Passage to the Future at Xerox Stamford, Connecticut

C o n t a c t (s)	Sonya Allen, Manager, Diversity Strategy and Programs, 203-968-3875
P u r p o s e	Continual development of a workplace in which individuals are unencumbered by traditional barriers, stereotypes, expectations, or restrictions.

Background

Xerox Corporation believes that diversity can lead to increased productivity and creativity in the pursuit of excellence. Xerox management views the continual development of diversity leadership as a keystone to building a global organization that values and respects differences among its workers. A pluralistic environment benefits both the individual and the corporation. With the creation and provision of an inclusive workforce, Xerox believes the full array of workforce potential can be captured for a competitive advantage while maximizing each individual's potential. For the corporation, diversity boosts productivity and the bottom line. For the individual, it results in the provision of a progressive and empowering work environment in which realizing one's full potential is a corporate goal. Xerox has developed a variety of programs that promote inclusion and raise awareness of behaviors surrounding all types of "isms," including racism, culturalism (culturally based behavior and barriers), and classism.

Program Operations

Xerox has implemented a number of programs to promote cultural and racial understanding and to achieve diversity at all levels of the company. The Balanced Workforce Strategy is a plan to review

the company's representation of people of color and women in each pay grade and to improve its recruitment of qualified individuals into areas where they may be underrepresented. The Corporate Champions Program offers people of color the opportunity to voice their concerns to corporate officers. This Program educates the senior management on diversity issues and creates links within the company. Caucus groups work to create pools of qualified, successful employees who can rise up through the management ranks. The groups also serve as employee advocates and resources for education and communication.

Training and development are keys to success for all Xerox employees. The company has identified 23 leadership attributes as a basis for management development. These attributes also define what is needed for effective business leadership. The Xerox Management Institute provides traditional, classroom-based programs and develops new approaches in organizational learning. CEO Roundtables create opportunities for CEOs to gain insight into the status of cultural diversity directly from employee groups. The Roundtable discussions serve as a communication tool for both management and employees with regard to the company's diversity issues. Work-life programs at Xerox ensure that workers have the tools and flexibility they need to achieve success.

The Xerox corporate culture must be continually reshaped so that Xerox and Xerox employees alike obtain the full benefits of a workplace in which diversity is cultivated, nurtured, and rewarded.

*Paul Allaire
Chairman and CEO
Xerox Corporation*

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Diversity—A Passage to the Future at Xerox (continued)

The company recognizes that many outside factors influence work behavior and, in response, provides programs such as a dependent care fund, alternative work schedules, adoption assistance, mortgage assistance, and partial pay replacement for Family Medical Leave Act leaves of absence. The company also offers a childcare subsidy, a childcare resource and referral service, an employee assistance program, and an education assistance program. In addition, Xerox has also developed a toolkit titled, "Who Am I? Who Are You? Raising Children in a Diverse World." This toolkit helps adults have more effective discussions with children about issues surrounding diversity. By working with their children, adults become more familiar with their own attitudes about cultural diversity. The toolkit raises cultural awareness and sensitivity and increases appreciation of differences.

Outcomes

Xerox's efforts to improve and maintain corporate diversity are a part of its corporate plan and are supported by its senior management. In 1995, Xerox received the U.S. Department of Labor Opportunity 2000 Award for multi-faceted affirmative action and diversity programs. Also in 1995, Xerox was the first winner of the Perkins-Dole National Award for Diversity and Excellence in American Executive Management. Xerox has also been named among *Hispanic Magazine's* Hispanic 100 for companies with the most opportunities for Hispanics. In addition, Xerox has been cited in the Federal Glass Ceiling Commission reports on best practices. In 1997, Xerox worked with other corporations, including Honeywell, to benchmark their diversity initiatives.

Diversity Management Department, Darden Restaurants, Inc. Orlando, Florida

C o n t a c t (s)	Samuel E. Mathis, Jr., Vice President, 407-245-5350
P u r p o s e	Continual development of diversity as integral to corporate business strategy.

Background

Darden Restaurants, Inc., created the Diversity Management Department in May 1996 to develop and sustain a business environment that recognizes and embraces individual differences among guests, employees, business partners, and all others in the community. Darden identifies progressive diversity management as critical to the ability to excel in an increasingly diverse and dynamic marketplace. Darden Restaurants' top priorities include developing diversity management competencies, linking employee satisfaction to guest satisfaction, and increasing local community presence. To achieve these goals, Darden developed diversity tools, benchmarks, and performance plans at all levels.

Program Operations

Through diversity training, employee networks, its Community Alliance Project, and its Minority Vendor Development Initiative, the Diversity Management Department enhances diversity at all levels of the Darden organization and in the communities in which it operates. Diversity training is introduced in leadership development, and its components include the support of varying cultural

beliefs and practices, increased support of multi-lingual employees, and the utilization of work-life benefits. These principles are applied in promotions, planning, performance reviews, and compensation analysis. Various employee networks within the organization represent the workforce and provide a source of insight for both the company and its employees. Employees in the specific networks learn from their peers and develop leadership, organization, and presentation skills from one another as well as by chairing committees. The employee networks recommend changes and improvements. They also help Darden Restaurants, Inc., to recruit people of color and provide cultural insights to new and veteran employees.

The Community Alliance Project is sustained by volunteer participation and financially supports different ethnic communities through corporate and individual memberships in chambers of commerce and organizations. The Minority Vendor Development Initiative ensures the certification of new and existing businesses that are owned by people of color. This initiative also includes forming strategic alliances with such companies and making extended contractual arrangements to facilitate startups and other mutually beneficial arrangements.

We use our diversity as a strength. We serve over 250 million meals each year to people from all walks of life. To succeed we have to meet or exceed the expectation of all these people. A diverse workforce and the diversity of our guests require our very best effort.

*Joe R. Lee
Chairman and CEO
Darden Restaurants*

*Diversity Management Department,
Darden Restaurants, Inc.
(continued)*

Outcomes

These programs have allowed Darden Restaurants, Inc., to establish diversity as a key part of its corporate business strategy. Diversity training groups and employee networks evaluate the effectiveness of the corporate diversity initiatives and help Darden make appropriate adjustments. The Community Alliance Project has allowed Darden to establish a

proactive relationship with communities and organizations of color. These relationships increase employee and guest satisfaction and generate new hires and business. The Minority Vendor Development Initiative allows Darden to develop relationships with vendors of color. Darden's diversity management department provides economic development support if it is needed by businesses owned by people of color.

Forum on Race Seattle, Washington

C o n t a c t (s)	Herman L. McKinney, Executive Director, Urban Enterprise Center, Greater Seattle Chamber of Commerce, 206-389-7231
P u r p o s e	To expand racial understanding through dialogue among members of different races.

Background

The Forum on Race was created in early 1996 under the leadership of Herman L. McKinney of the Urban Enterprise Center, Greater Seattle Chamber of Commerce. The effort is simple, yet complex: to begin to address issues that will differentiate how we will behave as a society in the next millennium. The Forum on Race sets in motion racial conversations that will help people better understand one another, thereby opening up new possibilities to maximize the economic and social benefits for all.

Program Operations

The Forum launched It's Time to Talk, an initiative focused on two activities. The first component of the program brings to the community nationally and internationally acclaimed speakers who discuss how race has affected their personal and professional lives. The first of these featured former U.S. Senator Bill Bradley. Dr. John Hope Franklin, chairman of the Advisory Board to the President's Initiative on Race, spoke to an audience of 850 diverse community members. Other speakers have included writers Toi Derricotte and Mona Lake Jones; Julian Bond, Chairman of the National Association for the Advancement of Colored People and civil rights leader; and noted actress and playwright Anna Deavere Smith. These events are designed to bring

a large number of people together to engage in dialogue through the question-and-answer sessions with the featured speaker and through group discussions in reaction to the speaker's presentation. The Forum's second strategy is to establish a series of conversations in private homes, organized around dinner groups that bring people of different races together who may know one another in a professional capacity but have never shared personal experiences or perspectives or shared a meal together. Through developing personal relationships of trust, these dinner groups enable people to understand one another at a deeper level and thereby explore new avenues for working and living together.

Outcomes

More than 2,800 people have taken part in the It's Time to Talk program. The dinner gatherings have attracted several hundred people, with most participants meeting again for other dinners or to develop community projects. Supplementing private gatherings, a community dinner at St. Mark's Cathedral drew 150 persons. This large-group setting was rated a success and, in collaboration with Seattle's City Council, has been followed by a series of dinners held in community centers throughout the city. The activities of the Forum on Race have been covered in *The New York Times*, *The Seattle Times*, *Seattle Post-Intelligence*, *The Skanner*, *The Source*, and *The Wall Street Journal*.

*I'm convinced
racism is taught.
If we can change
and modify the
view of adults,
then it will
trickle down to
the children.*

Herman L. McKinney

Memphis Diversity Institute

Memphis, Tennessee

C o n t a c t (s)	Leslie M. Saunders, President and CEO, 901-578-2504
P u r p o s e	To instill the belief that people who understand and value diversity will prosper.

Background

In 1993, Goals for Memphis, a non-profit organization that works to provide a vision for the city of Memphis, sought to eradicate the city's image as one of the most racially divided cities in the Nation. The Memphis Race Relations and Diversity Institute was created to pursue this goal. After 4 years of intense study and dialogue that involved more than 200 community leaders, the Institute began its work as a provider of diversity awareness training to organizations and businesses in the Memphis area. It also identified the need for the city to have forums and vehicles through which people can discuss diversity-related issues. In 1998, it became the Memphis Diversity Institute (MDI), an independent, non-profit organization.

a certification program. Businesses are certified if they have achieved all of the following goals: the diversity of their employees mirrors the diversity of their customers, the diversity of their vendors mirrors the diversity of their customers, and their community development donations are aimed at their customer base. In addition to certifying these organizations, MDI has designed a program to inform the public about businesses that have received the certification through the Passport to Pluralism Plan. This Plan offers consumers (Passport holders) discounts on services they receive from certified businesses.

Program Operations

MDI provides five levels of training: diversity awareness, train-the-trainer certification, organizational communications training, strategic planning training for senior managers, and custom-designed specialty trainings. All of the Institute's educational opportunities reflect a commitment to increasing individual awareness and skills competency and facilitating the transformation of environments focused on promoting pluralism as the preferred way of work and life. MDI also designs multi-faceted organizational and community assessments, dialogues, and educational resources. To recognize those businesses that have moved closer to achieving pluralism in their institutions, MDI has developed

Outcomes

Since opening its doors in 1993, MDI has provided training to more than 6,500 corporate and organizational managers representing more than 200 local organizations. MDI's extensive business contacts have allowed the program to deepen its training and expand its reach. Based on comments on evaluation forms collected after training sessions, the Institute has begun crafting additional courses to meet the needs of area organizations. On January 1, 1999, MDI began offering an 11-course curriculum to participants outside the Memphis business community. The Institute was recognized by the International Labor Organization as one of the top 20 diversity initiatives in the Nation. The Institute is supported by the involvement and financial support of 57 corporations and collaboration with 30 community-based organizations.

You can't just live your life through one particular cultural land. If you do, you're missing a lot. If your viewpoint is limited, then your world view is limited.

Leslie M. Saunders

Project Change

Albuquerque, New Mexico, El Paso, Texas,
Valdosta, Georgia, and Knoxville, Tennessee

C o n t a c t (s)	Shirley Strong, Executive Director (San Francisco), 415-561-4880
P u r p o s e	To reduce racial prejudice and institutional racism and improve race relations.

Background

Project Change began in 1991 as a community-driven, anti-racism initiative in locations where Levi Strauss & Co. had facility locations. Albuquerque, El Paso, and Valdosta were chosen as initial sites; the project was expanded to Knoxville in 1993. It identified three major priorities: equitable access to credit and capital, educational equity in public schools, and hate crimes prevention. In 1997, Project Change became a program of The Tides Center, a non-profit organization supporting the development of innovative social justice programs. Project Change is the only multi-racial, community-based, anti-racism program sponsored by a corporate foundation and has been widely recognized for its successful community impact.

Program Operations

The Project Change approach has five steps: assemble a diverse coalition of local citizens committed to improving race relations in their community and building trust across racial and ethnic lines; assess such local conditions as community history, employment statistics, education, and lending practices; educate the public about institutional racism by engaging local residents and community

leaders in examining problems that center on race; advocate positive changes in institutional policy and practice with targeted programs that encourage partnerships among diverse groups; and evaluate and share the lessons learned in local Project Change communities to encourage collaboration in the fight against racism elsewhere.

In Albuquerque, Project Change has established a strategic collaboration with the University of New Mexico (UNM) by creating the Project Change Fair Lending Center in partnership with the Institute for Public Law, the public service arm of the UNM law school. The Valdosta office has created a banking coalition to help disadvantaged people of color obtain home mortgages and access other banking services. The Knoxville and El Paso offices are providing leadership in community hate crime prevention in partnership with local law enforcement agencies.

Outcomes

Levi Strauss and Project Change have received a number of national and regional awards, including the inaugural Ron Brown Award for outstanding community-based programs; the League of Women Voter's Vision Award for commitment to creating communities of inclusion; and in Valdosta, the JCPenney Golden Rule Award for Civic Volunteerism.

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Race relations remains a critical factor in the quality of community life. What's been missing has not been the will of many well-intentioned groups and people. What's been missing has been leadership in business and government. We've been too timid to put the R-word—racism—on our agenda for social change.

*Robert D. Haas
Chairman and CEO
Levi Strauss & Co.*

We the People @ IBM

North Tarrytown, New York

C o n t a c t (s)	J.T. Childs, Jr., Vice President, Global Workforce Diversity, International Business Machines, 904-332-2280
P u r p o s e	To promote workplace diversity and maintain an environment that fosters opportunities for all employees.

Background

The International Business Machines (IBM) Corporation has long regarded diversity in the workplace as an important element in a changing business environment. Diversity at IBM means welcoming all people to the workplace without regard for factors unrelated to job performance. IBM's appreciation of a diverse workforce stems from the basic belief that diversity provides the company access to talent that springs from many different places and allows IBM to understand and better serve an increasingly diverse customer base. In addition to promoting and sponsoring educational programs that contribute to diversity and opportunities for people of color, IBM recognizes the buying power of its diverse constituencies and seeks to strengthen and benefit from its corporate diversity. Indeed, IBM views workforce diversity as the bridge between the workplace and the marketplace. To address the complex issues associated with diversity in the workplace and marketplace, IBM relies on employees to advise the company on perceived barriers to advancement and their views of how best to serve their respective constituency as customers.

Program Operations

On July 14, 1995, IBM convened eight workforce diversity executive task forces representing Asian Pacific Americans, blacks, Hispanics, American Indian and Alaska Natives, gay men and lesbians, people with disabilities, white men, and women. Each task force is chaired by executives who are members of the constituency represented by the group. These task forces were initially asked to consider how to make the particular constituency feel welcome and valued at IBM, what IBM and the constituency members can do to maximize their productivity, and what IBM can do to maximize business opportunities through the buying decisions made by a particular constituency. The task forces also discussed/reviewed IBM relationships with community organizations. Through its internal diversity training program, IBM teaches employees how to respect and value those who are different and why this practice is important. These programs, along with 48 worldwide diversity councils, the first of which was established in 1992 within the IBM structure, help all employees realize their potential and make substantial contributions to corporate success. IBM's global workforce diversity

Consumers must be able to look in at the IBM company and see people like them. If our consumers understand that people like them are respected here, they will view us as a place worthy of spending their hard-earned dollars.

J.T. Childs, Jr.

We the People @ IBM *(continued)*

council has identified six global challenges to be addressed by each geographic region: the global marketplace, cultural awareness/acceptance, diversity of the management team, advancement of women, work/life balance, and integration of people with disabilities. These issues affect IBM's day-to-day workplace, cross all borders, and have an impact on business.

Outcomes

Today, people of color represent 14.4 percent of IBM's management and 11.7 percent of the IBM executive team. As a result of the success

at providing employee opportunities, IBM's commitment to workforce diversity has been recognized by many independent organizations, including the first-ever Ron Brown Award for Corporate Leadership for IBM's diversity programs, the National Action Council for Minorities in Engineering Leadership Award, the National Society of Black Engineers Employer of Choice (2 consecutive years), the National Business & Disability Council No. 1 Employer, and the American Indian Business Leaders Company of the Year Award, and has been named a top employer by such publications as *Working Mother*, *Working Woman*, *Latina Style*, and *Out*.