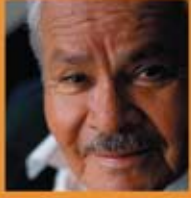




# THE DiversiPro Coach



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## Welcome to the Latest Edition of The DiversiPro Coach

U.S. President-elect Barack Obama is the new leader of the most ethnically and racially diverse American population ever. Globally, he is seen as the great unifier who will help heal some of the most painful divisions among the American people and indeed, in the world. Like other leaders before him, and those in this issue, Mr. Obama must continue to seize the potential of diversity and inclusion to realize change. Send us your comments at [info@diversipro.com](mailto:info@diversipro.com). *Editor: Jacqui DeBique*



## Do You Know ???

[Click here for our Multiculturalism Day quiz](#)

- After 34 years of cancelling classes on Jewish holidays, York University in Toronto has ended this practice. A York professor, citing the growing diversity of the student body, had also filed a Human Rights complaint against the practice. He is:
  - David Noble (Christian faith)
  - David Noble (Jewish faith)
  - David Noble (Muslim faith)

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at [www.diversipro.com](http://www.diversipro.com).

The evolving nature of diversity calls for the  
DiversiPro Approach. Learn more at  
[www.diversipro.com](http://www.diversipro.com).

## The Power to Include

In the early '90s, the CEO of a well-known Canadian organization took an interesting approach to increasing diversity in his organization, specifically, to change the under-representation of women in management roles. He had come to a gradual realization that his company could thrive if more women had a say in the services his company offered to the public. Increasingly, his own experience and common sense told him that there was a pool of qualified female candidates waiting to be tapped and a larger pool waiting to be developed from the ranks just below management.

Here's what he did.

He shared his observations and intentions with the executives reporting directly to him. He enlisted their help in starting a new hiring practice, one that would make all hiring managers and interview boards accountable for their decisions:

- No job interview was to proceed unless the short list of candidates included at least two members of this under-represented group.
- If female candidates had applied but were not shortlisted, or if interviewed but not hired, the responsible manager was required to write a memo to his/her supervisor explaining both the efforts and decisions made.

This simple direction from the CEO had a startling impact. It, combined with independent but complementary initiatives (networking meetings, mentoring partnerships, wider and more inclusive circulation of job postings, increased numbers of female management trainees and other formal and informal practices), helped to break the glass ceiling for women in the organization and in the sector. At the time, this CEO was one of a number of senior executives who took action to make their organizations more welcoming to women.

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- This company's racing and diversity program recently awarded six minority high school students with an opportunity to experience the many career paths offered through the sport of NASCAR.
  - Goodyear
  - Michelin
  - Bridgestone/Firestone

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DiversiPro 



DiversiPro Inc.  
28 Crayford Dr.  
Toronto, Ontario  
Canada M1W 3B6  
Phone: 416.461.6895  
Fax: 416.461.8970  
Email: [info@diversipro.com](mailto:info@diversipro.com)

[www.diversipro.com](http://www.diversipro.com)

## The Power to Include cont'd

Today's CEOs are facing a broader diversity and inclusion challenge: how to recruit the best talent from an increasingly diverse labour pool. As the CEO at the heart of this story proves, it is possible to put known facts and your own perceptions together, start a new practice and help break a glass ceiling.

### First Person – Raymond Chang

Raymond Chang, Chairman of CI Financial, the third largest investment fund company in Canada, and Chancellor of Ryerson University in Toronto, believes education is the key to breaking down barriers and building bridges. Here's his story.

#### Personal History

I am Jamaican by birth, Chinese by heritage and Canadian by choice. In the early 20th century, my grandparents immigrated to Jamaica from China. Like so many other migrants then and now, they were searching for a better life for themselves and their family.

Everywhere I've lived, I've been a minority—visible or by virtue of my “peculiar” accent. Being different oftentimes means you are treated differently, for the most part out of ignorance. At one accounting firm, a colleague from Hong Kong (an English teacher) and I were overlooked for major assignments because, as I discovered later, the supervisor said we were unable to deal with the English-speaking clients. Well, what goes around comes around...years later Mr. Supervisor applied for a job at CI. Guess who was at the meeting?

#### Education Builds Bridges

Education levels the playing field – it gives us the competitive edge and helps us break down barriers of ignorance, arrogance and bigotry. Once those barriers are gone, education gives us the power to build bridges of friendship, respect and open-mindedness.

#### Approach to Business

At CI, 41% of the staff were born outside of Canada and the majority are from visible minority groups. For over 20 years we have been doing what most people are now discovering and what is now considered “a hot button issue.” We have no company mantra or deep philosophical guidelines about the people we hire. CI hires the best, the brightest, the savvy, the creative, the innovative and the flexible.

#### Principles of Business

Strive to be the best, but keep an open mind. Question even the obvious because critical thinking will keep you current and relevant. And make sure you dream, because the possibilities are endless. Finally, ask yourself, “What can I give to society to make even one person's life better?” As Winston Churchill observed, “We make a living by what we get, but we make a life by what we give.”



## Do You Know ??? cont'd

3 What senior bank executive is credited with saying, “I chair our Diversity Leadership Council ...the only committee other than my executive committee that I sit on...We meet quarterly to make sure the talent pipeline is being filled with qualified candidates from diverse groups, as well as tracking the results of our recruitment efforts, promotions and terminations.”

- Gord Nixon, President & CEO, RBC Financial Group
- Deepak Sharma, Chief Executive Officer, Citi Global Wealth Management International
- Ed Clark, President & Chief Executive Officer, TD Bank Financial Group

## Book Review

By Hamlin Grange, President, DiversiPro Inc.

### CEOs Who Get It: Diversity Leadership from the Heart and Soul

By Mary-Frances Winters

Published by and available at:

[http://www.diversitybestpractices.com/store/store\\_arch.html](http://www.diversitybestpractices.com/store/store_arch.html)

For many CEOs, key events in their lives helped shape their desire to see a world that both celebrates differences and values them as part of a strategy to enhance business.

For Bud Selig, the Commissioner of Major League Baseball, it was when Jackie Robinson broke the colour barrier in baseball. Even at the young age of 13, Selig knew it was an historic moment that would change baseball and the world forever.

Terry Lanni, the CEO at MGM Mirage, recalls when his Catholic elementary school refused to allow the school's African-American janitor to enrol his daughter under a special employee program. When Lanni's parents and others threatened to take their children out of the school, the young girl was allowed to enrol.

In this remarkable collection of in-depth interviews, 20 CEOs share how their personal philosophies helped them evolve into champions of diversity and inclusion. These CEOs understand that:

- Diversity must be part of the business;
- The principles of diversity and inclusion are difficult to understand;
- All leaders must be engaged in the process and held accountable for success; and
- It's okay to acknowledge that “they don't know what they don't know.”

## Now You Know!!!

Quiz answers: 1 = b, 2 = a, 3 = a

1 Source: *Toronto Star*, Tuesday, Oct. 28, 2008

2 Source: [http://www.motorsport.com/news/article.asp?ID=312471&FS=NASCAR\\*](http://www.motorsport.com/news/article.asp?ID=312471&FS=NASCAR*)

3 Source: <http://www.rbc.com/newsroom/20051020nixon.html>