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WHERE ALL THINGS
DIVERSITY & INCLUSION
COME TOGETHER FOR CHANGE



27th Edition - January 18, 2011

Profiles in D&I Leadership

One in an occasional series profiling the recipients of the 2010 World Bank Group 7th Annual D&I Leadership Awards.

Rodrigo Chaves, Sector Manager, LCSPE

Less than three years after Rodrigo Chaves joined LCSPE as sector manager for economic policy in Latin America, his unit has multiplied its production many times over. The year before he arrived, \$185 million in new loans were issued. Last year, the value was \$4.2 billion.

“Management is about achieving objectives through others. If I want to be effective influencing staff to attain our objectives, I need to make sure they are motivated,” said Chaves of his staff. “And they have done incredible things.”

What may be surprising is that this is Chaves’ first managerial appointment. He was a lead economist for 10 years, most recently for Turkey. Today, he manages about 60 staff—mostly economists, ACS, and research assistants.

“When I came here, I thought we would benefit from having more diversity. But I wasn’t getting the pool

of candidates I needed,” he admitted. So Chaves did something about it, building his own pipeline of diverse staff—before they apply and before he has a specific need.

“I need to attract very bright, diverse staff. I have to work ahead of time, establish connections, and identify talent—all this is part of my job as manager,” stressed Chaves. “So personally I have a program of mentoring female African economists. I talk to people who are dynamic and talented. I seek them out. I tell their managers I’d like to meet them, which leads to conversations, and in some cases, coaching and new hires.”

Chaves said that there are “very strong signals” in LAC. VP Pamela Cox has strongly encouraged diversity and inclusion. But it is clear that his motivation is personal.

“I have six sisters. All of them are extremely talented, dynamic, accomplished women. And I saw them struggle many times because of their

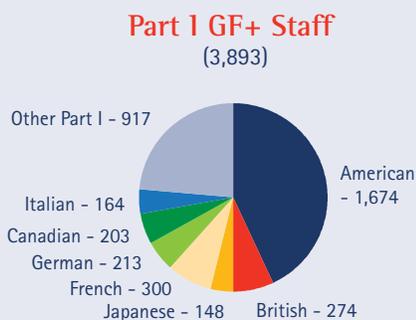


condition of being female. So as their brother, I thought it wasn’t fair.”

“Intellectually, I have also come to the conclusion that you need diversity, that teams are more productive, that ideas are better scrutinized, that people are more creative and innovative when

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INFOGRAPHIC



Source: World Bank Group data

Project: Ambassador

Ambassador of the Principality of Liechtenstein to the United States

Q&A with Claudia Fritsche

Q: How long have you been Ambassador in Washington, D.C.?

A: I had the great honor to open the Liechtenstein Embassy in Washington in October 2002. This means that during the first couple of years there had to be a strong focus on putting Liechtenstein on the map, apart from all other duties and challenges. My responsibilities are the same as those of other Ambassadors. I have been sent to represent Liechtenstein's interest vis-à-vis the United States.

Q: Briefly describe Liechtenstein.

A: Liechtenstein is a highly industrialized country; industry generates about 40 percent of our GDP. Liechtenstein's financial services sector contributes close to 30 percent. Together with the Government, this sector has been very active in recent international efforts toward transparency, standardization, and regulation. During the last 60 years, we've developed into an economic metropolis: we endorse a liberal economic policy and innovative technology has become a chief export. Liechtenstein still offers a beautiful rural Alpine landscape where vacation dreams come true.

Q: What are your current priorities?

A: U.S.-Liechtenstein cooperation is predominantly in the field of financial services—in the fight against money-laundering, terrorist financing, and corruption. In recent years we have intensified our cooperation regarding the exchange of information in tax matters. Besides those issues, I use every opportunity to in-

crease Liechtenstein's visibility and to present my country as a progressive, forward-looking industrial location.

Q: Describe your career rise.

A: Before coming to Washington, I served as the (first) Liechtenstein Ambassador to the United Nations. I have had mentors, among them a former Liechtenstein Prime Minister. Several experiences prepared me well for the tasks I fulfill today: my involvement in bringing about female suffrage in Liechtenstein, traveling and living overseas early in my life, but most of all the love for my country and the fact that I am a "people-person."

Q: Describe to us the art of diplomacy.

A: Being a skilful diplomat requires sensitivity, and reaching out to people with respect and understanding, patience, and curiosity. Today's diplomats need to be first and foremost people with compassion, courage, idealism, and common sense, who can think independently, make decisions, take charge, and offer expertise—pretty much like the CEO of a company. We interact with all groups of society including the business community, NGOs, religious groups, cultural institutions, and private organizations.

Q: Do women have an advantage as diplomats?

A: Are women better at the art of diplomacy than men? I don't think so, but women diplomats may work differently. Here in Washington we work in an extremely competitive environment. All Ambassadors pursue the same goal: to vie for the interest of the United States. Newly arrived female Ambassadors will



find that we usually try to help them learn how Washington works. We share our network, meaning that we sometimes invite our female colleagues to meet high-ranking female personalities, such as a TV anchorwoman, a cabinet member, or a Supreme Court Justice. By the way, there is a golden rule for every Ambassador to be successful in Washington: have a good network because this gives you additional access. Networking takes time and means that you have to be very active socially.

Q: Recount a memorable experience.

A: I know Secretary Albright from when we served together at the United Nations, and we still occasionally meet for lunch. On one occasion, I arrived at the same time as another party (a gentleman). The Maitre d' rushed to the gentleman, addressed him as "Mr. Ambassador" and led him to the table. When the Maitre d' returned apologetically a moment later, I said with some satisfaction, "For once, it is a woman."

2011: UN Launches International Year for People of African Descent

Following are the edited remarks by United Nations Secretary-General Ban Ki-moon launching the International Year for People of African Descent. For the full transcript, see: <http://www.un.org/News/Press/docs/2010/sgsm13310.doc.htm>

I am pleased to join you as we launch the International Year for People of African Descent, proclaimed recently by the General Assembly. The Year seeks to strengthen political commitment to eradicating discrimination against people of African descent. It also aims to promote greater awareness of and respect for the diverse heritage and culture of people of

African descent. I welcome this effort to pay tribute to the vast contributions made by people of African descent to the advancement of the political, economic, social and cultural development of all of our societies. At the same time, we must remember that people of African descent are among those most affected by racism.... The international community cannot accept that whole communities are marginalized because of the colour of their skin. As the Universal Declaration of Human Rights affirms: "All human beings are born free and equal in dignity and rights." If we are to make those words real, then we must eradicate racism once and for all.

Happy New Year!

"Despite much progress, we still need greater diversity at top levels. There must be a greater push throughout the Bank Group for women and representatives of developing countries."

– Robert B. Zoellick
President, WBG
Excerpt from the January 2011
New Year's Message

...Rodrigo Chaves, Sector Manager, LCSPE

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there are different experiences and backgrounds represented. I've personally seen how diversity brings opposing perspectives that has made this unit more productive."

As a result of his work, Chaves' team is not only a top performer, but is among the Bank's most diverse. Among 12 female economists and economic analysts, the following countries are represented: Brazil, India, Germany, Portugal, Senegal, Spain, Sweden, and Uruguay.

Chaves is known for giving stretch assignments that might normally be reserved for staff with more experience or a higher grade: "It entails risks, believe me. Sometimes it re-

quires a lot of work as well, because you have to get involved. I travel on mission with them more often. I hold a lot of mentoring sessions. I review what they produce very carefully."

Chaves' 360-degree feedback shows he's doing something right. The Bank average for a manager's rating for "technical skills" hovers around 78 percent, whereas Chaves scored 96 percent. Likewise, the mean rating for managers' "personal skills" is 68 percent while Chaves scored 93 percent.

"He's an enabler. He gives us resources, supports us, and really supports innovation," said team member Seynabou Sakho, who is managing the World Bank's first policy-based loan for a city—Rio

de Janeiro. "Three years ago, we had one research assistant. Today, we have 18. It's a huge change. The countries are the same. Their needs are the same. But it enables us to be much more credible. We also have a lot more strategy meetings with Rodrigo than we used to. We're setting a high standard; and it's a fantastic team."

For Chaves, it's a matter of principle: "It is upon the World Bank to be diverse. I cannot control outcomes. I can only give people the same opportunity to shine, and to contribute. This has been rewarding, especially because this is my first job as a manager. But the simple fact is that my team has really risen to the challenge."

Aperture: Good Practice in D&I

One in a series profiling the leaders of diversity programs around the world.

Q&A with the European Investment Bank

The European Investment Bank (EIB) was created in 1958 as Europe's long-term lending institution, with a mission to make a difference to the future of Europe and its partners. It has about 1,800 staff, the vast majority of whom work at headquarters in Luxembourg. Heike Ruetters and Shiva Dustdar, both professional bankers, are active in EIB's Committee for Equal Opportunity (COPEC). Joanna Crane is Head of People Management and Organization Development in HR, coordinating and supervising the implementation of the Bank's diversity policy.

Q: First, what is COPEC?

A: COPEC was created in 1994 as a joint committee between HR and staff representatives to advance gender equality at EIB. Initially, it worked to initiate policies of equal opportunity and support their implementation. By 2004, its role had moved beyond policy. For example, a COPEC representative observes selection panels for managerial positions. Today, COPEC has members from business, from staff representatives, and from HR. We hope that with business representation, change will take place more quickly.

Q: How is EIB doing broadly with diversity and inclusion?

A: We are great at balancing national representation. We are 50-50 in gender as well. However, the secretarial ranks are 90 percent women; the professional ranks are 40 percent women, and senior ranks are only 16 percent women. So, there is gross under-representation at the most senior level, and to address that, we need to change the dynamics at *all* ranks.

Q: What about EIB's policies?

A: We compare favorably on work-life balance policies to other organizations. These policies include flexible work arrangements and a 20-week maternity leave. There came a time in COPEC, however, when we realized we no

longer wanted to insist on more policies. Women were being perceived as requiring "special needs." In a way, because of these progressive policies, women staff have been viewed with a stigma. It may speak to the fact that with the best of intentions, sometimes you get unintended impacts.

Q: What is your top priority?

A: For EIB, the key challenge is meeting the ambitious target of 20 percent of women in management function by 2012. This might not seem like a lot, but it will be a doubling in seven years. And it requires a change in mindset by hiring managers and bold decisions by the President and Management Committee. We need to attract, engage, and retain diverse talent; build an inclusive work environment; foster leadership and management; and build EIB's profiles as an employer of choice.

Q: Do you find that there is a political commitment?

A: Our President attends COPEC meetings, so he is very engaged. But



Shiva Dustdar, Joanna Crane, and Heike Ruetters share their experience working on issues of diversity and inclusion at the European Investment Bank.

to actually make progress—to have that practical impact on who we hire, and who we promote—we need accountability. As of 2010, managers are newly accountable for taking concrete action and obtaining results. We expect progress to stem from that.

Q: What does success look like?

A: Greater balance in gender representation at higher levels; a real managerial awareness and belief that whilst this has been tough, it's been worth it; tangible results on the business side, with the EIB as a whole able to perform better. By 2015, reaching 30 percent women in senior management. We are at 16 percent right now, and this is a great challenge with low turnover. The proof will be in the pudding. The policies and targets are in place, now we have to walk the talk.

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