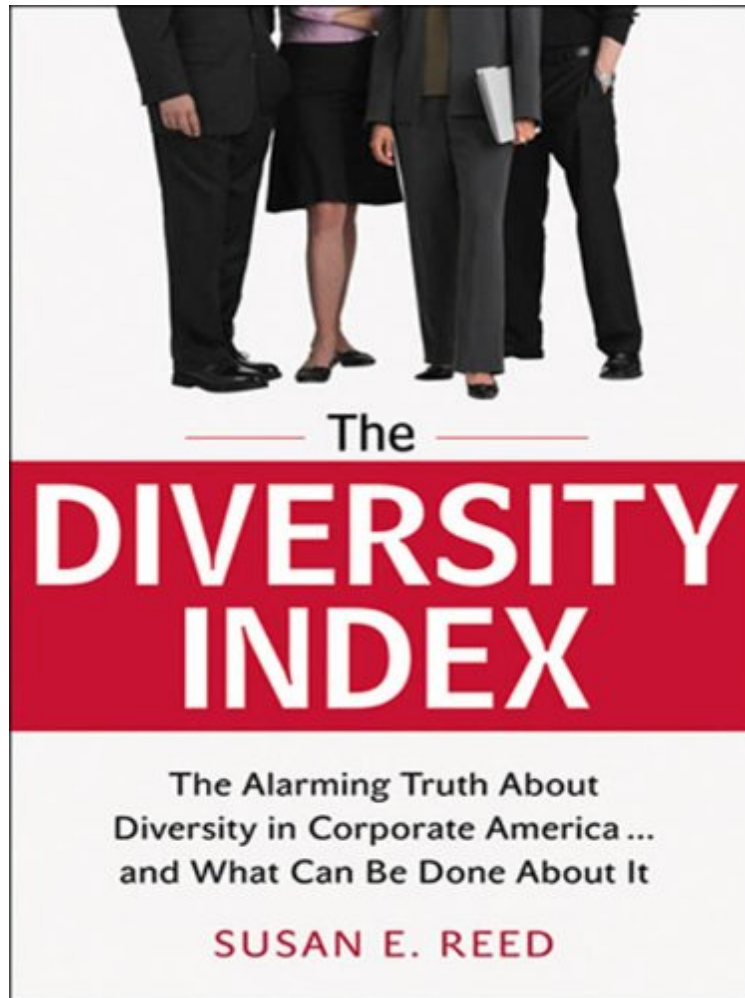


[Free pdf] The Diversity Index: The Alarming Truth About Diversity in Corporate America...and What Can Be Done About It

The Diversity Index: The Alarming Truth About Diversity in Corporate America...and What Can Be Done About It

Susan E. REED

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Susan E. REED : The Diversity Index: The Alarming Truth About Diversity in Corporate America...and What Can Be Done About It before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Diversity Index: The Alarming Truth About Diversity in Corporate America...and What Can Be Done About It:

0 of 0 people found the following review helpful. The need for an updated Plan for ProgressBy jellibeanBack in the early 60s a program called Plan for Progress was introduced by the Kennedy administration to study and implement diversity in American corporate leadership. This book traces the history, successes, and failures of the program over the ensuing years with well-researched and, in some cases, surprising statistics on the reality of corporate hiring

practices. Supplementing the extensive graphs and figures with insightful interviews with many corporate executives, employees and CEOs about their attempts to foster cultural inclusiveness in their respective companies, *The Diversity Index* gives the reader an inside peek into the mind set that, despite small victories, prevented wide-spread reform within the highest levels of corporate leadership and decision-making. Yet, there were lessons to be learned for today's global economy. Citing the techniques, tools, and strategies garnered from companies that tried to implement diversity, the final chapters suggest a route to a new diversity that could help accelerate American corporations' competitiveness on the world stage. In fact, my one wish is that there had been more specific examples of what American corporations and schools might do to foster upward mobility by encouraging today's students to focus on areas of study that are needed in the global economy.

1 of 1 people found the following review helpful. *The Diversity Index* is a Must-Read By MPSFSusan Reed's *The Diversity Index* is a must-read for HR professionals, diversity experts, and others interested in creating and encouraging diversity in the workplace. Reed provides a concise history of several diversity initiatives, from Plans for Progress to GE's affinity groups. But this book is more than a backwards-looking historical summary; it provides concrete suggestions for leadership in diversity issues at all levels of corporate org charts. Many times while reading I found myself reaching for a pencil to underline - or simply nodding my head. Reed's text is timely and resonates with the struggles my clients - and actors throughout corporate America - have in transcending the White Ceiling and the Glass Ceiling. I have already recommended this book to several of my clients and will continue to do so. This work is important to building strong, vibrant corporate cultures. As Reed writes, "If employees feel that they have been fairly treated and rewarded by their companies, they tend to return the treatment."

2 of 2 people found the following review helpful. *The Diversity Index* By Jim Estill I read an interesting book by Susan Reed called *The Diversity Index - The Alarming Truth About Diversity in Corporate America ... and What Can Be Done About it*. I assume similar stats apply to Canada. The book is full of statistics about how many women and different races are employed in various places and how that has changed over the years. I wish it also had statistics comparing the demographics in general to the overall statistics. I know where I grew up in small town Ontario, Canada, there was very little racial diversity, so it would not be reasonable to have a lot of racial diversity in most of the businesses. (of course not true of gender diversity, since half of the people were women) I like to think of myself as gender/race blind. By this I mean that I simply want to have the best person for the position, regardless of the race or gender. This is where it's tough because governments like to bring in quotas and introduce bureaucracy. It's tough to legislate though. I think businesses will change when they recognize that they get more value by having diversity. One part of wisdom and maturity is accepting people with different views and backgrounds. We all tend to like and value people who are more similar to ourselves, and part of the reason we are the way we are is because we value the traits that we have. But for success, we need to be challenged. I do not think it would feel very good for someone to get a position just because of a quota system. In my own case, I am a member of Golden Seeds, and would hate to think that I was a member just to make up a male quota of that group. (Golden Seeds invests only in female entrepreneurs) The book starts discussing The Plan for Progress, which was the plan introduced in the 60s. This shows how companies that adopted a Plan for Progress ended up with more diversity in their companies. It ends with a new Plan for Progress, which has the following steps: Excerpted from *The Diversity Index: The Alarming Truth About Diversity in Corporate America...and What Can Be Done About It* by Susan E. Reed. Copyright copy; 2012 Susan E. Reed. Published by AMACOM. Used with permission. All rights reserved.

1. They developed a core mantra that fused their diversity goals and ethical principles with their business strategy. Leaders articulated this vision in every internal speech and company communication. They demonstrated congruence.
2. They created a secure, reliable feedback system through which employees from all over the world could communicate safely and directly to a company executive, expressing their concerns over how they were being treated by other members of the company.
3. They provided diversity training to employees and fostered a culture of learning.
4. They administered 360-degree performance measurements to managers in which they were evaluated by subordinates, peers and superiors. Managers' pay was partly determined by how they were rated and how they developed diverse employees.
5. They cultivated and harvested new talent. They offered summer internship and contributed to funds that enabled underprivileged students to go to college. They widened their talent harvest to historically black and women's colleges.
6. They developed, supported, and funded extensive affinity groups. They made it mandatory for managers and officers to be involved in these groups.
7. Companies invested in local communities to improve public school education and opportunities.
8. Executives promoted women and people of color, as well as employees with an international perspective, thereby demonstrating their commitment to the core diversity mantra.
9. Chief executives opened themselves to negative feedback about what was not working by holding regular meetings with managers and employees.
10. They never stopped trying new ideas to foster integration because they realized that companies are highly changing environments. I think it is also great for minority groups to help themselves within the group. There is a natural affinity to like people who are in the same group and it makes logical sense to help each other. Interestingly we recently had diversity training at Canrock Ventures. And what came out of it was we needed to have social get togethers Friday afternoon. Not sure how that was arrived at...

Are we better off today than we were 50 years ago? Nearly 50 years after the Civil Rights Movement, there is a new crisis of opportunity in corporate America. Based on the author's groundbreaking study of Fortune 100 companies, *The Diversity Index* identifies a barrier that has formed as white women have outpaced people of color and, along with white male executives, have wound up creating a persistent racial ceiling. In addition, the quest for global profits has created worldwide competition for the corporate suite, and U.S.-born minorities and whites are losing out. This isn't only a civil rights issue, as studies have shown that businesses with a strong commitment to diversity outperform their peers. The book takes an in-depth look at companies that have struggled to find the perfect leadership mix. Detailing the stories of executives of General Electric, Hewlett Packard, Merck, and PepsiCo, *The Diversity Index* distills into 10 clear steps the methods that the most successful companies used to develop integration, keep it growing, and empower their employees to develop new products and markets

"This book is an important, if not seminal work..." -- Mike Deblieux, SPHR-CA, Principal Leadership Development Coach
"I highly recommend this landmark and must read book..." -- Wayne Hurlbert, Blog Business World
"The book's strength is its rich review of diversity programs in corporate America." -- Publisher's Weekly
From the Inside Flap
As we mark the 50th anniversary of President Kennedy's Executive Order calling for a thoroughly integrated workplace, it's time to assess which corporations have contributed the most to this advancement and which have not. While it's true that more women and minorities can be found at the top of many corporations, troubling patterns have emerged. The partial application of diversity has resulted in the formation of a persistent white ceiling in corporate America as white women have outpaced people of color. More than 40 percent of the Fortune 100 corporations have no minorities among their executive officers. Minority females have fared the worst. In addition, globalization has resulted in many corporations preferring multinational diversity to national diversity, and U.S. minorities and whites are losing out. The majority of Asian and Hispanic executive officers in the Fortune 100 were born outside of the United States. In large numbers, Canadian and European competitors are being promoted ahead of their American-born, white male counterparts. Based on award-winning journalist Susan E. Reed's groundbreaking study of Fortune 100 companies, *The Diversity Index* considers the historical reasons we went wrong, taking a close look at the "Plans for Progress" protocol developed in 1961, which defined the steps of affirmative action. It was initially considered a failure for not providing immediate results. This book analyzes the long-term, widespread effectiveness of the plan, and reveals the stories behind the few companies that have made a difference, breaking down the 10 simple steps you can take at your own organization to fully develop integration, keep it growing, and empower your employees to develop new products and markets. The book shares the fascinating stories of executives at General Electric, Hewlett Packard, Lockheed Martin, Merck, and PepsiCo, recounting their inspiring--and instructive--struggles to make their way up the ladder, as well as to pave the way for others going forward. Organizations that embrace diversity aren't just "doing the right thing"--across the board, they operate more successfully and outperform their peers. Based on unprecedented research, and filled with eye-opening real-world stories and clearly stated steps for practical action, *The Diversity Index* shows you how to harness diversity's true power, create a more resilient workforce, and seriously increase your own organization's bottom line. From the Back Cover
Praise for *The Diversity Index*: "Reed's insights into who gets into the executive suite raise true and serious questions about the overall success of affirmative action in bringing the full diversity of the American population into corporations at all levels. They are questions that need to be answered by corporate and political leaders." -- Mike Deblieux, SPHR-CA, Principal Leadership Development Coach
"The Diversity Index provides a corrective to the scholarly research on race integration and still-relevant lessons for corporations that seek to do better at it." -- Barbara Reskin, S. Frank Miyamoto Professor of Sociology, University of Washington
"[A] thought-provoking and well researched book.... While one can quarrel with some specifics of [Susan Reed's] recommendations, without a doubt, this will be an important and valuable book in the field of diversity as practitioners look to go to the next level with their work." -- R. Roosevelt Thomas, Jr., D.B.A., Chief Executive Officer, Roosevelt Thomas Consulting Training, Inc.