

SUGGESTED READING LIST

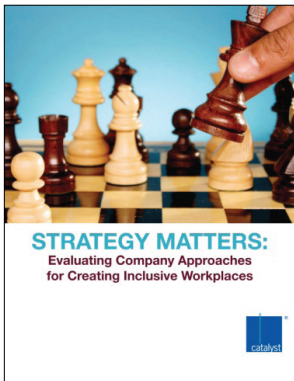


Interested in nominating an initiative for the Catalyst Award?

Thinking about how to create an initiative that will change the workplace culture?

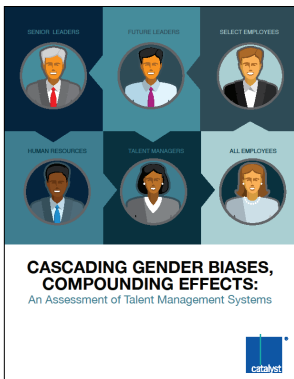
Start by learning about Catalyst's research and tools on diversity and inclusion.

CULTURE CHANGE



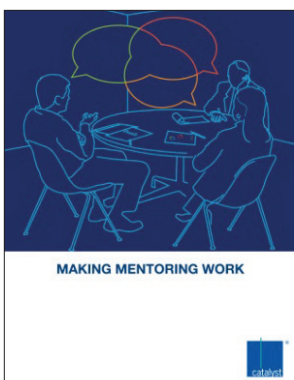
Strategy Matters: Evaluating Company Approaches for Creating Inclusive Workplaces

Despite best efforts to manage change, many companies fall short of their goals to create more diverse and inclusive workplaces. To address this problem, *Strategy Matters: Evaluating Company Approaches to Creating Inclusive Workplaces* offers practical insights for managing change more effectively. Notably, leadership, systemic integration, change commitment, job-level impact, and behavioral support were identified as critical factors for driving D&I change initiatives. The study revealed that companies performing relatively well on most of these factors had a higher representation of women than other companies.



Cascading Gender Biases, Compounding Effects: An Assessment of Talent Management Systems

This report reveals that core components of talent management are linked in ways that disadvantage women, creating a vicious cycle in which men continually dominate executive positions. Based on an assessment of 110 talent management systems representing from 19 industries, the data demonstrate that the flow of information from senior leaders to individual contributors perpetuates gender gaps in senior leadership. To combat this issue, organizational approaches for identifying, developing, and leveraging top talent are provided.



Making Mentoring Work

While the concept of formal mentoring is not new, the ways in which smart companies conceptualize, track, and leverage these relationships is constantly evolving. Research shows that diverse groups have reduced access to mentors when compared to their colleagues and that most organizations do not take full advantage of mentoring for career development or insure that strategic metrics and accountability measures are in place.

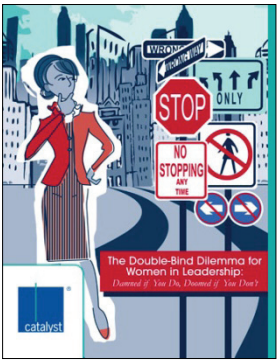
Making Mentoring Work offers insights gathered from years of Catalyst work and expertise in this area to help organizations maximize their mentoring efforts. It includes information on building robust formal mentoring programs from the ground up as well as on ways to leverage existing formal mentoring programs. It also offers questions to guide organizational thinking around formal mentoring efforts.

WOMEN IN LEADERSHIP



Opportunity or Setback? High Potential Women and Men During Economic Crisis

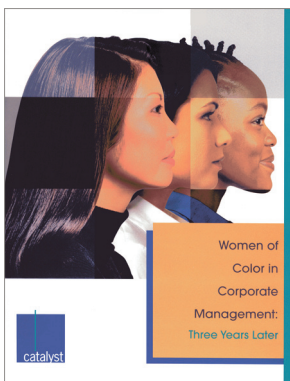
This report, first in a series on high-potential women and men called *The Promise of Future Leadership: A Research Program on Highly Talented Employees in the Pipeline*, examines whether organizations that have paid a premium to recruit up-and-coming talent are leveraging that investment during this current economic downturn. Findings indicated that these future leaders aren't afraid to pursue greater opportunities despite the recession, suggesting that businesses must be vigilant about retention even during periods of economic instability. The project surveys graduates of major business schools in the United States, Canada, Europe, and Asia, with the intent of assessing their career values, goals, and expectations, the developmental opportunities afforded them, and their strategies for managing work and family life.



The Double-Bind Dilemma for Women in Leadership: Damned if You Do, Doomed if You Don't

This report, part of the Catalyst series examining barriers to women's advancement, reveals that gender stereotypes can create several predicaments for women leaders. Because they are often evaluated against a "masculine" standard of leadership, women are left with limited and unfavorable options, no matter how they behave and perform as leaders. In this study we focus specifically on three predicaments, all of which put women in a double bind and can potentially undermine their leadership.

DIVERSE WOMEN & INCLUSION



Women of Color in Corporate Management: Three Years Later

The first longitudinal look at the experiences of women of color in the workplace, this study reveals factors that influence career advancement and retention. It follows the career movement of respondents from Catalyst's initial women of color study, *Women of Color in Corporate Management: Opportunities and Barriers*. The respondents employed several key strategies to succeed—with a greater emphasis in 2001 than in 1998 on the importance of networking and mentoring. Finally, the study found that open, inclusive work environments were more successful at retaining women of color.



Career Advancement in Corporate Canada: A Focus on Visible Minorities—Diversity & Inclusion Practices

This report, part of the *Career Advancement in Corporate Canada: A Focus on Visible Minorities* series, explores how visible minority women and men perceive their career advancement and development in corporate Canada. The series is based on research conducted by Catalyst and the Diversity Institute in Management & Technology at Ryerson Institute in Toronto. The report highlights Catalyst Diversity & Inclusion (D&I) Practices that illustrate the recommendations from the series.



Building LGBT-Inclusive Workplaces: Engaging Organizations and Individuals in Change

This report describes the workplace experiences of lesbian, gay, bisexual, and transgender (LGBT) employees and supports the development of programs and practices that leverage diversity, foster inclusion, and increase awareness, accountability, and action. While protecting employees from discrimination is an essential step when creating LGBT-inclusive environments, organizations must move discourse beyond anti-discrimination policies to everyday issues facing LGBT employees.

FOR MORE INFORMATION

Visit <http://www.catalyst.org/page/69/catalyst-award-winners> to read about previous Catalyst Award-winning initiatives. Visit <http://www.catalyst.org/page/71/apply-for-the-catalyst-award> to download a complete application packet or contact Julie S. Nugent, Chair, Catalyst Award Evaluation Committee, at jnugent@catalyst.org.

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