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[Editor's Foreword](#)

April W. Klimley (aklimley@eyca.com)

[Publisher's Perspective:](#)

Cultural Competency — Is it the third wave of diversity?

Barry Cross, Jr., President and CEO, EYCA (barrycross@eyca.com)

Barry Cross redefines “cultural competency” and explains how the concept reflects the “third wave” of diversity in the United States.

[News Roundup](#)

Karyn D. Collins (kdc13@verizon.net)

This column covers highlights of recent diversity news ranging from the latest developments in the issue of same-sex rulings in the United States to results from studies about gender equity around the world and the earning power of women in the United States.

[Resources](#)

We've selected three books that touch on different aspects of the diversity and inclusion discussion. The first provides an insider's view of the strategies and programs utilized by top U.S. companies. The other two, both by a well-known, articulate polemicist and author, are expansive treatises on racial attitudes in the so-called post-racial era some say was signified by the election of President Barack Obama.

- Redia Anderson and Lenora Billings-Harris, *Trailblazers: How Top Business Leaders Are Accelerating Results Through Inclusion and Diversity*, John Wiley & Sons (2010)
- Tim Wise, *Between Barack and a Hard Place: Racism and White Denial in the Age of Obama*, City Lights Publishers (2009)
- Tim Wise, *Colorblind: The Rise of Post-Racial Politics and the Retreat from Racial Equity*, City Lights Publishers (2010)

[Fifth Tribute to Elsie Y. Cross, Founder of EYCA, Inc., and *The Diversity Factor*](#)

This fifth tribute to Elsie Y. Cross starts with a letter from Frederick Nader, who worked with her when she was chair of the board of directors for the NTL Institute for Applied Behavioral Sciences. Today Nader is president of NTL. His letter is followed by a chapter from one of Elsie Y. Cross's books that is just as relevant today as when it was written in 1994. Entitled “America at the Crossroads,” the words of this chapter echo across the years with insights into the challenges still facing America in terms of eliminating discrimination and oppression today.

- **A Letter from Frederick Nader, the NTL Institute for Applied Behavioral Sciences**
Frederick Nader (fnader@NTL.org)



- **“America at the Crossroads”**

By Elsie Y. Cross, founder of Elsie Y. Cross Associates and *The Diversity Factor*

This chapter is reprinted from the following book: Elsie Y. Cross, *The Promise of Diversity: Over 40 Voices Discuss Strategies for Eliminating Discrimination in Organizations*, NTL Institute, Irwin Professional Publishing (1994), Chapter 35, pp. 217 and 218.

Main Articles

Workplace realities of being LGBT – Two studies

The Williams Institute, UCLA School of Law (williamsinstitute@law.ucla.edu)

- **“Bias in the Workplace: Consistent Evidence of Sexual Orientation and Gender Identity Discrimination,” (2007)**
Deborah Ho, M.V. Lee Badgett, Holning Lau and Brad Sears
- **“Sexual Minorities in the 2008 General Social Survey: Coming Out and Demographic Characteristics,” (2010)**
Gary J. Gates

In these two studies, researchers from The Williams Institute at the UCLA School of Law look at the situation of the lesbian, gay, bisexual and transgender (LGBT) community through a variety of studies. In the first report, reprinted from 2007, researchers look at a variety of workplace studies they found a regular pattern of discrimination against lesbian, gay, bisexual and transgender employees continues in the workplace. The second study is more heartening. It focuses on whether or not LGBT individuals have declared their sexual orientation openly. It found that over 90 percent had done that, but at the same time a much smaller percentage had done so in the workplace.

Creating a welcoming environment for gay employees

Brian McNaught, corporate diversity consultant specializing in gay and transgender issues in the workplace. (brian@brian-mcnaught.com)

Whether or not to declare one's sexual orientation, or “come out of the closet,” remains a major issue for the LGBT community today—especially when it comes to the workplace. In this article, Brian McNaught provides advice on how companies can make things more welcoming for their LGBT employees. McNaught has been called “the Godfather of gay sensitivity training.” His article begins with a touching description of his own disappointment when his partner, a Wall Street executive, took early retirement because he felt tolerated as a gay person, not accepted.

A Personal Testimonial: Enduring life as a lesbian in the shadows vs. thriving in the spotlight

Kathy Marvel (kathleenmarvel@yahoo.com)

At some U.S. companies, the experience of “coming out” has worked out well for certain employees. That is the case for Kathy Marvel, former chief diversity officer for Chubb Group of Insurance Companies. Marvel compares the situation of when her sexual orientation was “in the closet” and causing consistent stress to the blossoming of her career and comfort at her company after she declared her orientation. This story should be inspiring to those considering whether or not to do this today.

[How self-reporting for LGBT employees can benefit companies](#)

Pat Baillie (patbaillie@outandequal.org)

As more and more companies expand benefits to partners, not just spouses, corporations wrestle with many questions regarding lesbian, gay, bisexual and transgender (LGBT) employees. One of these has to do with how many LGBT employees the company has and how they are advancing in the company. But most corporations have no way of measuring progress for this segment of their employee community. In this article, Pat Baillie, associate director of training for the workplace advocacy group Out and Equal, describes a method of self-report that she believes many companies would benefit from when it comes to their LGBT employees—helping these employees advance their career goals and align more closely in the company's strategic goals.

EDITOR'S NOTE: Authors are responsible for the accuracy and content of their articles, which do not necessarily reflect the views of the publisher, Elsie Y. Cross Associates, Inc.