

The Business Case for Diversity & Inclusion in Manufacturing



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MacNeal
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Hilton



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O'HARE
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Manufacturing Companies

- Quaker Oats
- Golden Grain
- Kim & Scotts Pretzels
- Gold Standard Baking
- Tru Serv Hardware
- The Royal Group
- Xten Industries
- Adrian Steel
- Freedman Seating
- Summit Industries
- Combe Laboratories
- Encore Packaging
- Belmore Manufacturing
- Bimba Manufacturing

Topics

- What is meant by the terms Diversity & Inclusion?
- Why are Diversity & Inclusion integral to your business success?
- How do you improve the Diversity of your workforce?
- How do you improve the Inclusion of your workplace?

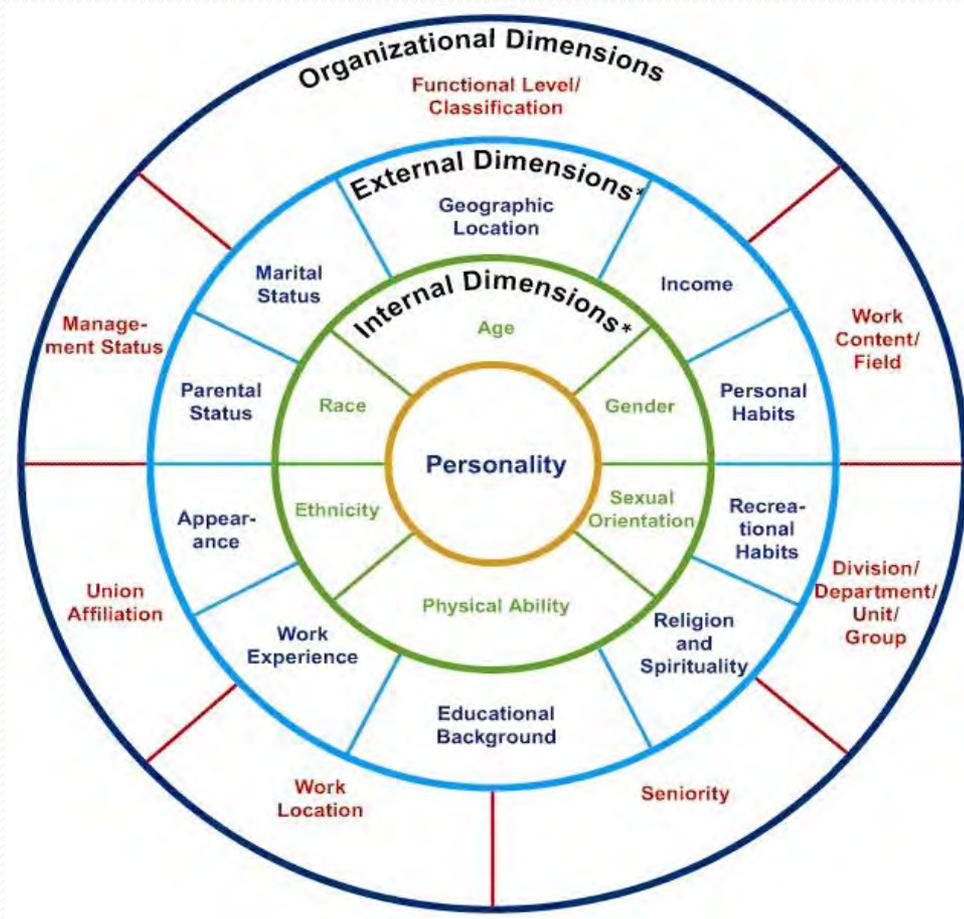


Diversity

It is the variety of skills, abilities, experiences, and cultural backgrounds of all stakeholders – employees, customers, suppliers, investors, etc.



Diversity



Inclusion

- The Act of valuing and using those differences to achieve superior results.

Inclusion



An environment in which:

- All employees feel safe to be who they truly are
- In an environment that accepts and welcomes them
- And values their knowledge, perspectives, and contributions

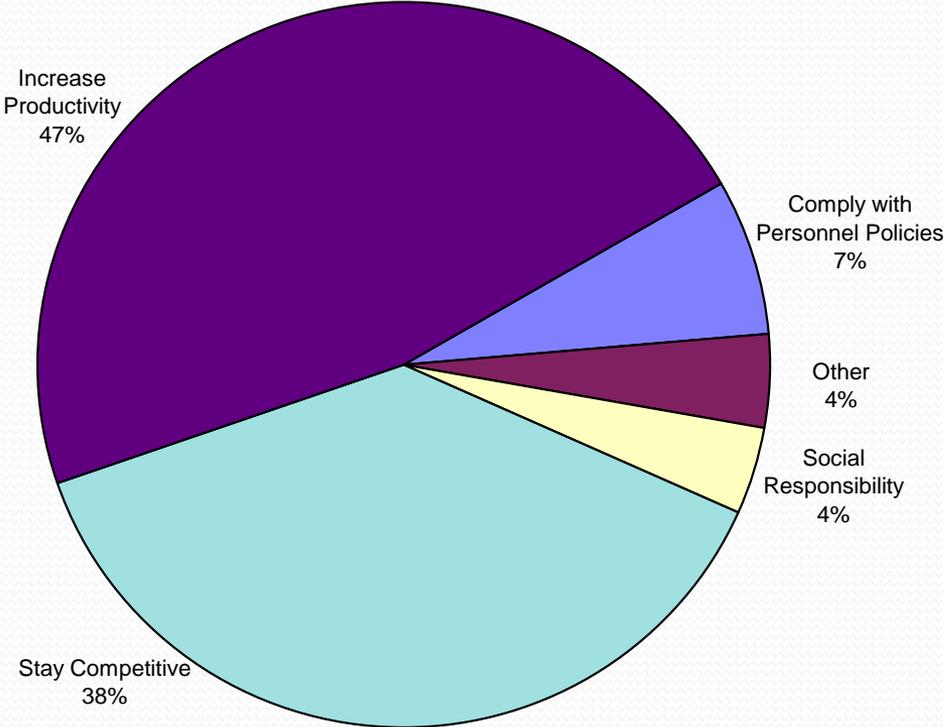
Inclusive Work Environments

Employees:

- Expend all their energy on meaningful tasks and relationships
- Focus on achieving organizational goals
- Work more collaboratively



Reasons for Diversity Management



Benefits of Workforce Diversity & Inclusion

- Improved understanding of those you work for, with, and around
- A work environment that allows everyone to reach their full potential
- Provides multiple perspectives on problem solving
- Better performance outcomes
- Increases employee productivity
- Boosts employee morale
- Improved customer relations

Benefits of Workforce Diversity & Inclusion (continued)

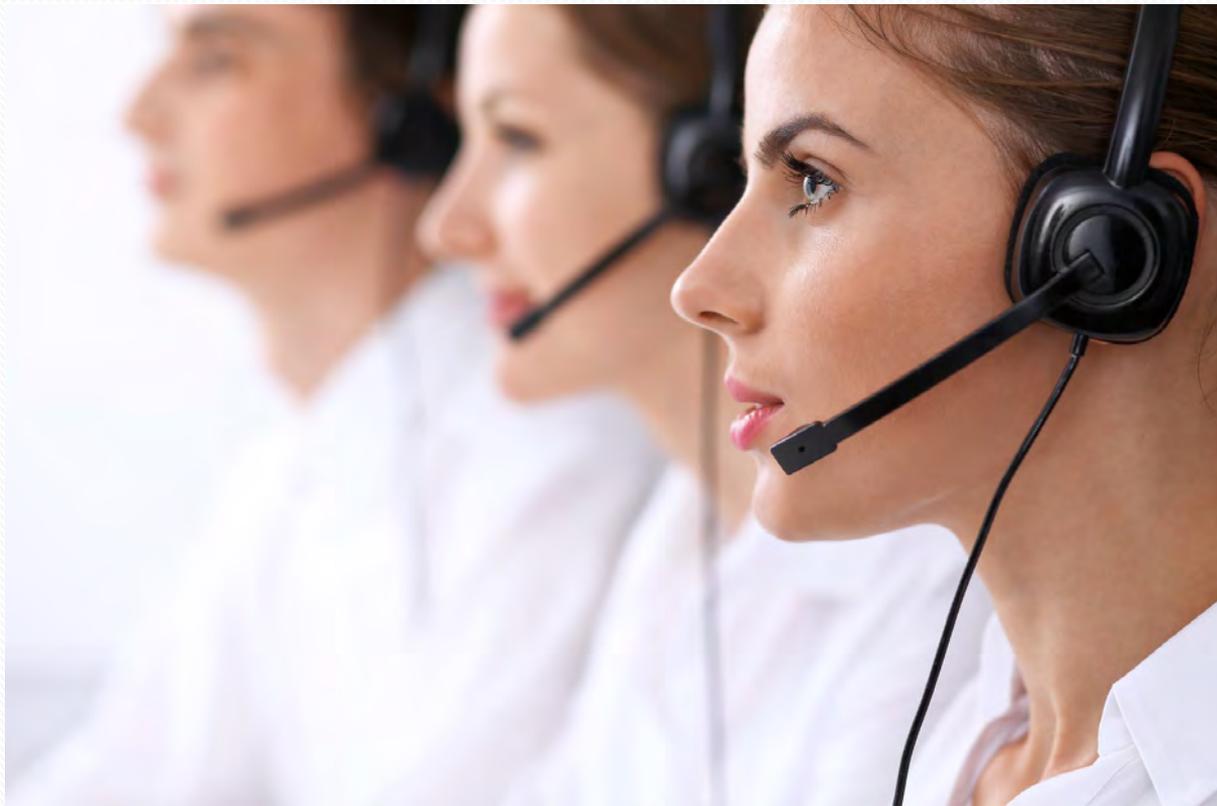
- Reduces employee turnover
- Increases innovation
- Establishes a solid reputation in the community
- Increases market share
- Successful penetration into new markets
- Reduces complaints and grievances



Manufacturing Case Studies



Discomfort with Unfamiliar Names



Respect in the Workplace



Speaking Spanish at Work

- Alfredo, a bilingual supervisor, is giving directions to Rodolfo and Bob in his office. First, Alfredo gives the directions to Bob in English, and then he gives the instructions to Rodolfo in Spanish.
- As Bob is walking back to his machine, he says to his co-worker Terry, “There Alfredo goes again. Why can’t he just give the instructions in English? Rodolfo speaks English pretty well and he knows the words for the machine parts.

Why does Alfredo have to speak to him in Spanish? This is an English-speaking country.”

Gender in the Workplace



Men and Women Talking at Work

- Jerry and Marcos, two forklift drivers, are talking with each other. Janet, a female co-worker, walks by and Jerry says, “Check out what she’s wearing. Wouldn’t you like to get a piece of that?” Janet doesn’t say anything and keeps walking.



Intent vs. Impact

Intent:

- Amiable
- Friendly
- Funny

Impact:

- Personal Insult
- “Put down”
- Embarrassment

Race and Ethnic Origin



Making Assumptions about Co-Workers: Immigrants

- Donald is working at the wet end of the corrugator and he misses a splice. Gustavo, an assistant, makes a suggestion about how to correct the problem.
- At the other end of the lunchroom, Donald talks with his friends about Gustavo. Donald says, “You know how Mexicans are, they think they know everything. They come to this country and want to change everything. They just come here to make us look bad and take our jobs.”

Making Assumptions about Co-Workers: U.S. Born Employees

- During lunch break, Gustavo talks with his friends about Donald. Gustavo says, “Donald makes mistakes because he is lazy and doesn’t care about anything. Today he didn’t follow the procedure to set the machine up. People born in this country don’t appreciate the good jobs that they have. They don’t take advantage of living here.”



Taking Responsibility for Your Attitude

Savage Chickens

by Doug Savage





Working Across Generations

- Eberhardt
- Younger employees



Intent vs. Impact

Intent

Provide guidance

Help someone

Share our experience

Do the job efficiently

Impact

Insulted

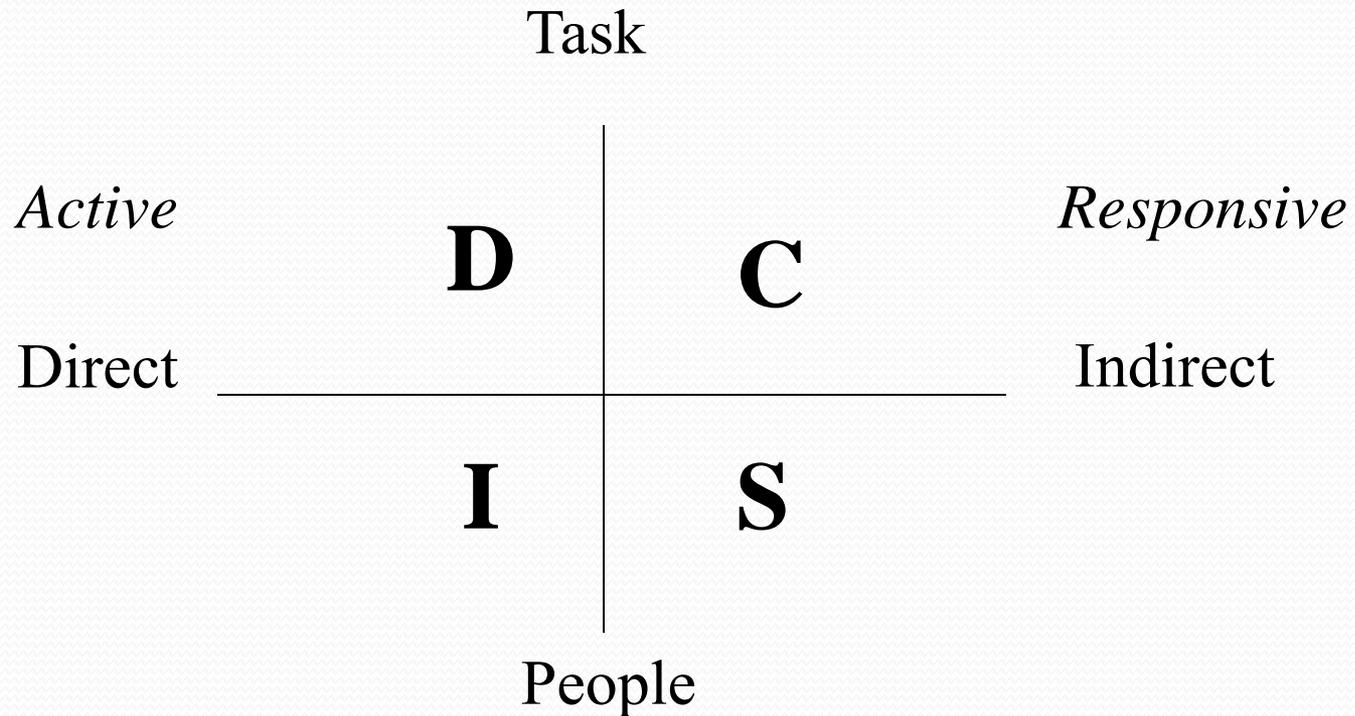
Belittled

Disrespected

Distrusted



DISC Behavioral Styles



DISC Profile: Ds

- High ego strength
 - Decisive
 - Assertive
 - Self-reliant
 - Individualistic
 - Fast paced
 - Desire change
-
- Fear: being taken advantage of
 - Desirable environment: freedom from controls and supervision
 - Annoyances: slow moving people and slow decision making

DISC Profile: Ss

- Relaxed
- Attentive listeners
- Even-tempered
- Deliberate (patient)
- Reserved
- Modest
- Loyal
- Stable
- Team players

- Fears: loss of security
- Desired environment: sincere appreciation, traditional procedures vs. rapid change and risks
- Annoyances: conflict

DISC Profile: Is

- Articulate (verbal)
 - Enthusiastic
 - Optimistic (positive)
 - Energetic
 - Emotional
 - Intense
 - Contacts people easily
-
- Fear: loss of social approval
 - Desired environment: freedom from control and details
 - Annoyances: routine and details

DISC Profile: Cs

- Perfectionist
 - Sensitive
 - Curious
 - Consistent
 - Restrained
 - Objective
-
- Fear: criticism of their work
 - Desired environment: predictable (no sudden or abrupt changes), clear expectations
 - Annoyances: being rushed to make a decision without having all the information

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- How could you further grow your company by addressing Diversity & Inclusion?