Diversity, Equity, Inclusion Progress & Performance Assessment:

A Panel of Academicians and Practitioners discuss what’s working, what needs work and how ISE’s can help move this forward

Tonya Smith-Jackson (Moderator)
Sr. Vice Provost for Academic Affairs NC A&T State University
IISE Chairperson for DEI

Bianca Garcia, Quality Mgr, Emory Transplant Center
Joan Tafoya, Director, Sandia Nat’l Labs
Melvin Hill, Software Implementation Engineer, FM:Systems
Barrett Caldwell, Director, Indiana Space Grant Consortium, Purdue University
Bevlee Watford, Assoc Dean, Equity and Engagement, Virginia Tech, College of Eng
Ray Stewart, Regional Air Quality Supervisor, NC Dept. of Environmental Quality
Lamar Mason, World Supplies Mftg. Mgr, Lexmark
Taylor Luke, Assoc Process Eng, GM

Webinars that Matter in Times of Turblence
12 August 2020
The IISE Committee on Diversity, Equity and Inclusion joins these groups to provide this important Panel Discussion.
This Zoom Webinar is being recorded and will be available after the session, this week.

Since this is a Panel Dialogue, there is a small deck that will be posted to the IISE website post the session.

Questions? Submit Q&A as we proceed with the session and we’ll work to weave them in.

Follow up questions are welcomed and contact information is provided at the end of the presentation.

And, the Recording and small Presentation pdf will be available on IISE’s website for IISE members shortly after the webinar date—Training/Webinars/Performance Excellence. Membership Has Privileges!!
The IISE Panel on Diversity, Equity, and Inclusion

- Suraj Alexander, Professor, University of Louisville
- Faisal Aqlan, Assoc Professor, Penn State
- Tina Augustiady, Sustainability Agent, MetLife Way
- Pamela McCauley, Associate Dean of Academic Programs, Dept of Textiles and Apparel, Technology and Management at NC State University
- Amanda Mewborn, VP, Fac Planning and Dev at Navicent Health
- Jamie Rogers, Immediate Past President, IISE
- Tonya Smith-Jackson, Committee Chair and Sr. Vice Provost NC A&T State Univ.
- Kazuo Takeda, Director of Operations, Sprintray
- Fay Cobb Payton, Professor, IT/Systems, NC State University
Diversity, Equity, Inclusion—Progress and Performance Assessment from an ISE Perspective

A Panel of Distinguished and Representative Diverse ISE’s Share Thoughts on how we are doing as a Profession, Professional Society but also broader on how ISE’s can help move this along

Bianca Garcia, Quality Manager Emory Transplant Center
Taylor Luke Assoc Process Eng GM
Ray Stewart Regional Air Quality Supervisor NC Dept of Env Quality
Melvin Hill Software Impl Eng FM:Systems
Lamar Mason Worldwide Supplies Manufacturing Manager Lexmark

Scott Sink ISE at OSU CISE
Barrett Caldwell Director Indiana Space Grant Consortium Professor IE, Purdue
Joan Tafoya Director, Sandia National Labs Member, Council on Industrial and Systems Engineering
Bevelle Watford Assoc Dean, Equity and Engagement at Virginia Tech College of Engineering
Agenda Highlights

11:00-11:10 (Scott tee-up)

- Operational Definitions
- Framework to guide our dialogue/metalogue
- Integration of People, Strategy, Process, and Technology and the key role of Culture and Climate
- Highlights from March Webinar on creating Cultures that support Full Potential Performance

11:10-11:15

- Scott and Tonya will model, tee up our Panel Q&A

11:15-12:00

- Panelist Dialogue/Metalogue

12:00-12:15

Wrap-up, Key Point Summary, Upcoming Webinar quick review
What follows are some slides intended to frame, shape our dialogue and also connect our March Webinar to today’s offering.

You will be able to access a copy of these.

We will not cover in detail, rather only zoom through and make a key point in order to use as much of our time with panelists as possible.
Operational Definitions

Diversity:
The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences.

These can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment.

It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Equity:
Cultural equity embodies the values, policies, and practices that ensure that all people—including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion—have an equal opportunity to create value in whatever endeavors they choose to do that in.

In an inclusive environment, people of all cultural orientations can:
- freely express who they are, their own opinions and points of view
- fully participate in teaching, learning, work, and social activities
- feel safe from abuse, harassment, or unfair criticism

Inclusiveness:
embracing differences, embracing/valuing ‘diversity’, openness to different points of view, welcoming, integrating as different from interfacing.

A culturally inclusive environment requires mutual respect, effective relationships, clear communication, explicit understandings about expectations and critical self-reflection.
We’ll use this ‘framework’ to guide our Dialogue

Association of American Medical Colleges:
Creating Cultures that Support Full Potential Performance—Case Examples

David Poirier
CEO, The Poirier Group
President-Elect, IISE

Sreekanth Ramakrishnan,
Sr Tech Staff and CX Prog Director, IBM

19 March 2020
Starting off Story Line, Key Points

- It’s the integration of Strategy, Process, Technology and People that enable and drive Performance Excellence.

- **Culture and Climate are crucial factors in the equation.**

- Often Culture and Climate are ‘not managed’, the prevailing Mental Model is that it is what it is, simply an outgrowth or outcome of how leaders lead, managers manage, what our posters and logos say about it.

- But the critical reality/truth is that it can be managed along with other things, consciously and intentionally and have big, great impact on organizational performance.
Culture and Climate

Three Levels of Culture

1. Artifacts
   - Language/Technology
   - Emotional Displays
   - Physical Structure
   - Dress Code

2. Spoused Values
   - Conscious beliefs
   - Ideologies
   - Rationalization

3. Basic Assumptions
   - Unconscious, taken for granted beliefs & Values
   - Perceptions, Thoughts & Feelings

The way we really get things done

Theories in Use
- Values & Attitudes
- Leadership Style
- Informal Groupings
- Power & Politics
- Non-confrontable
- Rules of behavior
- Non-debatable
- Self-Esteem

Structures & Processes
- Observed Behavior (difficult to decipher)

Visible (Formal)

Invisible (Informal)

See

Behave

Say / Do

Unwritten Rules

Mindset

Beliefs
Culture and Climate

**Workplace Culture vs. Workplace Climate**

**Climate**
- Behavior-oriented
- Does not have power to create lasting change in people or organizations
- Can offer positive health benefits for employees but does not address holistic well-being
- The manifestation of emotional and cognitive processes

**Culture**
- Learned over time
- Involves behavior, emotional and cognitive processes
- Powerfully shapes employee behavior
- Foundation for change

**Examples of Healthy Climate:**
- On-site fitness classes
- Healthy food options in cafeteria
- Flex time
- Sit-to-stand work stations
- Safety programs

**Examples of Healthy Culture:**
- Each employee understands how his/her work contributes to living the organization’s vision and purpose
- Leadership is cohesive
- Employees have meaning and purpose in their work
- Rules are clear and apply to everyone
- Clear communication is prioritized and valued
Espoused Values

Serve Ourselves
Conventional
Territorial
Individual
Competitive
Indecisive
Problem-Solver
Focus on Activity
At-fault/At-blame
Being Popular
Fearful
Closed, Political, Indirect
Defending/Debating
Question/Statement Ratio Low
Hierarchical/Jobs
Attack Ideas

Serving the Higher Good
Creative
Sharing
Team
Collaborative
Decisive
Creation Skillful
Focus on Results
At-Cause
Making the ‘Right’ Decision
Courageous
Open, Honest, Direct
Listening/Dialoguing
Question/Statement Ratio Hi
Contributions
Nurture Ideas

SERVING
EXCELLENCE
INTEGRITY
LEARNING

Under Performance

FULL POTENTIAL PERFORMANCE
Ground Rules—Walk the Talk

- Use open, honest, direct communication.
  - Say what you mean and mean what you say; be direct.
- Maintain confidentiality
  - No attribution/no retribution
- Make good Agreements and Manage them to build trust
  - If you have breakdowns, manage the breakdowns in a way that builds trust
  - show up right on time to start, we’ll end right on time, and when we do assignments/exercises, do them the way you are instructed
- Maintain a Supportive Environment
  - Help others if/when they get stuck
  - Active and/or deep listening
- Be prepared and stay focused
  - Stay focused on the conversation at hand
- Be Self-Monitoring
  - Keep your observer on, stay conscious, listen to your listening
- Maintain a proper attitude for learning
  - 1% possibility
  - stay open to experimenting, taking a risk
  - minimize judgment (right/wrong; agree/disagree; like/dislike)

“It’s easier to act your way into a new way of thinking, than think your way into a new way of acting.”
Organizational Culture Inventory® (OCI), OCI
Circumplex with a Brief Description of the 12 Styles

Self-Actualizing
Members are expected to gain enjoyment from their work and produce high-quality products/services

Humanistic-encouraging
Members are expected to be supportive, constructive, and open to influence in dealing with others

Affiliative
Members are expected to be friendly, open, and sensitive to the satisfaction of the work group

Approval
Members are expected to agree with, gain the approval of, and be liked by others

Conventional
Members are expected to conform, follow the rules, and make a good impression

Dependent
Members are expected to do what they are told and clear all decisions with supervisors

Avoidance
Members are expected to shift responsibilities to others and avoid being blamed for mistakes

Oppositional
Members are expected to gain status and influence by being critical and constantly challenging one another

Power
Members are expected to take charge and “control” others, and make decisions autocratically

Competitive
Members are expected to operate in a “win-lose” framework and work against their peers to be noticed

Perfectionistic
Members are expected to avoid making mistakes, work long hours, and keep “on top” of everything

Achievement
Members are expected to set challenging but realistic goals and solve problems effectively

Styles of Behaviors Required to “Fit-in”

OCI® is a proprietary of the Human Synergistics International

Culture can be measured, can’t manage/improve what you can’t or don’t measure....
Levers for Change for Action Planning

- Focus on gaps between current and ideal (preferred) from OCI
- Employee focus groups and action planning sessions conducted to gain insight into the gaps on 11 areas
  - Root Cause Analysis is used extensively
- Implement actions that address both climate and culture factors
- Weekly review by Senior Leadership team to monitor progress, breakdown barriers and recognize teams
- Monitor Adoption Rates
  - How impactful are the actions and are employees engaged in the transformation?
  - Organizations define metrics to monitor the engagement

Quantifying the Culture and the Outcomes of Culture are critical first steps to understand organization’s health
IBM Path Forward Business Transformation – Success Story

**An adaptive culture + process focus + engaged employees produce superior business results**

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| # Employees Trained             | 10 (<3%)     | 30 (<10%)       | 220 (55%)      |
Education through Movies: Improving teaching skills and fostering reflection among students and teachers.

Learning through aesthetics—in which cinema is included—stimulates learner reflection. As emotions play key roles in learning attitudes and changing behavior, teachers must impact learners affective domain.

Since **feelings exist before concepts**, the affective path is a critical path to the rational process of learning.

Cinema is the audiovisual version of storytelling.

It **enhances emotions and therefore sets up the foundation for conveying concepts**. Movie experiences act like emotional memories for developing attitudes and keeping them as reflective reference in the daily activities and events. To foster reflection is the main goal in this cinematic teaching set.

https://escholarship.org/uc/item/2d7s0zk
REMEmber the TITANS

In July 1971, at a recently integrated T. C. Williams High School in Alexandria, Virginia, an African-American head coach, Herman Boone, was hired to coach the school’s football team.

Boone is assigned to the coaching team under current Caucasian coach Bill Yoast, who has been nominated for the Virginia High School Hall of Fame. In an attempt to placate rising racial tensions and the fact that all other high schools are “white” only, Boone is assigned the head coach job.

What follows is Leadership with a Vision, a way to attract others to that vision, leading progress by having the courage to create and implement ‘levers’ (make interventions) often with risk and uncertainty, almost always taking them and others outside comfort zones.

Simple example of a ‘lever’ aimed at ‘integration’:

Scott’s exercise…

Tonya’s thoughts on it…

This is an example of the type of conversations we’d like to have with our panel today.
ISE’s Engineer Value in complex systems

- We’re Systems Thinkers
- We integrate People, Strategy, Process and Technology
- We understand “Cultures” and Climate are an important component and factor in achieving full potential performance for any system, organizational system.

From an ISE Perspective (integration of People, Strategy, Process, Technology) how are we doing?

1. What’s working?
2. What needs work?
3. Migration Strategy thoughts?
Module 2 Dialogue (Diversity and Inclusion)

Inclusiveness:
Operational definition—embracing differences, embracing/valuing ‘diversity’, openness to different points of view, welcoming, integrating as different from interfacing

How are we doing at taking advantage of Diversity through Inclusion Excellence?

1. What’s working?
2. What needs work?
3. Migration Strategy thoughts?
Module 3 Dialogue (Equity)

Equity:
…every person is provided the opportunity to attain their full potential…

How are we doing at ensuring ‘equity’ in our organizations?

1. What’s working?
2. What needs work?
3. Migration strategy thoughts?
Closing Round Robin from Panelists and Q&A

We’d like to provide time for just a very short ‘thought’ from each of our panelists in the context of our dialogue today and we’ll weave in questions from our audience also.

• Are there issues like we are seeing societally lurking in Academia and Industry?

• Is there enough level 3 conversation, ‘real talk’, ‘walk the talk talk’ about DEI in academia and industry?

• What’s the most important lever you can personally work with to progress all this?

• What’s your vision for this?
An e-mail in 2-3 days will provide the link on the IISE website to view the recording and get the short presentation.

Contact us for More Info or to provide feedback:

For IISE Webinar Sponsorship opportunities Trent Sexton:

• tsexton@iise.org

For IISE Webinar Ideas, Suggestions, Feedback Requests, Scott Sink:

• https://www.linkedin.com/in/dscottsink/
• ssink@jumpcurves.com
Upcoming Webinars

18 Aug. *How to Model “Diseases” and use those Models to drive timely decisions and actions that produce rapid benefits*
https://attendee.gotowebinar.com/register/3038656922175620620

1 Sept. *Benchmarking Industry: How To Engineer Performance Excellence (UPS, Google, Amazon, GM, Disney, Best Buy, Chick-fil-A, Walmart share how they deploy ISE to drive Performance Improvement)*
https://attendee.gotowebinar.com/register/3536940198811086862

9 Sept: *Top 20 ISE Capstone Sr. Design Project Overviews*
https://attendee.gotowebinar.com/register/5727613762926672143
Some Principles of Full Potential Performance

1—Attitude is a Choice as is consciousness about attitudes, hence living in Difference is a choice

2—the Attitude we adopt impacts the results we create individually and collectively

3—Choose what you want to create, be a conscious creator—Become Creation Skillful
Mental models are deeply ingrained or held pictures (images, assumptions, generalizations or abstractions based on data) that each of us holds in our mind that influences how we understand the world, our work, our families, and so on and how we take actions.
Three Stances (Attitudes) Human Beings can and do ‘adopt’

Judgment: right/wrong, good/bad, like/don’t like, agree/disagree

Evaluation: Utility, does it work, is it effective, is it useful

Conscious? Choices—Mindset Management

Difference: neutrality, just notice difference, acceptance, embrace, enjoy the differences

Difference: neutrality, just notice difference, acceptance, embrace, enjoy

Evaluation: Utility, does it work, is it effective, is it useful

Judgment: right/wrong, good/bad, like/don’t like, agree/disagree
4 FRAMEWORKS FOR EQUITY

Fix the Underrepresented Group

Provide Equal Opportunity

Celebrate the Difference!

Change the Culture

- Denying that difference exists is a strong mechanism to ensure continued bias and discrimination – because nothing really changes.
- Fixing the Underrepresented Group doesn’t work; minimize it!
- Differences is; tolerate it. Work it into the system.
- Difference is good; reinforce it.
- Difference is what makes us better.
- Organizations are perfectly designed to produce current outcomes.

Adapted from Kolb, Fletcher, Meyerson, Merrill-Sands, & Ely, 2003