Cross-Functional Teaming Through the Lenses of Differences
W. L. Gore & Associates, Inc. Case Study

Dr. Gail Sacconey Townsend
Aubrey Saunders
“It Is Just Different Here.”
Looking In
Reaching Out
Being Real
Pilgrimage / Journey

- Pilgrimage - A long journey or search, especially one of exalted purpose or moral significance

- Journey - A process or course likened to traveling; a passage
Pilgrimage / Journey Focus

- Increased consciousness
- Decreased reactivity
- Increased professional capacity
- Learn about self and others
- Increased sense of team within the business
- Increased comfort with discomfort
• Welcome!
• Thank you!
• Hellos!
About Us

- Personal and Professional Background

- W. L. Gore & Associates, Inc.
A Corporate Culture That Began as a Dream...
W. L. Gore & Associates, Inc.

- Founded in 1958
- Privately held
- $3 billion in fiscal year sales
- 10,000 Associates
- 45+ plants and sales locations worldwide
- Manufacturing locations in U.S., Germany, Scotland, Japan and China
An Enterprise With A Diverse Product Portfolio

- Aerospace
- Automotive
- Chemical Processing
- Computer
- Telecommunications/Electronics
- Energy
- Environment
- Industrial/Manufacturing
- Medical/Healthcare
- Military
- Textiles
An Enterprise Organized Around Four Divisions

- Medical
- Electronic Products
- Industrial Products
- Fabrics
A Great Place To Work Globally

2013 Press Release

• Newark, DE (January 16, 2013)— W. L. Gore & Associates—a company known for its innovative products and culture—has once again earned a spot on FORTUNE magazine’s annual list of the 100 Best Companies to Work for in America. The company is ranked No. 21. This marks Gore’s 16th consecutive appearance on the list, making it one of a select few workplaces to appear in every edition of the rankings.

• Headquartered in Newark, Del., Gore employs more than 10,000 associates, with manufacturing facilities in the United States, Germany, the United Kingdom, Japan and China, and sales offices around the world.

• This year marks Gore’s 55th anniversary. The company dates back to January 1, 1958, when founders Bill and Vieve Gore celebrated the New Year—and their 23rd wedding anniversary—by launching a business in the basement of their home. Today, Gore is recognized as often for its unique culture as for its industry-leading products, such as waterproof, breathable GORE-TEX® fabric. Gore is a team-based organization free from traditional organizational charts and chains of command.
Making The Culture Real

- When we talk about “diversity” we’re referring to the full range of differences in which people differ from one another: for example, race, gender, geographic origin, age, sexual orientation, physical and personality traits, background, and length of service.

- The related term “inclusion” refers to practices that provide opportunities for all Associates, regardless of these differences, to learn, develop, and contribute to the Enterprise.

Terri Kelly
President, CEO
Two Strategic Objectives

- **Associates** - Ensure we have the talented associates we need now and in the future. Support our associates to grow their contribution, aligning business needs and personal development. Implement a leadership development process to accelerate the growth of current and future leaders. Develop a strong diverse pool of associates for key roles and commitments.

- **Culture** - Nurture our culture to enable business success. Make the culture real for all associates. Support diversity of people, talents and perspective. Maintain a safe and pleasant work environment.
Our Mission

Nurture a vibrant **Culture** that engages talented **Associates** who deliver innovative **Products** that create extraordinary value for all of our stakeholders.

**Culture**
- Founded on deeply held beliefs and guiding principles
- Instills personal ownership for the success of the Enterprise
- Encourages innovation and collaboration
- Empowers teams to drive creative solutions

**Associates**
- Live the culture
- Act with the utmost integrity
- Offer diverse perspectives
- Are passionate about what they do

**Products**
- We are proud of
- Build upon our deep knowledge
- Leverage core technology and other competencies
- Do what we say they will do
The Foundation of Our Culture

- Our Belief System
- Our Principles To Support The Beliefs

Guiding Principles
- Freedom
- Fairness
- Commitment
- Waterline

What We Believe
- Belief in the individual
- Power of small teams
- All in the same boat
- Long-term view
 Agenda

- Background
- Action Steps
- Results
- Theory To Practice
- Strategic Path Forward
- Our Learning
- Reflections / Questions
Agenda – A Little More Detail!

- History: Case For Change
  - Human Systems Perspective
  - Personal Perspective: A Story
  - Business Systems Perspective
- Theory to Practice to Results
  - Our Model
  - Practice
  - Results
- Sustainability
- Shoulders of Giants, Mentors, and Coaches
- Personal Reflections and Learning
- Reflections and Questions
Today: Session Outcomes

Convey case study experience that helps to:

- Develop deeper cross-discipline relationships and trust within and across business teams
- Improve skills of working in diverse membership through strengthening the human system
- Strengthen inter-team cohesion among participants in a manner that utilizes the full value of the many dimensions of differences
- Educate and enhance theories and practices related to conscious use of self
- Multiply concepts and learn from one another
History: Case For Change

- A Story - Personal Perspective
- Human Systems Perspective
- Business Perspective
Background

• The business has not had a high minority population
  • Culture survey – Culture survey core satisfaction for minorities was low
• In 2007, we realized we were having performance discussions with every African American male within the business or they had left the company
  • On the surface, each case seemed to make sense
  • Did not make statistical sense and did not feel good
• We engaged our Diversity Council leader along with a consultant and engaged in discussions with the African American males within the business
Early Discussions And Actions

• Our Diversity Champion did a great job of making it safe to discuss the issues, as well as throwing the BS card when needed.

• The first meeting brought up several items:
  • Performance issues were a surprise
  • Associates were not receiving feedback
  • General concern among all Associates
  • Could be a fear of giving minority Associates feedback
Early Discussions & Actions

- A group of associates decided to go forward with a Diversity Leadership program within the business.
  - 12 full-day sessions over 10 months
  - We decided to go broader than only African American males
  - All self-reported minorities were invited

- Participants
  - Almost all self-identified minority associates
  - The core business leadership team
  - Other associates in leadership positions ~ 40
  Associates in 3 groups, with maximum diversity in each group
Initial Program Objectives

- Improve the skills of leading teams of diverse membership through strengthening human processes
- Enhance the skill of giving feedback across differences
- Strengthen team cohesion among participants in a manner that utilizes the full value of the diversity of ideas, opinions, functional work area, beliefs, style, gender, race, sexual orientation, and ethnicity
- Integrate all development with the Gore beliefs, values, and principles
Program Content

- Conscious use of self/emotional honesty
- Systemic thinking
- Sound and current data
- Feedback
- Infinite power
- Learning from differences
- Empowerment
- Support systems

Note: Three Dimensional Meta Model Of Planned Change, based on the work of Edie Seashore and Michael Broom
Results

- Culture survey scores for overall facility engagement increased
- Culture survey scores for self-identified minorities increased
- The giving and receiving of quality feedback became an expectation
- The facility environment was more relaxed
- Monthly engagement survey was launched
- “It is just different here”
Results

- More integration of human systems efforts in all global and functional meetings
- Our facility has a good reputation as a place for minorities to work
- More associates wanted to be included
- We did create a ‘have and have not’ environment
- We still have a lot more work to do
Culture – Working Definition

A pattern of shared basic assumptions that the group has learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members at the correct way to perceive, think and feel in relation to those problems.


What are the assumptions that you can challenge and support within your organization to be a catalyst for change for diversity and inclusion work within your organization?
Levels of Corporate Cultures

Edgar Schein

**Observable Artifacts**
- The visible, hearable, feelable manifestations of the underlying assumptions (e.g., behavior patterns, rituals, physical environment, dress codes, stories, myths, products, etc.)
- Architecture and physical surroundings; products; technologies; style; published values, mission statement; myths, stories, rituals

**Shared Values**
- The espoused reasons for why things should be the way they are
  Charters, goal statements, norms, codes of ethics, company value statements, beliefs, rules, norms championed by a company’s leadership

**Shared Basic Assumptions**
- The invisible, but surfaceable reasons why group members perceive, think and feel. The way they go about external survival and internal integration issues (e.g., Assumptions about mission, means, relationships, reality, time, space, etc.
- Underlying, tacit, often unconscious assumptions that determine an organization’s thought process and actions
Next Phase: Hopes

- Build and strengthen trust
- Acknowledge and learn from differences
- Suspend impulse
- Learn more about yourself
- Learn how to identify and overcome cognitive and emotional blind spots when working with others
- Develop ability to intentionally choose in situations
- Realize potential factors that are beneath the surface (in the unconscious) that may affect choices
- Improve the skills of working with diverse associates by strengthening the human system
- Build on enterprise efforts
The Journey / Pilgrimage

- Unconscious into increased consciousness
- Decreased reactivity
- Increased professional capacity
- Learn about self
- Learn about others
- Increase sense of team within the business
Focus

- Validate and/or relinquish internal beliefs and values
- Aware, appreciate, and understand value of rational & emotional
- Realize and value the power of deliberate choice
- Value and appreciate differences
- Belief and clarity of individual potential
- Aware of the interconnectedness of emotions and behaviors
- Observe, internalize, and model acquired insights

Categories

- Self exploration
- Emotions as reliable information
- Conscious choice
- Value differences
- Competence, confidence, and conviction
- Systems thinking
- Embrace concepts and skill

Behaviors

- Model self-reflection, self disclosure, and encourage others to do so
- Grapple with own emotions while assisting others to understand theirs
- Choose conscious responses rather than unconsciously react
- Practice tolerance, curiosity, and less judgment
- Trust instincts, share Observations, and objectively intervene
- Identify, analyze, and intervene to address systemic patterns
- Multiply the concepts and behaviors

© Dr. Gail Sacconey Townsend
Content: Six One Day Sessions

- **Session 1**: Conscious Use of Self – Emotional Honesty, Self-Exploration, Learn About Self and Others
- **Session 2**: Support Systems and Systems Thinking, Human Systems and Business Systems
- **Session 3**: Learning From Differences: Emotions as Reliable Information; Value Similarities and Differences
- **Session 4**: Trust and Feedback: Conscious Choice; Sound and Current Data
- **Session 5**: Impressions: Perceptions and Reality
- **Session 6**: Synergy – Connection to Gore Culture and Sustainability: Competence, Confidence, and Conviction
Use of Self – Working Definition

- Suspend impulse
- Understand one’s interior
- Outer behavior in relationship to inner thoughts, emotions and sensations
- Tuned into one self and competent in one’s craft
- See reality as others see it and bracket individual assumptions and bias
- Conscious, intentional, deliberate choice
Working Definitions

- **Self Exploration:** Participate in and value the process of self discovery that leads to personal and professional development and more conscious use of self.

- **Emotions as Reliable Information:** Capable to trust emotional messages as valid and realize that information is both emotional and rational – not only rational.
Working Definitions

- **Conscious Choice**: Clarity in increased ability to make purposeful, conscious, deliberate choices as opposed to unconscious, reactive responses.

- **Value Differences**: Increase capacity to appreciate and learn from differing values, belief systems, experiences, and perspectives.
Intentional Choice Model

Intentional

Action → Choice → Action → Results

Reactive

Action → Results

Situation

Internal Response
Working Definitions

- **Systems Thinking**: Acquire belief system around cause and effect and realization of how the environment has an influence on behavior and how the individual has an impact on the environment.

- **Competence, Confidence, Conviction**: Increase agency and efficacy to understand self-potential and empower self to be courageous, confident, and competent.
The Choice to Participate Means…

- Culture
- Courage
- Curiosity
- Compassion
- Commitment
- Conviction
- Culture
- Community
Changes Within The Business

- Metrics
  - Monthly Engagement Survey
    - 3.85 / 5.00: Initial
    - 4.17 / 5.00: Current
  - Annual Culture Survey
    - 7.25 / 9.0: Initial
    - 8.00 / 9.0: Current
- More focus on Human Systems in strategic business planning and team interactions
- Cascade into global business and functional teams
Most Current Engagement Metrics
Slides (3)
Will Be Inserted Here
Associate Comments - Supportive

- “Gore's diversity efforts have helped raise awareness. However, it is my observation that increased respect and understanding in the workplace is the result of individual associate behaviors and actions.”

- “The effects of workplace diversity and inclusion are VERY evident and apparent within the plant and the local/global business team.”

- “We need to give all groups/functions the opportunity to participate.”
Associate Comments – Not So Sure

- “I honestly didn't think there was an issue before. In my eyes associates are equal and their performance is what separates them from others.”

- “I don't see any changes because of this investment. Our teams were interacting closely, in a respectful manner before the efforts began.”

- “I haven't personally noticed an increased respect and understanding. In the plants I have worked I feel Associates have always been respected and rewarded based on their contribution.”
And....

“Emotions, emotions, emotions... come on, emotions cloud judgment. This is a place of business.”
Strategic Path Forward

- Gore culture is the foundation
- Incorporate into global strategic business plan
- Partner with business and functional leaders
- Monitor Metrics:
  - Monthly engagement survey
  - Annual culture survey
- Annual six-month journeys
- Build on enterprise efforts
- Build dialogues into global business meetings
- Create the environment and make the time
- Project champion and team
Participant Sustainability Ideas

- Contract
- Mentor
- Invite and include
- Help to ensure everyone has a voice
- Check to see who else needs to be present
- Promote others
- Dashboard
- Teachable moments – allow them to happen
- Immediate feedback

- Comfortable with discomfort
- Share our story
- Elevator speech
- Continue to try to involve manufacturing associates
- Annual six-month journey sessions
- Each past participant identify and recruit the next participant
- “Tell me about that” – intentionally encourage others to convey ideas, thoughts, feelings
- Help other associates explore

- Storytelling – share experiences
We Stand On The Shoulders Of Giants

Mentors, Coaches, Scholar Practitioners Who Guided Our Work

- Michael Broom
- Edie Seashore
- Charlie Seashore

- Judith Katz
- Bob Marshak
- Frederick Miller
- Edgar Schein

- Carl Jung
- Carl Rogers
- Virginia Satir

- Wilbert L. Gore
- Genevieve Gore

- John Dewey
- Kurt Lewin
- Fritz Perls
- Don Schon
Theory to Practice: Some Processes

- Conscious Use of Self
- Personal Life Lines
- Be Big, Step Up, Step Out, Be Bold!!!
- Storytelling
- Talking is Work!
- Reflection In And On
- Micro-inequities

- Systems Thinking
- Dimensions of Diversity
- Check In / Check Out
- Monthly Engagement Survey
- Annual Culture Survey
- Privilege Walk
- Sound & Current Data
- Contracting
- Feedback Exercises
- Reframing

W. L. Gore & Associates, Inc., Beliefs, Principles, Culture
Distinctive Capability
A highly effective Enterprise that delivers a continuous stream of innovative products
“It Is Just Different Here.”
Learning

- Create explicit connections to the corporate culture
- Build the business case for change
- Bring current events into the discussions
- Collaborate, innovate, invigorate!
- Partner with the business and functional leaders
- Adaptability
- Have choice / commitment meetings
Challenge Comfort Zones

- What information do you have available to you within your environment, that may be troubling you? This could be information that is not new - it is information that is just newly discovered.

- What can you do to challenge the status quo in your work environment?

- Who can you enlist as allies as you pursue this endeavor?

Energized and Nervous
Final Reflections

- Reactions
- Actions
- Questions
Please Complete a Survey Before You Leave!

Your feedback is greatly appreciated.

Thank You!