



CADIA Accelerator Program 2021

Capstone Group 1

# DEVELOP EMPOWER INSPIRE

*DEI Value Chain Playbook*

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# Synopsis

## Challenge

How to Develop, Empower and Inspire Change Agents at every level of the DEI Value Chain?

## Approach

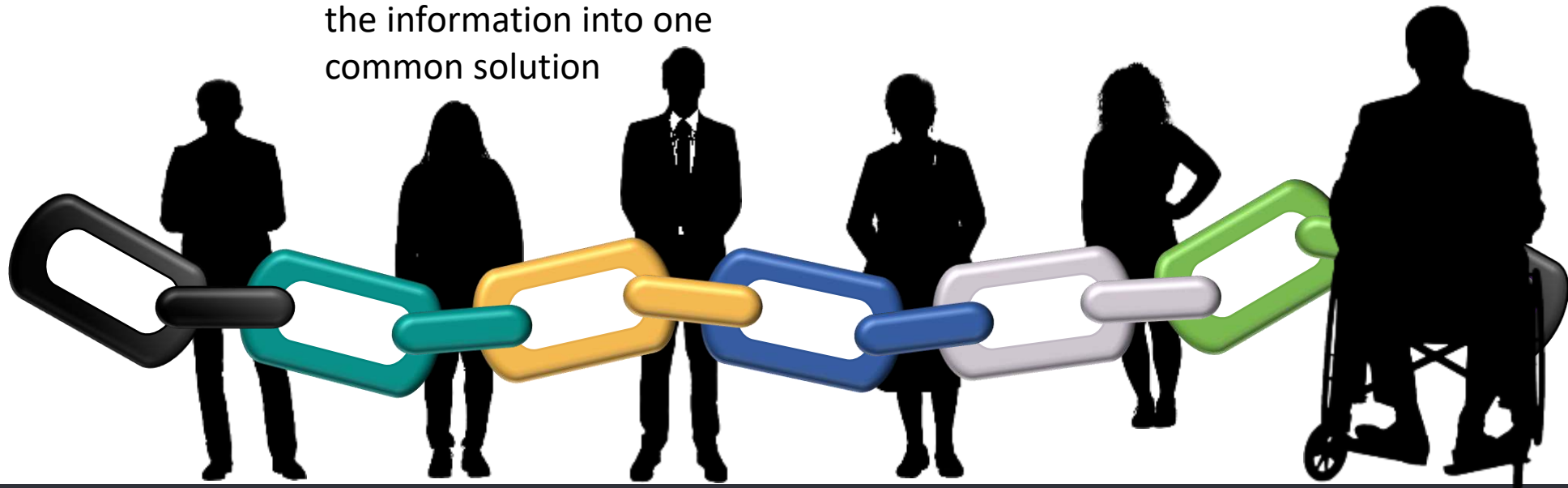
Brainstormed ideas, related challenges within our organizations, provided different perspectives, harmonized the information into one common solution

## Why

Spread DEI value, impact, communication across the organization, including hourly associates. Measure success, celebrate wins

## Solution

DEI Value Chain Playbook



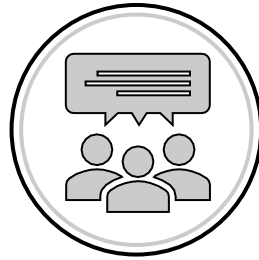
# Implementation Guide



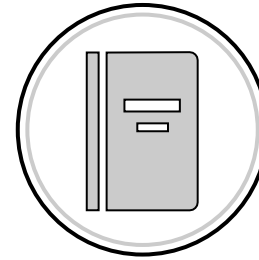
Identify a DEI council or core group of stakeholders and executive sponsors



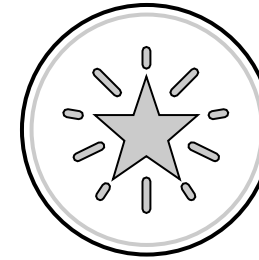
Pulse check: Review Value Chain scorecard and identify where organization is on evolution scale



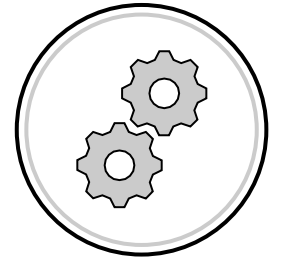
Discuss primary activities to develop, empower, and inspire change agents



Review work instructions and determine goals and objectives to roll-out toolkit



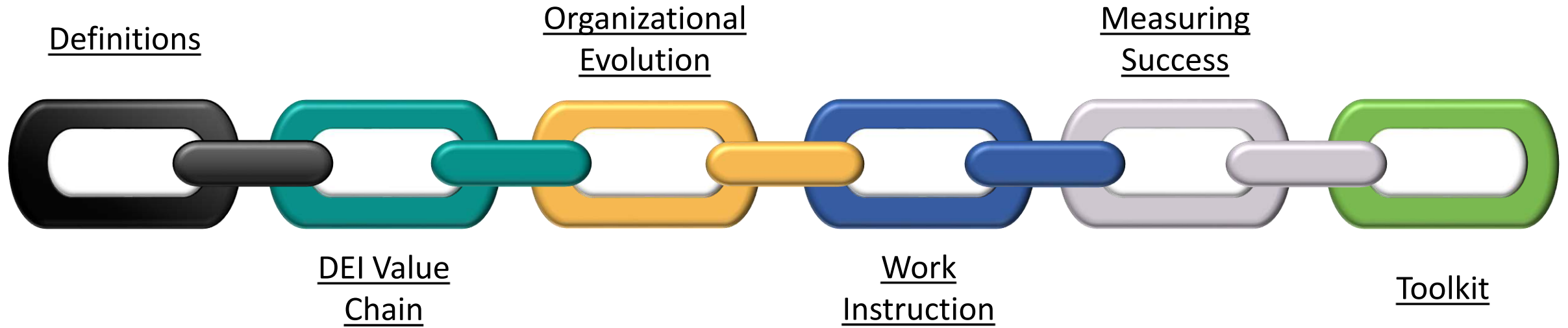
Determine KPIs to measure success – meet monthly or quarterly to review progress



Explore toolkit resource guide and develop implementation plans

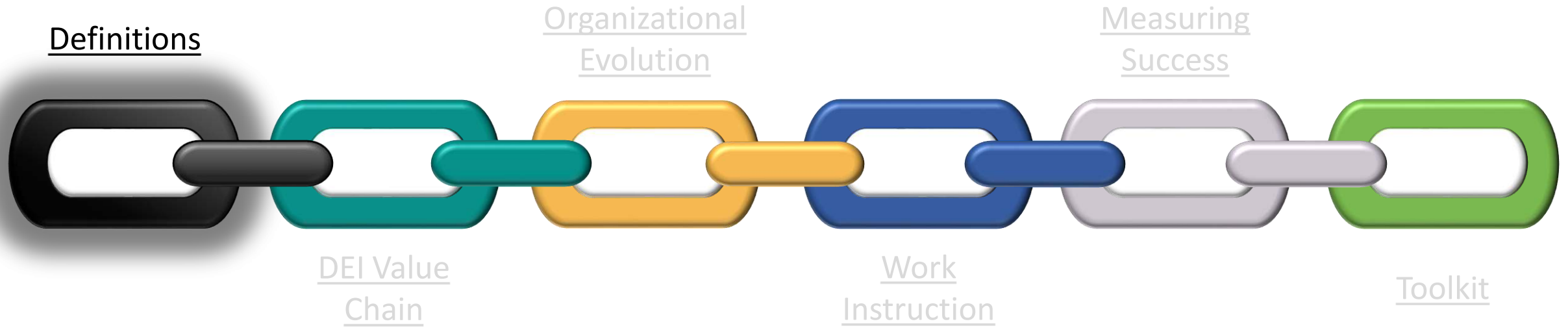
# Playbook

*An interactive resource for Change Agents and Leadership*

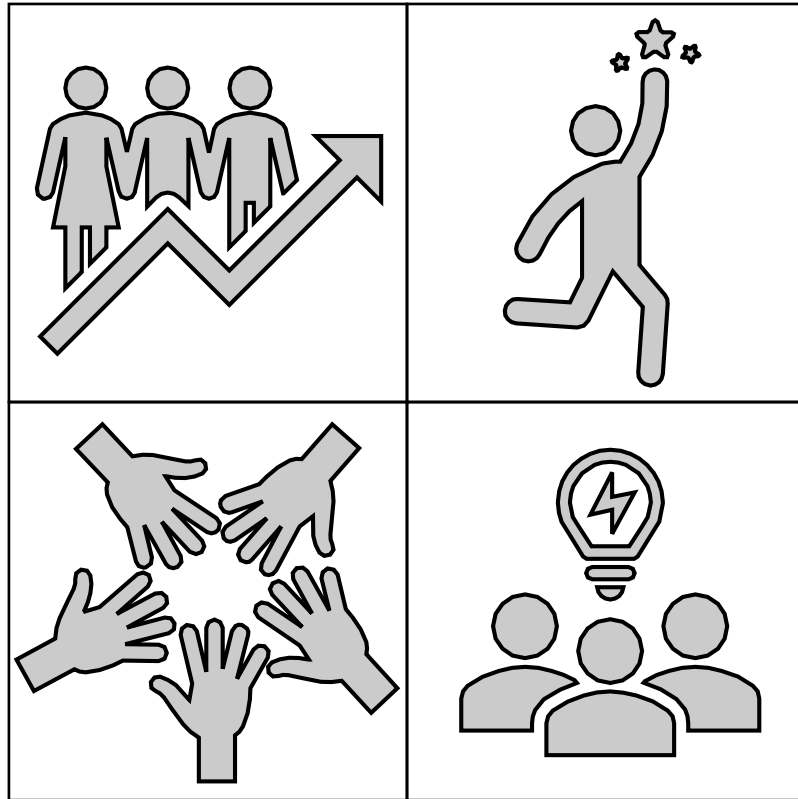


# Playbook

*An interactive resource for Change Agents and Leadership*

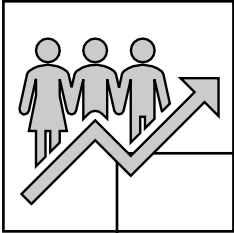


# Change Agent



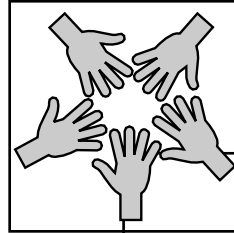
A **disruptor**. Identifies gaps in knowledge or process and **proactively pushes** to close those gaps. **Motivated** by the **possibilities** of what could be and **builds relationships** to make those possibilities a **reality**.

# Develop, Empower, & Inspire



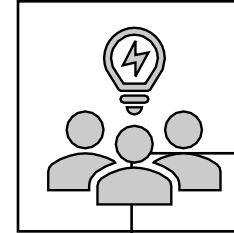
## Develop

- Support the maturity of an employee's experience and skillsets to become an advocate of DEI.
- Areas for development:
  - Providing direction and support
  - Continuous improvement training
  - Resource Hub



## Empower

- Ensure **every** associate has not only a voice; but also access to great opportunities
- Associates should feel like they are making a meaningful impact to do good work within the organization
- Areas for empowerment:
  - Psychological safety
  - Associate accountability
  - Authentic and honest feedback
  - Growth Mindset



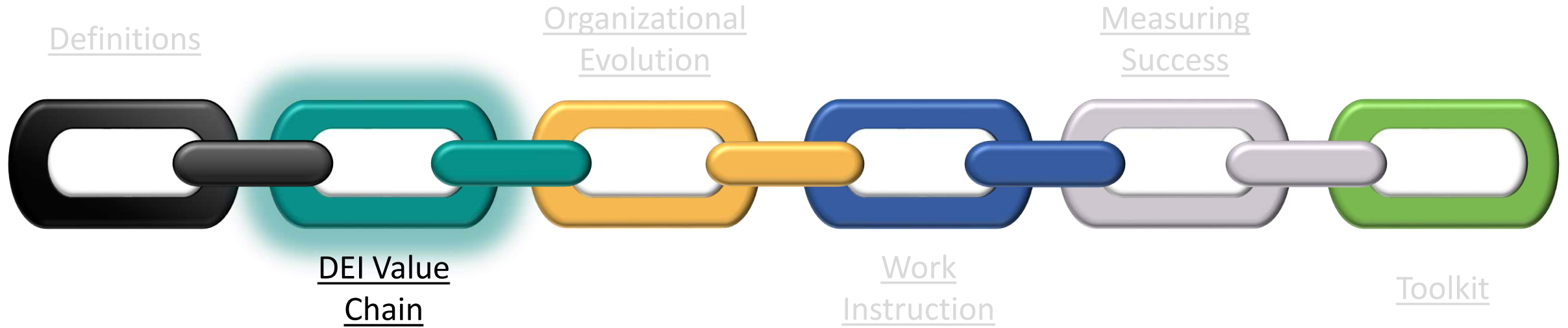
## Inspire

- To energize individuals to create or feel
- Areas for inspiration:
  - Role model behaviors
  - Celebrate and recognize wins
  - Storytelling



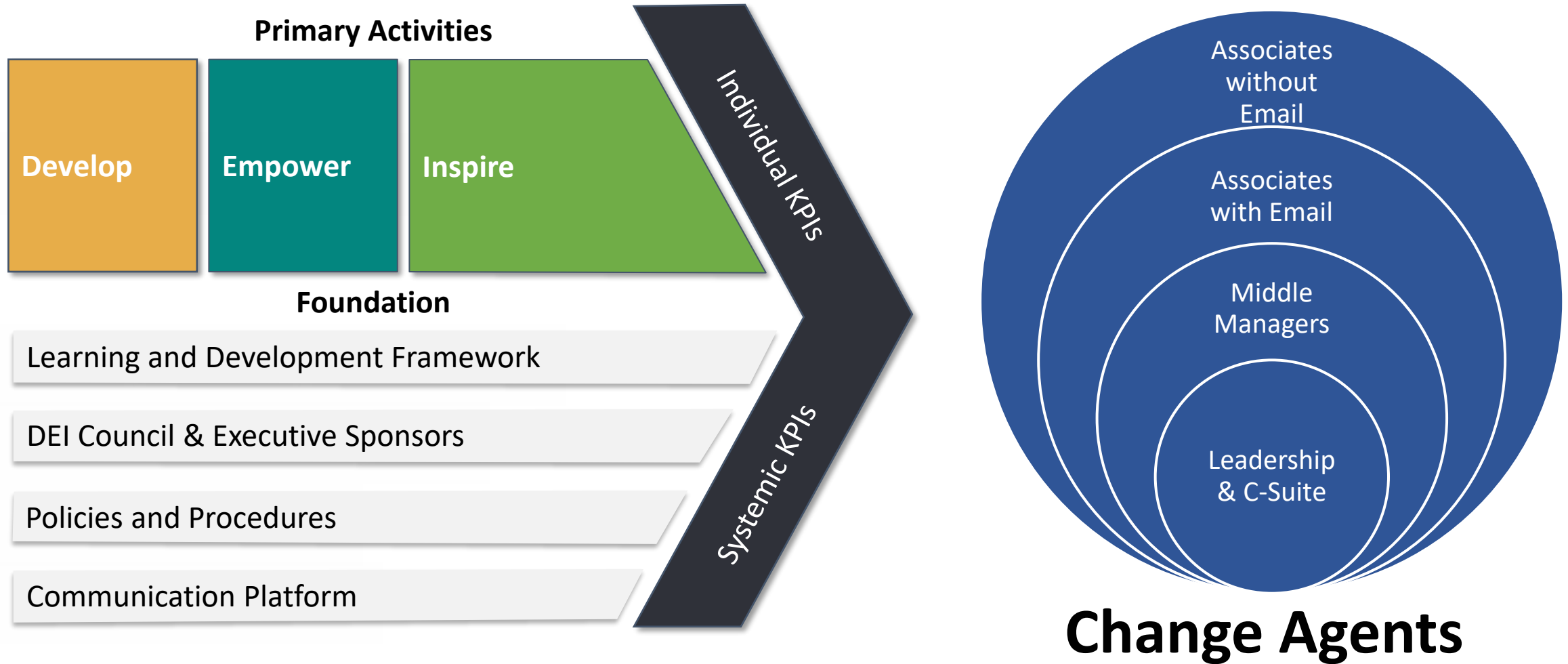
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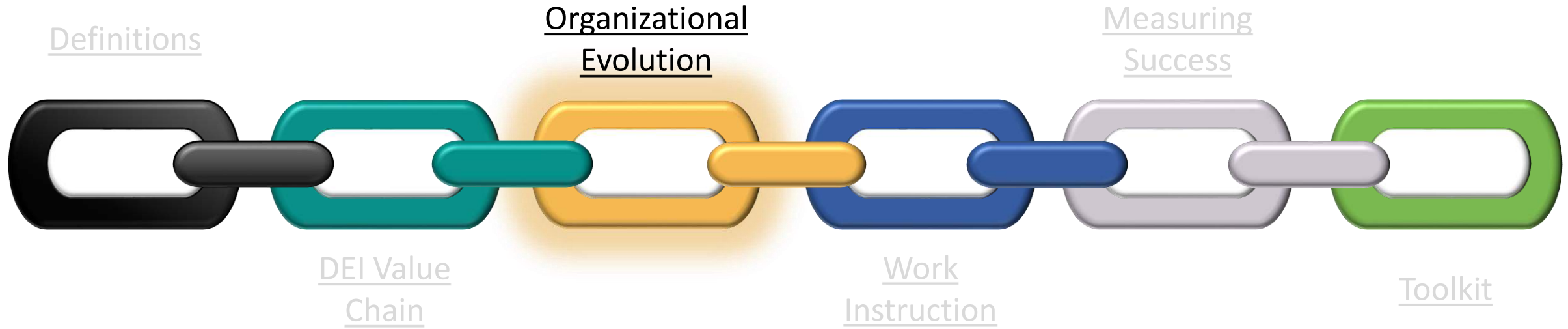


# DEI Value Chain

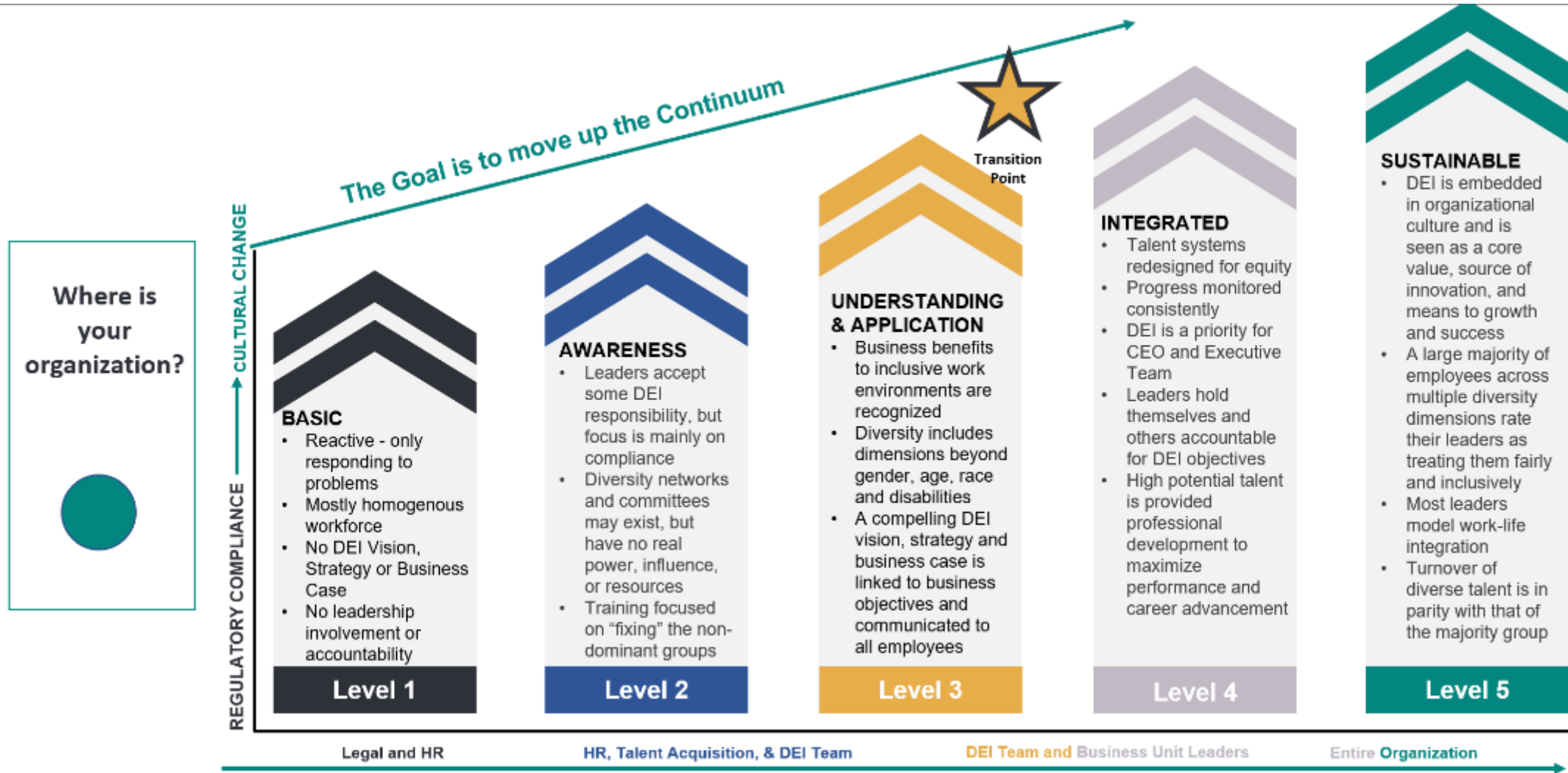


# Playbook

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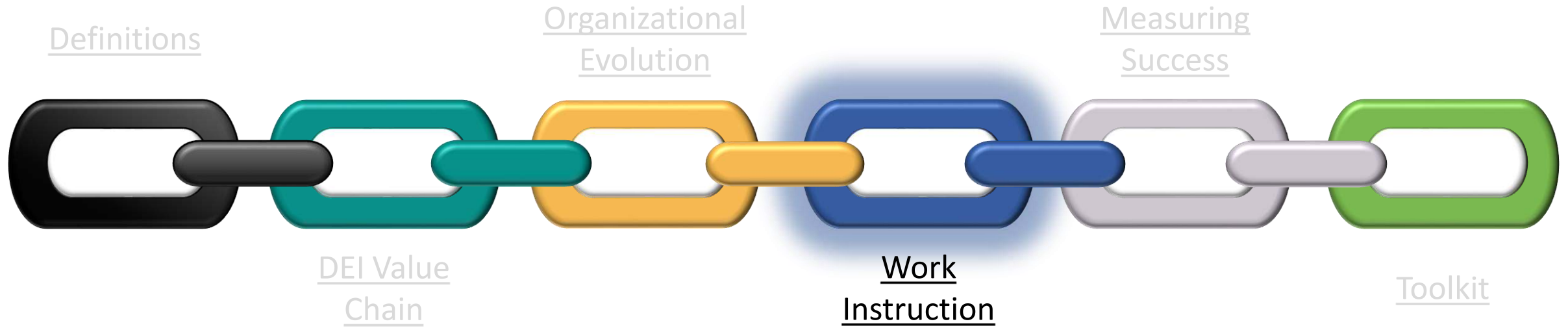


# Organizational Evolution

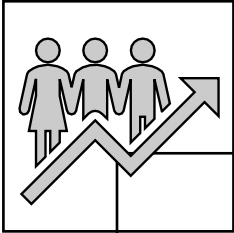


# Playbook

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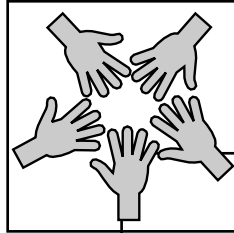


# C-Suite & Leadership



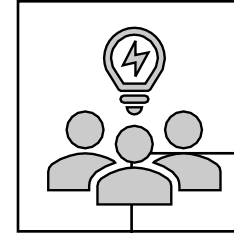
## Develop

- ☐ Practice kindness daily through thoughtful acts & meaningful words
- ☐ Training on dimensions of diversity ([Toolkit - Diversity Wheel](#))
- ☐ Advocate and articulate the power of diversity of thought
- ☐ Unconscious bias training (in person)
- ☐ Mentor under-represented employees
- ☐ Become part of a network ([Toolkit - Guide to Starting ERGs](#))
- ☐ Connect w/trusted employees to understand opportunities & challenges
- ☐ Open door policy/monthly office hours
- ☐ Develop an on-boarding program w/HR
- ☐ Affirmative Action Plan training for recruiting (where applicable)
- ☐ Cadence w/C-Suite on goals, objectives, benchmarking, and progress reports
- ☐ Cadence with skip level meetings



## Empower

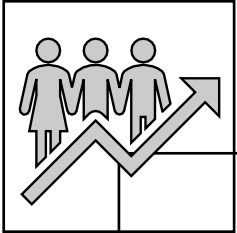
- ☐ Set aside/enforce dedicated available time for DEI development and discussion
- ☐ Participate in events such as International Women's Day (ally panel, storytelling, etc.)
- ☐ Host events (such as Women Who Work) to promote high potential employees
- ☐ Become an ERG/BRG sponsor
- ☐ Executive Fireside Chats
- ☐ Executive Roundtable discussions



## Inspire

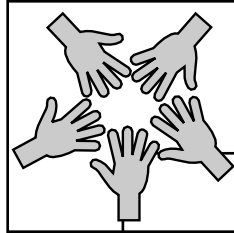
- ☐ Share own diversity story and be authentic
- ☐ Gemba walks regularly to engage with employees and learn their names and stories
- ☐ Eat lunch in the cafeteria and engage in open dialogue
- ☐ Share best practices and review peer companies for inspiration

# Middle Managers



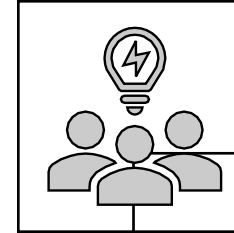
## Develop

- ☐ Training on different dimensions of diversity (Toolkit - Diversity Wheel)
- ☐ Share achievements in the DEI space
- ☐ Unconscious bias/microaggression training (in person)
- ☐ Empathy and emotional intelligence training (in person)
- ☐ DEI representation from each function or business unit
- ☐ Survey individual current capabilities and desire to grow
- ☐ Annual DEI showcase
- ☐ DEI as a metric to rate supervisors
- ☐ Access to Affirmative Action Plan training to learn how to cast a wider net during recruiting (if applicable)



## Empower

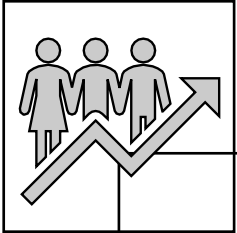
- ☐ Start a new conversation, looking at diversity from various angles and incorporating what may be contrasting workplace experiences
- ☐ Keep momentum alive and cultivate a positive growth mindset



## Inspire

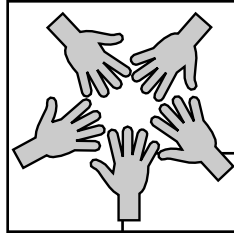
- ☐ Establish ownership - accountability is essential for DEI as it sets expectations and demands results. Own the words and vision and encourage others to contribute their vision to the work as well
- ☐ Take inventory of associates' differences and invite associates to share their unique knowledge and experiences
- ☐ Measure progress and celebrate success – express gratitude and celebrate by acknowledging overall results and individual success

# Associates with Access to Email



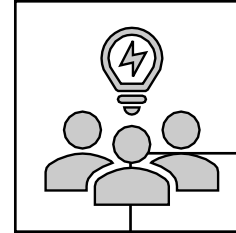
## Develop

- ☐ Short, weekly training nudges (videos, images, stories, etc.)
- ☐ Unconscious bias/microaggression training (in-person)
- ☐ Lunch and Learns with a speaker
- ☐ Book club that discusses books/podcasts/TED Talks on DEI topics



## Empower

- ☐ Subtle acts of Inclusion (Toolkit - Acts of Inclusion)
- ☐ Feedback Loop (with communication/follow up)
- ☐ Shared resource page (see Toolkit)
- ☐ Clear, visible shared progress on initiatives/commitments
- ☐ Participation in DEI showcase (rotation)

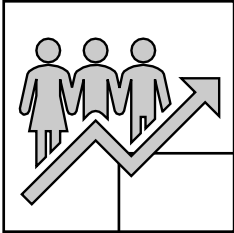


## Inspire

- ☐ “You have to see it to believe it, to become it”
- ☐ Storytelling from colleagues about their diversity story
- ☐ Testimony from coworkers of successful and unsuccessful DEI efforts
- ☐ Recognition/Motivational impact awards
- ☐ Networking events
- ☐ DEI Challenge (quarterly) to foster authentic desired culture

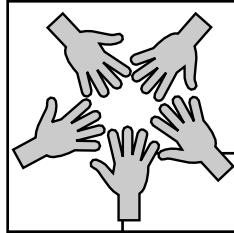


# Associates without Access to Email



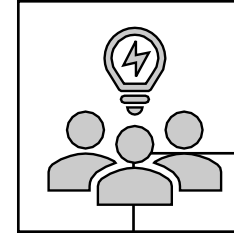
## Develop

- ☐ Visual DEI signage
- ☐ Lunch and learns – TED Talks & Speakers
- ☐ Quick Team Building/DEI activities during standup meetings
- ☐ Short training videos (<5 minutes) during pre/post shift huddles
- ☐ Monthly Open Table for DEI on rotating schedule
- ☐ Internal Career Fair



## Empower

- ☐ Information kiosk or bulletin board to show information
- ☐ Diversity Wheel posted ([Toolkit - Diversity Wheel](#))
- ☐ Leadership development training
- ☐ Have resources shared during meetings
- ☐ Recognition ([Toolkit - Recognition & Rewards](#))
- ☐ Suggestion and feedback box
- ☐ Opportunity to be mentors and sponsors
- ☐ U-Talks with leaders to hear direct feedback
- ☐ Organization approved app for communication

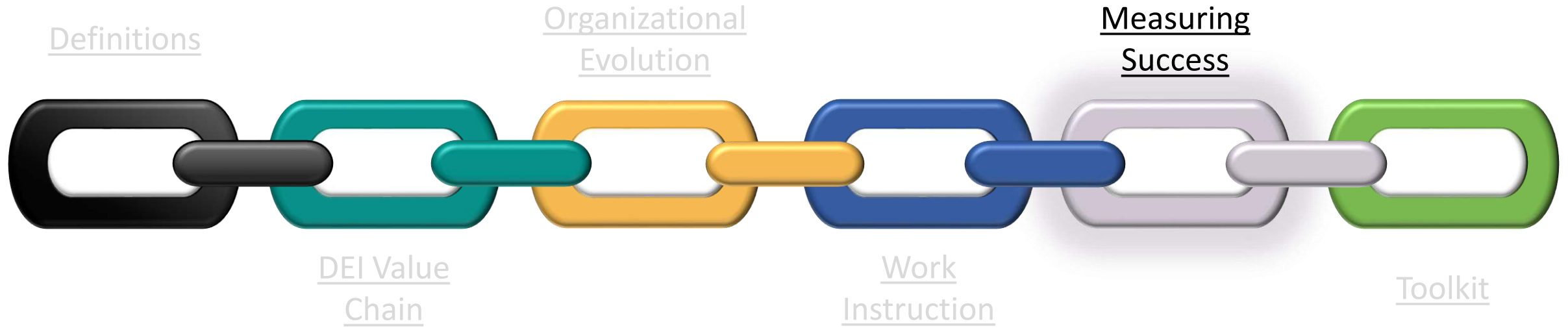


## Inspire

- ☐ Enhance communication platforms – monitors, huddles, shift meetings
- ☐ Buddy during onboarding
- ☐ Recognition/Motivational awards
- ☐ Associates represented in marketing and posted materials
- ☐ Standardize equities across all locations ([Toolkit- Standardizing Equities](#))
- ☐ Newsletter printed in multiple languages
- ☐ Host plant representative talk series with people that represent associates
- ☐ Give associates the chance to lead through TED Talks, journey sharing, DEI impact, and project opportunities
- ☐ Put a face behind the “why” in story telling

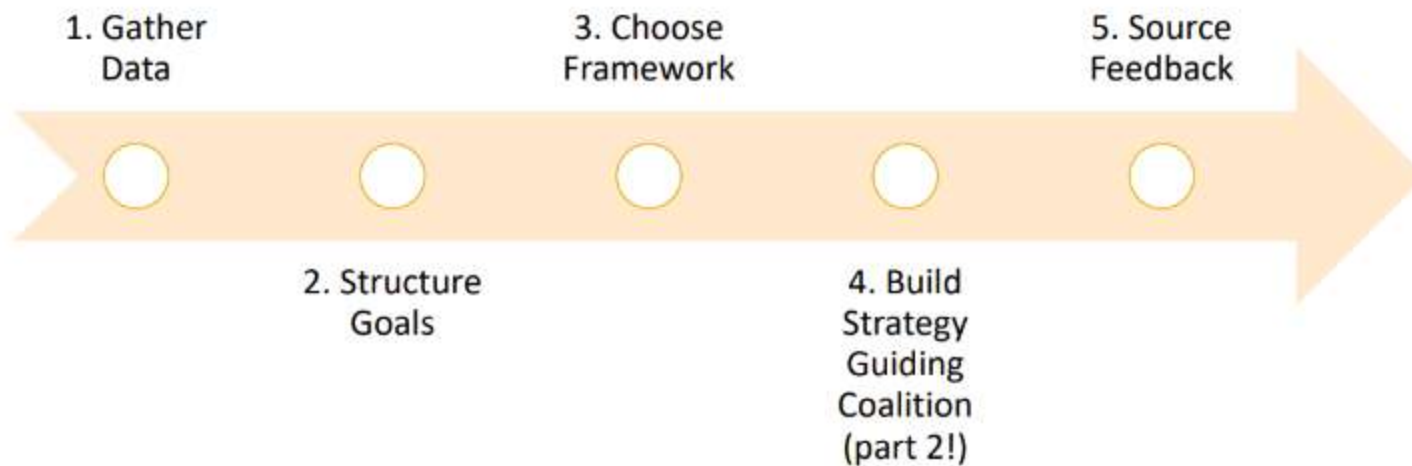
# Playbook

*An interactive resource for Change Agents and Leadership*



# Measuring Success

## Goal Setting Process



At the end of the process, ensure your goals and metrics:

1. Are customized
2. Are strategic
3. Provide more [resources, capacity, support, opportunity, flexibility] to historically excluded groups than before they existed (Lily Zheng)
4. Are accurate
5. Are transparently communicated across the organization
6. Lead into implementation and evaluation

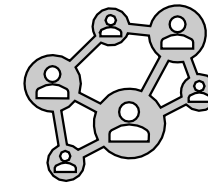
For each goal, ask yourself, is it:

- Specific
- Measurable
- Attainable
- Relevant
- Timebound

## KPIs

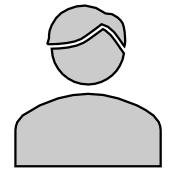
“What gets measured gets done”  
Toolkit – Change Curve

### Systemic



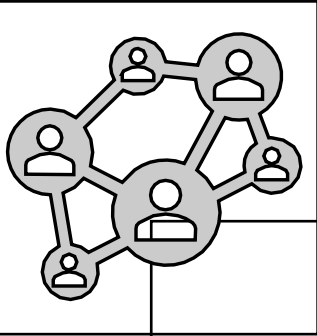
Makes workplace processes, systems and policies equitable and inclusive by default

### Individual



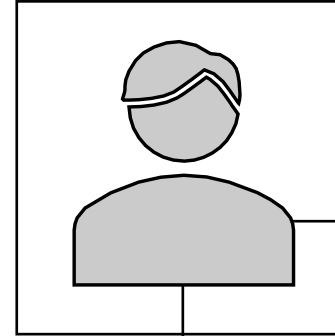
Draws on individual kindness and empathy to activate everyone's good intentions

# KPIs - Develop



## Systemic

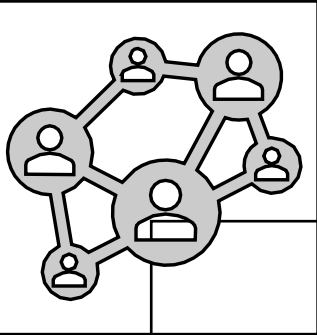
- ☐ DEI budget in place (% of overall budget allocated)
- ☐ Corporate memberships available (CADIA/National Diversity Council/WiM/etc.)
- ☐ Encourage DEI development plans (% leaders with DEI development plan)
- ☐ % of leaders sponsoring a resource group
- ☐ % of corporate/business goals/objectives incorporating DEI
- ☐ % of performance reviews measuring success in achieving DEI results
- ☐ % of managers or senior leaders involved with mentoring programs



## Individual

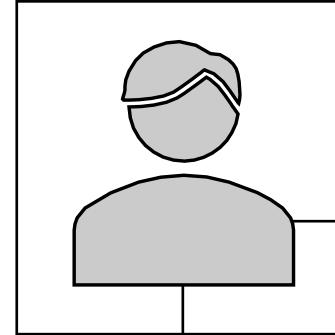
- ☐ # leadership participants in DEI activities
- ☐ # of mentors/mentees from underrepresented groups (% population baseline)
- ☐ % workforce completed available training
- ☐ Average satisfaction level with Leadership Development training opportunities
- ☐ Turnover rate of associates who have completed Leadership Development training compared to not
- ☐ Change in # workplace harassment claims

# KPIs - Empower



## Systemic

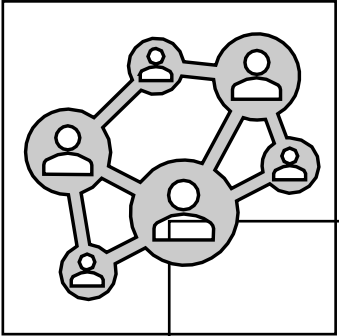
- ☐ Keep activity log (events/mentor sessions/broadcasts)
- ☐ Include DEI metrics in surveys
- ☐ Engage in promoting your company's efforts (social media, speaking engagements, press/articles) - # per quarter
- ☐ Participation in nominations for industry awards
- ☐ Increase in underrepresented internal candidates for open roles # views/users and regular review (Digital resources)
- ☐ Increase in number of inclusive policies (e.g., transgender rights, parental leave for adoptions, inclusive insurance policies)



## Individual

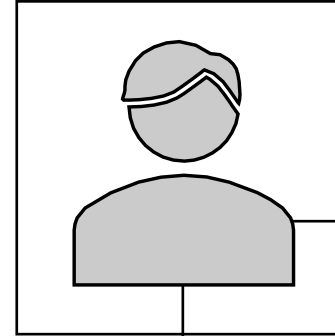
- ☐ Change in Employee Engagement Rates (Pulse survey)
- ☐ Change in Number of Coaching Conversations (Mentors/leaders)
- ☐ Board composition (diversity score)
- ☐ Capture people metrics related to promotion/applications diversity (identify roadblocks/systemic needs)

# KPIs - Inspire



## Systemic

- ☐ Communication frequency/platforms (reach all associates)
- ☐ Celebrating wins in group meetings
- ☐ Feedback response rate
- ☐ ERG metrics (Qty, participation rate, member-generated ideas)
- ☐ # Events planned per quarter/year (networking)
- ☐ Time provided for participation in DEI efforts (including hourly)
- ☐ # Recognition (presence of recognition program/initiative)
- ☐ % of diverse talent out of total workforce representation
- ☐ % of diverse talent out of total senior leader representation
- ☐ % of diverse talent out of total board representation
- ☐ \$ amount spent or donated to philanthropic causes
- ☐ # Employee hours spent in the community

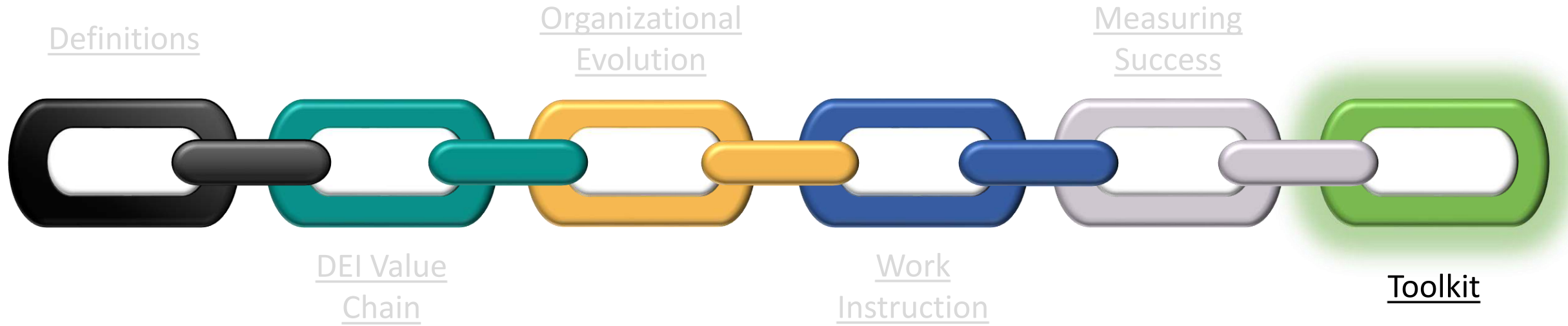


## Individual

- ☐ % participation in DEI activities
- ☐ # of participants in ERGs/BRGs
- ☐ # of underrepresented participants in ERGs/BRGs
- ☐ Regular pulse survey (inclusion metrics)
- ☐ # Change in story submissions

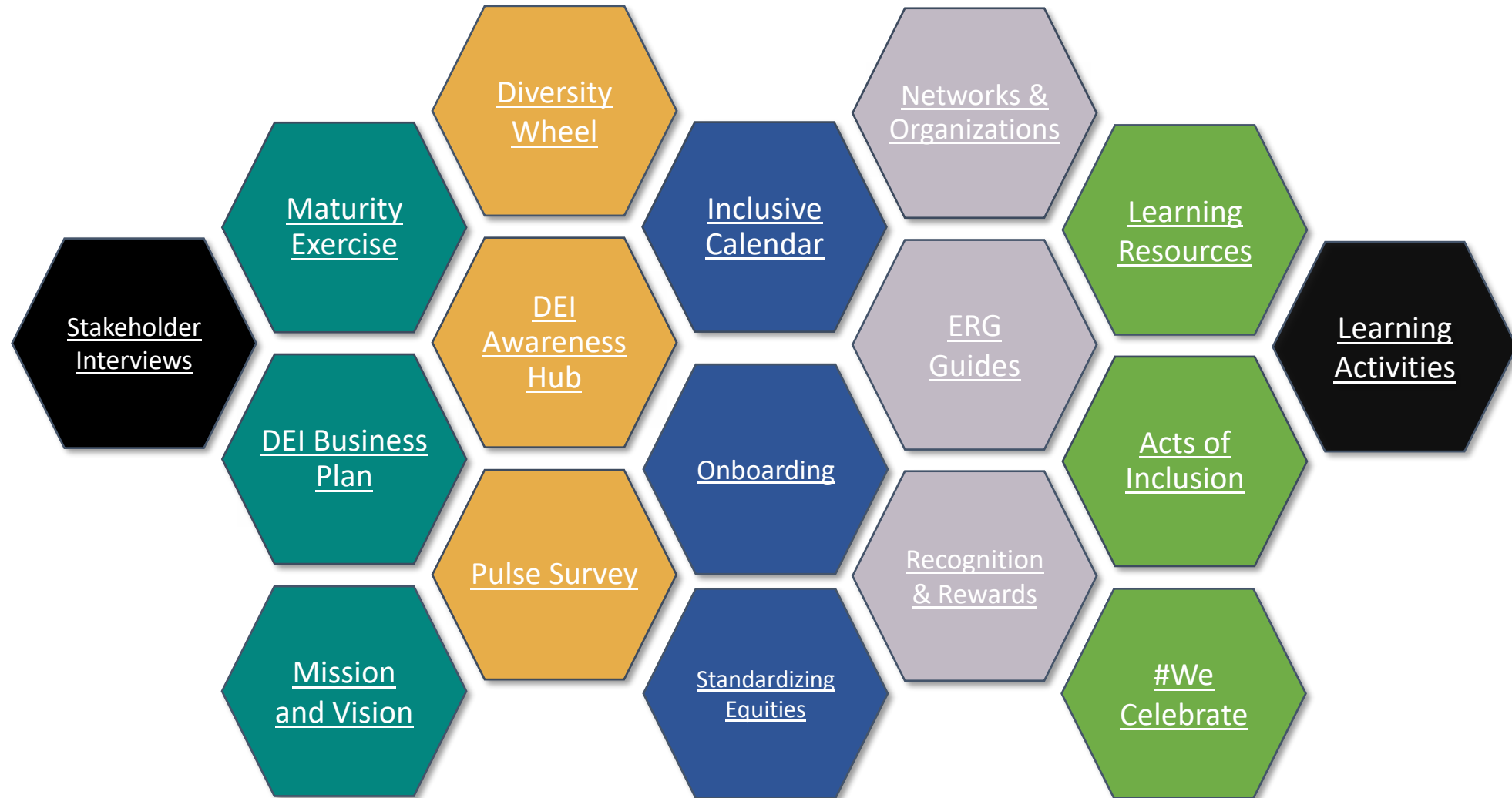
# Playbook

*An interactive resource for Change Agents and Leadership*





# Toolkit Index



# Stakeholder Interviews

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Stakeholder  
Interviews

## Your Why

1. Why is it important to focus on Inclusion and Diversity? Beyond the available data that shows it is good for business, what is your personal why?
2. How do you define Diversity? How do you define Inclusion? How is Diversity different than Inclusion?

## Involvement/Commitment

1. Would you be interested in serving on an Executive Diversity Council, being an executive sponsor for an Employee Resource Group, or supporting the initiative in some other way?

## Impact

1. If you had a magic wand and could change one thing as it relates to D&I, what would it be?
2. What one or two things would make us more successful in our Inclusion and Diversity efforts if you had the ability to make them happen?
3. What is the one thing we could do that would have the biggest impact?

## Your Diversity Experience

1. When was the first time you realized there are other people in the world who are different than you?
2. What is your diversity story?
3. Have you worked for another company or organization who had a D&I strategy, vision, and/or team? What was successful and what did not work so well?
4. Have you ever felt a characteristic that made you unique was an obstacle to advancement or being heard, or taken seriously?
5. How important is diversity, and what does it mean to you?
6. What diversity, bias, cultural awareness training have you had?
7. Have you ever been in a situation where you were the minority? If so, what did you learn from the experience?
8. Related to Inclusion and Diversity – what is in it for you?
9. Do you self-identify as a diverse employee for any reason? If comfortable sharing – what reason?

## Inclusion

1. What do you do to ensure everyone feels included?
2. Do our recruiting efforts support a diverse culture?
3. Should diversity initiatives include white males?
4. How much more engagement or discretionary effort would be possible if people felt truly included?

## Concerns

1. What negative experiences have you had related to Inclusion and/or Diversity?
2. What questions or concerns do you have around Inclusion and/or Diversity?
3. What would you say to those who make comments such as, “we just hire or promote based on the best person for the job regardless of gender, race or ethnicity?”

# Mission vs. Vision

Mission	Vision
What do we do now?	Where do we want to be?
Current state and current objectives	Future state
External-facing	Internal facing

# Brainstorming Questions

1. In 10 years, a leading DEI newspaper publishes a feature story on your organization. What does the headline read?
2. Where is our organization headed with DEI?
3. What words or phrases depict the type of organization we want?
4. If your organization had all the resources in the world, what would the ideal state of DEI be?

**What are some other questions you can ask?**



# Write a Draft

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Mission  
and Vision

- Dream big and focus on success.
- Use the present tense.
- Use jargon-free language.
- Infuse it with passion and make it inspiring.
- Align it with your business values and goals.
- Focus on progress, not perfection.
- Make it clear, simple and compelling.



Business News Daily; The Winters Group

# Key Takeaways

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Mission  
and Vision

1. A DEI vision should build off the DEI value proposition to inspire and motivate employees.
2. A vision should engage employees across the organization, so they feel bought in.
3. A vision statement should be concise, inspiring and memorable.



# DEI Business Plan

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DEI Business  
Plan

- DEI Business plan
  - KPIs
  - Activity Schedule
  - Ownership
- Supplied by **Martinrea**



DEI Business Plan



			PDCA (Check)
	KPI	Company Wide	Control Item
		Target	Actual
			Review Timing
<b>AWARENESS</b> <i>Chair/Champion Name:</i>			
Increase awareness of diversity through social media and other sources (Champion Name: _____)	posts made (26 posts)	26.0	56.0
			Qrtly Review

Increase visibility through diversity co sponsorships, speaking opportunities awards (Champion Name: _____)
Emphasize importance of diversity with events/days (Champion Name: _____)
<b>OPPORTUNITIES IN MANUFACTURING</b> <i>Chair/Champion Name:</i>

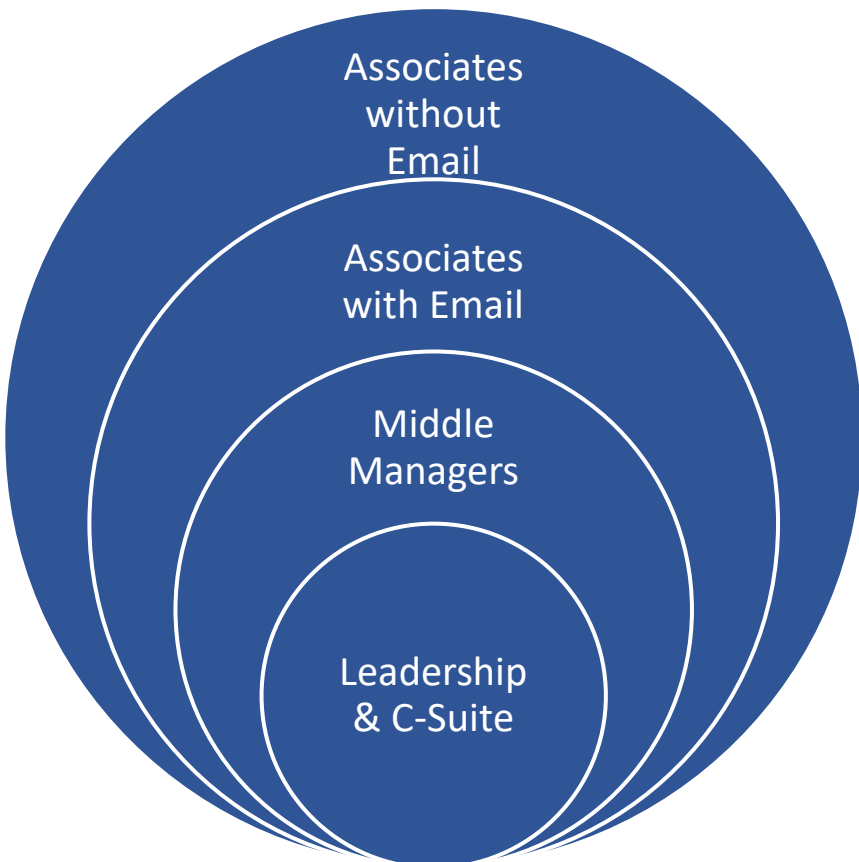
Activity Plan											
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Announce social media participation program	Create and schedule social media posts (LinkedIn, Facebook and Twitter) .Share social media posts on internal networks (central, tv screens etc.). Publish every two weeks beginning in Feb										Reflect and determine January term
Research/find speaking opportunities. Finalize conferences we will attend. Select awards to nominate for.	Rolling research and attendance for conferences, awards and speaking opportunities Attend/Sponsor Conferences Speak at Conferences Submit Award Nominations										
Create tracking tool		Prep for diversity day	World Day for Cultural Diversity (May 21)	Get feedback on Event day	Plan for additional days based on UN						



# Value Chain Scorecard

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Maturity  
Exercise



For each level in your organization, define the following:

- Communication platforms
- DEI Council members
- Learning and development framework
- Policies & Procedures
- DEI maturity level



DEI Foundation  
Scorecard

## DEI Foundation Score Card

Indicator	DEI Heat Measure	Score
<b>Learning and Development Framework</b>		<b>30</b>
1	Established Team supporting Learning and Development in the organization	10
2	Framework to add new training and deploy to employees in an efficient manner	0
3	Ability to mandate training options within the L&D framework	10
4	Ability to track progress of Leaders/Employees on specific training content	10
<b>DEI Council &amp; Executive Sponsors</b>		<b>15</b>
1	DEI Council established to guide/lead the DEI initiatives in organization	5
2	DEI Council includes a good mixture of people from all representation	0
3	Executive Sponsors are identified to support ERGs and/or initiatives	10
<b>Policies and Procedures</b>		<b>20</b>
1	Policies for DEI published and available for access by employees	10
2	Ability for employees to propose changes/new policies	0
3	Clear documentation of procedures with respect to the DEI Org/Council/Programs	10
<b>Communication Platform</b>		<b>5</b>
1	Established Team supporting Communication to the organization	5
2	Communication platform to reach plants and tech centers	0

# Change Curve

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Maturity  
Exercise

## Stage 1: Denial

### Identification:

- This does not affect me
- This will blow over soon

### Action:

- Know denial is normal and expected
- Provide people time
- Don't try to move people to commitment directly, you will make it worse

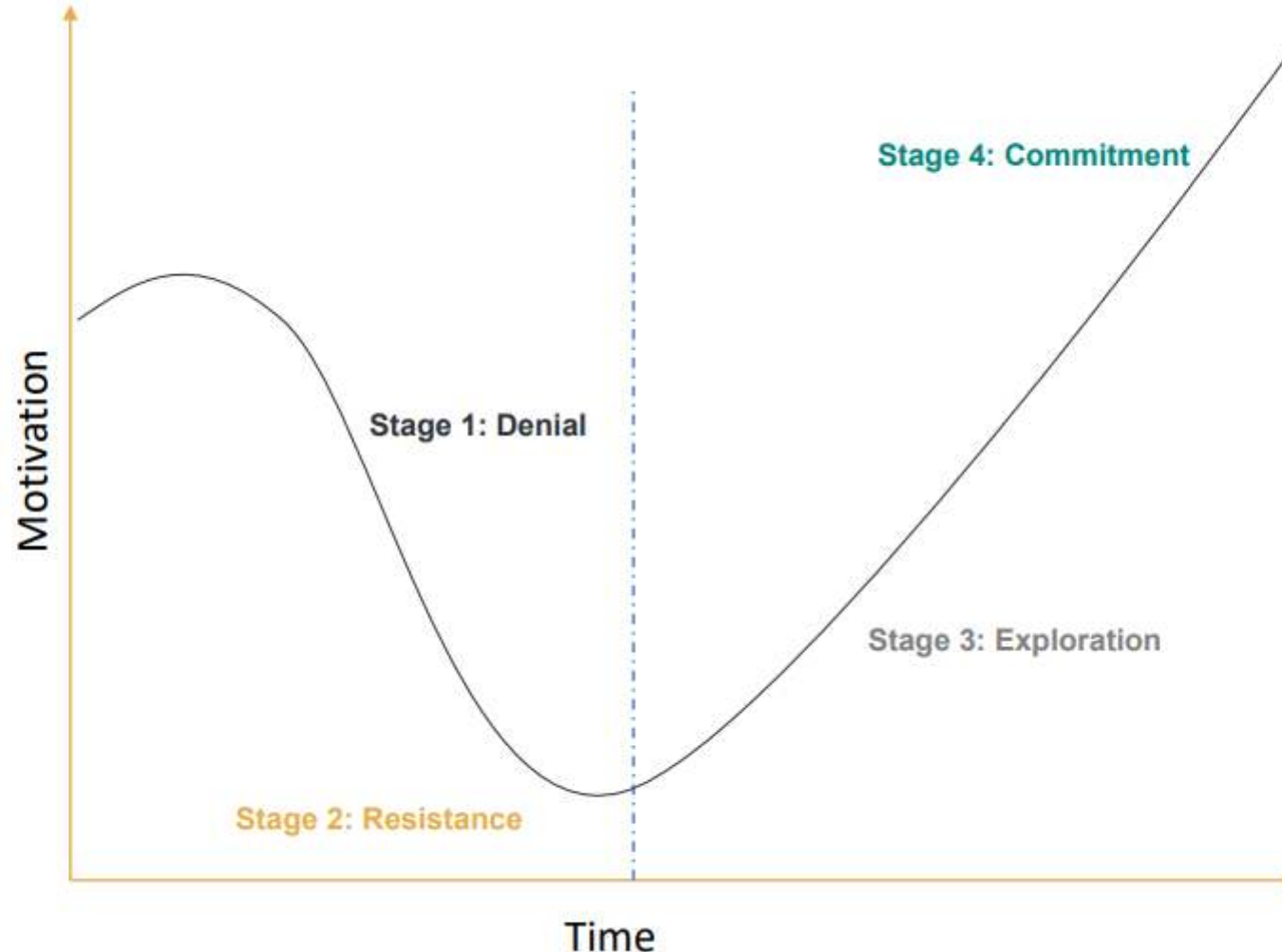
## Stage 2: Resistance

### Identification:

- We already tried that, didn't work
- We're too busy
- We're waiting for input

### Action:

- Allow team members to feel resistance
- Talk about the resistance as a team
- Focus the future, not the past
- Don't try to talk people out of resistance with logic
- Listen to people and their concerns



## Stage 3: Exploration

### Identification:

- Let me see what I can do about this
- I have some ideas about this
- Maybe there is a way to do this
- We can make it work if we work together

### Actions:

- Wait it out. Not everyone will enter the exploration phase at the same time
- People move up and down between resistance and exploration.
- Everyone needs to follow their own timeline, offer help without forcing it.

## Stage 4: Commitment

### Identification:

- I have come a long way with this change
- I won't go back to the way things were before
- I have learned so much

### Actions:

- Celebrate wins
- Do something fun
- Prepare for the next step

# Diversity Wheel

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[Index](#)

Diversity  
Wheel

## IDENTITY

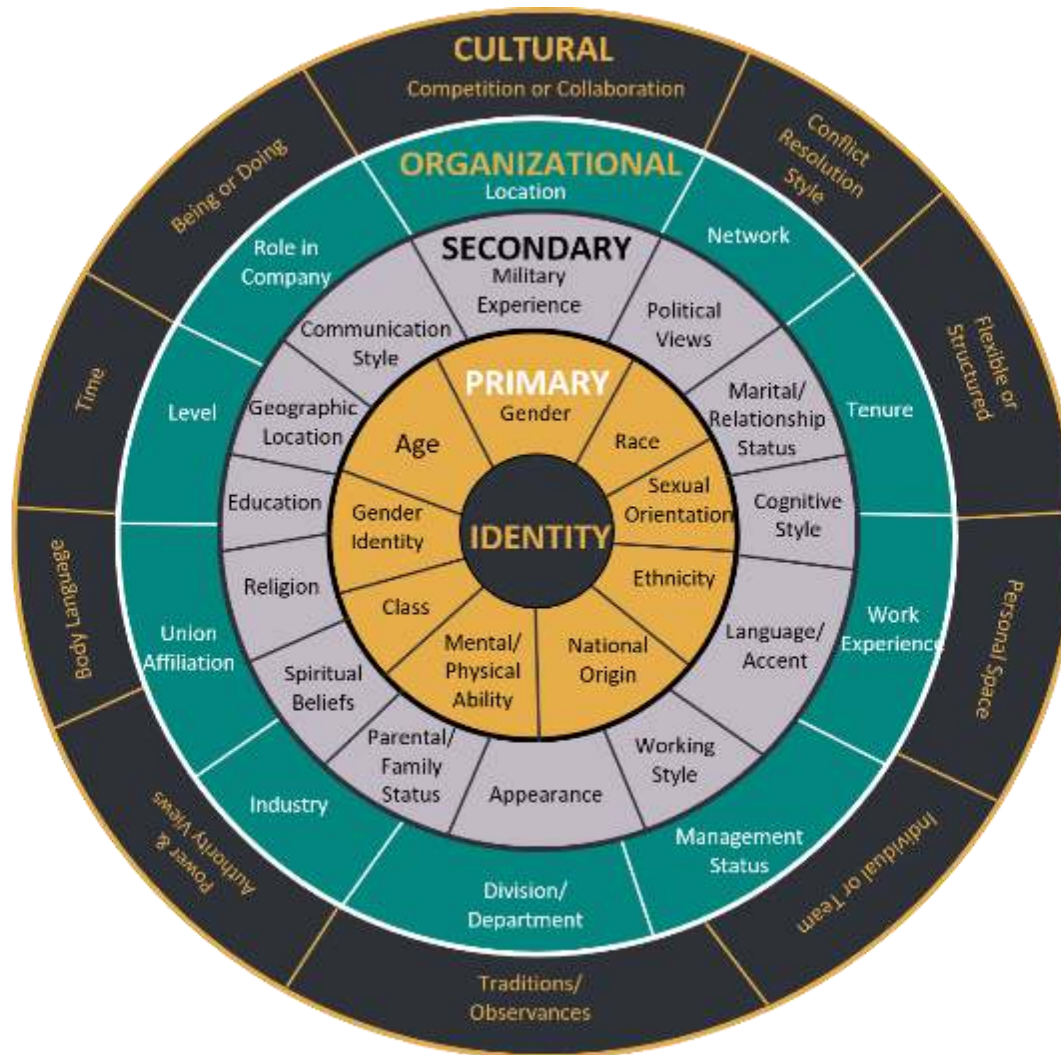
Sense of self, how you see yourself, characteristics that define you, including personality. Shapes our self image and world view.

## PRIMARY

Most powerful characteristics, inborn, inherent, have a significant impact on early socialization and future life.

## SECONDARY

Acquired, can be modified or discarded.



## ORGANIZATIONAL:

Attributes that contribute to workplace experience.

**CULTURAL:** Traits, behaviors, preferences or values shaped by culture. Key elements in how we define ourselves as individuals or as a group identity.



# DEI Awareness Hub

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DEI  
Awareness  
Hub

- Individual learning
- Group learning
- ERG/BRG information
- Lunch and Learn recordings
- DEI Glossary
- Example from **Continental**



## Articles, Blogs, and Books

- [When and How to Respond to Microaggressions](#) - Harvard Business Review (Article)
- [Are your DEI Efforts Helping Employees Feel Like They Belong?](#) Harvard Business Review (Article)
- [Managers Play a Significant Role in Creating Diverse Teams](#) (Article)
- [Addressing Racism Starts with Having Hard, Respectful Conversations from SHRM - Together Forward](#) (Article)

## Resources

- Plan a team initiative through our [DE&I Starter Pack](#), or use one of the journeys already created.
- Start a Conversation: Let's Confront Workplace Racial Inequality from SHRM. Together Forward. [Conversation Cards](#)
- Webinar: [All as Ally - How to make Black Lives Matter in the Workplace](#)
- [Activities for Unconscious Bias Awareness](#): Link for Implicit Association Test, The Tag Game, Father-Son Activity, and Circle of Trust
- Instru... Environ... more d...

## Continental DE&I Videos

Below is a collection of Continental-produced DE&I content. View the most recent videos below or click the DE&I North America Stream for more.

- [DE&I North America Stre...](#)  
4 views | 7 followers
- [AAP - A Conversation with Katie Phang](#)  
01:27:27
- [January Lunch & Learn](#)  
1:25:06
- [DE&I North America CEO Statements](#)  
02:22
- [Continental Day of Understanding 2021](#)  
01:00:43

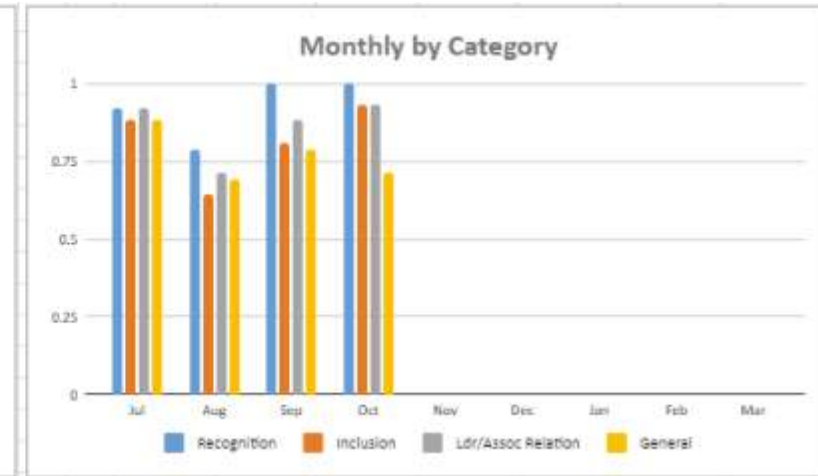
# Pulse Survey

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Pulse Survey

**DENSO**  
Crafting the Core

- Anonymous Monthly Survey
- HR randomly selected participants (~10% workforce, exempt + nonexempt)
- 8 Questions targeting weakest DEI KPIs pulled from annual company-wide engagement survey  
(Ex: Recognition, Inclusion, Leader/Associate Relations, General)
- Results calculated as % Agreeable Scores “Somewhat Agree”/”Strongly Agree”
- Monthly and YTD trend analysis compared to baseline comparable survey results



Some key points due to associate “lack of trust” of company to get the most candid feedback:

- Survey is accessed from a URL link and not an email sent to them
- Survey can be accessed and answered on common computer for a generic login, not traced to IP or login
- We use salary question to separate exempt and non-exempt responses
- We use department number question to zero in on any repeated issues in leadership ranks

Sample survey here →

2. I believe I have the resources I need to get my job done.

☐ Strongly agree

☐ Somewhat Agree

☐ I am unsure

☐ Somewhat Disagree

☐ Strongly Disagree

# Standardizing Equities

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[Standardizing  
Equities](#)



## Example from Yanfeng Automotive

### Standardize Equities

Step 1: Identify amenities that are available at some but not all sites - ✓

First Aid Room	Mothers Station	"Grocery Store"	Expectant Mother Parking
Wellness Space	Worship Space	Beverage Station	Feminine Hygiene Products

Step 2: Work with HR reps to identify facilities' baseline – In Process

Step 3: Identify 1<sup>st</sup> & 2<sup>nd</sup> "Easy Wins" or "Must Haves" for 2022 -

Step 4: Build deeper understanding of project limitations

- Wants - Needs
- Size - Space
- Employee Base
- \$\$

### Hygiene Product Availability

- Problem statement: Employees should have easy access to a supply of hygiene product in their work environments.
- Scope:
  - 9 Locations
  - Purchase dispenser & establish product supply
- Need alignment on: Paid + 2022 Goal for free



Next steps:



# Onboarding

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Onboarding

- Onboarding guide from **Repair Pal**



RepairPal  
Onboarding



## Do What?

Shadow with Sales & listen to calls

Shadow with Certification & listen to both initial calls and & "welcome calls"

Listen to shop calls in Admin

Set up time to visit local shops\*

Set up time to visit local CarMax stores\*\*

we will pay for it, but it helps to go through the process from a consumer

Study for and take your ASE C-1 Exam

billing process

Go through Kipwise content—make notes and bring back questions

level

## Topic

When ready, take some

Conditions I like to work in

Listen to some cancel

Times / hours I like to work

Shadow a shop initial t

Best ways to communicate with me

Shadow partner suppo

How I best receive feedback

Listen to a Carm Capri

Things I need

Kathleen to help contex

How I learn best

Things I struggle with

Things I love

Other things to know about me

If I were an animated gif / meme / animal / song, I would be...

My favorite saying or quote



# Inclusive Calendar

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Index](#)

Inclusive  
Calendar

- CADIA Diversity Calendar
- Build an inclusive workplace by acknowledging all holidays

DECEMBER 2021						
SUN	MON	TUE	WED	THU	FRI	SAT
			1 AIDS DAY	2 INTERNATIONAL DAY FOR THE ABOLITION OF SLAVERY	3 INTERNATIONAL DAY OF YOUTH AND CHILDREN	4
5	6	7	8 RED DAY	9	10 INTERNATIONAL WOMEN'S DAY	11
12 POPE OF OUR LADY OF GUADALUPE	13 ST. LUCIA'S DAY	14	15	16	17	18
19	20	21 WINTER SOLARISE	22	23	24	25 CHRISTMAS DAY
26 BOXING DAY Kwanzaa (until 1/1)	27	28	29	30	31	
BROUGHT TO YOU BY: Deloitte. CADIA						

# Guide to Starting ERGs

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ERG  
Guides

- **Continental ERG Guide**



Continental ERG  
Guide



ERG Tips for  
Takeoff

- **Guide to Forming a Women's ERG from forum\_W**

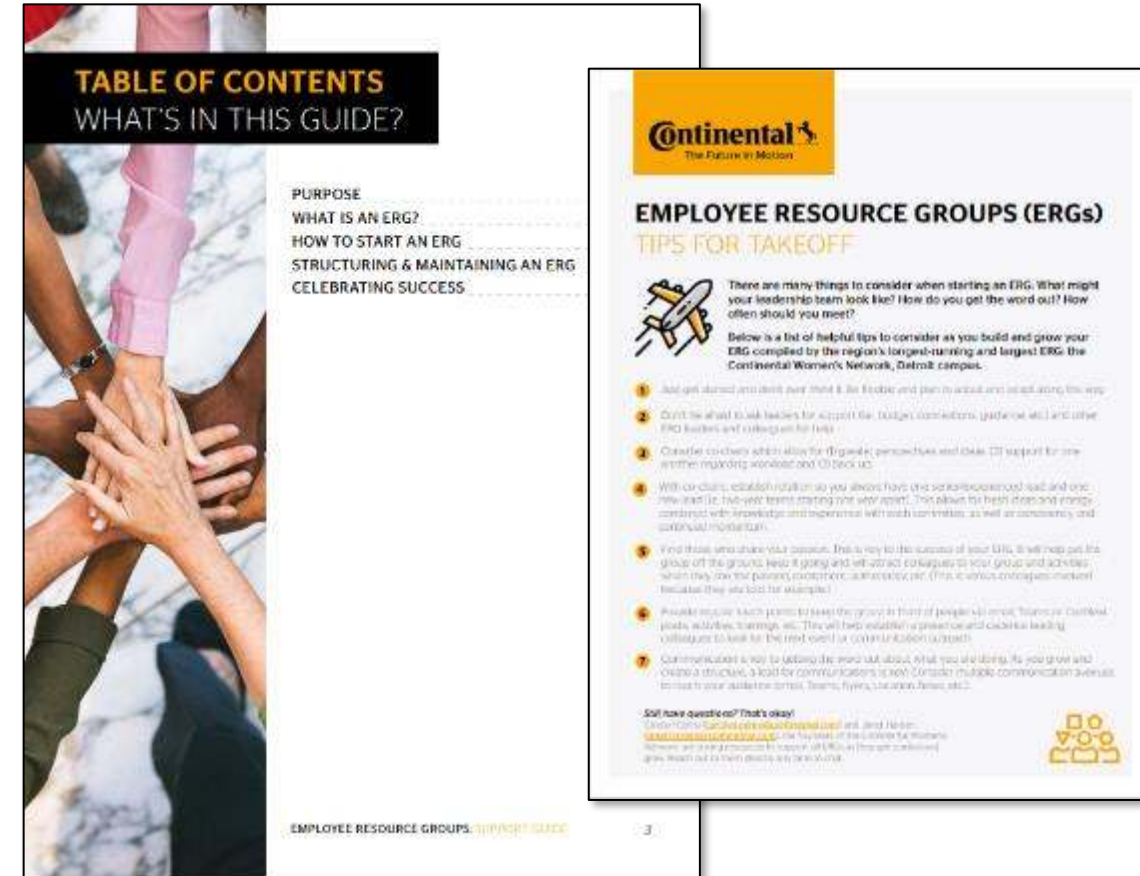


forum\_W Guide

- **OUT to Innovate (LGBT)**



OUT to Innovate



# Recognition & Rewards

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Recognition  
& Rewards

- Shoutouts - digital or visual (**AAM**)
- Impact Awards (**CADIA**)
- Women of the Year (**Women in Auto Care**)
- Impact Associate Award (**DENSO Mfg. Athens TN**)
  - Monthly submissions by chain-of-command recognizing standout associates
  - Scoring matrix created based on desired behavior
  - Committee scores each submission monthly and recommends top 2 associates/site for shoutout and premier parking spots



**DENSO**  
Crafting the Core



















DMAT Associate Appreciation Nomination Form		Plant	Work Ethic/Attitude	Discretionary effort	Care for one another	Safety/Quality	# Additional nomination	Overall Tot
Associate Name	Position		10pts	3pts	3pts	2pts	2pts	0
<Select One>	NA							0
Department	Unit							0
NA	NA							0
Manager								0
NA								0
Please let us why you are nominating this associate								



# Networks & Organizations

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Networks &  
Organizations

DEI	STEM	STEM	STEM	Professional Development	Professional Development
					
					
					



# #WeCelebrate

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Index

#We  
Celebrate

## Supplied by Yanfeng Automotive

### #weCelebrate

**GOAL:** Recognize, Learn and Celebrate - The goal is to educate, engage and celebrate together as employees about the many holidays, celebrations, and traditions of the global cultures

#### DETAILS

- Celebrate every month through DIG meetings, learning about the holidays/culture similar to the Mexican Independence Day
- Showcase employees on special days/months
- Increase the awareness of how traditions/holidays are celebrated within Yanfeng communities/plants today
- Celebration packs for people to buy. We could include a recipe card for people and other tools to help people celebrate.

#### BUDGET

No cost for 2020

#### TIMELINE

Monthly/Specific Days throughout the year from 11/21

#### OWNER



# Acts of Inclusion

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Acts of  
Inclusion

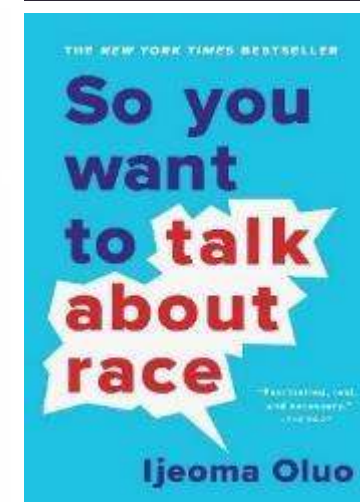
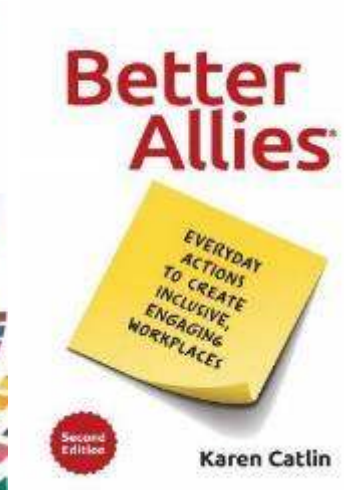
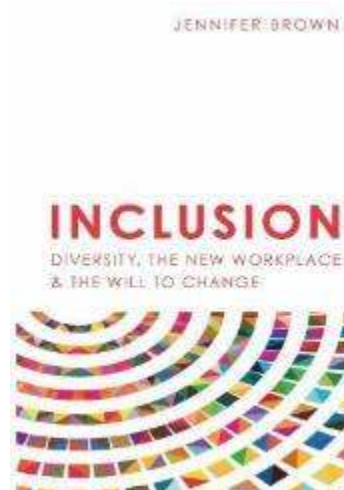
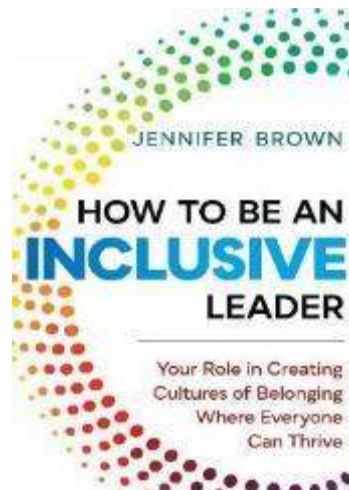
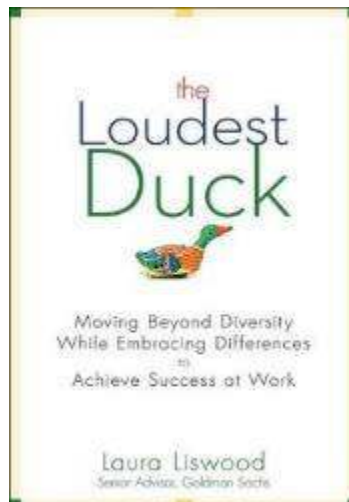
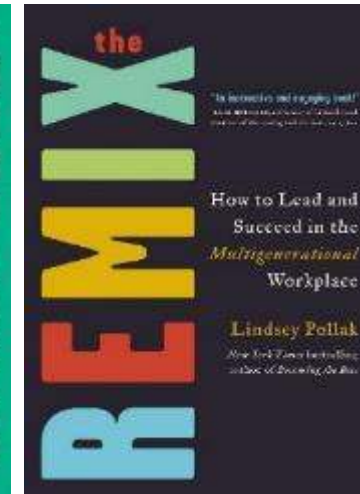
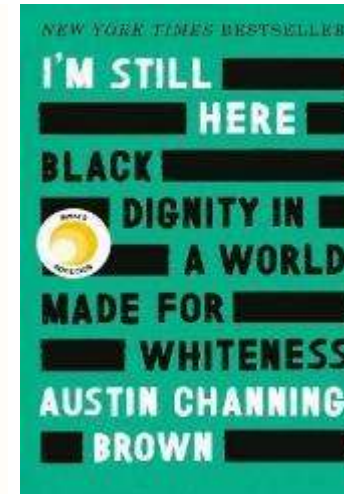
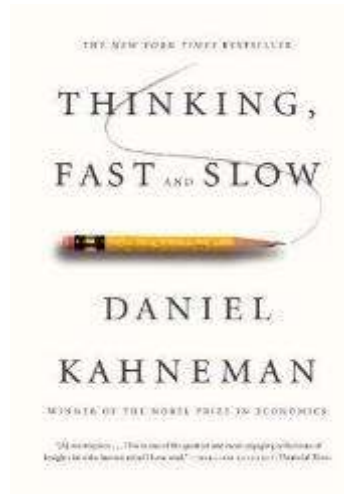
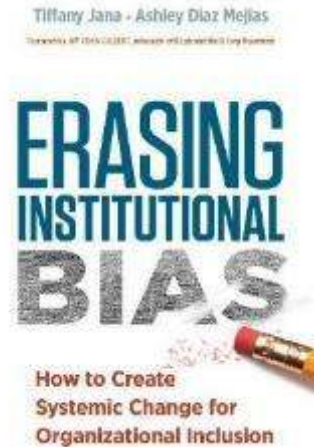
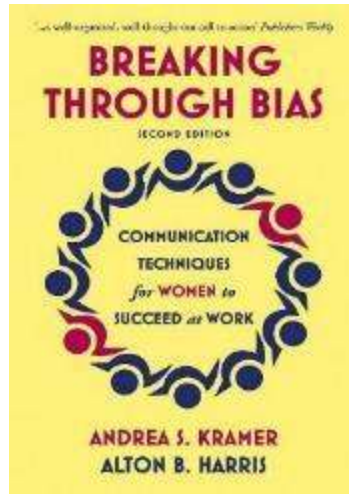
## Subtle Acts of Inclusion

Asking for associate's advice/expertise/input or opinions	Verbal appreciation/ Public Praise	Giving credit where credit it due	Taking time to make mental notes about associates (jotting down birthdays, anniversaries, hobbies, names of children or pets)
Be sincerely interested about personal attributes of associate's life- never be too busy to care!	Show appreciation for sharing, importance content added to the discussion	Speak out as an ally if you recognize acts of exclusion	Allow an opportunity to follow up on conversations/discussions
Ask quiet, reserved or shy associates for their feedback without putting them on the spot	Be respectful of diverse thoughts, send out meeting agendas in advance to allow associates to prepare	Survey the team, ask for help, share the responsibilities	Talk about CADIA experience, share DEI experience/journey
Share the wealth, do not use the same people all the time	Establish ground rules, listen more than speaking	Make sure everyone feels welcome by asking them to contribute	Actively engage with all associates
Be Empathetic	Brings others to the table	Buy lunch for the team to show appreciation	Leave time and space for associates to think and revisit topics
Leaders set the tone-be sure to create a safe space to dialogue	Start weekly meetings off by asking associates to share "how are you doing?"	Recognize good work both publicly and privately	Representation Matters/ Intentional Onboarding activities- Mentors/Buddies

# Learning Resources - Books

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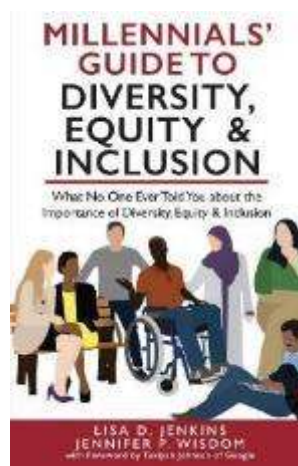
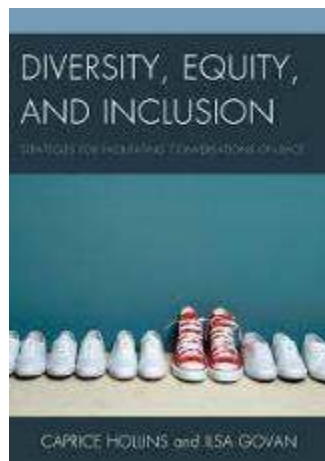




# Learning Resources - Books

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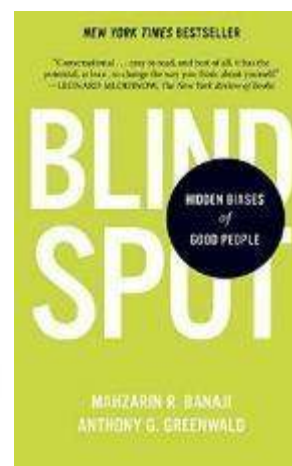
Learning  
Resources



Building Authentic  
Relationships Across Differences

## OVER- COMING BIAS

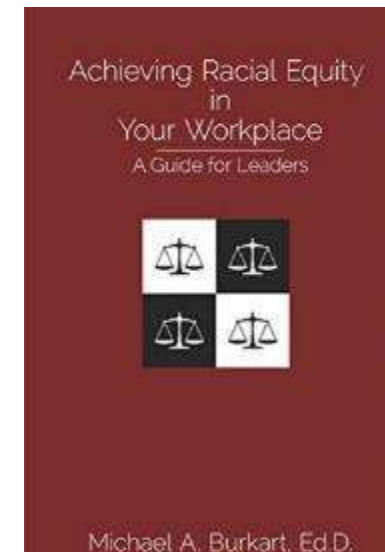
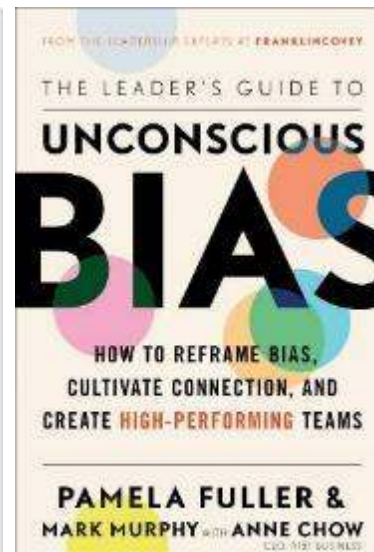
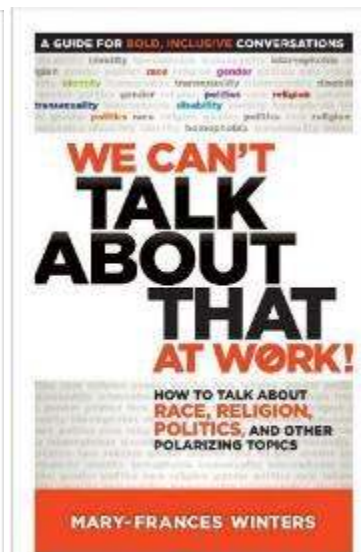
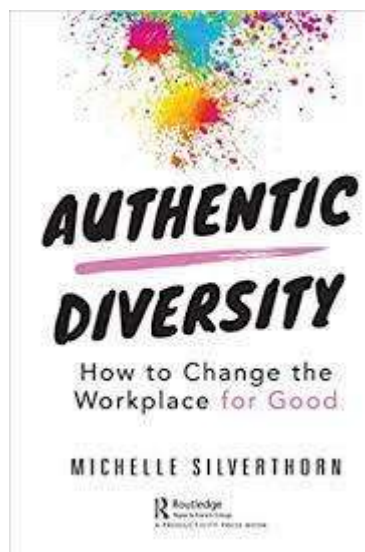
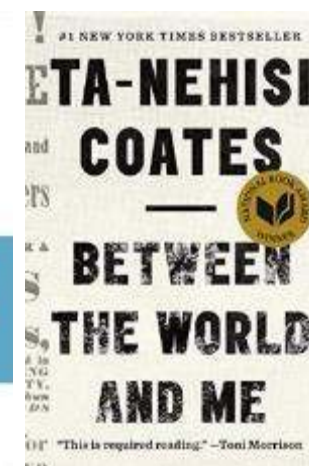
Tiffany Jana  
Matthew Freeman



TIMOTHY R. CLARK

## THE 4 STAGES OF PSYCHOLOGICAL SAFETY

Defining the Path  
to Inclusion and Innovation

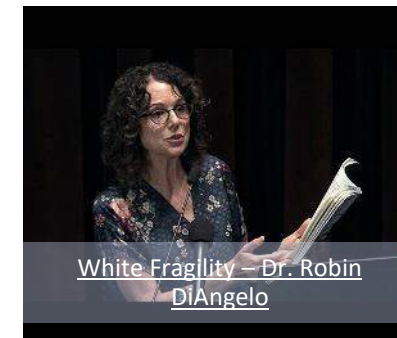
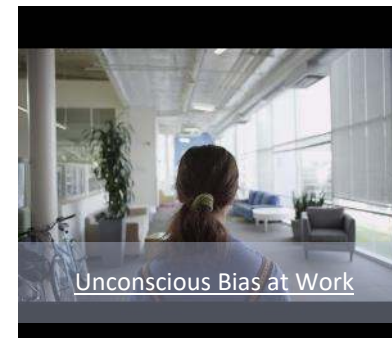
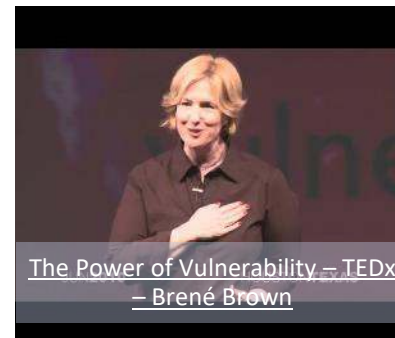
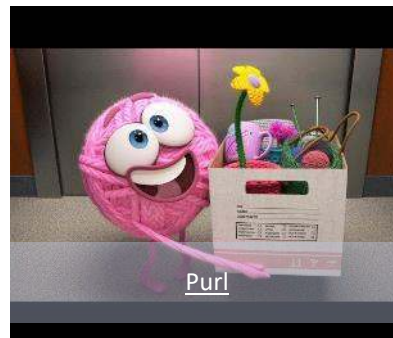
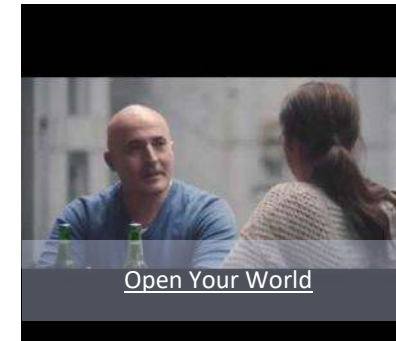




# Learning Resources - Videos

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# Learning Activities

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IAT – Unconscious Bias Assessment

**'A-HA' ACTIVITIES FOR  
UNCONSCIOUS BIAS TRAINING**

**“There are 7.9 billion people on the planet. If we all just take one step forward everyday, that’s 7.9 billion steps in the right direction.”**

*— a friend*