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Mass. high technology:

The Globe's coverage of race relations in the Boston area continues with the second of a 6-part series on the status of blacks in the workplace. The series investigates the hiring and promotion of blacks in high technology, banks, newspapers, craft unions, colleges and universities and government.

By David Wessel
Globe Staff

High tech may be making it in Massachusetts, but blacks are not making it in high tech.

Blacks hold few of the highest-

paying jobs in the growing companies along Rtes. 128 and 495. They work in some high-tech factories but rarely manage them and almost never reach the executive suites of the companies that own them.



**BOSTON
JOBS: THE
RACE
FACTOR**

Within the Massachusetts high-tech industry:

- Not one of the 164 officers of Data General, Digital Equipment, Prime Computer, Raytheon or Wang Laboratories is black.

- Not one of the 44 members of their boards is black.

- Not one of the 137 men on the Massachusetts High Technology Council is black.

- Of the five biggest local companies, only Digital Equipment has black plant managers.

High tech is more than the glamor industry of the local economy. It is the growth industry. It employs about 235,000 persons in Massachusetts. One of every 10 workers outside of government works for a high-tech firm.

But, while 6.5 percent of employees in private industry in

glamor, growth, few blacks

greater Boston are black, only 3.6 percent of the employees of high-tech companies are black, according to 1981 reports from the federal Equal Employment Opportunity Commission.

At the top levels, where talent searches are usually nationwide, the percentage of blacks is even smaller: Blacks make up 1 percent of the officials and managers in high-tech companies and 1.3 percent of the professionals.

Each of the major high-tech companies proclaims its commitment to increase the numbers of blacks at all levels. Each has an af-

firmative action plan. Each labels itself "An Equal Opportunity Employer" in help-wanted advertisements.

Some of the companies are delivering on their promises to hire and promote blacks. Some are not. But for the most part, affirmative action does not appear very high on the high-tech agenda.

For all the attention paid to high tech in Massachusetts, little public attention has been paid to the industry's affirmative action record.

"It's very easy to walk through large sections of our labs and not

see a black face," says Walter Palmer, a white man who for 13 years has been director of equal opportunity at Raytheon, a Lexington-based military electronics company that is the largest industrial employer in the state. The company employs more than 5000 engineers in Massachusetts. Only 36 of them are black and the number has been falling: five years ago, there were 40; eight years ago, there were 43.

"It's very frustrating," Palmer said. The company has hired black

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● Mass. high tech:

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RACE AND JOBS

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engineers, he said, but not enough to replace those who have left for other companies.

Racism in high-tech companies is rarely blatant, black employees say. "Even the most insensitive clods aren't going to say: 'Hey nigger, come here,'" said a young black professional who used to work for a high-tech company. Like most of the black employees interviewed for this story, he asked not to be identified.

In interviews, black high-tech employees spoke of a subtler but no less serious form of racism.

They spoke of the different standards used to judge blacks and whites. They spoke of the isolation of being the only black employee in an office of whites. They spoke of white bosses who invite white - but not black - subordinates home to play cards. They spoke of the fine line that black professionals walk, convinced that a misstep will end a career.

"You're supposed to make it appear hard. You can't do poorly. But you also can't do very well," said a black corporate personnel official. Any black professional in a high-tech company stands out by his or her color, he explained. To stand out even more by excelling seems to threaten white peers and superiors, he said.

A black man in his late 20s, formerly a white-collar worker in a big high-tech company, complains that white managers are simply reluctant to hire and cultivate black subordinates. "One rule in business is: You don't want any problems," he said. "It's far easier to [avoid problems] without minorities..."

Some blacks, of course, do succeed. But even those who get promoted say whites frequently assume the promotion reflects not competence, but rather an employer's need to meet an affirmative action goal.

And some, particularly those in management, say they are torn between accommodating the predominantly white environment in which they work and speaking out when racism, obvious or subtle, surfaces.



**BOSTON
JOBS: THE
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W. Ralph Gillespie, the 36-year-old manager of the Digital plant in Roxbury, said that when he was working for Ampex Computer Products he was outspoken about the absence of blacks and Hispanics in management. At one point, an older black employee took Gillespie aside and urged him to "shut up," which Gillespie angrily refused to do.

"There are [black] people putting tremendous amounts of energy into coping with things that have nothing to do with work," says James Cudmore, a white vice president at Digital.

If you're black and suspect you're the victim of discrimination, a quick way to hurt your career is to go to the company's equal opportunity officer and complain, said a black personnel official. "Going to EEO is the kiss of death," he said.

Blacks who complain are likely to be viewed as hard to work with by their superiors. In a discrimination suit pending against Wang in federal court in Boston, for instance, the company's lawyer demanded to know if the plaintiff had complained of discrimination against other employers. Such complaints would "tend to show that he is a hypersensitive person who has a tendency to regard criticism of his job performance as being racially motivated," Wang lawyer Wilfred J. Benoit said.

A federal magistrate ruled the query improper.

Undoubtedly, there are obstacles for high-tech companies trying to hire more blacks, particularly for technical jobs. The pool of black engineers is small and growing very slowly. The competition among companies for young, promising black professionals can be

stiff. And among many blacks throughout the country, Boston is seen as a stronghold of racism.

Recent attempts by Raytheon to woo black engineers from Pratt Institute in Brooklyn weren't helped by the August 1980 murder of Charles Keith Sherman, a 25-year-old black graduate of Pratt who was working for Raytheon when he was attacked by four white youths in Brighton and stabbed to death.

But for all the problems, some local high-tech companies have found ways to find blacks, hire and keep them.

Blacks in high-tech

The percentages of blacks employed by all private companies with 100 employees or more and by high-tech companies in the Boston Standard Metropolitan Statistical Area, 92 cities and towns in Eastern Massachusetts.

	All private employers	High tech
Total	6.5%	3.6%
Officials/Managers	2.5%	1.0%
Professionals	3.0%	1.3%
Technicians	5.9%	3.0%
Sales	3.8%	2.1%
Clerical	6.8%	2.7%
Skilled	7.8%	3.8%
Semi-skilled	9.2%	6.8%
Unskilled	8.8%	11.1%
Service	14.7%	5.3%

* As defined by the state Division of Employment Security

Source: US Equal Employment Opportunity Commission, 1981

"You expect the same creativity in affirmative action that you expect in running the business," said Gerri Weathers, a black woman who is the affirmative action officer at Digital, which has one of the best reputations in the region for hiring and promoting blacks.

At Digital, and more recently at Wang, there has been visible progress. But although high-tech companies have been hiring by the thousands in the last decade, they tend to view affirmative action as a peripheral consideration. "They were too busy growing and making money," one affirmative action officer said of the industry.

The big names in Massachusetts high-tech approach the problem with differing degrees of effort and creativity:

- The vice president for human resources at Data General complains that blue-collar workers from Boston don't want to travel out to Rte. 495. The affirmative action director at Wang boasts that his company runs vans that carry workers from Boston to Lowell.

- Data General, which has 15,000 employees, doesn't have a full-time affirmative action officer at the corporate level to monitor the company's progress in hiring and promoting minorities and women. Prime, which has about a third as many employees, does.

● All five employ blacks in their factories, but only Digital has blacks managing them. Digital plants in Maynard, Roxbury and Springfield are run by blacks, as are the plants in Aguadilla, Puerto Rico, and Kanata, Canada. Of the 544 foremen in Raytheon's missile and electronics factories in Massa-

chusetts, several of whom supervise significant numbers of black workers, 12 are black.

● Data General lets each division decide whether reviews of managers' job performance include success in meeting affirmative action goals. Some do; some don't. That's the way it used to be at Prime. But when top executives there were replaced recently by a team from International Business Machines Corp. (IBM), which has a particularly good reputation for affirmative action, evaluations of managers' performance began to include performance in affirmative action.

● In the last decade, high-tech companies have opened manufacturing plants all over the state, but few of them are in Boston, Cambridge or Springfield, where three-quarters of Massachusetts' black population live. Data General's Massachusetts plants are in Westborough, Southborough and Milford. The 1980 census counted 42,477 whites in those three towns and 306 blacks. Digital has plants in the suburbs too, but it also has plants near black neighborhoods of Boston and Springfield.

● Every sizable high-tech company sends squads of recruiters to colleges to lure the small number of graduating black electrical engineers. Some companies are trying to increase the supply of students; some do little more than complain. Digital and Raytheon, for instance, are active in the Massachusetts Pre-Engineering Program for Minority Students, a program to encourage eighth and ninth graders in Boston and Cambridge to stick with math and science courses; Data General, Prime and Wang are not.

Wang's reputation for hiring and promoting blacks doesn't come close to Digital's, but the company has hired an impressive number of black professionals in the last two years - 100 in 1982 alone - and its reputation has improved accordingly.

Founded in Massachusetts in the 1950s by a Chinese immigrant, the company had only 45 black employees out of a workforce of about 7500 three years ago even though it was getting extra government business because it was a minority-owned company.

As of the end of February, Wang had 769 black employees, about 4.5 percent of its 17,000 workers. In three years, Wang's work force has doubled, but there are 17 times as many black employees.

"That puts to bed the whole thing about 'You can't find qualified blacks,'" said Thomas O'Connell, who joined Wang's affirmative action department 2½ years ago. "You can. We've done it."

NEXT: Banks and newspapers

Digital's reputation envy of other firms

About a year ago, Kenwood Harris Jr., a black manager in his 30s, decided to leave Honeywell Inc., where he had worked for 10 years. He had offers from other local high-tech companies, but he chose Digital Equipment Corp. where he is now a planning manager.

He chose Digital, in part, because of what other blacks told him about the company. "In my opinion, black people go to Digital because of what they've heard about Digital," Harris said. "It's not that we necessarily hear a lot of good news. It's that the sum of what we hear seems to suggest that life is different at Digital."

At least by reputation — the company refused to release any figures — Digital is better at finding, hiring and promoting blacks than other local high-tech companies.

"We're all trying to catch up to Digital," the affirmative action officer at a rival company admitted, adding with awe, "Digital integrated southern New Hampshire."

Founded 25 years ago in a 19th-century blanket mill in Maynard, Digital employs 68,000 people worldwide, 24,000 of them in Massachusetts. Among blacks in Boston, Digital's reputation is beginning to rival the progressive image Polaroid Corp. won a decade ago.

Two factors appear key in Digital's success.

First, both blacks and whites in the company cite the firm's strong commitment to affirmative action at the highest levels of the company.

"Affirmative action at Digital is a management responsi-

bility, the same way productivity, effective purchasing is," said a black man who has worked for Digital and other high-tech companies. "Managers do it because it's part of their jobs."

James Cudmore, who is white and a vice president at Digital, said it's in the company's self-interest. "Look at the demographics. Where the hell is the work force going to come from in the next decade? You're crazy if you don't figure out how to get the people — no matter what they look like."

Second, there are more than a handful of blacks in the company. And it is easier to attract blacks once a company has a significant number.

Gerri Weathers, Digital's affirmative action officer, has her own gauge of success. One of her criteria is the degree to which she hears white men talking about affirmative action: "I hear the commitment," she said.

Cudmore, a 23-year veteran at Digital, is one of those men. In 1979, when he was in the manufacturing organization at Digital, he and a half dozen others began to meet regularly to talk frankly about issues of race and sex. Since then, about two dozen similar groups have formed, including about 130 persons.

"What we're really talking about is changing the way people think," Cudmore said. "This is not going to happen overnight. The more we learn, the bigger we realize the problem is."

"If you're committed to changing society, the workplace is a key," he said.

— DAVID WESSEL

GET READY FOR THE NEW WORK FORCE

If demographics are destiny, companies that aggressively hire, train, and promote women and minorities—the growing segments of the U.S. labor market—will succeed. ■ by Joel Dreyfuss

HAROLD EPPS, who runs the Digital Equipment Corp. plant that makes computer keyboards, manages the work force of the future. The Boston factory's 350 employees come from 44 countries and speak 19 languages. When the plant issues written announcements, they are printed in English, Chinese, French, Spanish, Portuguese, Vietnamese, and Haitian Creole.

According to the Bureau of Labor Statistics, annual work force growth in the U.S. will slow dramatically, from 2% a year for the 1976-88 period to 1.2% for the span between 1988 and the year 2000. That's because the bulge of baby-boomers are aging, with no boomlet of new workers behind them. Only 32% of the new entrants will be white men. Their share of the total labor force will shrink from 51% in 1980 to 45%. Women will make up about 47% of workers, and minorities and immigrants will hold 26% of all jobs, up from 22% now.

The buzzword for recruiting, training, and promoting this new rainbow coalition of workers is "managing diversity." It has become an urgent issue for top executives, as well as a growing business for consultants. Companies from Goodyear to Hewlett-Packard to Procter & Gamble are hiring managers with "diversity" in their titles. Conferences on the new work force are rife, and consultants' practices are booming. Says Jill Kanin-Lovers, a vice president with management consulting firm Towers Perrin: "For the first time at many companies, human resources is a strategic issue."

To survive the population shifts and to prosper amid them, companies are training workers to be more tolerant of language and cultural differences, to identify and re-

The ethnically diverse workers at the Miami airport know where their children are. They go to this learning and day care center at the airport.



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In Hartford, Aetna Life's Badi Foster trains inner-city residents to be clerks and word processors.

ject any racial and sexual prejudices, and to be more accommodating to the handicapped. Corporations are also launching literacy programs, allowing more flexible work schedules, and providing child care—even in such unlikely places as the Miami airport. The object: to keep workers happy—sometimes just to keep them. Says James E. Preston, CEO of Avon: "We understand that managing diversity is not something to do because it's nice but because it is in our interest."

That's exactly what makes managing diversity different from affirmative action. While government pressure can be shrugged off—federal law requires companies only to make a good-faith effort to hire minorities and women—demographics cannot. The shrinking work force gives the diversity issue a level of urgency that affirmative action never had.

CORPORATE affirmative action programs, which aim to correct the past exclusion of women and minorities, have brought people through the door. But many companies concede that they have not done enough to move these people up the management ranks. According to the Equal Employment Opportunity Commission, the percentage of managers who are women has grown from 17% in 1978 to 27% in 1988 (vs. 67% for white men). Minorities have moved even more slowly, from 7% to 9.5%.

Still, affirmative action of the Seventies can be a springboard for the broader work force issues of the Nineties. Says Roosevelt Thomas, president of the American Institute for Managing Diversity in Atlanta, a consulting firm that is affiliated with Morehouse College: "Affirmative action addresses issues in a temporary way, providing some short-term relief against discrimination. Managing diversity deals with why we have these problems and how

we make the system work for everybody."

King-Ming Young is the project manager for the Managing Diversity Program at Hewlett-Packard, whose U.S. work force is 19% minority and 40% female. "Managing diversity has given affirmative action a new vitality, new objectives, and new language," she says. "The focus of diversity is not on women; it is on the interface between women and men. It is not on blacks; it is on the interface between blacks and whites. In the past the attention was on minorities as a *problem*, on women as a *problem*. Now people should not be stuck with being blamed or feeling guilty."

TO MANAGE the changing work force successfully, consultants contend that companies must revamp their corporate cultures. How? By exposing and deflating negative assumptions about minorities and women, changing the ways workers relate to one another, and transforming some relationships with suppliers and customers. Says Thomas: "Diversity is a way of doing business." Here are some of its principles.

■ **Cast a wide net for workers—that's the only way you'll get enough.** Procter & Gamble says it has been able to recruit minority and women engineers at a higher rate than they are represented at the undergraduate level (10% for minorities, 15% for women). How? By doing what other companies do—sending current em-



In Los Angeles, Avon representative Micaela Marti makes a call. Urban areas are Avon profit centers.

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employees to recruit on campus—but with greater effort. Some companies try to get to minority talent even sooner. McDonald's provides summer corporate internships and year-round restaurant management programs for minority college students. The young people learn about the company while they get valuable job experience—and managers can look prospects over before they make an offer.

In the seller's market, what prospective employees hear about your place becomes very important. "Companies that don't have a reputation for a level playing field are going to have a tough time recruiting," says Avon CEO Preston. Xerox gives minority prospects reprints of a *Black Enterprise* article rating the company as one of the best places for blacks to work. Hewlett-Packard talks to women candidates about its high rating as an employer in *Working Women*. The companies say that such magazine endorsements—and word of mouth—help recruitment.

To draw mothers and retirees into the work force, many McDonald's and Burger King outlets offer flexible hours. Connecticut's Union Trust Bank solved its 70-branch teller shortage by tailoring a schedule for mothers of young children so that they can have school holidays and summers off.

National Medical Enterprises, one of the largest hospital companies in the U.S., recruits nurses from Ireland and Scandinavia but still has a tough time filling all its jobs in the U.S. Company officials heard that many Chinese health care workers learn English as part of their training. After nine months of negotiations, interrupted by the revolt in Tiananmen Square, 25 Chinese began working at nursing homes in the Boston area last fall. Under an agreement with the Chinese government, the workers will spend 18 months in the U.S. before returning home. Alan Ewalt, a senior vice president at National Medical Enterprises, says the company is so pleased with the results that 35 more Chinese will be coming this year.

■ **Learn to recognize and appreciate individual differences.** The old ideal of a monolithic corporate culture is out. Greater tolerance of differences is in. "With the changing demographics, there's no way companies can impose an Anglo male culture," says Lewis Griggs, a Stanford MBA and co-founder of Copeland Griggs, a firm that produces videos on cultural issues both domestic and foreign. Says Jesse T. Williams, a vice president at Goodyear: "Managers are going to have to learn more about women, more about minorities."

Copeland Griggs has produced a series of seven 30-minute videotapes titled *Valuing Diversity* with funding from 50 corporations, including Hewlett-Packard, Xerox, US West, and P&G. Hundreds of companies and organizations have bought the tapes (at \$600 for each title), and many have used them in training sessions. Through interviews with corporate executives and drama-

tizations, the tapes convey the message that all sorts of people make up corporate life; don't prejudge them; listen to their ideas; make sure they're a part of your formal and informal networks. Workers from various backgrounds and ethnic groups may have unorthodox styles and different values, but they also bring fresh ideas and perspectives that can help your business.

In one scene, an Asian American employee makes a pitch for a managerial job. When his boss asks him why he should get the position, the employee becomes vague and uncomfortable. The boss interprets his hesitation as a lack of aggressiveness. The narrator explains that many Asian cultures consider chest-beating unseemly. His suggestion: The manager should monitor the applicant's work to see if he can handle promotion.

Some of the tapes try to show how to recognize stereotypes. The narrator asks the viewers what they assume the topic of conversation to be when they see a group of blacks or women or white men talking in the office. If the respondents said that the blacks were talking sports, the women were discussing their families, and the men were settling work issues, they would be wrong. As the camera moves within earshot, the black and women employees turn out to be discussing business matters, while the white men are talking about their families.

The tapes suggest that the successful manager will have to navigate through individual sensitivities and cultural pitfalls. If that sounds overdrawn, consider again the polyglot DEC keyboard plant. When a young man from one country tried to give a present to a female co-worker from another, mutual misunderstanding precipitated a crisis on the shop floor. In the man's culture, accepting the gift signaled a romantic interest. The woman didn't share his feelings, but her society considered turning down a gift an unforgivable act. Plant manager Epps says supervisors had to explain the missed signals to both parties to defuse tensions. *continued*

King-Ming Young manages diversity programs for Hewlett-Packard.



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US West's MacAllister, here with some top managers on retreat in Tucson, champions "pluralism."

■ **Be willing to train—you will be happier with the new workers' performance and they will be more loyal to you.** After applications for clerical jobs dropped more than 40% in a year, Aetna Life decided to train its own filing, word-processing, and secretarial employees. The Hartford company launched classes for inner-city residents in basic office skills at its Aetna Institute for Corporate Education in 1988.

The crash courses in clerical and analytic skills can last up to 14 weeks. Applicants, who tend to be 19 to 27 years old, need to pass an aptitude test to be accepted in the program and must be able to do basic math, write a memo, and compose a business letter by the time they finish. Aetna has hired all 47 who have completed the course. (One person dropped out.) Badi Foster, a former professor at the Harvard School of Education who runs the institute, warns that programs like his can't make up for the educational meltdown of the inner cities. "We're dealing with the cream of the crop," says Foster of the black and Hispanic men and women selected. "They've got to be drug-free and have positive self-esteem. If they have kids, they have someone taking care of them."

Donald Stewart, president of the College Board, expects companies to shift more and

more of the \$80 billion a year they spend on training to remedial education—that is, helping workers learn to read and write. Ford spends over \$200 million a year on a variety of remedial and in-house training programs.

■ **Once you land those hard-to-get workers, learn to keep them.** Corning found that between 1980 and 1987, black and women professionals left the company at roughly twice the rate of white men. Chairman Jamie Houghton appointed teams to figure out why. Corning's management committee declared that retaining workers would become an integral part of the company's highly regarded quality-control effort and put group president Richard Dulude in charge as the company's first equal employment opportunity executive. Last year Corning started a diversity training program for managers and professionals to sensitize them to issues of race and gender. The company says that the attrition rate for both blacks and women has declined.

Digital Equipment also found itself more successful at attracting minorities and women than at keeping them. But its team-building programs have helped show each person how valuable he or she is to the entire enterprise. The company assigns a trainer for perhaps ten weeks to a "core

group" of eight people who work together on projects or assignments. The trainer puts the group through a series of exercises that try to teach them to trust one another. In one exercise one employee blindfolds another and guides him around the building. DEC won't provide any specifics but says the program has improved the productivity of both manufacturing and field sales groups. (Many companies refuse to share their successful diversity management techniques—they consider them competitive information.)

Avon encourages employees to organize into black, Hispanic, and Asian networks by granting them official recognition and providing a senior manager to act as mentor. These groups help new employees adjust and provide direct feedback to management on problems that concern the groups. For example, when the Hispanic network decided its members needed a leadership seminar, the head of the group went to the chief of human resources to get it. Preston meets at least once a year with each employee group.

The cosmetics company once had a women's network, but it disbanded years ago. With women holding 79% of management positions at Avon, the group became unnecessary. Says Preston: "My objective is an organization where people don't feel a need for a black network, a Hispanic network, or an Asian network, just as women decided they didn't need their network."

Providing child care is one way to keep women employees—and some men too. When AT&T settled its negotiations with its major unions last year, a key clause in the agreement was a comprehensive family care package that included a \$5 million allocation to explore ways to provide community-based child care. Drug-maker Johnson & Johnson is building its first on-site day care center in New Jersey. The building, designed by architect I. M. Pei, will accommodate 200 children and include an isolation ward for sick youngsters. Retailer Dayton-Hudson is spending \$8 million to help train home care providers so its employees can hire qualified, responsible babysitters. The company expects to train 8,000 over a three-year period.

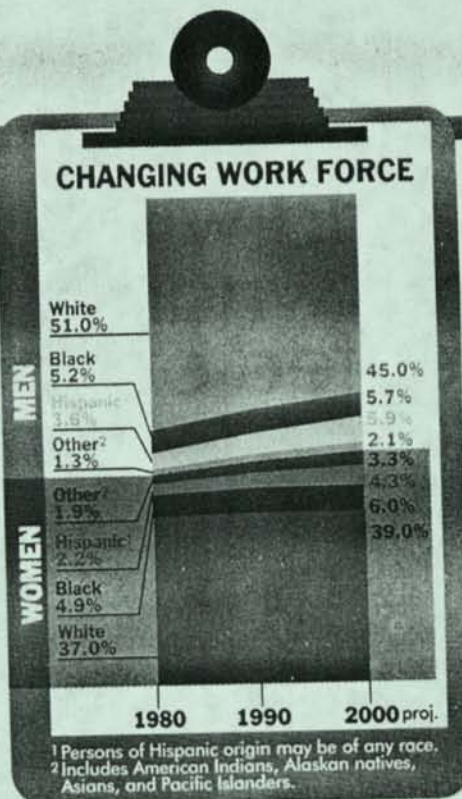
IBM recently committed \$25 million to child care and elder care programs. Most of it will go to increasing the number and quality of child care providers in communities where IBM workers live. Citing "the chang-

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ing social environment," Chairman John Akers said his company wanted to give employees the flexibility to "advance their careers while minimizing the impact on their personal lives."

New York City schools chancellor Joseph A. Fernandez has proposed putting satellite learning centers on corporate premises so parents can be close to their children. Fernandez experimented with the concept when he ran the schools in Miami. One center he set up at the Miami airport has a kindergarten, a first grade, and a day care center. Spokesmen at the center say that parents act as teachers' aides during their time off.

A satellite school at the American Bankers Insurance Group headquarters in downtown Miami not only keeps employees, it also helps recruit them. Philip J. Sharkey, a senior vice president, claims that 25% to 30% of American Bankers' employees said they accepted jobs there because of the satellite school and day care center. Among workers with children at the satellite school, absenteeism has



As the growth of the U.S. labor market slows, women and minorities, particularly Hispanics, show the strongest gains. White males will make up only 45% of workers in the year 2000.

been cut 30% and job turnover has been reduced 4% to 5%.

■ **Don't forget the new work force at promotion time.** Xerox identifies "pivotal jobs" that lead up the corporate ladder and tries to make sure that women and minorities get a shot at them. This widens the pool of eligible candidates when openings occur. And it makes for impressive recruiting. Xerox has 26 black and 17 women vice presidents, out of 270. A. Barry Rand, the black president of Xerox's U.S. marketing group, is one of the six senior executives who report directly to CEO David Kearns.

At P&G every management employee gets a regular career assessment: what skills he or she needs, how and where to get them, and what that employee's next job should be. When the company noticed high turnover among black and women managers at a plant in Georgia, it set up a mentoring program that paired 23 minority managers with a senior employee of their choosing. P&G says the tactic reduced turnover considerably. Robert E. Cannon,

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We see rigs with one smooth line between tractor and trailer.

the senior vice president who oversees diversity programs at P&G, says that career planning is the test of a company's rhetoric about diversity—"It's where the rubber meets the road."

■ **Be prepared to bend your rules.** McDonald's encountered a puzzling problem: Some inner-city teenagers would work a few months and then quit. San Francisco consultant Ronald B. Brown investigated and found that many kids worked toward a specific goal (new clothes, a boom box, prom costs) and then stopped working.

The company began to focus on ways to make the jobs more attractive—even more fun. In some parts of the country, franchise operators have allowed workers to pick the music in work areas and changing rooms. They also let the youngsters wear school sweatshirts or their own clothes on certain days instead of the maroon-and-white uniform. Pat Harris, staff director of affirmative action at McDonald's, says the company and its independent operators are satisfied with the results so far.

■ **Successful diversity programs need strong commitment from top management.**

Xerox Chairman Kearns, Avon's Preston, and US West's Jack MacAllister, among other top executives, preach the connection between diversity and success. When some managers at Xerox wondered whether the Reagan Administration's free-market policies were a sign that they could back off corporate affirmative-action targets, Kearns sent out a strong memo reminding his managers that the diverse work force remained a business goal.

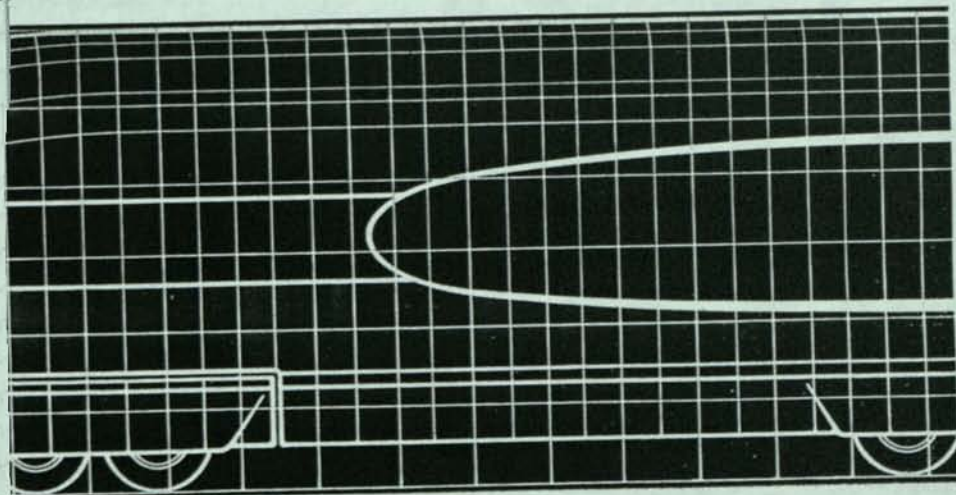
MacAllister has supported what he calls "pluralism" ever since he saw discrimination against a black teammate on his college football team. Says he: "The marketplace today is a diverse one. To be competitive, our work force needs to be diverse as well." According to company officials, 21% of the 300 or so highest-paid executives at US West are minorities and women. MacAllister, whose telecommunications company covers several Southwestern states, contends that having a Hispanic as head of his small-business operation

means that the burgeoning Hispanic market won't be ignored.

Avon's Preston can illustrate both the pitfalls of homogeneity and the benefits of a diverse staff. In the 1970s Avon slipped badly, he says, because its mostly male management staff failed to notice the massive shift of women customers from the home to the office. By handing unprofitable inner-city markets over to black and Hispanic sales managers, Avon turned that business around. Now, says Preston, "the most productive markets for us in the U.S. are in the inner city."

FOR 20 YEARS U.S. corporations, pressed by law and conscience, have made uneven progress toward integrating their work force. Now globalization, a shrinking labor pool, and the evolution of ethnic markets at home have further spurred the process. In the rest of this decade and beyond, the companies that come out on top will be those that have learned to attract—and keep—the best workers in the rainbow of talent. **F**

Tomorrow's.



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PHONE MEMO	TO	Ann	DATE	3/26	TIME	12:40 PM
	FROM	Nancy Caudle	AREA CODE	716		
	OF		NO.	872-4684		
			EXT.			
MESSAGE	Will be there for 45 min. - till 1:30pm					
	re: The Business Ethics					

PHONE MEMO	TO	Ann	DATE	3-30	TIME	10:30 PM
	FROM	Nancy Caudle	AREA CODE	207	374	
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MESSAGE	spoke w/ her					
			SIGNED <i>B</i>			
PHONED <input type="checkbox"/>	CALL BACK <input type="checkbox"/>	RETURNED CALL <input type="checkbox"/>	WANTS TO SEE YOU <input type="checkbox"/>	WILL CALL AGAIN <input type="checkbox"/>	WAS IN <input type="checkbox"/>	URGENT <input type="checkbox"/>

MAR 28 1990

...day, I am the contributing editor of business Ethics magazine, and have proposed and had accepted a short article about the Valuing Differences program at Digital. The editor was as impressed with your program as am (I know of it because a niece of mine is a trainer and also a California Digital employee was praising it at a seminar I attended sponsored by the Center for Corporate Community Responsibility at Boston College).

The magazine has a circulation of about 3,000 and is a national bi-monthly. Primarily, it is read by Fortune 500 CEO's, upper level managers, etc. It is a "good news" magazine, offering helpful tools, ideas, and perspective. The article would recognize Digital's program and give a sense of what the program does and what it accomplishes. My editor is interested in how it was conceived, how implemented, what are the results.

Some people I would like to interview are yourself; Ann Gray - the program manager; Barbara Walker, who I understand had the idea originally; Eric Williams, whose organization has taken the course; trainers Steve Callahan, J. Otis Smith (external), and Tamara Collier (external); Deborah Plengy, who set up a library of children's books focusing on diversity at the Augusta, Maine facility; Diane Gilman, the Valuing Differences Manager in Augusta, who did a program for Black history; and the manager in California whom I met at the seminar (in their P.R. office) and who had taken the program (I don't have her name at hand since I'm out of town on business at the moment). Also look forward to your suggestions.

Enclosed is a copy of the magazine which I happen to have with me. I didn't become contributing editor until October, so am not listed on this masthead.

I look forward to hearing from you. Please phone me at 207/374-9913 if you have questions.

MEMO
MESSAGE

The Last Word™

PUBLIC RELATIONS
& ADVERTISING

MAR 28 1990

March 21, 1990

Ann Fullerton, Public Relations
Digital
146 Main St.
MLO2-2/T83
Maynard, MA 01754

Dear Ann,

To follow-up on our phone conversation of yesterday, I am the contributing editor of Business Ethics magazine, and have proposed and had accepted a short article about the Valuing Differences program at Digital. The editor was as impressed with your program as am (I know of it because a niece of mine is a trainer and also a California Digital employee was praising it at a seminar I attended sponsored by the Center for Corporate Community Responsibility at Boston College).

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I look forward to hearing from you. Please phone me at 207/374-9913 if you have questions.

*The Last Word*TM

PUBLIC RELATIONS
& ADVERTISING

-2-

Sincerely,

Nancy Habersat Caudle

Nancy Habersat Caudle

Enclosure

Business Ethics magazine, September/October 1989

PHONE MESSAGE	TO	Ann ✓		DATE	4/5	TIME	7:20	AM PM
	FROM	Nancy Caudle		AREA CODE				
	OF			NO.	207-			
				EXT.	374-9913			
She's writing an article for Business Ethics magazine & would like to set up an interview with Alan Zimmerman. Pat								
PHONED		<input checked="" type="checkbox"/>		CALL BACK		<input checked="" type="checkbox"/>		RETURNED CALL
				WANTS TO SEE YOU		<input type="checkbox"/>		WILL CALL AGAIN
				SIGNED		<input type="checkbox"/>		WAS IN
						<input type="checkbox"/>		URGENT

HAS PROGRAM
 CHANGED WORK
 ENVIRONMENT
 EVALUATE PROGRAM

508 -
 264 - 1288

PHONE MEMO

TO	Ann	DATE	2/19	TIME	9:45	AM	
FROM	Harold Epps	AREA CODE				PM	
OF		NO.	281-5701				
		EXT.					
MESSAGE							
		SIGNED <i>[Signature]</i>					
PHONED	<input type="checkbox"/>	CALL BACK	<input type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>		

PHONE MEMO

TO	Ann	DATE	3/13	TIME	2:20	AM	
FROM	Phil Bailey	AREA CODE				PM	
OF	Corp Photo	NO.	223-2022				
		EXT.					
MESSAGE		Boston Plant Photographer					
		213 JEF GIBSON					
		SIGNED					
PHONED	<input type="checkbox"/>	CALL BACK	<input type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>		

PHONE MEMO

TO	Ann	DATE	3/20	TIME	11:38	AM	
FROM	Donald Gurley	AREA CODE				PM	
OF	493-2366	NO.	249-4389				
		EXT.	249-4387				
MESSAGE		Photos you requested last week					
		SIGNED <i>[Signature]</i>					
PHONED	<input type="checkbox"/>	CALL BACK	<input type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>		

PHONE MEMO

TO	Ann	DATE	5/2	TIME	4:25	AM	
FROM	Jessie DeWitt	AREA CODE				PM	
OF	Newsweek	NO.	212-				
		EXT.	350-4632				
MESSAGE		re: some Pictures she wants to take					
		SIGNED Pat					
PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>		

The Last WordTM

PUBLIC RELATIONS
& ADVERTISING

APR 30 1990

April 25, 1990

Ann Fullerton, Public Relations
DIGITAL
146 Main St.
MLO2-2/T83
Maynard, MA 01754

Dear Ms. Fullerton,

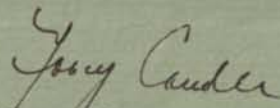
My interview with Alan Zimmerle went well, and he suggested I contact you for a photograph or graphic that we can use with my story.

This is the reason I phoned last week, and was somewhat astonished by your response. My goal is to provide an informative article about Digital's program, and imagine this is what you want also. Our deadline is approaching, so I look forward to your ideas about this. What about a photograph of Alan Zimmerle?

I am often away on business, but if you leave a message I will get back to you.

Thank you for your assistance with the article. I do appreciate it.

Sincerely,


Nancy Habersat Caudle

TO	DATE	TIME	AM
FROM	3/6	3:17	PM
OF	AREA CODE		
MESSAGE	NO.	212-	
	EXT.	522-2537	
Jay Tarrant Fortune 3/7 - @ 12 P.M. Photos of workup in Bgo Plant for jail Dreyfus - SIGNED			
PHONED <input type="checkbox"/>	CALL BACK <input type="checkbox"/>	RETURNED CALL <input type="checkbox"/>	WANTS TO SEE YOU <input type="checkbox"/>
	WILL CALL AGAIN <input type="checkbox"/>	WAS IN <input type="checkbox"/>	URGENT <input type="checkbox"/>

3/12
mud

called 3/9 @ 4 P.M.

EARLY NKT WK
MONDAY, TUESDAY, WEDNESDAY

- PLANT MGR
- GROUP SHOP

ADDRESS:

JAY TARRANT, PHOTOGRAPHER
FORTUNE
1271 6th AVE
NY, NY 10020

sent to 3/
Tarrant
from Corp Photo

PHONE MEMO	TO	DATE	TIME	AM PM
	FROM	AREA CODE		
	OF	EXT.		
	MESSAGE			
SIGNED				
PHONED <input type="checkbox"/> CALL BACK <input type="checkbox"/> RETURNED CALL <input type="checkbox"/> WANTS TO SEE YOU <input type="checkbox"/> WILL CALL AGAIN <input type="checkbox"/> WAS IN <input type="checkbox"/> URGENT <input type="checkbox"/>				

1/31 - finished

A.S.A.P.

Mid-next →
wk.

WORKSHOP

ROUND-UP ARTICLES
INTRODUCE CONCEPT →

WHY CO. DOING →

WHAT APPROACH →

WHAT ARE →

send backgrounder →

{ FAX 212-246-3375 }

called

12:30 P.M. →

HEADMASTERS → HASTINGS RM.

588-869-5206 HALL #

~~9:00 AM on Tuesday~~

rescheduled for
Monday 1/29 @ noontime

1/29 INTERVIEW → ALAN Z./

1981/82 STARTED

Question

• MOTIVATION — ALWAYS AA/EE
BUT WE DIDN'T BELIEVE THERE
WAS ENOUGH IMPACT!

- AA/EE "WE/THEM APPROACH"
GET AWAY FROM OO NO TO
"VAL. DIFFER

what/
now

- Programs "Understanding
Differences"

PHOTO OPP.

Circle Analogy

FACSIMILE COVER SHEET

TO:

NAME MICHAEL KUELL

TITLE _____

COMPANY MIDDLESEX NEWS

FAX NUMBER 508-626-4400

FROM:

NAME A. FULLERTON

TITLE _____

COMPANY: DIGITAL EQUIPMENT CORPORATION
146 MAIN STREET
CORPORATE PUBLIC RELATIONS
MLO2-2/T83
MAYNARD, MASS 01754

FAX NUMBER: 508-493-4173

TODAY'S DATE 7/23/90

PAGE 1 OF 3 PAGES

Digital Equipment Corporation
150 Coulter Drive
Concord, Massachusetts 01742-2191
508.264.1111



"We are committed to valuing people's differences because it is our firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the corporation." --Ken Olsen, July 1, 1985

VALUING DIFFERENCES AT DIGITAL

The Digital Equipment Corporation was founded in 1957 on a simple premise - that computing did not have to be done exclusively with huge machines but could be done in a distributive environment. This "different" kind of thinking provided the seed for the development of a company and environment where creativity, innovation, and differences are valued. It is upon this foundation that Digital's programs regarding EEO, Affirmative Action and Valuing Differences have developed.

Our goal at Digital is to create an environment that empowers people and is naturally respectful of all of our employees. Our belief is that in order for people to be able to contribute to their fullest potential, they must first feel valued. We fully realize that we can only fully achieve our customer satisfaction when our employees are highly valued--and when they believe they are.

At Digital, we recognize that our customers, employees, and vendors are people of many differences. We also recognize that in order to achieve our full potential as a company, we must tap into and understand the positive power of those differences--to benefit all of us.

Alan P. Zimmerle
Corporate Director,
Affirmative Action, EEO and Valuing Differences

WHAT DOES VALUING DIFFERENCES MEAN AT DIGITAL?

The term "Valuing Differences" was coined at Digital in 1981. Valuing Differences is work that challenges established thinking, assumptions, and beliefs in order to create an environment conducive to the development of an enabled, empowered and diverse workforce.

Digital's Valuing Difference work includes:

CORE GROUP DEVELOPMENT & LEADERSHIP workshops, which are two-day awareness building experiences that help prepare Valuing Differences leaders for the corporation;

CORE GROUPS, where eight to ten employees from diverse backgrounds meet on a regular basis to explore their assumptions and perceptions, build authentic relationships and strip away stereotypes;

"UNDERSTANDING THE DYNAMICS OF DIFFERENCE," a formal training program directed at Digital employees that provides the foundation for learning about diversity in the workplace.

On one level, Valuing Differences work can be ongoing personal work based on the desire to challenge each of our assumptions and beliefs about others. While there are many catalysts for doing this kind of thinking, Digital also offers a variety of training programs for managers and employees, and a variety of audio/visual-based programs including "Valuing Diversity," a program that Digital sponsored along with a number of other Fortune 500 companies.

On another level, Valuing Differences work consists of building organizations and creating environments where every employee feels his/her differences are taken into account, understood, and valued.

Other ways that Valuing Differences work occurs at Digital include:

- o Site Valuing Differences Task Forces
- o Leadership groups (including Senior Minority Managers, Hispanic, Asian, Women's, and Gay, Lesbian and Bisexual employees' groups)
- o Networking, information-sharing and support through electronic notes files on specific Valuing Differences topics
- o Celebrating Differences---events to raise awareness
- o Individualized one-on-one work focused on specific differences
- o Efforts focused on cultural and linguistic diversity in the workplace, and raising awareness about related issues
- o Resource Libraries of Valuing Differences materials/information
- o Ensuring that mentoring at Digital includes people of many differences
- o Forums and discussions that build understanding
- o External relations: building strong ties with local and national communities, including significant investment in programs like NAACP's ACT-SO, the National Urban League, and League of United Latin American Citizens (LULAC).

PHONE MEMO	TO	Nikki		DATE	1/24/90	TIME	12:15	AM
	FROM	Michael Knell		AREA CODE	626			
	OF	Middlesex News		NO.	3941			
MESSAGE	Re: Wants to set up interview with John Sims or Harold Epps							
	SIGNED							
	PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
					WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>
						URGENT	<input type="checkbox"/>	

1/24/90 1:40

George Davis former Boston Times
 Reporter
 Blacks in Corporate America
 Corporate America
 Inside/Outside America
 This is Better Corporation

1/23 2:30 PM
 HAROLD →

508 - 626 - 4400

FACSIMILE COVER SHEET

TO: NAME JOEL DREYFUS
TITLE _____
COMPANY FORTUNE MAGAZINE
FAX NUMBER 212-246-3375

FROM: NAME ANN FULLERTON
TITLE _____
COMPANY: DIGITAL EQUIPMENT CORPORATION
146 MAIN STREET
CORPORATE PUBLIC RELATIONS
MLO2-2/T83
MAYNARD, MASS 01754
FAX NUMBER: 508-493-4173
TODAY'S DATE 1/23/90

PAGE 1 OF 3 PAGES



BUREAU OF BUSINESS PRACTICE • PHONE 203-442-4365 • TELEX966420
PRENTICE HALL • 24 ROPE FERRY RD. • WATERFORD, CT 06386

April 10, 1989

Ann Fullerton--P.R.
DEC
200 Baker Avenue
CF01-1/M18
Concord, MA 01742

Dear Ms. Fullerton:

We thought you would find the enclosed issue of PRODUCTION
SUPERVISOR'S BULLETIN No. 407 of interest.

If you would like additional copies, we would be happy to send
them.

Sincerely,

Patricia Ryan

Patricia Ryan
Public Relations

PR:wp
Enclosure

Corporate Information

APR 13 1989

Received



BUREAU OF BUSINESS PRACTICE • PHONE 203-442-4365 • TELEX 966420
PRENTICE HALL • 24 ROPE FERRY RD. • WATERFORD, CT 06386

INTERVIEWEE APPROVAL FORM

This article Valuing Differences:
TITLE

meets with my approval for publication as written. ☒

As amended. ☐

0

Signed

Date

Andy Edwards

Name

Production Mgr

Title

DEC

Firm c/o Ann Fullerton-PR

200 Baker Ave. CF01-1/M18

Address

Concord, Mass. 01742

City

State

ZIP

508-264-1041

Telephone

10/31
ADDED NOTE
TO SEND
2 COPIES TO
ME! FED EX
TO
ERIC 10/31

The Bureau of Business Practice will gladly forward complimentary issues of the publication in which your interview appears to any trade associations and/or professional organizations you may belong to. Please list their names and addresses below.

Name of Organization

Name of Organization

Address

Address

Name of Organization

Name of Organization

Address

Address

F-39

10/26
OK

TALK TO
ALLAN
ABOUT
INFO. RE:
PROGRAM

ERIC RAIMY

571 Wala Vista Avenue, Oakland, CA 94610

(415) 839-6114

Corporate Information

OCT 25 1988

Received

October 18, 1988

Ann Fullerton
Public Relations
DEC
200 Baker Ave. CF01-1/M18
Concord, Mass. 01742

Dear Ann,

Thanks very much for arranging a really terrific interview with Andy Edwards!

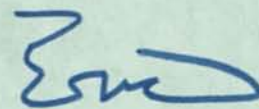
I've enclosed the resulting manuscript, which I know you want to share with Andy. Please let me have any necessary corrections. You can get them to me by phone or by marking them on the manuscript and mailing it back to me.

If you happen to have any handouts or background material on Digital's valuing differences program, please enclose that as well. My editor could use a brief sidebar to accompany the article--preferably something with practical how-to value for supervisors. If you have background material, I'm hoping it might contain the makings of such a sidebar.

I must also ask Andy (or you) to sign the enclosed Interviewee Approval Form and mail it back to me (not to Prentice Hall).

If I hear from you by about November 2, I can get this to my editor in good time.

Sincerely,





BUREAU OF BUSINESS PRACTICE • PHONE 203-442-4365 • TELEX 966420
PRENTICE HALL • 24 ROPE FERRY RD. • WATERFORD, CT 06386

INTERVIEWEE APPROVAL FORM

This article Valuing Differences:
TITLE

meets with my approval for publication as written. 0 As amended. 0

Signed

Date

Andy Edwards

Name

Production Mgr

Title

DEC

Firm c/o Ann Fullerton-PR

200 Baker Ave. CF01-1/M18

Address

Concord, Mass. 01742

City

State

ZIP

508-264-1041

Telephone

The Bureau of Business Practice will gladly forward complimentary issues of the publication in which your interview appears to any trade associations and/or professional organizations you may belong to. Please list their names and addresses below.

Name of Organization

Name of Organization

Address

Address

Name of Organization

Name of Organization

Address

Address

Eric Raimy

**Valuing Differences: Helping Your People
Be More Productive**

Production departments are becoming a microcosm of American society, with minorities and women increasingly in evidence on the shop floor. And this trend is growing. The number of white males in the workforce began to decline in 1984, and their numbers will continue to shrink, the Labor Department reports.

The "multicultural workplace," as it is sometimes called, presents a new challenge to supervisors. You must help people from very different backgrounds work smoothly together. This isn't an easy task, but it is an important one. If differences are allowed to disrupt working relationships, production will suffer. Some of the blame will surely come your way.

Fortunately, there is much you can do to promote a working climate where differences don't get in the way, according to Andy

Edwards, a production manager at Digital Equipment Corp. in Maynard, Mass. Edwards began his supervisory career in the food and leather goods industries before moving to Digital, a leading computer manufacturer, nine years ago.

"I can remember what used to happen when people who were different joined a work group," he says. "Sometimes they weren't accepted very well. Instead of getting the work done, employees would focus on discussing the newcomers--who are these people, what are they doing here, and so on."

Unfortunately, this kind of situation can persist if the supervisor doesn't take positive steps to correct it. Your goal, Edwards says, should be to help people abandon their stereotyped views and begin to see each other as individuals. "Today," he points out, "valuing and respecting people who are different across all lines--sex, race, age, handicap, religion--has become critical to business success."

Include Newcomers

One step you can take is to help new hires quickly gain a sense of belonging. "If you do this right, a new person should feel included from day one," Edwards says. But you can't accomplish this alone. You must involve your people:

1. Let them know in advance that a new person has been hired, when the person will arrive, and what the person will do.
2. When new hires arrive, introduce them to their peers, as well as to people at other levels in the organization.
3. As part of this introduction process, hold a staff meeting. Ask people to give their names and briefly explain

what they do. Then ask for a volunteer to serve as a "buddy" who will take the new person to lunch, show the person around, explain certain processes, and so on.

"Usually when you ask for this volunteer, others will chime in and volunteer to do this or that for the new person," Edwards says. "If your people start talking about how to include the newcomer and coming up with their own ideas, you're definitely on the right track."

Recently, Edwards hired a black female supervisor. "To begin the inclusion process, I got my people together and told them we had a new person coming who was different, and that we should do everything we could to make her feel included," he says. "They contributed most of the ideas about what should be done. One person volunteered to show her how we structure our budgets, another volunteered to help her with time card administration, and so on. And it worked. I don't think she felt any distance when she arrived--she felt welcomed."

Handle Overt Problems

Your best efforts to make everyone feel included may come to naught if employees who have trouble accepting differences make racist or sexist remarks, or engage in other behavior that creates tension in your group. The good news is that this kind of overt behavior is relatively easy for you to spot and correct.

The language people use at work can perpetuate stereotypes, and getting your people to change this language is one way to shift their attitudes, Edwards points out. "If I hear someone

talking about a manpower plan, I say, 'Let's call it a resource plan.' An employee who uses a derogatory term to describe someone of another race should receive a more emphatic correction-- something like, "You may not have meant that in a bad way, but I would appreciate it if you didn't use that word again in this work place."

If you sense that tensions are rising in your group, Edwards recommends meeting the problem head on. "Call a meeting. Talk about respecting other people, about the values your company stands for. Point out that everyone must work together to achieve your group's goals. Then have an open discussion: What is causing the problem? What can we do to solve it?"

Just as when you prepare to include a new hire, the emphasis should be on encouraging your people to contribute ideas and to follow through by carrying them out. "Your people are a key part of the solution," Edwards emphasizes.

Open Up the System

You may well find that it's necessary to continue holding meetings and to take other steps that, eventually, will change your group's social system. The goal? To foster an "open system" where biases can be brought into the open, talked about, and given up; and where differences are appreciated and become a source of strength instead of a cause for conflict.

You can start by making sure your own management style encourages open communication on all subjects of concern to your people. "The old syle of management for supervisors was autocratic," Edwards says. "'Do as I say and don't question me.

If you can't do that, you're out.' Today, supervisors need to take a much different approach. We tell employees what the goal is, and they apply their own intelligence and creativity to decide how best to achieve the goal. We expect employees to keep learning on the job. And we expect them to ask plenty of questions and participate in decision making."

When you create this kind of work atmosphere, Edwards says, two things happen:

1. All of your employees--regardless of their education, race, sex, ethnic background--will be more likely to feel appreciated and make the best possible contribution. If some people come from deprived backgrounds, an atmosphere that encourages learning and participation will help them master new skills and become more productive.

2. Your employees will be able to discuss differences openly and actually learn to value them, instead of allowing them to become barriers that get in the way of teamwork.

"We talk about valuing differences all the time," Edwards says. "It doesn't have to be race or sex--it could be hairstyle, how an individual interacts, or how someone does a task. We can't all be clones of the same person, and that means we must either learn to value our differences, or let them get in the way."

Edwards encourages his supervisors to bring up the subject of differences at weekly staff meetings, and whenever the issue arises on the shop floor. "You don't need a clearly defined process--these discussions can be very casual," he says. For example, an employee might feel that another worker is "too

emotional." This is a stereotype, Edwards says, that is often applied to women or people of certain ethnic backgrounds.

A supervisor can help people to understand that this is a stereotype, that it is possible to appreciate others who are more emotional--that, in fact, the calm, rational approach is only one way to approach problems, and a group may be more successful when its members can draw on feelings as well as facts.

Does this sound like supervisors are now expected to act as group therapists? Well, almost. "It does take practice, awareness, opening yourself up to learning," Edwards says.

Consider Training

How do you open yourself up to this kind of learning? Probably the best way is to enroll in a training course for supervisors who want to help their employees value differences. These courses are given various names, but the key words are often "valuing differences," "managing diversity," or "managing in the multicultural workplace." Some courses focus more narrowly on male-female differences, under titles such as "Men and Women Working as Colleagues."

The five-day Digital program on valuing differences that Edwards enrolled in last year featured discussions, role playing exercises, lectures, and films. Digital has been a pioneer in training people to value differences, but now a wide range of companies--from McDonald's to McDonnell Douglas--have started offering these courses. If your company does not provide the training, courses of this type are available through universities and private organizations that conduct training seminars.

One thing supervisors learn from this training is how to be more sensitive in their own interactions with coworkers. For example, a white male manager at another computer manufacturer, Prime Computer, said he realized that in some interactions he did not treat women and minorities as individuals.

Everyone, it turns out, harbors some stereotyped views. Says Edwards, "I realized that I had some beliefs that weren't based on reality. For example, that handicapped people weren't really capable of working in manufacturing, and that women weren't able to lift heavy weights and were not suited to highly technical tasks."

By uncovering and discussing their own stereotypes, supervisors learn how to help their employees do likewise. Joe Henson, Prime's CEO, puts it like this: "Before we can value differences, we need to get in touch with ourselves and understand that we may use stereotypes to categorize people based on obvious and visual differences, not on an intimate knowledge of them as individuals."

Because it requires supervisors to talk about their own feelings and experiences, the training could make you uncomfortable at times. But the idea is not to accuse or blame participants, just to help them grasp a new way of looking at, and valuing, differences. "It's a very nonjudgmental approach," says the manager who runs the program at Hewlett-Packard.

Emphasis on valuing differences complements affirmative action efforts. Sometimes new employees recruited through affirmative action are simply expected to blend in: a kind of "sink or swim" approach. By helping your group value

differences, you can help to ensure that these new employees gain a real sense of belonging and make a solid contribution.

TO	Ann ✓	DATE	9-19	TIME	11:45	AM PM	
FROM	Ted Kay	AREA CODE	NO. 312-390-				
OF	Research + Dev. Mag.	EXT.	2767				
MESSAGE	article on workforce in the yr. 2000 - using minorities.						
	fax # 312-299-8622						
	SIGNED PS						
PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU	<input type="checkbox"/>
	<input type="checkbox"/>	WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>	URGENT	<input type="checkbox"/>

DEADLINE: EARLY OCT

WHAT ARE WE DOING TO COUNTER OR IDENTIFY PREDICTED SHORTAGE OF MINORITIES?

MENTOR PROGRAMS?

FUNDING IN ENG. SCHOOLS?

OTHER?

9/25 called gave background verbally
faxed ~~sent~~ description & pg of VALUING DIF.
also sent edu background

#9

~~312-299-8622~~~~RED HAZARD~~

TED KAY
RED HAZARD
1350 EAST TOWHY
AVE,
P.O. 5080 60017
DES PLAINES, IL

PHONE MEMO

TO: _____

FROM: Nadine Joseph

OF: Newsweek Magazine

DATE: 9/26 TIME: 4:00 PM

AREA CODE: 415

EXT: 547-4099

MESSAGE: Wants to talk to someone re: Digital's Valuing Differences program

Deadline: tomorrow

SIGNED: [Signature]

PHONED ☐ CALL BACK ☐ RETURNED CALL ☐ WANTS TO SEE YOU ☐ WILL CALL AGAIN ☐ WAS IN ☐ URGENT ☐

9/26 C/b
@ 5PM.

Completed
9/29

415 - 788-2651 → Bureau

415 -
FAX #: 788-4437

FAXED BASIC INFO

PHONE MEMO

TO: [Signature]

FROM: Nadine Joseph

OF: Newsweek

DATE: 9/27 TIME: 10:21 AM

AREA CODE: _____

NO. _____

EXT. _____

MESSAGE: FAX # 212-421-4993

att: Larry Reibstein

REIBSTEIN

SIGNED: [Signature]

PHONED ☐ CALL BACK ☐ RETURNED CALL ☐ WANTS TO SEE YOU ☐ WILL CALL AGAIN ☐ WAS IN ☐ URGENT ☐

9/28 ~~INTERVIEW~~ INTERVIEW MULTICULTURAL WORKFORCE

40% → DON'T
VERY DIVERSE WORKFORCE

~~ISSUE~~ NXT. WK → ~~6~~
SHOULD BE IN

8/29

MC NEIL LEHRER

SHARON ROSE

617-492-2777
ext. 4300

WANTS MORE INFO ON VALUING DIFFERENCES
BUSINESS CORRESPONDENT →

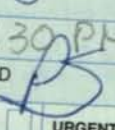
FAX : 617-782-0955

FAX A BRIEF DESCRIPTION; NEXT STEP

IS TO BACKGROUND ~~SB~~ W/ BUSINESS
CORRESPONDENT

^{INFO}
FAXED = 9/5

3

PHONE MEMO	TO	Ann			
	FROM	Sharon Rose			
	OF	WGBH			
	MESSAGE	did receive yr fax will call you on Monday regarding leadership groups @ 9/11 @ 1:30 PM H. R. S.			
DATE		9-7	TIME	3:35	AM PM
AREA CODE		NO. 617-492-			
EXT.		2777			
EXT.		X 4300			
SIGNED					
PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input checked="" type="checkbox"/>
WANTS TO SEE YOU	<input type="checkbox"/>	WILL CALL AGAIN	<input type="checkbox"/>	WAS IN	<input type="checkbox"/>
URGENT	<input type="checkbox"/>				

NEWSWEEK

color →
35/mm
print form |

Today's
218-350-4333
DEBBIE BOUDRELL

FAX NUMBER

TODAY'S DATE

PAGE 1 OF 2

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 003018
Date: 27-Sep-1989 11:34am EDT
From:
FULLERTON.ANN
Dept: PR Corporate Info Group
Tel No: 223-6045

TO: Remote Addressee

(ALAN ZIMMERLE @CFO)

Subject: Interview Request -- Newsweek Article on Valuing Differences

Alan,

Newsweek is doing a story on Valuing Differences Programs. The editor/writer is Nadine Joseph. In her research she keeps on coming back to Digital as a leader in the area. I have sent her basic background (the piece Kim put together). She has also requested an interview on basics about the philosophy and programs.

The kicker of course is her deadline is latest tomorrow morning!

I think it is an excellent opportunity!

Please call.

Ann

FACSIMILE COVER SHEET

TO: NAME: NADINE JOSEPH

TITLE: _____

COMPANY: NEWSWEEK

FAX NUMBER: 415-788-4437

FROM: NAME: ANN THURSTON

PHONE NUMBER: 508-493-6045

COMPANY: DIGITAL EQUIPMENT CORPORATION
CORPORATE PUBLIC RELATIONS
146 MAIN STREET
MAYNARD, MASSACHUSETTS 01754
M/S MLO2-2/T83

FAX NUMBER: 508-493-4173

TODAY'S DATE: 9/26

PAGE 1 OF 3 PAGES

From: SOCIAL::CROMWELL "Kim Cromwell 251-1665" 26-SEP-1989 13:51:43.6
6
To: ASABET::FULLERTON,CROMWELL
CC:
Subj: Leadership Groups

Hi Ann,

Regarding the McNeill-Lehrer request for more info about Leadership groups within the company, here's what I know:

Two people who provide a lot of support to a number of leadership groups are Tom Couming and Barbara Walker. You may want to eventually talk with the two of them.

"Leadership Groups" is an informal term used, sometimes, to refer to groups that provide networking opportunities, support, information or consciousness-raising experiences for people of one particular difference. There are many such groups. Some are within one particular function--e.g., a Black group in the Finance organization--while others are at a particular level (e.g., Senior Minority Managers)--and others are open to people from any organization.

I would imagine that some of these groups have charters/goals/and a vision statement, while others are less formal.

Some of the groups I'm aware of include:

Women's Leadership Forum
Asian Leadership Group
DECPAC (Policy Action Committee--Gay/Lesbian/Bisexual)
DECPlus (Gay/Lesbian/Bisexual Support/Social group)
Hispanic Leadership
Phoenix Mfg Multicultural Group
Women's Symposium
Women's Forum--Colorado Springs
Physically Challenged Awareness -Colorado Springs
Native American Groups in Colorado Springs and in Westford

There are many others, including

Valuing Differences Task Forces
Valuing Differences Boards of Directors
Los Angeles Site Affirmative Action Committee

Between Core Groups, Leadership Groups, Support Groups, Resource Centers (with videos, literature, etc. on many differences), and Val Diff Task Forces, there must be hundreds of resources potentially available for us as points of illustration.

Let me know how else I can help.

Good to see you yesterday, as always!

Corporate

AUG 30 1989

I N T E R O F F I C E M E M O R A N D U M

Received

Doc. No: 002754
Date: 29-Aug-1989 12:04pm EDT
From: DONNA TAYLOR @MLO
TAYLOR.DONNA
Dept: MSE Personnel Admin
Tel No: 223-7034

TO: Remote Addressee
TO: Remote Addressee

(ANN FULLERTON@MLO)
(KIM CROMWELL@CFO)

Subject: FYI - Donna Taylor's Presentation

Enclosed please find a copy of Donna Taylor's presentation/remarks that she presented at the Academy of Management conference on August 14, 1989. Donna was a member of the panel that discussed "Managing Diversity in the Corporation". The panel discussion featured brief statements from each of the panelists and questions from the floor.

DAT/alm
8/89

GOOD AFTERNOON. I'VE BEEN LOOKING FORWARD TO THIS OPPORTUNITY TO:

- TALK TO YOU ABOUT SOME OF THE WORK WE'VE BEEN DOING AT DIGITAL EQUIPMENT CORPORATION...
- TO HEAR WHAT MY ESTEEMED COLLEAGUES ON THE PANEL HAVE TO SAY; AND
- TO BE PART OF A DIALOGUE AMONG ALL OF US...THAT WILL PROVOKE SOME THINKING AND POSE NEW CHALLENGES.

I'VE BEEN ASKED TO TALK ABOUT VALUING DIFFERENCES.

I CAME TO DIGITAL FIVE YEARS AGO AND AM NOW THE MANUFACTURING, ENGINEERING AND PRODUCT MARKETING VALUING DIFFERENCES MANAGER. I WOULD DESCRIBE MYSELF AS THE SECOND GENERATION OF THIS WORK IN DIGITAL, HAVING BEEN BROUGHT INTO THE CORPORATION AS THE SECOND OFFICIAL VALUING DIFFERENCES SPECIALIST IN THE CORPORATION BY THE FOUNDER OF THIS WORK, BARBARA WALKER.

LIKE MANY OTHER AMERICAN-BASED COMPANIES IN THE 70'S, WE PUT SIGNIFICANT EFFORT INTO EEO AND AFFIRMATIVE ACTION WORK, FOCUSING NOT ONLY ON RECRUITING BUT ALSO ON HELPING GROUPS PROTECTED BY LEGISLATION TO SURVIVE AND THRIVE IN THE ENTREPRENEURIAL ATMOSPHERE OF DIGITAL.

SOME OF THE COMPANY'S KEY VALUES - SUCH AS HONESTY, CREATIVITY AND INNOVATION, AND THE VALUING OF OUR PEOPLE - FORMED A FOUNDATION FOR THAT WORK. AND THE CHALLENGE BY KEN OLSEN, DIGITAL FOUNDER AND C.E.O., TO "DO THE RIGHT THING" WAS A YARDSTICK BY WHICH WE MEASURED OUR EFFORTS.

OVER TIME, WE BEGAN TO SEE THAT, GOOD AS IT WAS, THIS WORK UNWITTINGLY REINFORCED AN "US VS. THEM" APPROACH.... AND MISSED SIGNIFICANT DIFFERENCES THAT WERE GETTING IN THE WAY.... AND VALUING DIFFERENCES WAS BORN.

SIMPLY PUT, VALUING DIFFERENCES IS A RECOGNITION THAT THE DYNAMICS OF DIFFERENCE CUT ACROSS ALL THE DIFFERENCES THAT CAN BE USED EITHER TO ISOLATE OR TO INTEGRATE AN EMPLOYEE'S SKILLS AND TALENTS INTO THE WORK OF THE COMPANY.

THEREFORE, VALUING DIFFERENCES WORK HAS BEEN WORK FOR ALL DIGITAL EMPLOYEES. EARLY ON, MIDDLE AND SENIOR MANAGERS JOINED WHAT WE CALLED CORE GROUPS...A GROUP OF EIGHT OR NINE MEN AND WOMEN, PLUS A FACILITATOR, WHO MET REGULARLY FOR HALF A DAY. OFTEN THE INITIAL FOCUS WAS ON THE VISIBLE DIFFERENCES AND SAMENESSES. BUT AS THE MEMBERS OF THE GROUP BONDED, MANY DIFFERENCES WERE EXPLORED, GIVING MEMBERS THE CHANCE TO UNRAVEL THESE STEREOTYPES AND ASSUMPTIONS THEY HAD ABOUT ONE ANOTHER.

CORE GROUPS CONTINUE TO THIS DAY AS ONE OF THE VALUING DIFFERENCES PROCESSES AT DIGITAL. IN ADDITION, A WHOLE RANGE OF SYSTEMIC, ORGANIZATIONAL AND INDIVIDUAL DEVELOPMENT WORK HAS EVOLVED, WHICH VARIES ACCORDING TO THE DIFFERENT ENVIRONMENTS, SUBCULTURAL NORMS AND NEEDS:

- SOME PLANTS AND SITES HAVE VALUING DIFFERENCES OR MULTI-CULTURAL BOARDS THAT CUT ACROSS LEVELS AND FUNCTIONS AND CHART THE COURSE FOR WORK TO BE DONE;

- NUMEROUS PROGRAMS HAVE BEEN DEVELOPED AS INTERNAL WORKSHOPS;
- VALUING DIFFERENCES LIBRARIES HAVE BEEN SET UP AND FILLED WITH ARTICLES, BOOKS, AND VIDEO TAPES FOR INDIVIDUALS OR GROUPS TO ACCESS FOR THEIR OWN USE;
- MANAGEMENT TEAMS DEVOTE TIME TO THEIR OWN VALUING DIFFERENCES LEARNING.

THIS WORK IS NOT ABOUT SOCIAL GOODNESS. VALUING DIFFERENCES MAKES GOOD BUSINESS SENSE. THE TRADITIONAL RESPONSE TO DIFFERENCES HAS BEEN STIGMATIZATION, RESENTMENT, IGNORANCE, OR DEFENSIVENESS. VALUING DIFFERENCES IS WORK DESIGNED TO HELP ALL EMPLOYEES:

- BECOME AWARE OF THEIR ASSUMPTIONS AND BELIEFS ABOUT DIFFERENCES AND SAMENESSES OF ALL KINDS AND HOW THEY IMPACT OUR INTERACTIONS;
- LEARN ABOUT GROUPS DIFFERENT FROM THEMSELVES;

- BUILD SKILLS FOR EFFECTIVE COMMUNICATION ACROSS DIFFERENCES; AND
- EXAMINE HOW THE STRUCTURE, NORMS, OR PROCESSES OF OUR ORGANIZATIONS HELP OR HINDER OUR ABILITY TO ATTRACT, RETAIN AND DEVELOP A HIGHLY DIVERSE WORKFORCE OF THE BEST MINDS AND TALENTS WORLDWIDE.

WE BELIEVE THESE SKILLS AND LEARNINGS CREATE A RESPONSE TO DIFFERENCE THAT SEES DIFFERENCE AS AN OPPORTUNITY AND THAT BECOMES A CRITICAL PART OF DIGITAL'S BUSINESS ADVANTAGE.

SIMPLISTIC CATEGORIZATIONS PREVENT US FROM REALLY SEEING AND TAKING ADVANTAGE OF THE TALENTS AROUND US. EACH OF US IS AN ASSORTMENT OF DIFFERENCES AND SAMENESSES, AND VALUING DIFFERENCE WORK MEANS WE LEARN TO MAKE ACCURATE DISTINCTIONS ...OR WE AT LEAST LEARN WHEN WE SHOULD QUESTION A PERCEPTION RATHER THAN ASSUME IT'S ACCURACY.

AT THE SAME TIME, PEOPLE MUST TRUST THAT THESE DISTINCTIONS CAN BE SEEN AS ENHANCEMENTS TO

THEMSELVES AND TO THE ORGANIZATION.

THE WORK MUST BE DONE WITH A VIEW THAT, JUST AS OUR TECHNICAL LEADERSHIP COMES FROM COMPUTING SYSTEMS THAT NETWORK TOGETHER, EACH ELEMENT PLAYING A CRITICAL ROLE IN THE FUNCTIONALITY OF THE WHOLE

OUR HUMAN LEADERSHIP COMES FROM MAXIMIZING THE ABILITY OF EACH HUMAN TO FULLY CONTRIBUTE TO THE FUNCTIONALITY OF LARGE PROJECTS OR ENTIRE ORGANIZATIONS.

WHEN PEOPLE FEEL UNDERSTOOD AND ACKNOWLEDGED THEY ARE FAR MORE OPEN TO UNDERSTANDING AND ACKNOWLEDGING SOMEONE ELSE. WE, THEREFORE, SET UP A CYCLE THAT IS A "WIN/WIN" AND NOT A "WIN/LOSE" .

NOW THERE ARE DANGERS IN VALUING DIFFERENCES WORK. FOR EXAMPLE:

1.MANY MEN AND WOMEN HAVE TOLD ME THAT HEARING ABOUT THE VALUING DIFFERENCES WORK AT DIGITAL HELD OUT A PROMISE THAT THEY WOULD BE ABLE TO WORK IN A DIFFERENT KIND OF ENVIRONMENT. IT WAS PART OF WHAT DREW THEM TO DIGITAL.

AND IF WE FALL SHORT, IF THEY JOIN GROUPS THAT DON'T YET HAVE A VALUING DIFFERENCES MINDSET, THEY ARE MAD AS HELL.

WE'RE TRYING TO TEACH A WORKFORCE OF 130,000 PEOPLE TO THINK DIFFERENTLY...AND THERE ARE NO QUICK FIXES. BUT, EMPLOYEES WILL HOLD YOU ACCOUNTABLE AND PUSH BACK

AND YOU RUN THE RISK THAT THEY WILL LEAVE IF THEY DON'T SEE YOU DELIVERING ON YOUR PROMISE.

2.BECAUSE THIS IS NEW WORK AND BECAUSE THE RANGE OF DIFFERENCES ADDRESSED GOES FROM RACE, GENDER, CULTURE ETHNICITY, AND SEXUAL ORIENTATION TO DIFFERENCES IN THINKING AND COMMUNICATING, FUNCTIONALITY, OR ORGANIZATION, THERE ARE TWO OTHER "DANGERS":

#1: IT CAN SEEM OVERWHELMING.

SO YOU MUST REMIND PARTICIPANTS THAT

THIS IS WORK THAT TAKES TIME ... THAT
BASIC CONCEPTS ABOUT DIFFERENCES

WILL WEAVE THROUGHOUT ALL THE WORK...
AND FINALLY, THAT THIS WILL BUILD A
MINDSET AND SKILL LEVEL THAT WILL HELP
THEM AND THE COMPANY BE SUCCESSFUL IN
THE FUTURE...

**#2: IT CAN BE SEEN AS WORK THAT
DILUTES AFFIRMATIVE ACTION EFFORTS.**

SO YOU MUST MAINTAIN STRONG PROACTIVE
EFFORTS TO ACHIEVE A DIVERSE WORKFORCE
IN CONCERT WITH LOCAL LAWS. (LAWS
DIFFER FROM THE U.S.A. TO CANADA TO
ENGLAND OR GERMANY AND THE MANY OTHER
COUNTRIES WITH PROTECTIVE LEGISLATION.)

IN DIGITAL, THE VALUING DIFFERENCES
MANAGERS AND THE E.E.O. MANAGERS ARE
DIFFERENT PEOPLE WITH DIFFERENT
CHARTERS, EACH IN PLACE TO PROVIDE
STRONG LEADERSHIP AND STRATEGIC
DIRECTION ... SO THAT OUR SUCCESS IN
ONE DOESN'T DILUTE OUR DILIGENCE IN THE
OTHER.

IN BUSINESS AND IN HIGHER EDUCATION, VERSIONS OF VALUING DIFFERENCES WORK SHOULD BE AN INTEGRAL PART OF HOW WE OPERATE.

THERE ARE SOME OBVIOUS REASONS AND SOME THAT ARE MORE SUBTLE:

I KNOW YOU'VE ALL SEEN THE "WORKFORCE 2000" FIGURES THAT SAY, IN THE U.S., OF THE 25,000,000 PEOPLE EXPECTED TO JOIN THE LABOR FORCE BY THE YEAR 2000, 85% WILL BE HISPANICS, ASIANS, BLACKS, AMERICAN-BORN WOMEN AND IMMIGRANTS - AND 15% WILL BE WHITE AMERICAN MALES. THAT'S A MAJOR DEMOGRAPHIC SHIFT. AND WHEN YOU COMBINE THAT WITH THE ISSUES AND CHALLENGES OF EUROPE 1992 AND WHAT'S HAPPENED IN THE PACIFIC RIM THE WORLD IS SHIFTING AT A REMARKABLE RATE!

THE TRADITIONAL WAYS OF SUCCESSFULLY MANAGING OR GROWING A COMPETITIVE WORKFORCE WON'T WORK ANYMORE. EVEN MANAGERS WHO MANAGE BY THE GOLDEN RULE ("DO UNTO OTHERS AS YOU

WOULD HAVE THEM DO UNTO YOU") WILL, IN MOST CASES, HAVE NO ACCURATE SENSE OF WHAT'S APPROPRIATE FOR SOMEONE QUITE DIFFERENT FROM THEMSELVES. AND ANY 'STANDARDS' SET BY CORPORATIONS ... WHO'S STANDARDS WILL THEY BE???

A MANAGER WHO CAN'T MANAGE A MULTI- CULTURAL ORGANIZATION OR AN EMPLOYEE WHO CAN'T WORK WITH A DIVERSE WORKFORCE ... BOTH WILL FAIL IN THEIR JOBS WITHIN THE UNITED STATES, MUCH LESS IN THE INTERNATIONAL ARENA.

FOR GENERATIONS INDUSTRY HAS ASSIMILATED PEOPLE, BENDING THEM TO FIT THE NORM. NOW THE NORM IS BECOMING ONE OF DIVERSITY.

ALTHOUGH DIGITAL HAS BEEN A LEADER IN THIS WORK, AS I LOOK AT THE FUTURE CHALLENGES FOR DIGITAL, IT IS CLEAR TO ME THAT RESTING ON OUR LAURELS IS SOMETHING WE CAN NOT AFFORD:

- THE CHALLENGES OF YESTERDAY: HOW TO FULLY INTEGRATE AND EMPOWER WOMEN, BLACKS, HISPANICS;
- THE CHALLENGES OF TODAY: HOW TO

UNDERSTAND, VALUE AND LEVERAGE ASIANS,
GAYS OR NONENGINEERS; HOW TO GET PEOPLE
TO WORK EFFECTIVELY ACROSS
ORGANIZATIONAL OR FUNCTIONAL
BOUNDARIES; HOW TO REALLY UNDERSTAND
THE DIVERSITY OF OUR CUSTOMERS

...THESE CHALLENGES REMAIN....

AND

- TOMORROW'S CHALLENGES OF EFFECTIVELY
DESIGNING PRODUCTS OR DOING BUSINESS
ACROSS NATIONAL BOUNDARIES; INCREASING
PRODUCTIVITY; BALANCING DIGITAL'S CORE
VALUES WITH THE VALUES OF LOCAL
CULTURES WHERE WE SET UP OFFICES

...THESE CHALLENGES ARE ALREADY UPON US.

AND THESE CHALLENGES ARE NOT UNIQUE TO
DIGITAL.

FINALLY, THERE'S ANOTHER CHALLENGE I WOULD
LIKE YOU TO THINK ABOUT.

ULTIMATELY, THE WORK PLACE ENVIRONMENTS WE SEEK TO CREATE:

- PLACES WHERE YOUR DIFFERENCES ARE UNDERSTOOD AND VALUED;
- PLACES WHERE YOUR DIFFERENT IDEAS OR VIEWPOINTS WILL BE HEARD AND GIVEN THE POSSIBILITY TO EMERGE;
- PLACES WHERE YOU FEEL LIKE PART OF A GREATER "US" NOT ONE OF THE STIGMATIZED "THEM".

ULTIMATELY, THESE ENVIRONMENTS MUST BE REFLECTED IN THE COMMUNITIES IN WHICH WE LIVE AND THE EDUCATIONAL SYSTEMS IN WHICH WE LEARN.

MUCH HAS BEEN SAID ABOUT CHANGES NEEDED IN THE AMERICAN EDUCATIONAL SYSTEM. WE DO NEED TO EXAMINE WHAT ROLE EACH OF US PLAYS IN THOSE CHANGES ...AND IN MANAGEMENT EDUCATION WORLDWIDE.

I WOULD EMPHASIZE THE INCLUSION OF 'VALUING DIFFERENCES' WORK AT ALL EDUCATIONAL LEVELS.

CORPORATIONS LIKE DIGITAL THINK ABOUT WHAT

PART WE PLAY IN COMMUNITIES WHERE OUR FACTORIES AND OFFICES ARE. CAN WE WORK SO HARD TO CREATE WORK ENVIRONMENTS THAT UNDERSTAND, VALUE, AND LEVERAGE OUR REAL DIFFERENCES AND THEN ASK OUR EMPLOYEES TO LIVE AND LEARN IN COMMUNITIES WHERE THE OPPOSITE IS TRUE?

SO MY CHALLENGES TO YOU ARE:

- HOW ARE YOU HELPING TO CREATE A VALUING DIFFERENCES MINDSET AND SKILLS IN THE WORKERS OF TODAY AND TOMORROW?
- WHAT ARE THE BOUNDARIES BETWEEN WORK PLACE, EDUCATION, AND COMMUNITY? WHAT ARE THE RESPONSIBILITIES OF ONE TO THE OTHER IN CREATING ENVIRONMENTS THAT SEE DIFFERENCES AS OPPORTUNITIES?

THANK YOU.

"Valuing Differences"

By:

Barbara A. Walker

**Corporate AA/Valuing Differences
Manager**

***Digital Equipment Corporation
March, 1987***

"VALUING DIFFERENCES"

"Valuing Differences" is the work of valuing people by paying attention to and taking into account their differences. At one level, this work is personal development:

stripping away stereotypes, examining one's assumptions about differences, becoming open to the challenge of learning through the differences in the perspectives of others, and building empowered and interdependent relationships with people one regards as different.

At another, it is an organizational approach that capitalizes on the value of diversity and the synergy of differences as major catalysts to our collective strength, growth and productivity. This approach brings together a cluster of principles:

- 1) People work best when they feel valued.
- 2) People feel most valued when they believe that their individual and group differences have been recognized and taken into account.
- 3) Increasing one's comfort and ability to deal with differences is a key factor in enhancing self-empowerment.
- 4) When people feel valued and empowered, they are enabled to build relationships in which they work together interdependently and synergistically.

Since the differences among people often create tension and conflict, people are usually encouraged to ignore their differences and focus on the ways in which they are alike.

All too often our ability to grow and learn is constrained by a geocentric point of view, that is, seeing one's own way as the right way and the norm by which to measure all others. As a result we are locked into an "either/or" view of differences, and become threatened by any deviation from our perception of the norm. Fearing that the differences of others may mean that we must change, we respond like victims and close in, joining ranks with others whom we believe see things as we do.

The process of becoming fully empowered is essentially the same as that of opening ourselves up and becoming comfortable with differences. Differences energize our thinking and often cause us to see things differently; they certainly test the true meaning of our beliefs and core values, and give us an opportunity to refine our understanding of who we really are. Our personal growth, development, and empowerment depend upon the extent to which we are willing to accept and embrace different ideas and perspectives.

People who are self-empowered have the courage to move towards differences. They suspend any need to approve or disapprove the views of others and probe for the assumptions underlying their perspectives. In an effort to glean the strengths and wisdoms of others, they are also willing to 'try on' different perspectives. They are willing to examine their own thinking and the implications of their own behavior and actions with respect to others. A high level of personal empowerment fuels the ability to trust in one's self and in the potential of others to be constructive. As a consequence, one can commit the time and energy to hanging in and wrestling with the complexities created by the issues of differences. In this process, the empowered person will take risks and allow others the right to do the same.

When people have done this work, then, and perhaps only then, they are enabled to comfortably hone in on the fundamental question underlying almost all conflict: By whose standards shall we decide--Yours or Mine? Sometimes the answer will be--Yours; sometimes the answer will be--Mine. And, of course, at times the answer will be--Ours.

Rarely are there easy ways to arrive at the answer to this question. But when people feel valued and empowered, and can trust that their perspectives are being heard, they are, in turn, open to hearing and taking into account the different

- 1) Identifying and erasing stereotypes and myths about each other's group;
- 2) Building authentic relationships with members in the different groups in order to broaden one's understanding of the issues created by those group differences;
- 3) Examining, and learning how to listen for, the assumptions that drive the perceptions and perspectives of others; and
- 4) Raising the level of personal and/or group empowerment by stripping away the ways in which we impose limits on ourselves.

"Valuing Differences" means internalizing our understanding that each person's differences make up an intrinsic part of their worth as an individual. This approach to valuing people, individually and in the collective, is itself an empowering and caring perspective that permeates all of one's interactions and relationships and enables organizations to capitalize on the synergy of differences.

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 002677
Date: 22-Aug-1989 11:15am EDT
From: T. Kimberlie Cromwell
CROMWELL.TERESA AT A1 at

BARTLE at CFO

Dept: Corp AA/EEO/Vd
Tel No: 251-1665

TO: See Below

Subject: COMMUNICATION PACKAGE FOR EXTERNAL AUDIENCE

Hello,

I am putting together a Valuing Differences package that we can send to people outside of the company who call to inquire about our programs and philosophy. Attached you will find an introductory letter (which would appear on Digital letterhead and would be signed by Alan), as well as an overview of some of our Valuing Differences activities. I am interested in your response to the text of both of these documents.

I also plan to include one of Barbara Walker's articles and a range of DTW, US Field News and other articles that demonstrate some of the work we're doing. Do you have any additional recommendations? I see this as an opportunity to give additional visibility to some of the related work we are doing in EEO and internal Affirmative Action--particularly in the areas of training and collaboration with leadership groups in the company.

I welcome your input. The whole package will, for the moment, go in a standard gray Digital folder.

Please respond by Friday, September 1st, if possible.

Thanks!

Kim

Distribution:

TO: Wendy Seversen @CFO
at CFO)
TO: MIKE ODOM @CFO
TO: T. Kimberlie Cromwell
at CFO)
TO: Linda Bruso @CFO
CFO)
TO: John Hughes @CFO
CFO)

(SEVERSEN.WENDY AT A1 at BARTLE
(CROMWELL.TERESA AT A1 at BARTLE
(BRUSO.LINDA AT A1 at BARTLE at
(HUGHES.JOHN AT A1 at BARTLE at

Use the RDL option to see remainder of distribution lists.

"We are committed to valuing people's differences because it is our firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the corporation." --Ken Olsen, July 1, 1985

VALUING DIFFERENCES AT DIGITAL

The Digital Equipment Corporation was founded 31 years ago on a simple premise - that computing did not have to be done exclusively with huge machines but could be done in a distributive processing environment. This "different" kind of thinking provided the seed for the development of a company and environment where creativity, entrepreneurialship, and differences are valued. It is upon this foundation that Digital's programs regarding EEO, Affirmative Action and Valuing Differences have evolved.

Our goal at Digital is to build an organization that can be successful around the world. We strive to create an environment that empowers people and is naturally respectful of all of our employees. Our belief is that in order for people to be able to contribute to their fullest potential, they must first feel valued. We fully realize that we can only achieve our customers' satisfaction when our employees are highly valued--and when they believe they are.

At Digital, we recognize that our customers, employees, and vendors are people of many differences. We also recognize that in order to achieve our full potential as a company, we must tap into and understand the positive power of those differences--to benefit all of us.

Alan P. Zimmerle
Corporate Director,
Affirmative Action, EEO and Valuing Differences

WHAT DOES VALUING DIFFERENCES MEAN AT DIGITAL?

The term "Valuing Difference" was coined at Digital in 1981. Valuing Difference is work that challenges established thinking, assumptions, and beliefs to create an environment conducive to the development of an enabled, empowered and diverse workforce.

Digital's Valuing Difference programs include:

AFFIRMATIVE ACTION UNIVERSITY and CORE GROUP DEVELOPMENT & LEADERSHIP workshops, which are two-day awareness building experiences that produce Valuing Differences leaders for the corporation;

CORE GROUPS, where eight to ten employees from diverse backgrounds meet on a regular basis to explore their assumptions and perceptions, build authentic relationships and strip away stereotypes;

"UNDERSTANDING THE DYNAMICS OF DIVERSITY," a formal training program directed at Digital Managers that provides the foundation for learning about diversity in the workplace.

On one level, Valuing Differences work is ongoing personal work about challenging each of our own assumptions and beliefs about others. While there are many catalysts for doing this kind of thinking, Digital also offers a variety of training programs for managers and employees, including Sexual Harassment, Windmills (a program focusing on people with DISABILITIES), and a variety of audio/visual based programs including "Valuing Diversity," a program that Digital co-developed with a number of other Fortune 500 companies.

Other ways that Valuing Differences work occurs at Digital include:

- o Site Valuing Differences Task Forces
- o Leadership groups (including Senior Minority Managers, Hispanic, Asian, Women's, and Gay, Lesbian and Bisexual employees' groups)
- o Networking, information-sharing and support through electronic notesfiles on specific Valuing Differences topics
- o Celebrating Differences---events to raise awareness
- o One-on-one work between people of different backgrounds
- o Efforts focused on cultural and linguistic diversity in the workplace, and raising awareness about related issues
- o Resource Libraries of Valuing Differences materials/information
- o Mentoring of people of different backgrounds
- o Forums/Discussions that build understanding
- o External relations: building strong ties with the outside community, including significant investment in programs like NAACP's ACT-SO, the National Urban League, and LULAC (League of United Latin American Citizens).

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 002895
Date: 14-Sep-1989 11:59am EDT
From: T. Kimberlie Cromwell
CROMWELL.TERESA AT A1 at

BARTLE at CFO

Dept: Corp AA/EEO/Vd
Tel No: 251-1665

TO: FULLERTON.ANN AT A1 AT EMASA2 AT MLO

Subject: RE: McNeil Lehrer -- More info

Ann--

I WISH that California had been sunny! San Francisco was cloudy, but fun. My first trip to the west coast...and wouldn't you know it, my second trip will be next week!! I'm heading out to Seattle early next week to participate in the conference that Alan was supposed to attend (National Assoc of State Training Directors). Will update you on that event.

As for contacts....I think it may be useful for you to have a conversation with Barbara Walker about some of the activities occurring within the leadership groups. She has more history with them than I do, and could give you a helpful perspective, I think. I have leadership contact names of folks whom you could talk with if things get that far....

Here's what I do know:

- 0 The Senior Minority Managers Leadership Network sponsors an annual gathering during Black History Month....I attended last year. Next week the Hispanic Leadership group (locally) is sponsoring a scholarship fund-raising event, which is included in the Valuing Differences calendar I sent you.
- 0 My impression is that the various leadership groups provide support and networking opportunities for folks in those groups. They also sometimes provide "awareness" events, and seek to give a voice to their particular difference in the company. While there are larger Maynard area groups, there are also smaller groups throughout the U.S.] I have lots of names and contacts....

I have a "bonus" day today--in that I came home a day early from my trip, and so I have an unscheduled day of catch-up. I love it!

Haven't heard anything from Copeland Griggs. Hmm. Think I'll give them a call.

Talk with you soon! How're YOU? Wanna come to Seattle with me? (-:
K.

8/29

CHRIS STEENY 449-0400 x4407

CHRONICLE

5 TU PLACE

NEEDHAM, MA 02192

1 tr. w/

BACKGROUND MATERIAL ON U.D. PROGRAM

PHONE MEMO	TO	8/25		TIME	2:55	AM
	FROM	Leon Winter		AREA CODE		
	OF	WSJ		NO.	212-416	
				EXT.	3213	
MESSAGE						
Re: Story how co. manage diversity in workplace.						
8/28 C/O 1:30 P.M. LFT. HSH.						
						SIGNED
						Raige
PHONED	<input checked="" type="checkbox"/>	CALL BACK	<input checked="" type="checkbox"/>	RETURNED CALL	<input type="checkbox"/>	WANTS TO SEE YOU
					<input type="checkbox"/>	WILL CALL AGAIN
					<input type="checkbox"/>	WAS IN
					<input type="checkbox"/>	URGENT

1/2 (1) Rough Data
- 6 to 8 people

OVERVIEW

HOW PROGRAM

• SET UP

INTENDED TO WORK

• HOW IT IS WORKING

• HOW IT ISN'T WORKING

• BLACK M.H.S.

8/28 4 p.m.

SERIES (OVER NEXT MONTH)

(1) WORKPLACE OF THE FUTURE

- OVER SEPARATE ISSUES -

(2) MINORITIES → BLACK M.H.S.

16.6% are minorities
10% are

"SENIOR MINORITY M.H.T.

GROUP" SANCTION OR

NEED TO HAVE NETWORK

HOW APPEARANCE DIVERSITY

-- TURNOVER ISSUE
-- PROBLEM

OVER NEXT TWO WKS. →

OUT OF TOWN 9/5 TO 9/11

FIRST

OVER →

INTEROFFICE MEMORANDUM
EMASA 2 ALL - IN - 1 SYSTEM

S7 at DCO

Date: 1-May-1989 04:36pm EDT
From: STEVE SLININGER @MJO
SLININGER.STEVE AT A1 at MAMT
Dept: F/S
Tel No: 348-4929

TO: ANN FULLERTON @MLO

CC: ROBERT MATEER @MJO

(MATEER.ROBERT AT A1 at MAMTS7 at DCO

Subject: FYI HERE IS THE SECOND MEMO

9/1 called 1ft. msg.

PHONE MEMO	TO	DATE		TIME		
	FROM	9/1		8:35 AM		
	OF	ARE CODE		212-		
	WSJ	NO.		416-3213		
MESSAGE	EXT					
		SIGNED				
PHONED	CALL BACK	RETURNED CALL	WANTS TO SEE YOU	WILL CALL AGAIN	WAS IN	URGENT

P H O N E M E M O	TO	DATE 8/28		TIME 2:29	AM
	FROM	AREA CODE			PM
	OF	NO. 449-0400			
	EXT. X 4407				
MESSAGE		SIGNED <i>AD</i>			
PHONED <input type="checkbox"/> CALL BACK <input type="checkbox"/> RETURNED CALL <input type="checkbox"/> WANTS TO SEE YOU <input type="checkbox"/> WILL CALL AGAIN <input type="checkbox"/> WAS IN <input type="checkbox"/> URGENT <input type="checkbox"/>					

- Producer of Chronicle

Completed

c/b 4:30 P.M. VALUING DIFFERENCES

"AM. IS INTEGRATED IN WORKPLACE
BUT NOT AT HOME"

2 people → go home w/ them
on Saturday

??

8/28

HAWAIIAN DIVERSITY SPEAKING ENGAGEMENTS / OPPORTUNITIES

- 1) ACADEMY OF H.H.T. CONFERENCE
PANEL "HAWAIIAN DIVERSITY"
8/14 WASHINGTON, D.C.

8/11 - 8/16/89

NOTES: USA TODAY PUBLISHER
KATHY BLACK ON PANEL
WANTED COPY OF REMARKS
SENT TO HER 8/28/89.

I N T E R O F F I C E M E M O R A N D U M

Date: 30-Jun-1989 10:52am EDT
From: Jacqueline Moores
MOORES.JACQUELINE AT A1 a

t USMFG1 at MRO

Dept:
Tel No: 297-7889

TO: ROSAURA CEPEDA @MRO

Subject: DIGITAL'S HISPANIC LEADERSHIP GROUP

- 1 -

The Hispanic Leadership Group (H.L.G.) exists to focus and foster support mechanisms directed toward the success of Hispanics and Digital. This strategic orientation is balanced between EXTERNAL RELATIONS and INTERNAL RELATIONS focus.

The external relations strategy is mutually beneficial for DEC and the national organizations that have been selected to meet the following objectives:

- . To open new and potential revenue generating accounts among the Hispanic market.
- . To increase/enhance the image of Digital as a truly multicultural company.
- . To influence at National Board levels the priorities of the Organization in a way that meets Digital's business needs.
- . To market DEC to external Hispanic and non-Hispanic communities.

The external national organizations that have been selected for Digital sponsorship of presence, resource and scholarship support are:

- . League of United Latin-American Citizens (LULAC)
- . ASPIRA of America, Inc.

HLG's external relations strategy has resulted in:

- . DEC's presence at 3 conventions (LULAC)
- . Contributed LNEsc Scholarship Money
- . Met with representatives from LULAC's National Office
- . Invited ASPIRA and LULAC National directors to DEC
- . Maintained board membership at LNEsc for 2 years
- . Manage National 89 Convention of LULAC in Washington, D.C.
- . Continuation board membership at LNEsc
- . Planned a dialogue to "Manage Contributions Allocation" at LNEsc

The Internal Relations Strategy provides an infra-structure that develops the Hispanic Agenda themes:

- . Mobility
- . Communications
- . Education
- . Leadership Development
- . Corporate Hispanic Heritage Week
- . National Lulac Convention

These themes have been operationalized through planning and implementation committees. Each of the committees are cross-functionally represented with membership from throughout the Company.

In 1988, the Hispanic Leadership Group transitioned to a dual dimension of structure thereby enabling the integration of

23-MAY-1988 09:50:20.70
strategic planning and implementation work. The Integration and Operational Staffs are jointly responsible for developing internal communications that connect with the geographical areas of the United States and GIA thereby contributing toward a dynamic networking Continuum.

The Integration Staff Membership:

Jim Tarro	- U.S. Manufacturing
Lisa Brown	- U.S. Product Marketing
Manuel Manga	- U.S. Field
Millie Tomei	- Corporate Distribution
Jose Ramirez	- SSMS - EEO/AA
Esther Linen	- U.S. Field
Jo Duarte	- U.S. Field
Miguel Nazario	- GIA Manufacturing
Rosaura Cepeda	- U.S. Manufacturing

The Operational Staff Membership:

Edmundo Martinez	- U.S. Manufacturing
Jose Vernaza	- Corporate Quality
Elsa Rodriguez	- Corporate Field
Mercedes Sanchez	- U.S. Manufacturing
Carlos Acevedo	- U.S. Manufacturing

From: LESCOM::TORRES "MORE for LES 23-May-1989 0955" 23-MAY-1989 09:58:20.70
To: @LULAC.DIS
CC:
Subj: HLG Org - FYI

HISPANIC LEADERSHIP GROUP

BOARD MEMBER ROLES

Rosaura Cepeda - Chairperson

Manuel Manga - Finance and Business Planning
(HLG sponsor to Communication Subcommittee)

Jim Tarro - Social Affairs
(HLG Sponsor to Education Subcommittee)

Lisa Brown - Public Relations & ASPIRA Acct Mgr.

Esther Linan - Marketing
(HLG Sponsor to Youth Dev Subcommittee)

Miguel Nazario- Secretary

Millie Tomei - Mobility
(HLG Sponsor to Mobility Subcommittee)

Jose Ramirez - External Relations & LULAC Acct Mgr.
(HLG Sponsor to LULAC Convention Subcommittee)

Lenny Martinez - Central and Midwest Region
(HLG Sponsor to Leadership Development Subcommittee)

GEOGRAPHIC AREAS

=====

Northeast Region - Rosaura Cepeda

Southwest Region - Jim Tarro

Northwest Region - Esther Linan

Southeast Region - Miguel Nazario

Central & Midwest Region - Lenny Martinez

LOLAC
Convention
Comm. Sponsor

Chair: Jose Verna

Members:

Rector N Torres
Eduardo Cortes
Ray Rodriguez
Dolores Ramon
Sonia Millotti

EDUCATION
Committee
Sponsor

Chair: E. Martinez

Members:

Rector N Torres
Ray Rodriguez

YOUTH DEV.
Sponsor for
California

Chair: Open

Members:

TBD

CONG.
Committee
Sponsor

Chair: Carlos
Acevedo

Members:

Lisa Rodriguez
Camille Chaver
Pablo Acevedo
Margie Rodriguez

HISPANIC LEADERSHIP GROUP

Rosy Cepeda
Chairperson
(Northeast Region)

J. Ramirez
Ext. Relations
LULAC A/C Mgr.

LULAC
Convention
Comm. Sponsor

Chair: Joe Vernaza

Members:

Hector N Torres
Eladio Cortes
Ray Rodriguez
Dolores Ramos
Sonia Milletti

L. Brown
Public Affairs
ASPIRA A/C Mgr.

J. Tarro
Social Affairs
(Southeast Reg)

EDUCATION
Committee
Sponsor

Chair: E. Martinez

Members:

Hector N Torres
Ray Rodriguez

E. Linan
Marketing
(Northwest Reg)

YOUTH DEV.
Sponsor for
California

Chair: Open

Members:

TBD

M. Manga
Finance &
Buss. Plng.

COMM.
Committee
Sponsor

Chair: Carlos
Acevedo

Members:

Elsa Rodriguez
Camille Chavez
Pablo Acevedo
Margie Rodriguez

HISPANIC LEADERSHIP GROUP CON'T

Rosy Cepeda
Chairperson
(Northeast Region)

Millie Tomei

Lenny Martinez
(Central & Midwest
Region)

Miguel Nazario
Secretary

|
Mobility Comm.
Sponsor
Chair:M.Tomei

|
Leadership Dev.
Comm. Sponsor
Chair:Mercedes Sanchez

Members:
Hector N. Torres
Dolores Ramos

Members:
Hector Contreras
Ace Lopez
Luis Marrero

I N T E R O F F I C E M E M O R A N D U M

Date: 12-Oct-1989 01:01pm EDT
From: VMS MAIL user CROMWELL
CROMWELL@SOCIAL@MRGATE
Dept:
Tel No:

TO: SEVERSEN

Subject: Please make two copies! Thanks

From: NUGGET::KNEELAND "REBECCA 237-2904 (VALUING PEOPLE & TECHNOLOGY)" 12
-OCT-1989 09:42
To: BARTLE::CROMWELL
Subj: I HAVE VIDEO TAPES OF EVENTS AT THE END OF MY BOOK LIST

A F F I R M A T I V E A C T I O N

B O O K S & V I D E O T A P E S

The Affirmative Action Library is located in the SHR LIBRARY
on Level 3 across from the Personnel Dept. The following
books/tapes are available to all employees to sign out.
SHR LIBRARY 237-3400.

B O O K S E C T I O N

- A Family Matter: A Parents Guide, by Dr. Charles Silverstein.
CID 48566
- A Paler Shade of White:
The history of white people in America, by Martin Mull & Allen Ruker.
CID 50532
- Ain't I A Woman:
Black Women and Feminism, by Bell Hooks.
CID 48567
- All The Women Are White, All the Blacks Are Men, But Some of Us Are Brave:
Black Women's Studies, by Gloria T. Hull/Patricia Bell Scott/Barbara Smith.
CID 48568
- Beauty Secrets:
Women and the politics of appearance. This book explores the links between
appearance, gender and sexuality, by Wendy Chapkis.
CID 50909
- Between Ourselves: Letters Between Mothers & Daughters, 1750 - 1982.
An astonishingly diverse collection of letters...turbulent impassioned and
filled with emotional confessions, by Karen Payne.
CID 48569

- Black Life In Corporate America: Swimming In the Mainstream.
Human issues that concern all managers, black or white, male or female, and what these managers have experienced has profound implications for the future of American motivation, productivity, and bottom-line profitability, by George Davis/Glegg Watson.
CID 48570
- Black Macho and The Myth of the Super Women, by Michele Wallace.
CID 48571
- Black Women In White America: A Documentary History, by Gerda Lerner.
CID 48572
- Black Women Writers (1950-1980): A Critical Evaluation, by Mari Evans.
CID 48573
- Call Me Woman:
How does it feel to be a black woman in South Africa? This remarkable autobiography refuses to focus only on the author, for it draws on the unrecorded history of whole people, by Ellen Kuzwayo.
CID 48574
- Cogenwea, The Half-Blood: Two depictions of the great Montana cattle range. The first known novel by a Native American Woman, Cogenwea 1927, by Mourning Dove.
CID 48575
- Corporate Cultures: The rites and rituals of corporate life, by Terrence E. Deal & Allan A. Kennedy.
CID 24201
- Dry Tears: The Story of A Lost Childhood.
This is the true story of Nechama Bawnik Tec, whose family found refuge with Polish Christians during the Holocaust, by Nechama Tec.
CID 48576
- Everybody Who Was Anybody: A Biography of Gertrude Stein, by Janet Hobhouse.
CID 48577
- Feminist Frame Works: Alternative Theoretical Accounts of the Relations Between Women and Men, by Alison Jaggar/Paula Rothernberg Struhl.
CID 49516
- Flawless Consulting: A guide to getting your expertise used, by Peter Block.
CID 46789
- For Whites Only: Racism of Liberals as well as of Conservatives, by Robert W. Terry.
CID 48578
- Free And Female: The New Sexual Role of Women, by Barbara Seaman.
CID 48579

- Games Mother Never Taught You: Corporate Gamesmanship for Women,
by Betty Lehan Harragan.
CID 16779
- Gay American History: Lesbians and Gay Men in the U.S.A. A pioneering
collection of turbulent chronicles a startling new perspective on the
nation's past, by Jonathan Katz.
CID 47246
- Gender Politics: From consciousness to mass politics.
Understanding Women's Changing Role in the Political Process, by Ethel Klein.
CID 47245
- Give Us Each Day: The Diary of Alice Dunbar-Nelson, by Gloria T. Hull.
CID 48580
- Gyn/Ecology, The Metaethics of Radical Feminism, by Mary Daly.
CID 48581
- Handbook of Nonsexist Writing, by Casey Miller and Kate Swift.
CID 59105
- Hard Times Cotton Mill Girls: Personal histories of womanhood and
poverty in the south, by Victoria Byerly.
CID 48582
- Jewish Female: Choices and Changes in Our Lives Today, by
Susan Weidman Schneider.
CID 48583
- Kiss Sleeping Beauty Good-Bye: Breaking The Spell of Feminine Myths and
Models, by Madonna Kilenschlag.
CID 48584
- Knowing Woman: A Feminine Psychology, by Irene Claremont de Castillejo.
CID 37364
- Masculinity & Femininity: Their Psychological Dimensions, Correlates,
and Antecedents, by Janet T. Spence/Robert L. Helmreich.
CID 48585
- Men & Women Of The Corporation: How Bureaucracies Handicap the Careers
of Talented Women, by Rosabeth Moss Kanter.
CID 12008
- Moving Up! Women And Leadership: Addresses concerns of women exploring
new roles in the changing job environment, by Lois Borland Hart.
CID 4701
- No Crystal Stair: Visions of Race and Sex in Black Women's Fiction,
by Gloria Wade-Gayles.
CID 48586
- Notable American Women, 1607-1950: A Biographical Dictionary,

by Edward T. James.
CID 48586

-Out Of Our Lives; A Selection of Contemporary Black Fiction.
A study in contrasts: the rural and urban; the poor and the comfortable;
the violent and the gentle, by Quandra Prettyman Stadler.
CID 48588

-Passages: Predictable Crisis Of Adult Life, by Gail Sheehy.
CID 15867

-People.
People come in all shapes and sizes this book filled with humor and
spectacular pictures delivers an important message for people all,
all ages by Peter Spier.
CID 47244

-Pulling Our Own Strings: Feminist Humor & Satire, by Gloria Kaufmann/
Mary Kay Blakely.
CID 49529

-Quality Circles: How To Make Them Work In America, by Philip C. Thompson.
CID 25274

-Racism and Sexism In Children's Books.
Examines such classics as Dr. Dolittle and Mary Poppins as well as
popular titles as Charlie and the Chocolate Factory, by The Council
on Interracial Books For Children.
CID 48590

-Racism and Sexism In Corporate Life: Changing Values in American Business,
by John P. Fernandez.
CID 15829

-Sexual Shakedown: The Sexual Harassment of Women on the Job, by Lin Farley.
CID 47447

-Sisterhood Is Global: The International Women's Movement Anthology,
by Robin Morgan.
CID 48591

-Sisterhood Is Powerful: An Anthology of Writings from the Women's Liberation
Movement, by Robin Morgan.
CID 48592

-Targeting The Top: Everything a women needs to know to develop a successful
career in business, year after year, by Nancy Lee.
CID 14813

-The Changelings.
A narrative which explored one of today's major problems of different
racial and cultural groups, by Jo Sinclair.
CID 48593

- The Handbook of Nonsexist Writing.
 Much of the unconscious bias embedded in modern English stems from cultural attitudes toward women and, to a lesser but significant extent, from cultural expectations damaging to men. Efforts to eliminate linguistic sexism has already gained support from a wide assortment of national and local organizations, both public and private.
 Some of the contents in the book are: Change and Resistance to Change, Man as a False Generic, The Pronoun Problem, Generalizations, Seeing Women and Girls as People, Parallel Treatment (women & men, man & wife, double standards), A Few More Words, by Casey Miller and Kate Swift.
 CID 59105
- The Managerial Woman: The Survival Manual for Women in Business,
 by Margaret Hennig & Anne Jardim.
 COD 9201
- The 100 Best Companies to Work for in America.
 Real Bottom Line: Would you like to work there?, by Robert Levering, Milton Moskowitz, and Michael Katz.
 CID 32645
- The Second Sex: The Classic Manifesto of the Liberated Women, by
 Simone de Beauvoir.
 CID 53951
- This Bridge Called My Back: Writings by Radical Women of Color,
 by Cherrie Moraga/Gloria Anzaldua.
 CID 48594
- Vietnam Veterans Reference Manual.
 Contained in this manual are a variety of published works of interest to the Vietnam Veteran. This effort to compile relevant information for Digital's Vietnam Era Veterans is consistent with the DEC Vet Charter. Stress & the Vet, counseling issues and approaches, health issues, minority Vietnam Vets, Women Families and the Vietnam Vet, Post War Trauma, and numerous articles.
 CID 55276
- What Do Women Want: Exploding the Myth of Dependency, by Luise
 Eichenbaum/Susie Orbach.
 CID 47711
- When And Where I Enter: The Impact of Black Women on Race and Sex in
 America, by Paula Giddings.
 CID 48595
- White Awareness: Handbook for Anti-Racism Training, by Judy H. Katz.
 CID 48596
- Woman In Sexist Society: Studies in Power and Powerlessness,
 by Vivian Gornick/Barbara K. Moran.
 CID 49517
- Women in the World: An international atlas. Uses exciting maps and graphics.

Its forty topics include work-paid and unpaid, marriage, contraception, motherhood, health, wealth and resources; the media, the military and government, by Joni Seager/Ann Olson.
CID 50908

-Women, Race & Class.

Exposition of the Current Dilemmas of the Womens Movement, by Angela Davis.
CID 48597

-Women's Reality: An Emerging Female System in the White Male Society,
by Anne Wilson Schaef.
CID 48598

-Yours In Struggle: Three Feminist Perspectives on Anti-Semitism & Racism,
by Elly Bulkin/Minnie Bruce Pratt/Barbara Smith.
CID 48599

-Zami, A New Spelling Of My Name.
Biomythography, combining elements of history, biography and myth,
by Audre Lorde.
CID 48600

AFFIRMATIVE ACTION

Video Tape Section

TAPES		VHS
A TALE OF "O" ON BEING DIFFERENT	CID 27701	3/4"
BECOMING AMERICAN (30 MINUTES)	CID 52625	1/2"
BLOODS BLACKS IN VIETNAM	CID	1/2"
FINDING A VOICE	CID 50911	3/4"
HOW FAR HOME: "VETERANS AFTER VIETNAM" (30 MINUTES)	CID 52624	1/2"
MENS LIVES	CID 51536	3/4"
MEETINGS, BLOODY MEETINGS	CID 7900	3/4"
BILL COSBY ON PREJUDICE	CID 3539	1/2" & 3/4"
SEXUAL ISSUES IN THE WORKPLACE: IMPACT ON PRODUCTIVITY	CID 51535	3/4"
STYLE DIFFERENCES	CID 55249	3/4"
THE POWER PINCH: SEXUAL HARASSMENT IN THE WORKPLACE	CID 28560	3/4"
WE BOTH HAVE TO CHANGE -- A COMMENTARY	CID 55246	3/4"

CELEBRATING DIFFERENCES

1985 - 1986 CALENDAR OF EVENTS/Video Tapes

TAPES

VHS

HANDICAPPED AWARENESS WEEK...OCTOBER 21, 1985 BAY STATE WHEELERS/DEC SHR BASKET BALL GAME CID 57322	[2]	3/4" & 1/2"
ASIAN/CHINESE NEW YEARS.....JANUARY 31, 1986 FASHION SHOW OF ELABORATE CLOTHING MODELED BY STUDENTS FROM SHREWSBURY HIGH SCHOOL CID 57331		1/2"
BLACK HISTORY WEEK.....FEBRUARY 13, 1986 GODS MESSENGERS GOSPEL SINGERS CID 57330	[4]	3/4" & 1/2"
INTERNATIONAL WOMEN'S CELEBRATION...MARCH 6 & 7, 1986 BARBARA WALKER-MANAGER EEO/AA/VALUING DIFFERENCES MARY COUMING-MBU MANAGER HIGH PERFORMANCE SYSTEMS CHARLOTTE FREDERICK-MANAGER SS PROCESS TECHNOLOGY ANN SANDFORD-MANAGER SS EXTERNAL PRODUCTS AND TECHNOLOGIES CID 57192	[4]	1/2"
ARMENIAN CELEBRATION.....APRIL 22, 1986 DR. VARTAN HARTUNIAN, LECTURE ON THE CULTURAL IMPACT OF THE HOLOCAUST CID 57329		1/2"
ARMENIAN CELEBRATION.....APRIL 29, 1986 DR. LUCY DER MANUELIAN, LECTURE THE LOST TREASURE THE STORY OF ARMENIAN ART CID 57324		1/2"
VIETNAM VETERANS OBSERVANCE..MAY 28, 1986 SCOTT RINE, LECTURE VIETNAM THEN & NOW RODGER MARTIN, POETRY READING WAR POEMS CID 57328	[2]	3/4" & 1/2"
PORTUGUESE CELEBRATION.....JUNE 10, 1986 GRUPO FOLCLORICO DA CASA DO POVO, DANCE PERFORMANCE IN NATIVE COSTUMES WITH MUSICAL ACCOMPANIMENT CID 57319		3/4" & 1/2"
NATIVE AMERICAN CELEBRATION..AUGUST 11, 1986 KING PHILIP DAY - GREAT TRIBAL LEADER OF 1600S NATIVE AMERICANS PRESENT A FORUM/GUEST SPEAKER REPRESENTATIVE GOLDMAN CID 57316		3/4" & 1/2"
HISPANIC HERITAGE WEEK - SEPT 15, 1986 GRUPO FOLCLORICO DE BAILES LATINOS SCHOOL CHILDREN DANCE PERFORMANCE OF TRADITIONAL MUSIC CID 57315		3/4" & 1/2"
HISPANIC HERITAGE WEEK - SEPT 19, 1986 CONCERT, CARLOS COLON GUITARIST WITH THE ACCOMPANIMENT OF A CONGA PLAYER CID 57314		3/4" & 1/2"
FIVE YEAR SERVICE AWARDS.. SHR DIGITAL DEC 1986 CID 57313		1/2" & 3/4"
CHANUKAH CELEBRATION - DECEMBER 22, 1986 RABBI DEBRA HACHEN - THE MEANING OF CHANUKAH CID 57312		1/2"

CHANUKAH CELEBRATION - DECEMBER 23, 1986

1/2"

CONCERT, KLEZMER CONSERVATORY BAND YIDDISH VOCAL AND INSTRUMENTAL MUSIC

CID 57311

CELEBRATING DIFFERENCES

1986 - 1987 CALENDAR OF EVENTS\Video Tapes

TAPES

VHS

INTERNATIONAL WOMENS CELEBRATION - MARCH 4-5, 1987 CID 48353
LISA BROWN, MFG AA/VALUING DIFFERENCES MGR
TOPIC: INTRODUCTION TO INTERNATIONAL BUSINESS WOMEN'S WEEK

1/2"

ROSE ANN GIORDANO, VICE PRESIDENT CONSULTANT & INFO SYSTEMS MKT.
TOPIC: CHALLENGES IN INFORMATION SYSTEMS

ERLINE BELTON-WILLIS, CORPORATE EMPLOYEE RELATIONS MGR.
TOPIC: MEDIOCRITY OR EXCELLENCE

1/2"

SHARON BAHN, DIRECTOR AND FOUNDER OF BOSTON WOMENS TECHNICAL
INSTITUTE.

1/2"

TOPIC: HOW AND WHY THE COUNTRY'S FIRST TECHNICAL SCHOOL FOR WOMEN
WAS FOUNDED.

CELEBRATING DIFFERENCES

1987 - 1988 CALENDAR OF EVENTS\Video Tapes

VHS

TAPES

HANDICAPPED AWARENESS CELEBRATION - OCTOBER 12, 1987	3/4" & 1/2"
BOSTON THEATRE OF THE DEAF - STORYTELLING PERFORMANCE "PROGRESS"	
STORYTELLER/BRENDA SCHERTZ AND ROB CHALK/SIGNED INTERPRETER CID 57196	
CHANUKAH CELEBRATION - DECEMBER 14, 1987	3/4" & 1/2"
RABBI HACHEN - ADULT STORIES & SONGS, THE MEANING OF CHANUKAH CID 57308	
ASIAN AWARENESS CELEBRATION - FEBRUARY 15, 1988	(2) 3/4" & 1/2"
REFUGEE AWARENESS SEMINAR/PANEL DISCUSSION CID 55273	
ASIAN AWARENESS CELEBRATION - FEBRUARY 19, 1988	(1) 3/4" & 1/2"
CHINESE CULTURAL INSTITUTE OF BOSTON'S MUSIC & DANCE ENSEMBLE CID 57307	
INTERNATIONAL WOMENS CELEBRATION - MARCH 8, 1988	1/2"
ELLIE BUFFORD, JANICE REYNOLDS, ANN HURD	
"WOMEN'S SUCCESSES" CID 57193	
INTERNATIONAL WOMENS CELEBRATIONS - MARCH 7, 1988	1/2"
ROSALYN TAYLOR O'NEALE, SARAH BELDEN, MARGARET PORTER,	
DOT TERRILL, MARIANNE HEDIN - "SKILLS FOR THE 1990'S"	
SPONSORED BY NETC BUSINESS WOMEN'S GROUP CID 55251	
VIETNAM VETERANS CELEBRATION - APRIL 19, 1988	(2) 3/4" 1/2"
VETERANS IN THE WORKPLACE PANEL DISCUSSION	
SPO/TOM BELTON, WILLIAM GRAYSON, GUY MARBURY	
SHR/MARK OSTROWSKI, DICK BARNES	
PKO/PAUL SENEAL CID 55276	

CELEBRATING DIFFERENCES

1988 - 1989 CALENDAR OF EVENTS\Video Tapes

TAPES	VHS
SOUTH INDIA CLASSICAL DANCE - JULY 19, 1988 TRIVENI DANCERS, DIRECTED BY NEENA GULATI.	1/2"
EAST INDIAN SITAR & TABLA - JULY 22, 1988 MICHAEL SIEGELL & ACCOMPANIST CID 57306	1/2"
ASIAN AWARENESS CELEBRATION - FEBRUARY 1, 1989 GRANITE STREET SCHOOL CHILDREN PERFORM NATIVE SONG AND DANCE OF VIETNAM	1/2"
BLACK HISTORY CELEBRATION - FEBRUARY 6, 1989 GOD'S MESSENGERS GOSPEL SINGERS	1/2"

Updated May 24, 1989
Rebecca Kneeland 237-2904
Personnel

Storage & Information Management NETC Personnel
Valuing People & Technology

July 7, 1989

Mr. Andy Schulman
Channel 7
7 Bullfinch Place
Boston, MA 02114

Dear Mr. Schulman:

I've tried calling you several times to no avail -- so, I thought I'd just send this material off and see if it reaches you.

You had called my office -- Digital Equipment Corporation, Public Relations, about two weeks ago requesting some background information on our "Valuing Differences Program."

I've attached some clips -- articles from the Wall Street Journal, Boston Globe, etc. -- that discuss Digital's program and as well as comparable programs of other corporations.

In addition, I suggest getting in touch with an outfit called Copeland-Briggs. They have done a series of videotapes on "Valuing Differences" programs. Their phone number is 415-888-4200.

Hope this helps. If you have any further questions or need more information, don't hesitate to call.

Regards,

Ann Fullerton

Andy Schulman
CHANEL 7

617-725-0777

called 6/30 @ 1 P.M. LFT HSH.
7/6 @ 11:15 AM.

7 BULLFINCH PL
BOSTON, MA
02114

sent pk.
7/6/89

Program

contact

Andy Schulman

Channel 7

617-725-
0777

HARVARD BUSINESS
 MAGAZINE
 DIVERSITY
 WHEN
 TARGETED

MARCH/APRIL
 Completed

PHONE MEMO	TO	FAX 407-495-9933		DATE	12/7	TIME	AM
	FROM	Tom Teal		AREA CODE	407-		PM
	OF	Harvard Bus. Review 6176		NO.	495-		
	MESSAGE						
Call before 3:30 pls or after - Alon 2 - interview only One phone on Vahung Signed: [Signature]							
PHONED <input type="checkbox"/> CALL BACK <input type="checkbox"/> RETURNED CALL <input type="checkbox"/> WANTS TO <input type="checkbox"/> WILL CALL <input type="checkbox"/> WAS IN <input type="checkbox"/> WENT <input type="checkbox"/>							

MORE COMPETITIVE

12/10 → DID INTERVIEW W/ HBR →
 W/ ALLAN ZIMMERLE

DO AN ARTICLE FOR HBR → TOM TEAL

THINK ABOUT
 DOING IT !!

COPELAND GRIGGS PRODUCTIONS
302 23rd AVENUE
SAN FRANCISCO, CA 94121
(415)668-4200

FACSIMILE MESSAGE COVER SHEET

DATE: 6/22/89

Following is/are 3 page(s) NOT including this cover. If any part of this message is received poorly or missing pages, please call us immediately at the above telephone number.

TO:	NAME:	<u>Allan Zimmerle</u>
	DEPARTMENT:	<u>Affirmative Action/EEO</u>
	COMPANY:	<u>Digital Equipment</u>
	ADDRESS:	<u>M/S CF02-B/K 78</u>
	PHONE NO:	<u>264-1381</u>
	FAX NO:	<u>(508) 369-3986</u>

FROM: NAME:

Lennie Copeland~~RE~~ SERIES:

COPELAND GRIGGS FAX NO: (415)668-6004

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FAXING BACK OUR LIMITATIONS OF USE AGREEMENT

SPECIAL INSTRUCTIONS

VALUING DIVERSITY

COPELAND GRIGGS PRODUCTIONS

June 22, 1989

Mr. Allan Zimmerle
Corporate Manager
Affirmative Action/EEO
Digital Equipment Corporation
Mail Stop CF02-3/K78
150 Coulter Drive
Concord, MA 01742

Dear Allan,

I am grateful to Kim Cromwell for a very productive day at DEC last week. I'm very excited about the possibilities for creating a DEC profile in the new VALUING DIVERSITY film for top management. This letter is to put in writing my goals, ideas, and needs for that film.

1. The film will be produced in the documentary style of *In Search of Excellence*, exploring what America's most progressive employers are doing to value diversity. We will develop "stories" about these leaders, including interviews and on-location coverage of the variety of diversity programs in place: training, conferences, advisory and support groups at work, cultural days, and the like. The companies selected to appear in the film are Procter & Gamble, Digital Equipment Corporation, and U.S. West. We are considering several others, possibly Dow Jones, Xerox, Aetna, and Kodak, as well as a university and a government agency from which business can learn.

2. The purpose of the film is to inform management of important trends, implications for business, and how progressive companies are responding to maximize the benefits of diversity and win the competitive edge.

3. Benefits to Digital Equipment Corporation include public relations, employee relations, and the use of a management training tool which will be greatly enhanced -- for Digital employees -- by Digital's presence in the film. Being known as a company at the forefront of valuing diversity should support the company's recruitment outreach and employee commitment.

4. Film-making needs. I would like to film at Digital on the following dates and locations:

AUGUST 22, 1989

- a. 8:00 a.m. - 8:30 a.m. at the Mill: exteriors.
- b. 9:00 a.m. - 10:00 a.m.: a group planning meeting on diversity, including your most senior executives (men and women) in all five racial groups or a presentation by a minority group organization to top management

APB
B. B. Directors

Mr. Alan Zimmerle
June 22, 1989

D L L L L

Page 2

(August 22, 1989 - cont.)

c. 10:30 a.m. - 12:00 noon: a valuing diversity management training, particularly a segment where there is drama, i.e., conflict, excitement, people asking tough questions and giving emotional, real responses. (Barbara Walker or you, Allan?)

d. 2:00 p.m.: half-hour interviews:
2:00 - 2:30 p.m. - Bill Hansen
2:45 - 3:15 p.m. - John Simms
3:30 - 4:00 p.m. - Barbara Walker
4:00 - 4:30 p.m. - other senior person you consider a true champion of diversity

All these interviews should be in the same location with props changed to create the appearance of a new setting for each interview.

e. 4:30 - 5:00 p.m.: other pick-up shots at the Mill: people at work, or special event relating to diversity

AUGUST 23, 1989

- f. 8:00 - 8:30 a.m.: Boston plant exteriors
- g. 9:00 - 10:30 a.m.: Boston plant meeting of managers
- h. 11:00 - 12:00 noon: pick up shots of people at work and the manufacturing process, possibly including a high performance team meeting, presentation, or problem solving situation in the manufacturing area
- i. 2:00 p.m. - 3:00 p.m.: a cultural event at the Boston plant
- j. 3:30 - 5:00 p.m.: interviews with the plant manager and a first line supervisor

AUGUST 30 or 31, 1989

DEC plant in the S.F. Bay Area, last week of August: short interviews with one or two first line supervisors and/or Dot Terrell

5. Additional materials: As soon as possible, I could use whatever data you have to support our thesis that this valuing diversity work is

Mr. Alan Zimmerle
June 22, 1989

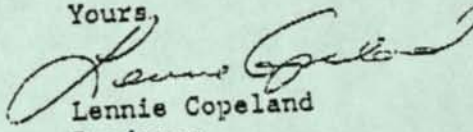
DRAFT

Page 3

good for the company. Any figures you have about productivity gains or reduction in absenteeism, EEO complaints and the like will help. I understand much data is proprietary; I only need general figures like: "This plant doubled its output..." or "We went from number three to number one in 18 months..." Of course, the more specific and dramatic the data, the better our case and greater the impact of the film.

Please keep me abreast of any other special and relevant events we may want to capture in the next few months. And let's talk about the above list to make sure we give Digital Equipment Corporation the best coverage we can.

Yours,


Lennie Copeland
Producer

FACSIMILE COVER SHEET

DIGITAL EQUIPMENT CORPORATION

150 COULTER DRIVE, CONCORD MA. 01742

DELIVERY TO: Ann Fullerton

COMPANY: _____

ATTENTION: Ann FullertonTELEPHONE: 223-6045

FAX PHONE NO: _____

NUMBER OF PAGES TO FOLLOW COVER SHEET 2FAX FROM: ALAN ZimmerleDATE: 12/19/89DEPT: Corp EEO/AAFAX PHONE NO. 508-369-8986INSTRUCTIONS:

URGENT! PLEASE DELIVER AS SOON AS POSSIBLE!

PLEASE CONFIRM RECEIPT OF THIS DOCUMENT BY NOTIFYING SENDER
THANK YOU.IF YOU EXPERIENCE ANY PROBLEMS WITH THE MATERIAL RECEIVED, PLEASE
CONTACT THE FAX OPERATOR AT (508)-264-1098 DTN: 251-1098.

DIGITAL FAX OPERATOR: _____

(SIDESAK--DIGITAL--DIVERSITY--B)

1 numbers

Like most other companies trying to respond to the federal legislation of the 1970s, Digital started off by focusing on numbers. By the early 1980s, however, company leadership could see it would take more than recruitment to make Digital the diverse work place they wanted it to be. Equal Employment Opportunity (EEO) and affirmative action seemed too exclusive--too much ~~white~~ ^{males} doing good deeds for minorities and women." The company wanted to move on beyond these programs to the kind of environment where every employee could realize his or her potential, and Digital decided that meant an environment where individual differences were not tolerated but valued, even celebrated.

The resulting program and philosophy, called Valuing Differences, has two essential components:

First, the company helps people ^{recognize} get in touch with their stereotypes and false assumptions through ~~called~~ ^{called} Core Groups. These voluntary groupings of eight to ten people work with company-trained facilitators whose job is to encourage discussion and self-development and, in the company's words, "to keep people safe" as they struggle with their ~~private~~ prejudices. Digital also runs a voluntary two-day ~~[OET]~~ ^{thousands of} training program called "Understanding the Dynamics of Diversity," which some 10,000 ~~10,000~~ Digital employees have now taken.

Second, the company has named ^{a number of} ~~two dozen~~ ~~10,000~~ senior managers to ~~what~~ ^{VARIOUS} ~~it calls a~~ Cultural Board of Directors and a Valuing Differences Board of Directors. These bodies promote an environment open to individual differences, mentor younger managers committed to the goal of diversity, and sponsor frequent celebrations of cultural, racial, gender, and ethnic difference such as Hispanic Heritage Week and Black History Month.

In addition to the Valuing Differences program, the company has preserved its EEO and ^{upper cases} ~~affirmative~~ action functions. ~~Where~~ Valuing Differences

DIGITAL sidebar--iversity--feal--12/11/89--B2

focuses on personal & group development,
is philosophical, EEO is legalistic, and affirmative action is procedural.
processes
on SYSTEMIC change.
SYSTEMIC

According to Alan Zimmerle, head of the Valuing Differences program, EEO and Valuing Differences can be thought of as two adjacent circles, touching but not overlapping--the first representing the legal need for diversity, the second the corporate desire for diversity. Affirmative action is a third circle that overlaps the other two and holds them together with policies and procedures.

Together, these three circles can transform legal and social pressures into the competitive advantage of a more effective work force, with higher morale, in addition to the reputation of being a better place to work. As Zimmerle puts it, "Digital wants to be the employer of choice. We want our pick of the talent that's out there."

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

HARVARD BUSINESS REVIEW

THOMAS TEAL
Associate Editor

MAIL ADDRESS:
HARVARD BUSINESS REVIEW
BOSTON, MASSACHUSETTS 02163

617-495-6176
FAX: 617-495-9933
TELEX: 6817320

December 12, 1989

Ann Fullerton
Digital Equipment Corporation
fax: (508) 493-4173

Dear Ann,

Attached is a copy of the sidebar we would like to use with our Roosevelt Thomas article about managing diversity. The idea is to flesh out the article with a bit of reporting from the front lines, that is, from companies that are actually doing something about diversity. At the moment, the list consists of Digital, Corning, Xerox, Avon, and Proctor & Gamble.

What I've tried to do is describe Digital's experience briefly and then sketch out the steps you're taking to improve your management of diversity. This is not supposed to be controversial, so I'd like you and Alan to read it through for accuracy and to make sure our description of your program is correct and fair. If you also want to make editorial suggestions, I'll be happy to consider them.

Finally, we would like to include the Digital logo at the top of the sidebar, and we'll need your written permission to do so. Also, we'd like you to send us your authorized version of the logo to be sure we have it right.

Please respond by fax as soon as you can get to it. Tomorrow if at all possible, but in any case no later than the end of the week. This is for our March-April issue, but, believe it or not, that issue goes to press before Christmas.

Thanks for your help.

Tom Teal

Our fax number: (617) 495-9933

00d Wd 60:90 68 21 21
[SIDEBAR--DIGITAL--DIVERSITY--B]

Like most other companies trying to respond to the federal legislation of the 1970s, Digital started off by focusing on numbers. By the early 1980s, however, company leadership could see it would take more than recruitment to make Digital the diverse work place they wanted it to be. Equal Employment Opportunity (EEO) and affirmative action seemed too exclusive--too much "we white males doing good deeds for minorities and women." The company wanted to move on beyond these programs to the kind of environment where every employee could realize his or her potential, and Digital decided that meant an environment where individual differences were not tolerated but valued, even celebrated.

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Second, the company has named two dozen [OK?] senior managers to what it calls a Cultural Board of Directors and a Valuing Differences Board of Directors. These bodies promote an environment open to individual differences, mentor younger managers committed to the goal of diversity, and sponsor frequent celebrations of cultural, racial, gender, and ethnic difference such as Hispanic Heritage Week and Black History Month.

In addition to the Valuing Differences program, the company has preserved its EEO and affirmative action functions. Where Valuing Differences

is philosophical, EEO is legalistic, and affirmative action is procedural. According to Alan Zimmerle, head of the Valuing Differences program, EEO and Valuing Differences can be thought of as two adjacent circles, touching but not overlapping--the first representing the legal need for diversity, the second the corporate desire for diversity. Affirmative action is a third circle that overlaps the other two and holds them together with policies and procedures.

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HARVARD UNIVERSITY

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GEORGE F. BAKER FOUNDATION

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MAIL ADDRESS:
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BOSTON, MASSACHUSETTS 02163

F A C S I M I L E

617-495-
FAX: 617-495-9933
TELEX: 6817320

TO: Ann Fullerton

COMPANY NAME: Digital Equipment Corporation

FAX NUMBER: (608) 493-4173

NUMBER OF PAGES (INCLUDING COVER): _____

FROM: Thomas Ica

TELEPHONE NUMBER: (617) 495-6176

FAX NUMBER: 617-495-9933

IF THERE IS A PROBLEM WITH THE TRANSMISSION, PLEASE CALL 617-495-6800.

FACSIMILE COVER SHEET

TO: NAME ALAN ZIMMERLE
TITLE _____
COMPANY _____
FAX NUMBER 508-369-8986

FROM: NAME A FULLERTON
TITLE _____

COMPANY: DIGITAL EQUIPMENT CORPORATION
146 MAIN STREET
CORPORATE PUBLIC RELATIONS
MLO2-2/T83
MAYNARD, MASS 01754

FAX NUMBER: 508-493-4173

TODAY'S DATE 12/13/89

PAGE 1 OF 3 PAGES

ALAN,

PLEASE REVIEW; GIVE COMMENTS
TO LINDA; DEADLINE IS TOMORROW!

THX,
Ann

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION AND VALUING DIFFERENCES

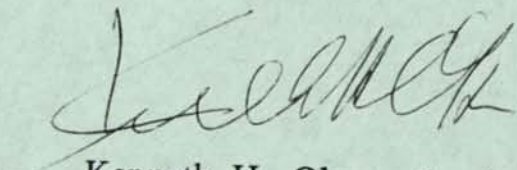
POLICY STATEMENT

It is the policy of Digital Equipment Corporation to ensure that all employees and candidates for employment are considered for all positions on the basis of their qualifications and abilities without regard to race, color, sex, religion, age, national origin, citizenship status, veteran status, sexual orientation, or disability. We shall recruit, hire, upgrade, train and promote all employees in all job classifications and ensure that all personnel actions such as compensation, benefits, company sponsored training, educational tuition-assistance, and social and recreational programs are administered without regard to these differences. We will provide a work environment free from discrimination and harassment of any kind.

Moreover, we are committed to valuing people's differences because it is our firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the Corporation.

In addition, we shall take affirmative action to ensure that all minorities, women, Vietnam Era Veterans, handicapped persons, and disabled veterans are introduced into the work force and are considered for promotional opportunities as they arise.

Alan Zimmerle, Corporate Director of Equal Employment Opportunity, Valuing Differences, and Affirmative Action will ensure that the intent and practice of this policy is carried out. However, we will expect every manager, supervisor and employee to take an active part in putting these principles into practice--with each other and in our relationships with customers, vendors, and others with whom we do business.



Kenneth H. Olsen, President
July 1, 1989

HOW THE VALUING DIFFERENCES APPROACH EVOLVED AT DIGITAL EQUIPMENT CORPORATION

By: Barbara A. Walker
Manager, International Diversity
Digital Equipment Corporation

Valuing Differences evolved as an approach to the work of dealing with the issues created by differences at Digital Equipment Corporation, a Fortune 100 computer manufacturer. In part, the approach unfolded as a natural progression of the core values set in place when Digital was founded some thirty years ago in Maynard, Massachusetts. However, Valuing Differences is primarily the product of the intersection of Digital's core values and the powerful insights developed in the course of the company's Affirmative Action/and Equal Employment Opportunity work.

From the start, Digital's culture was grounded in a strong sense of such values as "respect for the individual", and "doing the right thing". When the company began struggling with its AA/EEO responsibilities in the mid-seventies, Digital leaders saw their primary work as identifying the blockages to doing the right thing and then working to remove those obstacles.

Talking about Difference

The first major problem identified was a reluctance among Digital managers to talk about the issues of race and sex. The prevailing view was that open and frank conversation, particularly in the presence of minorities and women, was taboo in polite conversation. Thus, if they couldn't talk to one another, they couldn't learn from one another. Nor would they be able to learn from people they regarded as different from themselves.

To help raise their level of comfort in discussing AA/EEO issues, top-level managers were encouraged to come together in small groups where they would feel "safe" with one another and could learn how to "slow down" their emotions. As they began to talk openly and frankly with one another, they learned that, despite the pain and vulnerability that came with acknowledging their own racism, they were even greater victims when they denied it. They also began to explore other areas traditionally regarded as taboo in the corporate world, such as bonding, and intimacy, and love. These subjects so deeply enriched the AA/EEO discussions, adding such depth and breadth, that managers began to regard the work as an opportunity to learn as much about themselves as about "them" --the women and minorities. They no longer feared the work as a forced guilt trip but began to view it as personal development--an investment in their own growth.

Erasing Stereotypes

Over time, other employees--Hispanic, Black, and White men and women at different levels in the company--joined these discussions, working with the top-level managers in small, ongoing groups that eventually became known as Core Groups. Inasmuch as the initial goal of the work was to raise awareness about the issues and concerns of minorities and women, the early work in the Core Groups was focused on learning to individualize women and minorities by erasing the stereotypes about them. This focus was based on an assumption that by learning to see women and minorities as unique individuals, then everybody would be better able to work together to address the EEO issues. Instead, even as they stripped away stereotypes and actually raised the level of comfort and trust in talking openly and candidly--at times even confronting one another, people within the different race and gender groups continued to feel devalued. As a result, they continued to hold onto conflicting and competing views about the EEO strategies that should be put in place.

Valuing All People as People of Difference

Slowly, however, they began to understand that, in one way or another, everybody, not just women and minorities, felt victimized and disempowered by racism and sexism. Everyone was a member of some group or another that had a special interest in the outcome of EEO issues and, in this sense, everyone was a "person of difference". By focusing the initial attention solely on the issues and concerns of minorities and women, they had, in effect, discounted and devalued those in both the non-EEO groups and the protected class groups. Unwittingly, this approach had reinforced an "us vs them" view of the work which made everyone feel victimized and, hence, disempowered.

This insight led to an understanding that valuing people clearly meant building an environment in which all people--each one a person of difference-- could feel that their interests mattered and would at least be taken into account. As a step towards creating such an environment, a formal distinction was then made between the work of EEO and the work of learning to value all people and their differences. At this point it was also declared that the empowerment of all groups, including white males, was a critical step in the process.

Recognizing the Importance of Group Differences

As they continued to sort through their conflicts, participants in the small groups also recognized that again and again they returned to one nagging question that lay under all of their dialogues: By whose standards shall we decide? Yours? Or mine? Stripping away the stereotypes had not stripped them of their differences, and their standards were determined by those differences.

In the effort to avoid stereotyping in order to see one another as individuals, they had made faulty assumptions about their similarities. In work designed to help people learn how to deal with different race and gender groups--had not taken into account the importance of group differences. When they ignored those differences, they argued and disagreed because they all felt devalued. This insight led to the next step in the process--focusing on group differences as well as the individual differences.

Although there was a fear that the work of identifying group differences was risky because it could reinforce and even legitimize stereotypes about groups, it was also recognized that this work was critical. Learning how to recognize and understand the core identity issues of different groups is an important step towards developing effective strategies which help people of difference learn how to work together interdependently.

Having already begun the work of building an environment of trust and candor, and helping people strip away their stereotypes, the small group participants began probing for group differences in the assumptions and perspectives that shaped their values and views of the norm and/or what it should be. As a result they discovered that they held unexamined and faulty assumptions about their very own groups--which in turn led to faulty assumptions about the differences of others. Holding to Digital as the larger context for the discussions, they studied the implications of the group differences with respect to such issues as the building of significant relationships, the sharing of power, and styles of bonding in the workplace.

Valuing All Differences

Participants in Core Groups began to address the full spectrum of EEO issues--not just race and gender but such issues as age, physical ability, and sexual orientation as well. Moreover as the groups spread throughout the company, participants from the different organizational, functional, and geographical subcultures within the company began to address a wider range of differences among them, it became obvious that--no matter what the difference--the dynamics underlying the conflict and struggles were the same. The same question underlying the EEO dialogues lay under the issues created by other kinds of group differences: By whose standards shall we decide? It was discerned that the same process that had been used to address EEO issues could be effectively applied to issues created by other kinds of differences. This more inclusive focus--which became known as "Valuing Differences"--made it possible to address the issues created by the differences in assumptions between managers and subordinates, as well as between staff and line. It provided a way to open up communications traditionally regarded as blocked, for example, between groups such as Manufacturing and Engineering, as well as between groups with highly emotional issues such as smokers and non-smokers. It also provided entry into discussions about the issues created by differences in Europe and Asia, where Digital managers had often become confused, if not offended, by the EEO approach used by managers from the United States.

By this time it was recognized that there were several discrete steps in the Valuing Differences process. These steps are:

1. Identifying and stripping away stereotypes and myths about the groups one regards as different;
2. Building authentic and significant relationships with people one regards as different in order to broaden one's understanding of the issues created by group differences;
3. Examining and learning how to listen for the assumptions that may drive the differences in the perceptions and perspectives of others;
4. Raising one's level of personal empowerment by stripping away the ways in which one victimizes and imposes limits on oneself--individually and as members of groups; and
5. Exploring and identifying group differences.

Using Core Groups and Other Methods

Today Digital employees regard Core Group work as a unique opportunity for personal and leadership development. These groups, which usually meet at least four hours a month, are led by participants who have attended a workshop designed to help them understand that the honest and candid exploration of assumptions and stereotypes about people and the groups to which they belong is almost always highly intense emotional work. In this workshop, Core Group leaders develop the skills involved in "keeping people safe". They also learn how to help people identify "what's-in-it-for-them" to do the personal development work and how to lead each group in explicitly examining "what's-in-it-for-Digital," that is, the connection between the Core Group work and Digital's productivity and profitability.

In 1985 Digital leaders institutionalized Valuing Differences as a written policy and as a function. As a result numerous line organizations within the company employ full-time Valuing Differences managers whose work is separate from that of EEO. Part of their work is leading Core Groups.

Although small discussion groups continue to be the backbone of the Valuing Differences approach, the company also uses other means of enabling employees to do the personal development work necessary in this area. The following company sponsored activities are some examples.

1. Celebrating Differences--a multicultural approach which gives people the opportunity to focus on the differences of particular groups at given times throughout the year;
2. UDD (Understanding the Dynamics of Differences)--a two-day course designed to introduce employees to the Valuing Differences concept; and
3. A network of same-differences interest groups, including a number of leadership groups, that meet on a regular basis.

Although we have not yet learned how to quantify in precise terms the connection between this work and our productivity, the evidence indicates that Valuing Differences has made a difference in Digital. For the most part, we rely on what the people involved in the work--internally and externally--tell us. They are saying that Digital Equipment Corporation is in the leadership of quality of work life issues as well as employee relations issues.



"We are committed to valuing people's differences because it is our firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the corporation." --Ken Olsen, July 1, 1985

VALUING DIFFERENCES AT DIGITAL

The Digital Equipment Corporation was founded in 1957 on a simple premise - that computing did not have to be done exclusively with huge machines but could be done in a distributive environment. This "different" kind of thinking provided the seed for the development of a company and environment where creativity, innovation, and differences are valued. It is upon this foundation that Digital's programs regarding EEO, Affirmative Action and Valuing Differences have developed.

Our goal at Digital is to create an environment that empowers people and is naturally respectful of all of our employees. Our belief is that in order for people to be able to contribute to their fullest potential, they must first feel valued. We fully realize that we can only fully achieve our customer satisfaction when our employees are highly valued--and when they believe they are.

At Digital, we recognize that our customers, employees, and vendors are people of many differences. We also recognize that in order to achieve our full potential as a company, we must tap into and understand the positive power of those differences--to benefit all of us.

Alan P. Zimmerle
Corporate Manager,
Affirmative Action, EEO and Valuing Differences

WHAT DOES VALUING DIFFERENCES MEAN AT DIGITAL?

The term "Valuing Differences" was coined at Digital in 1981. Valuing Differences is work that challenges established thinking, assumptions, and beliefs in order to create an environment conducive to the development of an enabled, empowered and diverse workforce.

Digital's Valuing Difference work includes:

CORE GROUP DEVELOPMENT & LEADERSHIP workshops, which are two-day awareness building experiences that help prepare Valuing Differences leaders for the corporation;

CORE GROUPS, where eight to ten employees from diverse backgrounds meet on a regular basis to explore their assumptions and perceptions, build authentic relationships and strip away stereotypes;

"UNDERSTANDING THE DYNAMICS OF DIFFERENCE," a formal training program directed at Digital employees that provides the foundation for learning about diversity in the workplace.

On one level, Valuing Differences work can be ongoing personal work based on the desire to challenge each of our assumptions and beliefs about others. While there are many catalysts for doing this kind of thinking, Digital also offers a variety of training programs for managers and employees, and a variety of audio/visual-based programs including "Valuing Diversity," a program that Digital sponsored along with a number of other Fortune 500 companies.

On another level, Valuing Differences work consists of building organizations and creating environments where every employee feels his/her differences are taken into account, understood, and valued.

Other ways that Valuing Differences work occurs at Digital include:

- o Site Valuing Differences Task Forces
- o Leadership groups (including Senior Minority Managers, Hispanic, Asian, Women's, and Gay, Lesbian and Bisexual employees' groups)
- o Networking, information-sharing and support through electronic notes files on specific Valuing Differences topics
- o Celebrating Differences---events to raise awareness
- o Individualized one-on-one work focused on specific differences
- o Efforts focused on cultural and linguistic diversity in the workplace, and raising awareness about related issues
- o Resource Libraries of Valuing Differences materials/information
- o Ensuring that mentoring at Digital includes people of many differences
- o Forums and discussions that build understanding
- o Supporting the work, implemented through Corporate AA & EEO, that builds strong ties with local and national communities, including significant investment in programs like NAACP's ACT-SO, the National Urban League, and League of United Latin American Citizens (LULAC).

Understanding diversity ... strategy for a successful work environment

With over 120,000 employees from 71 countries, Digital has a very diverse work force. Employees come from a variety of cultures, speak a number of languages, and have different social and educational backgrounds.

The diversity of the work force is part of Digital's strategy for business success. Cross-cultural, cross-organizational and individual differences are looked upon as a business asset.

The challenge for Digital is to maintain a work environment that takes into account individual differences and strengths while allowing employees to grow with business needs.

"Valuing Differences strategies are designed to help employees understand the importance of diverse viewpoints, experiences and backgrounds in establishing solid working relationships and creating more efficient business solutions for customers," says Alan Zimmerle, Corporate Equal Employment Opportunity, Affirmative Action and Valuing Differences manager.

Nearly 10 years ago, company-wide discussions of how individual differences could be valued within the work setting were started. As a result of these discussions, the 'Valuing Differences' philosophy emerged; and today, it is an acknowledged motivational tool for Digital.

Digital's corporate Valuing Differences philosophy holds that people work best when they feel valued as individuals.

"Valuing Differences is not limited to differences between gender or race or even national origin. Its potential application includes a strategy to address how individuals interact across functions and organizations worldwide in all company areas, such as Sales, Field Service, Engineering, Market-



Alan Zimmerle

ing, Manufacturing, and Personnel," says Alan.

"I worked in one country about a month ago, where the focus was to get Field Service, Software and Sales to understand each other better. We talked about how we can use the Valuing Differences approach to work out the differences between those functions," says Alan.

"People should understand their own feelings and thoughts and how they react to different circumstances. Digital wants to help managers and employees focus on how their attitudes and behaviors affect the success of the company."

Barbara Walker, International Diversity manager, says "Valuing Differences is about creating caring and considerate attitudes. Some managers use the Valuing Differences philosophy to develop team building within their groups, to change mindsets, and to encourage skill building and learning in order to communicate with people in other functions and organizations.

"For instance, managers and secretaries can learn to relate to one another as business partners. People from organizations such as Manufacturing and Engineering can learn to develop ideas and concepts that will complement each other," says Barbara.

A variety of educational programs, which includes local and regional seminars, one-on-one meetings, presentations, and celebrations, has started dialogues about how people relate to one another across the lines of difference, whether the differences be cultural, organizational or functional.

In the U.S., Affirmative Action University, a two-day awareness-building course trains Valuing Differences program leaders for the company.

To start dialogues about relations, Core Groups of eight to 10 employees from diverse backgrounds meet to explore their assumptions and perceptions of differences with other employees. Some employees participate in a formal training program, "Understanding the Dynamics of Diversity," a program that helps managers learn about diversity in the workplace.

Programs are geared toward eliminating stereotypes, examining one's assumptions about differences, opening oneself to the perspectives of others, and building interdependent relationships with people of all backgrounds.

"Digital's ability to deal with difference is not just an internal company concern, it is also an external concern as Digital's sales force sells to and negotiates with people who are from different communities," says Alan. "The key to Digital's success is working with people, whether customers or employees, to develop useful technological solutions. We benefit as a company



Barbara Walker

when all employees may use their talents, skills, and knowledge fully to share their perspectives as plans and strategies are made to sell, service, manufacture, and engineer, and support Digital's products."

If Digital is to be successful, marketing and sales people must be able to communicate with customers on a variety of levels, whether through printed materials, via computer network, audiovisually, person-to-person, or group to group.

"When a representative of Digital goes out for a customer visit, that person must, to some degree, speak the customer's native language, know the customer's needs, and communicate Digital's solutions in a fashion that meets with the customer's approval," adds Alan. "The representative must identify and relate to this customer's difference successfully, from a technological or social standpoint. The sales person is effective in selling with a Valuing Differences mindset."

The 'Valuing Differences Program' marks a change in how Digital approaches Affirmative Action and Equal Employment Opportunity efforts. The program expands the basically U.S. EEO/AA philosophy of working toward understanding issues of race, gender, color, national origin, religion, handicap, sexual orientation, and veterans.

In the U.S., there are basic laws known as Equal Employment Opportunity (EEO) and Affirmative Action (AA) that are intended to protect employees from employment discrimination and to adjust for historical inequities. EEO laws prohibit discrimination on the basis of race, color, age, veterans' status, sex, religion, national origin, or handicap. In addition, the U.S. government-mandated Affirmative Action laws provide that positive steps must be taken in some circumstances for members of minority groups and for women.

Today, many governments have adopted similar approaches. For instance, in Canada, employment equity laws, which require companies to assess their work forces, have been passed. The same thing is happening

in Ireland, the United Kingdom, and Australia, as well as in other countries.

"Resources from both the Valuing Difference and Corporate EEO staff have been provided to other countries, including Canada and the United Kingdom, as they seek to understand more about the diversities of their work forces. Barbara Walker, International Diversity manager, is beginning to address many of the GIA Valuing Differences issues in such places as Japan and Singapore," says Alan Zimmerle, Equal Employment Opportunity, Affirmative Action, and Valuing Differences manager.

Through its EEO/Valuing Difference/AA External Relations programs, Digital seeks to get to know diverse communities and to support talented minority students, some of whom may eventually work for the company.

"We want to be known in these communities, so Digital can attract and retain the most talented people. If Digital only focused on its present internal work force in terms of Valuing Differences, and didn't pay attention to what was going on in the outside world, the company would be limiting

itself. The External Relations area is a way for Digital to connect with a variety of communities as well as support its employees, many of whom, are active in these organizations," says Alan.

"The company has also developed strong ties with the National Association for the Advancement of Colored People (NAACP), the National Urban League (NUL), and League of United Latin American Citizens (LULAC).

"We worked with LULAC, the oldest and largest Hispanic organization in the United States. This year, we have begun work with the U.S. Hispanic Chamber of Commerce. We have also worked with the American Indian Science and Engineering Society, which is a national organization that seeks to increase the number of American Indian scientists and engineers," says Alan.

During the past year, Digital provided the National Urban League with a \$1.5 million grant to provide hardware and software solutions to link the NUL's 114 affiliates. As part of the grant, Digital appointed Zella Edwards, Executive-on-Loan and NUL Program Manager, to manage its commitments to the National Urban League.



Zella Edwards

Digital's relationship with the National Urban League started 12 years ago. Digital developed a Job Opportunity Showcase for their annual national conference, which is a computerized job matching service for job applicants. That project evolved into the plans for installing a computer network nationwide. Zella will implement the plan to establish a computer network to link the League's 114 affili-

(continued on page 8)

Multicultural External Relations in the U.S. . . . *(continued from page 3)*

ates nationally with their headquarters in New York City.

"The National Urban League wants to be able to communicate with its satellite affiliates better, as well as use the Job Opportunity Showcase all year round," says Zella. "Thus far, we have upgraded the Digital computer systems in the League's New York headquarters and have hooked their Xerox, IBM, AT & T, and Apple computers into the network. Our next job is to bring online their four regional offices, which are located in Atlanta, Chicago, Los Angeles, and Washington, D.C."

At this year's conference, Digital supplied the Computerwise van, a mobile learning lab that provides computer training and education for youngsters. "Lots of young people respond well to learning about computers, just by visiting the van," says Zella.

Laura Morris, who manages Digital's relationship with the NAACP, a worldwide civil rights organization, says "Digital's support for the NAACP's ACT-SO (Afro-Academic, Cultural, Technological and Scientific Olympics) program is very important."

The NAACP's ACT-SO program identifies and recognizes Black high



Laura Morris

school students from 450 cities and towns in the United States who have excelled in science, the humanities or visual arts.

The program was initiated by the NAACP in 1977. Its focus is to highlight the importance of academic excellence and achievement by encouraging, stimulating, and supporting the talents of Black high school youths. The program reaches over 14,000 young people.

Each year, Digital computer systems are awarded to gold medalists in the national competition in all of the

sciences, and humanities, and to a selected number in the arts.

Laura says, "It is exciting to see the impact of ACT-SO, which is reflected in the numerous honors and enrollment of ACT-SO students in leading educational institutions such as Massachusetts Institute of Technology, Stanford University, Howard University, Georgia Tech, North Carolina A & T, Illinois Institute of Technology, Berkeley School of Performing Arts, and Julliard. It is rewarding for all of us who participate in the program to recognize academic achievements and excellence."

"For example, Harvey Weiss, vice president, Government Systems, and Ron Payne, vice president, Corporate Purchasing, have encouraged participation in the ACT-SO program and similar endeavors. They are joined by other senior managers and employees cross-functionally in support of ACT-SO."

"Digital is a company with some very caring employees and a philosophy that encourages employees to work together, and especially support youngsters," says Laura. "One of our objectives for the NAACP's ACT-SO program is to increase the student's knowledge of and excitement about technical careers."

Digital Equipment Corporation
CF02-3/K23
150 Coulter Drive
Concord, Massachusetts 01742

Bulk Rate
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Equipment
Corporation

In the U.S. the Employee Master File is used for addresses. If your address is incorrect, please see your Personnel representative. In the U.K. copies are bulk-shipped to all facilities for local distribution. Other European facilities and those in GIA are serviced on a list basis and are updated and revised.

INTEROFFICE MEMORANDUM

Date: 23-May-1988 11:19pm EDT
 From: Murvin Lackey @nro
 LACKEY.MURVIN AT aol at NROHUB at N
 Dept: Corporate Purchasing
 Tel No: 234-5205

TO: LAURA MORRIS@CFO
 TO: Murvin Lackey @nro
 TO: PITOCELLI @HYSTER @VAXMAIL.
 TO: ELIZABETH SLATTERY@CFO
 TO: SUE LONGO@MRO. 297-2377

(LACKEY.MURVIN AT aol at NROHUB at NRO)

Subject: "STRAW GROUP" MEETING

CALENDAR NOTATION

Thank you for making your calendars available so that we could have this meeting on June 23 instead of June 14 (due to my being in Europe). This meeting has been rearranged as follows:

DATE: JUNE 23
 TIME: 9:00 - 12:00
 PLACE: MEDIA COMMUNICATIONS CONF. ROOM
 MRO2-3/POLE 15D

See you then.

Regards,

Murvin

P H O N E M E S S A G E	TO	DATE 8/14		TIME 3:14	AM
	FROM	Nancy Maguire		AREA CODE	PM
	OF	Student	NO. 205-		
			EXT. 264-4309		
forwarded to Kim Crowne					
Looking for literature on					
Valued Differences					
Women in work place					
SIGNED					
PHONED <input type="checkbox"/> CALL BACK <input type="checkbox"/> RETURNED CALL <input type="checkbox"/> WANTS TO SEE YOU <input type="checkbox"/> WILL CALL AGAIN <input type="checkbox"/> WAS IN <input type="checkbox"/> URGENT <input type="checkbox"/>					

I N T E R O F F I C E M E M O R A N D U M

Date: 30-Nov-1988 11:36am EST
From: Alan Zimmerle
ZIMMERLE.ALAN AT A1 at BARTLE
Dept: Corporate EEO/AA/Vd
Tel No: 251-1288

at CFO

TO: See Below

Subject: VIDEOTAPING THE PMC FOR DVN

Thank you for agreeing to participate in Friday's video. Our goal is to produce a 10-minute tape for use during next week's DVN Broadcast. We will begin the "shoot" at 2:00pm and should conclude by 3:00pm. A conference room near MLO10-2 will be utilized. Francine Campbell of Media Services will be the producer. Please wear Blue Shirts on Friday for the Video.

There are three "key messages" we would like you to deliver during the taping:

1. The population of North America is becoming increasingly diverse. This diversity is reflected in our workforce as well as in our Customer and Vendor base. In addition, Digital's business outside the U.S. is growing at a high rate, requiring us to deal with international diversity. Digital must plan for and manage to these changes in order to maintain a competitive edge.
2. The Affirmative Action Planning process is a major opportunity to analyze our business goals, define our Human Resource needs, and plan the changes necessary to do business in an increasingly diverse world. We must begin to see the AAP as a long term plan that reflects our on-going efforts to achieve a more diverse workforce, ensure opportunities for upward mobility, and maintain a work environment where everyone can be successful.
3. The work of Affirmative Action and Valuing Difference is important to the Personnel function. In "Personnel Directions", we identified Valuing Difference as Core Personnel work, because Digital wants each individual employee to feel valued and people feel most valued when their individual differences are taken into account. We must incorporate this belief into our Affirmative Action efforts.

FAMILIARIZE YOURSELF WITH THESE THREE MESSAGES IN PREPARATION FOR FRIDAY. YOU WILL BE ASKED TO DRAW ON THEM DURING THE VIDEO.

We will utilize an informal approach. I will act as moderator, and ask you some questions that should allow you to use the messages, and

embellish them with your own beliefs and experiences. We want to create a lively exchange, and allow you to dialogue with me and each other.

The basic questions I will use are:

1. WHY IS DIVERSITY AN IMPORTANT ISSUE TO DIGITAL?

Suggestion: Use Message #1. Amplify with your own knowledge of workforce trends and business changes.

2. WILL A DIVERSE WORKFORCE GIVE DIGITAL A COMPETITIVE EDGE IN THE MARKETPLACE?

Suggestion: Build on Message #1 and also use Message #3.

3. HOW CAN THE AFFIRMATIVE ACTION PLANNING PROCESS HELP US?

Suggestion: Use Message #2.

4. HOW ARE YOU ADDRESSING THE ISSUE OF DIVERSITY IN YOUR ORGANIZATION?

Suggestion: An opportunity to highlight the programs or strategies unique to MEM, SSMI, and SRCOF. For instance, Rob may want to talk about the "CRG Plan" and the strategic goals for SRCOF. Dick F. may want to talk about the "Triple Thrust", and Dick W. may wish to discuss the AABODs and the "Senior Level Affirmative Action" plan. If each of you will talk about the "CRG" Affirmative Action Plan, we reviewed with Sims last June, I will use it as an opportunity to summarize the "Corporate HQ" plan we reviewed at the last PMC meeting.

5. AS A WRAP UP TO THIS DISCUSSION, WHAT MESSAGE WOULD YOU LIKE TO GIVE YOUR FOLKS ABOUT THE WORK WE ARE ABOUT TO ASK THEM TO DO?

This is the opportunity to summarize the three key messages in your own words and/or to give your own message to SRCOF, MEM, and SSMI regarding Diversity and Affirmative Action Planning.

I will direct the 1st question to Dick F. as PMC Chairperson. (I

may use follow-up questions compatible with the theme of each basic question to keep the dialogue flowing and to allow each of you to participate).

Question #2 will first go to Dick W., and Question #3 will first go to Rob. I will put Question #4 to Rob first, and will put Question #5 to Dick W., Rob, and finally to Dick F.

We will have time before the taping to review all of this. If you have any questions or concerns before then, call me.

Incidentally, this DVN Broadcast will reach 300-400 personnel folks at 27 locations in the U.S. and Canada. Tapes of the full broadcast, as well as your video, will be made available for use locally.

I sincerely appreciate your support in this effort. We've come a long way in our efforts to make Affirmative Action more meaningful, and your video will be important in our continuing efforts.

Distribution:

TO: MICHAEL EWING @MRO
TO: DICK WALSH @OGO
TO: ROB AYRES @MLO
TO: DICK FARRAHAR @ CORE
TO: JOHN SIMS @CORE

CC: Alan Zimmerle	(ZIMMERLE.ALAN AT A1 at BARTLE at CFO
CC: Jose Ramirez @CFO	(RAMIREZ.JOSE AT A1 at BARTLE at CFO
CC: G. Patricia Carter	(CARTER.PAT AT A1 at BARTLE at CFO)
CC: Ted Campbell	(CAMPBELL.TED AT A1 at BARTLE at CFO
CC: ANN FULLERTON @CFO	
CC: FRANCINE E CAMPBELL @MRO	

PHONE MEMO	TO	Glenn		DATE	4/23	TIME	3:37	AM	PM
	FROM	Kym Cromwell		AREA CODE	251				
	OF	A. Zimmerman		EXT.	1665				
	MESSAGE new person working with Glenn & wants to talk over a project with you								
SIGNED									
PHONED <input type="checkbox"/> CALL BACK <input type="checkbox"/> RETURNED CALL <input type="checkbox"/> WANTS TO SEE YOU <input type="checkbox"/> WILL CALL AGAIN <input type="checkbox"/> WAS IN <input type="checkbox"/> URGENT <input type="checkbox"/>									

Audience →

Copland-Briggs → Video
 distribute Chet Guerra
 right of review)

August

Hi Ann -

Check out "Managing Differences" - the first 1/2 hour of the tape. I'll look forward to seeing you tomorrow!
 - Kim C.

3 Videos

1. ENTRY
2. FIRST-LINE SUPERVISOR
3. SENIOR MNT

10K LAST TIME

15K THIS TIME

30 backing companies

I N T E R O F F I C E M E M O R A N D U M
E M A S A 2 A L L - I N - 1 S Y S T E M

Date: 20-Feb-1989 11:27am EST
From:
Dept: FULLERTON.ANN
Corp. Public Relations
Tel No: 223-6045

TO: NORMAN SHAKESPEARE @VRO
at VRO)

(SHAKESPEARE.NORMAN AT A08 at RELIEF

Subject: RE: PUBLIC RELATION Potential: Black History/Valuing Differences

Mr. Shakespeare,

You certainly have put together an interesting program. Unfortunately, a good percentage of the program is already over. To provide public relations support I need to know about the program during the planning stage, not when the program is already just about completed.

I think you have done a marvelous job, and, I would appreciate being incorporated into the planning process should you ever undertake another project like this.

Regards,
Ann Fullerton

INTEROFFICE MEMORANDUM
EMASA2 ALL-IN-1 SYSTEM

RELIEF at VRO

Date: 20-Feb-1989 10:28am EST
From: NORMAN SHAKESPEARE @VRO
SHAKESPEARE.NORMAN AT A08 at
Dept: Distributed Computing
Tel No: 273-5333

TO: ANN FULLERTON @MLO

Subject: PUBLIC RELATION Potential: Black History/Valuing Differences

A Document is attached to this message

African-American
Cultural Awareness Group

BLACK HISTORY MONTH

1989

The African-American Cultural Awareness Group at the Virginia Road Facility in Concord has plans for an extensive program and numerous events to participate in Digital's Valuing Differences efforts and celebration of Black History Month during February, 1989.

The theme "Re-discovering Africans and their descendants in Science and Technology," highlights some of the significant contributions made by Ancient Africans (3400 to 1090 B.C) and African-Americans through Slavery and Post Slavery (1700-1945) to current times.

The schedule will be posted in the VRO facilities, will be available on Live-Wire, or contact Norman Shakespeare @VRO FIDDLE::Shakespeare (DTN: 273-5333) for more information.

PROGRAM MANAGER: Norman Shakespeare

PROJECT LEADERS:

Doug Ferriabough
Brenda Matthis
Esther Seawright
Rufus Taylor
Andre Williams

African-American
Cultural Awareness Group

BLACK HISTORY MONTH

1989

Virginia Road Facility

SCHEDULE of ACTIVITIES

1 FEB 89 through 25 FEB 89

Extensive Displays and Posters of Scientists, Inventors and Innovators throughout the Virginia Road Facility.

"Re-discovering Africans and their descendants in Science and Technology"

20 FEB through 24 FEB

Extensive displays of Book Collections from the Afro-American Book Source. Mr. Charles Pinderhughes Jr. will be on hand to discuss African-American History and the book collections at points during the week. Videos and film strips will be rolling.

20 FEB 11:45 through 1:00 p.m. - Monday in Great Meadows, CR VR03-1

Featured Speaker with multiple media presentation

"African Foundations of Science"

Wm. Samuel Mathews Jr.

Mr. Mathews is a leading authority on the subject of Africans and their descendants' contributions to Science and Technology. He teaches mathematics and computer Science at the Boston Latin School and is a member of the Chicago based "Teaching About Africa Institute". In addition to this content full presentation, attendees will have ample opportunity for questions and answers as well as other interactions.

21 FEB 11:45 through 1:00 - Tuesday in Great Meadows CR VRO3-1

Featured Speaker is Reverend Conley H. Hughes

"African-Americans and Africans in Science"

Reverend Hughes is a noted dynamic speaker with a wealth of experience and information to share with us. He entered the Christian ministry more than eighteen years ago and has served in various roles in academia and the Christian ministry. Our speaker earned his B.A. degree from Florida Memorial College, Master of Theology and Master of Divinity degrees from Boston University, and has completed course work required for the Doctor of Theology degree.

22 FEB 11:45 through 1:00 - Wednesday in Great Meadows CR VRO3-1

Featured Speaker is Mr. Charles Pinderhughes Jr.

"Beyond Black History Month"

Mr. Pinderhughes is an expert on literature and specializes in literature that addresses the African and African-American experiences.

23 FEB 11:45 through 1:00 - Thursday in Great Meadows CR VRO3-1

Featured Speaker + interactive session is Dr. Mary Helen Washington

"Black Writers and Strengths of the Black Family"

Dr. Washington, one of the most noted scholars and personalities of our time, received her Ph.D from the University of Detroit and is a visiting lecturer at Harvard Divinity School. Her many credits include effective efforts to reclaim the ignored writing of Black women, beginning in 1975 with "Black-Eyed Susans", followed by "Midnight Birds" and more recently released "Invented Lives".

James Baldwin's short story "Sonny's Blues" will be discussed with attendees. In preparation for this meeting, she asks participants to read this short story about the strength of black families and consider how their own families are like this one in the struggle to remain intact. Hardcopies of this story are available: Brenda Matthis @VRO or DISSRV::Matthis 273-5545.

24 FEB 8:00 a.m. through 5:00 p.m. - Friday

Valuing Differences Seminars (Schedule to be published)

If you need further information about the 1989 Black History Month Program
Contact: Norman Shakespeare @VRO 273-5333 or FIDDLE::Shakespeare

11/9
@noontime

AIR DATE CHANGED

100.

12th

12 P.M.

16th

6:30 AM.

OF MEDIA TRAINING KITS FOR NASA :
10 of each

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11/2/88

\$125

VIDEO MONITORING SERVICE
617-266-2121
ALAN ZIMMERLE'S
CJC

WMT
Thirty

TV 30

Saturday 11/19/88
12 noon

WEDNESDAY 11/23/88
6:00 AM

Air date
for program

10/25 1:34 P.M.
CHANNEL 30
521-3030 HARTFORD, CT.

JACQUELINE PA

"VALUING DIFF

x1379 WHAT THE

UHF → CT. DIGITAL'S

NBC Affiliate
as far as long as island
viewing population 18-49

PUBLIC AFFAIRS PRO
CORP. → TRAIN 1

BLACK PERSPECT

LDU 19 → SAT.

ANITA FORD - PUBLIC

~~312 800 8078 MARK~~

①

1 P.M., HOLIDAY 10/31

12:30 P.M.

WEST HARTFORD

84 W

1ST

PHONE MEMO	TO	DATE 10/25		TIME	AM		
	FROM	Jackie Panton		AREA CODE	PM		
	OF	1 P.M.		NO.	203-273-		
	MES SAGE	THURS. QUESTIONS		EXT.	1887		
		9:30 - 10 A.M.		SIGNED			
	PHONED	CALL BACK	RETURNED CALL	WANTS TO SEE YOU	WILL CALL AGAIN	WAS IN	URGENT

84 W
EXIT 40
LIGHT →
DRIVEWAY NEXT
TO THE GREEN
HOUSE

AIR DATE:
LDU. 19 SAT. @ noon
time
LDU. 23 WED. 6 am.

PHONE MEMO	TO	DATE 10/27		TIME 40	AM		
	FROM	Ann F. Panton		AREA CODE	PM		
	OF			NO.	203		
	MES SAGE	but sick can hardly hear him		EXT.	247- 4765		
				SIGNED			
	PHONED	CALL BACK	RETURNED CALL	WANTS TO SEE YOU	WILL CALL AGAIN	WAS IN	URGENT

10/27

QUALIFYING QUESTIONS

x1378

OUT SICK JACKIE PANTON

1. 7 YRS. → IN THAT TIME PERIOD
HOW HAVE ADDRESSED THE NEEDS
OF THE DIVERSE WORKFORCE
2. HOW SUCCESSFUL HAS THE PROGRAM
BEEN IN CHANGING BIASES /
TO ONE ANOTHER
3. DESCRIBE VA. DIF PROGS
4 parts
4. AA ^{has been} influential in getting
men into corp. how does
it help them once
there there.

program ~~ED~~ (ED. FOSTER. AFENA —
SALLY WARD → WARD ASS.

→ MR. ZIMMERLE

→ ~~how~~

I N T E R O F F I C E M E M O R A N D U M

Date: 27-Oct-1988 02:17pm EDT
From: Ann Fullerton
FULLERTON.ANN
Dept: Public Relations
Tel No: 251-1041

TO: Remote Addressee

(ALAN ZIMMERLE @CFO)

Subject: Qualifying Questions for Channel 30 Interview

Hi, Alan! I spoke with Jackie Paton and here are the range of questions --

1. Digital has had a Valuing Differences Program for about 7 years. In this time period how has this program addressed the needs of a diverse workforce.
2. How successful has the program been in changing biases people have about each other?
3. Describe the Valuing Differences Program. I understand that there are 4 parts to the program -- can you describe and explain each part?
4. Affirmative Action has been influential in getting minorities into corporations, how does it help them once they are in the corporations?

Talk to you later.

Regards,
Ann

Credible image for minorities & women

ACKNOWLEDGE & FORMULATE POLICY FOR DIVERSITY

WHY? / COMPETITIVE EDGE / INCREASES DEC
SELL CO., SO SELL PHILOSOPHY WHICH HAS

PR PROGRAM →

PROMOTE PROGRAMS → THAT SHOW OUR WORK W/
MINORITIES

TARGET AUDIENCE

EXAMPLES OF BAD PR'S

RECOMMEND — THAT WE DEVELOP A SET OF STANDARDS

BALANCE VS. UNBALANCE

c/b 10/4 @ 2 P.M.

FREE-LANCE WRITER W/ PRENTICE HALL
① BUSINESS WRITER: ERIC RAHSES

② PRODUCTION SUPERVISORS
COPY OF MANUSCRIPT
PRODUCTION HRS → PEO
"HOW TO HELP PE"

ANDY EDWARDS
242-2966
WFO/B19

Nikki - Please return call
10/4. 10:50 -

Eric Rahses
PRENTICE HALL

PR

EDITOR -

ANNA TEUSKY
800-243-0876

arrange an interview

Subj: Multicultural workplace

Andy Edwards

prod. mgr 242-2966

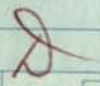
Maynard

needs to arrange

~~1/10/13~~

415-839-6114

SHOULD RECEIVE
COPY FOR APPROVAL
END OF

DATE	10/4	TIME	3:35	AM
AREA CODE				PM
NO.	242-2966			
EXT.	DTN.			
@ WFO OFF				
SIGNED				
RETURNED CALL <input type="checkbox"/>	WANTS TO SEE YOU <input type="checkbox"/>	WILL CALL AGAIN <input type="checkbox"/>	WAS IN <input type="checkbox"/>	URGENT <input type="checkbox"/>

INTEROFFICE MEMORANDUM

V00 at TKO

Date: 12-Sep-1988 08:38am EDT
From: MAYUMI KUNIZANE @TKO
KUNIZANE.MAYUMI AT A1 at TKO
Dept: MKTG COMMUNICATIONS
Tel No: 03-989-7145

TO: JEFF GIBSON@CFO

Subject: CORRECTION TO MY PREVIOUS NOTE

Please disregard my previous note, since there were several type misses.
The attached is the correct version.

Sorry for your inconvenience.

Thanks and regards,

Mayumi

attachment

BOSTON GLOBE

ARTICLE —

SOCIAL EVENT →

QUESTIONS:

DIGITAL LEADER IN VALUING DIF.

1. OVERVIEW OF HIS CAREER
CO. PAST / WHAT HAS HE DONE FOR DEC
& WHAT HE DOES NOW
2. WHAT V.D. MEANS TO HIM?
3. "OLD WAY OF M.B. A WORKGROUP" IS NOT
ACCEPTABLE → WHAT
4. WHAT CAN A SUPERVISOR DO TO
~~THE~~ SET A GOOD EX?
5. HOW CAN A SUPERVISOR BENEFIT
FROM 5-day VD WORKSHOP?
6. ARE THERE SUPERVISORS, AT OTHER CO.,
THAT HAVE DONE THINGS THAT ARE
NOT?
7. ~~WHAT~~ IF SUP. FEARS DIF. BECOME
ISSUE WHAT CAN SUPERVISOR DO?
8. SPECIAL ABOUT PRODUCTION ENVIRONMENT
THAT COULD BE DONE
9. M.B. NEED TO COMMUNICATE /
WHATS MOST IMPORTANT FOR A
M.B. TO DO IN REGARD TO THIS?

I N T E R O F F I C E M E M O R A N D U M

Date: 5-Oct-1988 01:12pm EDT
From: Ann Fullerton
FULLERTON.ANN
Dept: Public Relations
Tel No: 251-1041

TO: Remote Addressee

(ANDY EDWARDS @WFO)

Subject: Interview with Production Supervisors Bulletin

Hi, Andy! Per our conversation yesterday, I have spoken to the editor of Production Supervisors Bulletin and I have arranged a tentative interview time/date along with the questions he will be asking.

Let me give you a little background first -- Production Supervisors News is a monthly newsletter that goes to production supervisors throughout the United States. The writer is Eric Ramey. The thrust of his article is Digital is a Leader in Valuing Differences Programs. As I said yesterday, we as a rule do not have employees being interviewed, however, in this circumstance since we have the right of review over the manuscript we will do it. I'd also like to suggest as I did in our phone conversation yesterday, that even if you are at a social event talking to the press is really something that should be run through our office.

The date and time for the interview has been arranged for 11:30 A.M. to approximately noontime on Thursday, October 13.

The questions the writer will be asking are:

1. An overview of your career to date -- companies you have worked for prior to working at Digital; what functions you have held at Digital and what is your current function.
2. What does Valuing Differences mean to you?
3. Old ways of managing a workgroup don't appear to be working or are not acceptable. Do you agree with this and if so why aren't they?
4. What benefits can a supervisor derive from the 5-day Valuing Differences Workshop Digital offers?
5. What can a supervisor do to set a good example?
6. Conversely, what type of things could supervisors be doing unknowingly that could create a negative environment?
7. If a supervisor believes that a cultural difference is becoming an issue, what can the supervisor at Digital do?

8. Is there anything different or unique about the production environment which should be taken into consideration when implementing a Valuing Differences Program?
9. Managers need to communicate. What is most important regarding this communication -- is it how its done, when its done?

Please give me a call DTN: 251-1041 to confirm that the time/date are ok for you -- also I'd like to review the questions with you prior to the actual interview, which will be a conference call emanating from this office connecting the writer with myself and you.

Thanks for your help in this matter.

Regards,
Ann Fullerton

10/13 - INT. W/ ERIC RAHEY + ANN FULLERTON

1. 12 YRS ARMED FORCES

ROSEN HBT - FOOD INDUSTRY

- LEATHER GOODS INDUSTRY

1979 JOINED DIGITAL → PRODUCTION SUPERVISOR
" MGR (TITLE)

MODULE GROUP 195 + 10 = 205 DIRECT REPORTS

TYPE OF MODULE →

← CPU MODULE → CHIP + MEMORY SET

2. VALUING DIFFERENCES

- VALUE/RESPECT DIF. ACROSS ALL LINES

- VERY IMP. FOR SUCCESS OF ORG.

INCREASES PRODUCTIVITY

- FIRST JOINED IND. — TIME SPENT ON DISCUSS
DIF. VS. DOING WORK

- INSTEAD OF FOCUS ON DIF; FOCUS ON CAPABILITY
THEY BRING

3. "OLD WAY OF MHS." — AUTOCRATIC WAY

→ DO AS I DO; SUCCESS-OK; NOT SUCCESS-OUT

MGR. SUPPORT: LEARN, CREATIVITY

EX. — GOAL TOLD HOW TO

TODAY → GOAL STATED → YOU DECIDE HOW



4.

MULTI-CULTURAL ENVIRONMENT — WAY SOCIETY IS ORDERED UP
DIFFERENCE HELP THE PRODUCTIVITY →

IF JUST ONE TYPE NOT REFLECTIVE OF HOW
SOCIETY IS AND WHAT YOU HAVE TO DEAL W/
OUTSIDE CO ie. SALES FUNCTION

#5

2

5. PERSON WANT TO ACCOMPLISH; TO ACHIEVE
6. WHAT DO I DO AS A HBR. TO GET INCLUSION PROCESS
- 7.

Author: T. Kimberlie Cromwell
Date: 01-Aug-1989
Posted-date: 01-Aug-1989

OVERVIEW OF "CHAMPIONS OF DIVERSITY" FILMING
FRIDAY, AUGUST 25, 1989

COPELAND GRIGGS:

Since 1983 Lennie Copeland (the interviewer) and Lewis Griggs have been producing films including GOING INTERNATIONAL (1983), and a series of films related to dealing effectively in the global marketplace. They are financially sponsored in their projects by a broad range of multinational companies, including Digital. VALUING DIVERSITY, their most recent three-part film series, addressed issues of managing and communicating in a multi-cultural workplace.

AUDIENCE:

The primary audience for MORE VALUING DIVERSITY is the sponsors' own employees and top management. Sponsors include Aetna, Apple, Dow Chemical, Eastman Kodak, Proctor and Gamble, Exxon, Xerox, Johnson and Johnson, and others. Copeland Griggs will produce three films aimed at entry-level, first line supervisors and top management. We anticipate that Digital will be featured primarily in the top management film/video. The videos, which will reach a broad distribution, are scheduled to be released in January, 1990.

DIGITAL INVOLVEMENT:

Digital was one of the sponsors of the last VALUING DIVERSITY video series, but chose not to participate in the actual filming. Our involvement in this production will primarily feature us as the company in the forefront of Valuing Differences, in the video targeted for the top management audience. See attached interview questions.

FILMING AT DIGITAL:

Filming will take place on Friday, August 25th, in the Large Conference Room at the Mill as follows:

8:00 - 8:30 am	Bill Hanson
8:45 - 9:15	John Sims
9:15 - 9:30	John Sims greeting Alan; John on phone
9:45 - 10:30	Alan Zimmerle

10:45 - 11:45	Group
12:00 - 12:30	Kevin Melia
12:30 - 1:30	Lunch
1:45 - 2:30	Barbara Walker

PLEASE DO NOT WEAR WHITE OR BOLD PRINT CLOTHES, SINCE THE SUBTITLES
WILL BE IN WHITE AND WILL SHOW UP BEST AGAINST OFF-WHITE OR PASTEL
COLORS.

From: FACMTS::FACMTS::MRGATE::"BARTLE::A1::CROMWELL.TERESA" 22-AUG-1989 1
3:38:01.24
To: ASABET::FULLERTON,GIAMEM::WALKER
CC:
Subj: FOCUS AREAS FOR COPELAND-GRIGGS FILMING

From: NAME: T. Kimberlie Cromwell
FUNC: Corp AA/EEO/Vd
TEL: 251-1665 <CROMWELL.TERESA AT A1 at BARTLE at CFO>
To: See Below

HELLO VALUING DIFFERENCES MANAGERS AND ANN:

I'VE JUST SENT YOU AN UPDATED SCHEDULE FOR FRIDAY'S INTERVIEWS. YOU'LL SEE THAT THE GROUP IS NOW SCHEDULED FOR FILMING FROM 10:45 - 11:45. PLEASE ARRIVE AT LEAST A HALF HOUR EARLY, IN CASE WE'RE AHEAD OF SCHEDULE. SO THAT WE WON'T HAVE ANY EXTRANEIOUS SOUNDS NEAR THE FILMING AREA, WHY DON'T WE MEET IN THE MAIN LOBBY (OR IN THE SMALL CONFERENCE ROOM WITH THE TELEPHONES IN IT IMMEDIATELY TO THE LEFT OF WHERE THE RECEPTIONIST SITS) AROUND 10:15.

LENNY WILL NOT BE INTERVIEWING THE GROUP--INSTEAD SHE HOPES TO FILM A "MEETING" OF THE VALUING DIFFERENCES MANAGERS. I IMAGINE WE HAVE AN OPPORTUNITY HERE TO DO SOME PREPARATION WORK FOR OUR "STANDARDS OF EXCELLENCE" MEETING--SHOULD WE CHOOSE TO DO SO. PERHAPS YOU CAN DISCUSS HOW YOU GOT INTO THIS WORK AND WHAT ITS IMPACT HAS BEEN ON YOUR CLIENT ORGANIZATIONS WITH THAT IN MIND. FOR EXAMPLE, AS WE GO FORWARD TO DEVELOP "STANDARDS," WHAT SHALL WE DRAW FROM OUR PERSONAL AND CLIENT EXPERIENCES?

I WILL BE AVAILABLE THROUGHOUT THE DAY, ON AND OFF, IN THE MAIN LOBBY OF THE MILL. THE RECEPTIONIST IN THE MAIN LOBBY, ANN WOLF, IS AT DTN 223-2400 SHOULD YOU HAVE AN URGENT NEED TO REACH ME BY PHONE.

NOTE THAT, THANKS TO BARBARA'S EFFORTS, BILL HANSON WILL NOW BE ABLE TO PARTICIPATE IN THE FILMING ON FRIDAY.

WILL LOOK FORWARD TO SEEING YOU ON FRIDAY. THANKS FOR YOUR PARTICIPATION.

REGARDS,

KIM

Author: T. Kimberlie Cromwell
Date: 16-Aug-1989
Posted-date: 16-Aug-1989

"CHAMPIONS OF DIVERSITY"
COVERAGE OF ISSUES
AUGUST 25, 1989

BILL: ORIGINS OF VALUING DIFFERENCES AT DIGITAL. PERSONAL
AND BUSINESS IMPLICATIONS.

JOHN: PHILOSOPHY AND BROAD OVERVIEW OF VALUING DIFFERENCES.
PERSONAL AND BUSINESS IMPLICATION.

ALAN: SYNERGY BETWEEN VALUING DIFFERENCES, AFFIRMATIVE ACTION
AND EEO.

BARBARA: HOW VALUING DIFFERENCES WORK BEGAN AT DIGITAL.
DESCRIBE WHAT VALUING DIFFERENCES MEANS TO DIGITAL.

VAL DIFF MGRS: HOW/WHY EACH OF YOU GOT INVOLVED IN DOING THIS WORK.
VALUING DIFFERENCES IMPACT ON BUSINESS/YOUR FUNCTION.

KEVIN MELIA: WHAT DOES VALUING DIFFERENCES MEAN TO YOU? TO YOUR
ORGANIZATION? HOW HAS VAL DIFF CHANGED YOU OR YOUR
ORGANIZATION? SPECIFIC EXAMPLES? HOW DOES VALUING
DIFFERENCES WORK IMPACT YOUR BUSINESS SUCCESS?

To Distribution List:

FULLERTON @ASABET @VAXMAIL,
TOM COUMING @MSO,
ALAN ZIMMERLE @CFO,
WALKER @GIAMEM @VAXMAIL,
DONNA TAYLOR @MLO,
ROBERT HAYLES @OGO

"CHAMPIONS OF DIVERSITY"

AUGUST 25, 1989

MESSAGES

1. DIGITAL IS COMMITTED TO VALUING PEOPLE'S DIFFERENCES BECAUSE IT IS THE CORPORATION'S FIRM CONVICTION THAT AN ENVIRONMENT WHICH VALUES DIFFERENCES IS CRITICAL TO EACH EMPLOYEE'S ABILITY TO SUCCEED AND TO THE SUCCESS OF THE CORPORATION.
2. DIGITAL'S VALUING DIFFERENCES PROGRAM EXTENDS/EXPANDS ITS AFFIRMATIVE ACTION PROGRAM BY FURTHER ADDRESSING THE NEEDS OF A DIVERSE WORKFORCE.
3. DIVERSITY, NOT ONLY IN THE WORKFORCE, BUT ALSO IN CUSTOMER AND VENDOR BASES, WILL BE A KEY FACTOR FOR DOING BUSINESS IN THE YEAR 2000. MANAGING THIS DIVERSITY WILL BE AN IMPORTANT PROCESS FOR BUSINESSES TO INCORPORATE INTO THEIR GOALS/OBJECTIVES AND MANAGERS TO UNDERSTAND.

"CHAMPIONS OF DIVERSITY"
COVERAGE OF ISSUES
AUGUST 25, 1989

JOHN: PHILOSOPHY AND BROAD OVERVIEW OF VALUING DIFFERENCES. BUSINESS IMPLICATIONS.

ALAN: HOW VALUING DIFFERENCES WORK BEGAN AT DIGITAL, AND WHAT THE WORK IS ABOUT. DESCRIBE THE WORK.

VAL DIFF MGRS: DESCRIBE THE WORK AND HOW IT'S HELPED THE CORPORATION. WHY AND HOW EACH VD MGR GOT INVOLVED IN DOING THIS WORK. SPECIFIC EXAMPLES OF HOW IT HAS IMPACTED YOU INDIVIDUALLY, AND HOW IT HAS IMPACTED THE ORGANIZATIONS YOU WORK WITHIN.

"CHAMPIONS OF DIVERSITY"
INTERVIEW QUESTIONS - AUGUST 25, 1989

LENNIE COPELAND, THE INTERVIEWER, WILL ASK QUESTIONS ABOUT OUR REPUTATION AS THE "INVENTORS OF THE DIVERSITY CONCEPT," AND SO WILL BE INTERESTED IN HEARING ABOUT OUR HISTORY AND ITS IMPACT IN THE AREA OF VALUING DIFFERENCES.

QUESTIONS WILL INCLUDE:

- O WHAT ARE THE BENEFITS TO AN ORGANIZATION THAT VALUES DIVERSITY?
- O WHY DOES DIGITAL VALUE DIVERSITY, AND WHAT IS DIGITAL'S HISTORY IN THE AREA OF VALUING DIVERSITY?
- O HOW IS VALUING DIVERSITY DIFFERENT FROM/SIMILAR TO AA/EEO?
- O HOW HAS DIGITAL'S VALUING DIFFERENCES WORK IMPACTED THE COMPANY?
- O WHEN YOU LOOK AT A COMPANY THAT VALUES DIVERSITY AND ONE THAT DOESN'T, WHAT DIFFERENCES DO YOU SEE?
- O WHAT DOES "VALUING DIVERSITY" MEAN TO YOU? WHAT KINDS OF DIFFERENCES DO YOU INCLUDE?
- O WHAT DO YOU PERSONALLY DO TO VALUE DIVERSITY?
- O HOW HAS YOUR BEHAVIOR CHANGED OR HOW IS YOUR BEHAVIOR DIFFERENT FROM THOSE WHO DO NOT VALUE DIVERSITY? EXAMPLES?

OVERVIEW OF "CHAMPIONS OF DIVERSITY" FILMING
FRIDAY, AUGUST 25, 1989

COPELAND GRIGGS:

SINCE 1983 LENNIE COPELAND (THE INTERVIEWER) AND LEWIS GRIGGS HAVE BEEN PRODUCING FILMS INCLUDING "GOING INTERNATIONAL" (1983), AND A SERIES OF FILMS RELATED TO DEALING EFFECTIVELY IN THE GLOBAL MARKETPLACE. THEY ARE FINANCIALLY SPONSORED IN THEIR PROJECTS BY A BROAD RANGE OF MULTINATIONAL COMPANIES, INCLUDING DIGITAL. "VALUING DIVERSITY", THEIR MOST RECENT THREE-PART FILM SERIES, ADDRESSED ISSUES OF MANAGING AND COMMUNICATING IN A MULTI-CULTURAL WORKPLACE.

AUDIENCE:

THE PRIMARY AUDIENCE FOR "CHAMPIONS OF DIVERSITY" IS THE SPONSORS' OWN EMPLOYEES AND TOP MANAGEMENT. SPONSORS INCLUDE AETNA, APPLE, DOW CHEMICAL, EASTMAN KODAK, PROCTOR AND GAMBLE, EXXON, XEROX, JOHNSON AND JOHNSON, AND OTHERS. COPELAND GRIGGS WILL PRODUCE THREE FILMS AIMED AT ENTRY-LEVEL EMPLOYEES, FIRST LINE SUPERVISORS AND TOP MANAGEMENT. WE ANTICIPATE THAT DIGITAL WILL BE FEATURED PRIMARILY IN THE TOP MANAGEMENT FILM/VIDEO. THE VIDEOS, WHICH WILL REACH A BROAD DISTRIBUTION, ARE SCHEDULED TO BE RELEASED IN JANUARY, 1990.

"CHAMPIONS OF DIVERSITY" FILMING
FRIDAY AUGUST 25, 1989

DIGITAL INVOLVMENT:

DIGITAL WAS ONE OF THE SPONSORS OF THE LAST VALUING DIVERSITY VIDEO SERIES, BUT CHOSE NOT TO PARTICIPATE IN THE ACTUAL FILMING. OUR INVOLVEMENT IN THIS PRODUCTION WILL PRIMARILY FEATURE US AS THE COMPANY IN THE FOREFRONT OF VALUING DIFFERENCES, IN THE VIDEO TARGETED FOR THE TOP MANAGEMENT AUDIENCE.

FILMING AT DIGITAL:

FILMING WILL TAKE PLACE ON FRIDAY, AUGUST 25TH, IN THE LARGE CONFERENCE ROOM AT THE MILL AS FOLLOWS:

8:45 - 9:00 AM	JOHN SIMS
9:15 - 9:30	ALAN ZIMMERLE
10:00 - 10:15	HARVEY WEISS (TENTATIVE)
10:30 - 12:00	FILMING OF EXTERIORS
1:30 - 2:00	VALUING DIFFERENCES MANAGERS

PLEASE DO NOT WEAR WHITE, RED OR BOLD PRINT CLOTHES, SINCE THE SUBTITLES WILL BE IN WHITE AND WILL SHOW UP BEST AGAINST OFF-WHITE OR PASTEL COLORS.

OVERVIEW OF "MORE VALUING DIVERSITY" FILMING
THURSDAY, AUGUST 25, 1989

COPELAND GRIGGS:

Since 1983 Lennie Copeland (the interviewer) and Lewis Griggs have been producing films including GOING INTERNATIONAL (1983), and a series of films related to dealing effectively in the global marketplace. They are financially sponsored in their projects by a broad range of multinational companies, including Digital. VALUING DIVERSITY, their most recent three-part film series, addressed issues of managing and communicating in a multi-cultural workplace.

AUDIENCE:

The primary audience for MORE VALUING DIVERSITY is the sponsors' own employees and top management. Sponsors include Aetna, Apple, Dow Chemical, Eastman Kodak, Proctor and Gamble, Exxon, Xerox, Johnson and Johnson, and others. Copeland Griggs will produce three films aimed at entry-level, first line supervisors and top management. We anticipate that Digital will be featured primarily in the top management film/video. The videos, which will reach a broad distribution, are scheduled to be released in January, 1990.

DIGITAL INVOLVEMENT:

Digital was one of the sponsors of the last VALUING DIVERSITY video series, but chose not to participate in the actual filming. Our involvement in this production will primarily feature us as the company in the forefront of Valuing Differences, in the video targeted for the top management audience. See attached interview questions.

FILMING AT DIGITAL:

Filming will take place on Friday, August 25th, in the Large Conference Room at the Mill as follows:

8:45 - 9:00 am	John Sims
9:15 - 9:30	Alan Zimmerle
9:45 - 10:00	Bill Hansen
10:15 - 10:45	Valuing Differences Managers
11:00 - 12:00	Filming of exteriors

PLEASE DO NOT WEAR WHITE OR BOLD PRINT CLOTHES, SINCE THE SUBTITLES WILL BE IN WHITE AND WILL SHOW UP BEST AGAINST OFF-WHITE OR PASTEL COLORS.

VALUING
DIVERSITY
COPELAND GRIGGS PRODUCTIONS

July 31, 1989

Dear VALUING DIVERSITY Sponsor:

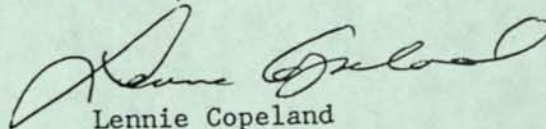
Enclosed, please find the following:

1. personal release forms (to be signed by each on-camera subject)
2. our filming schedule
3. interview questions
4. tips for camera subjects
5. description of Copeland Griggs Productions and interviewer's bio (some have asked for this)
6. revised dramas (Parts 4 and 5).

The interview questions will give you an idea of the range I will be exploring. I will, however, ask spontaneous questions not included here. Please let me know of any areas not to pursue, i.e., fruitless questions I will omit.

We need to settle very soon on the agenda for our film date. Please let me know right away what you've been able to arrange.

Yours,



Lennie Copeland
Producer

LC/rc
Encl: as

ON-LOCATION FILM SCHEDULE

August 7 - 18: Dramas

August 21: Travel

August 22: MTA and Dow Jones - New York

August 23: Dow Jones - New York

August 24: Eastman Kodak - Rochester

August 25: Digital Equipment - Boston

August 26: GTE - Stamford

August 28: U.S. West and *The Wall Street Journal* - Denver

August 29: U.S. West - Denver

August 30: Procter & Gamble - Cincinnati

August 31: Procter & Gamble - Cincinnati

TOP MANAGEMENT INTERVIEW QUESTIONS

I. General RE: Diversity

1. What does "Valuing Diversity" mean to you? What kinds of differences do you include?
2. What are some of the major changes/trends on the world today that will affect your profits and performance of your work force?
3. What are the benefits to an organization that values diversity and that acts in ways that value diversity?

II. The Company

4. Why does your company value diversity?
5. Why must your company invest in valuing diversity programs?
6. What is your company doing to adapt to the present and future diverse work force?
7. Can you give me a little history on the company's diversity work and goals and future plans?

III. You, Personally

8. Why do you value diversity?
9. What experience might have triggered or increased your awareness of the diversity issues?
10. In your role, what is your responsibility regarding diversity?
11. What do you personally do to value diversity?
12. How has your behavior changed or how is your behavior different from those who do not value diversity?

IV. Essentials in Valuing Diversity

13. What are the essential processes or systems for a company to value diversity?

14. Specifically, can you commit on:

- a. leadership, top management commitment,
- b. recruitment,
- c. developing and career planning for women and minorities,
- d. management training (managing diversity),
- e. involving women and minorities: advisory boards, etc.,
- f. supporting: networks, resources,
- g. accommodating: e.g., in religious holidays, bilingualism,
- h. research strategy and planning,
- i. community outreach,
- j. accountability,
- k. communication,
- l. culture range;

15. And on:

- a. women in non-traditional jobs,
- b. disability,
- c. race,
- d. cultural differences,
- e. sexual orientation,
- f. age: younger and older workers, generational differences.

16. What will "there" look like? How will you know when you are "there," regarding diversity?

17. What evidence, proof, do you have that your valuing diversity work has benefited the company?

18. When you look at a company that values diversity and one that doesn't, what differences do you see?

SUPERVISOR INTERVIEW QUESTIONS

1. What does "valuing diversity" mean to you? What kinds of diversity do you include in that?
2. What are some major changes you observe in the workplace today?
3. What are the benefits of diversity at work?
4. What problems are caused by diversity?
5. What situations do you have to deal with now, resulting from diversity?
6. Does your company value diversity? Why?
7. How do you feel about your company as a result of the diversity work?
8. You, personally, how do you feel about working with people different from yourself?
9. What's your responsibility as it relates to different people in the workplace?
10. Has your behavior changed since becoming aware of diversity issues?
11. Describe the boss you'd most like to work for.
12. What behaviors do you find most offensive? What makes you feel unwelcome?
13. Comment on the dramas, specifically, the issues:

Part 4 (for entry level workers)

- a. harassment,
- b. sabotage,
- c. cultural differences,
- d. stereotypes,
- e. new expectations for workers;

Part 5 (for supervisors)

- a. creating an environment where people feel welcome,
- b. job selection without bias of stereotypes, . . . ,
- c. training and development,
- d. resolving conflicts among diverse workers,
- e. overseeing work of culturally different people.

14. In particular, for example:

- a. do these scenes happen in your company? How might they differ?
- b. What are stereotypes? Why are stereotypes a problem?
- c. What is the responsibility of the individual in these situations?
- d. How would you do it right in each of these dramas?

15. What are the requirements for success for the worker in the diverse work force? What does management want?

16. What advice would you give to a new supervisor?

TIPS FOR CAMERA SUBJECTS

1. Please do not wear a white shirt. (Subtitles will be in white and are hard to read over a white background). Off-white or pastel is preferred.
2. Do not wear bold print. (Again, it interferes with the subtitles.)
3. Talk to and look at the interviewer, not the camera or others in the room.
4. Respond in complete sentences. (The questions will not be heard in the film.)

Lennie Copeland, Producer

Biographical Sketch

Lennie Copeland grew up overseas in the Middle East and Europe. She has a BA from Vassar College, a MSW from Boston University's School of Social Work, and a MBA from Stanford's Graduate School of Business. She has ten year's working experience in human services, including diagnosis and psychiatric treatment, social science research, designing of social service delivery systems, and administration of human services, and criminal justice programs.

After receiving her MBA in 1979, she established a management consulting company in San Francisco. Her clients included SRI International, Columbia Pictures, General Electric, and the Sony Corporation, as well as small businesses, foundations, and community organizations.

Ms. Copeland wrote and produced both the award-winning GOING INTERNATIONAL and VALUING DIVERSITY film series. She is co-author of Going International: How to Make Friends and Deal Effectively in the Global Marketplace, published by Random House. She has written articles on cultural differences for Across the Board, AMA Management Review, Frequent Flyer, Training, Personnel Administrator, Personnel Journal, Business America, Business Marketing, Export, Training & Development Journal, and Foreign Trade.

Ms. Copeland has been a judge in both the National Educational Film Festival and the Association of Visual Communicator's CINDY competition. She is a member of the Board of the Independent Feature Project, Northern California.

302 23rd Avenue

San Francisco

CA 94121 USA

415/668-4200

Fax: 415/668-6004

COPELAND GRIGGS PRODUCTIONS, INC.

Working Title: VALUING DIVERSITY

IV You Make a Difference

V Supervising Diversity

VI Champions of Diversity

PERSONAL RELEASE AND AUTHORIZATION TO PHOTOGRAPH

For good and valuable consideration, the receipt and sufficiency of which is acknowledged, I agree as follows:

1. I understand that you (Copeland Griggs Productions) are currently producing a film with the working title set forth above and that the film is being produced for distribution in videocassette and film.

2. I hereby consent to your photographing me (with still and motion picture cameras) and making recordings of my voice and other sounds, in your discretion, in connection with the production.

3. I hereby grant to you and your successors, assigns, and licensees, in perpetuity throughout the world, the irrevocable right to use my name and my likeness, voice, and other sounds (or any simulation thereof) in connection with the production, exhibition, advertising, or other exploitation, in any medium, of any film in which the above is incorporated.

4. I hereby grant to you the right to distribute, exhibit, and otherwise exploit any such production, in whole or in part, by any method and in any medium.

5. I hereby release and discharge you from any and all liability arising out of any injury of any kind which may be sustained by me from participation in or in connection with the making or utilization of the above production or by reason of the exercise by you of any of the rights granted to you hereunder.

6. I understand you have relied upon this release and authorization to photograph, in making the above production, and that you will incur substantial expense based upon such reliance. I have not been induced to execute this release by any agreements or statements made by your representative as to the nature or extent of your proposed exercise of any of the rights hereby granted; and I understand that you are under no obligation to exercise any of your rights, licenses, and privileges herein granted to you.

Date: _____, 19____.

Name (Sign): _____

(Print): _____

Address: _____

TO BE COMPLETED IF PARTICIPANT IS UNDER 18 YEARS OF AGE:

I represent that I am the parent or legal guardian of the minor who has signed the above release and authorization. As parent or guardian, I hereby approve the above agreement and confirm that said minor will be bound thereby.

Date: _____, 19____. Parent/Guardian (Sign): _____

(Print): _____

Address: _____

MESSAGES

1. It is Digital's policy to provide a work environment that values people's differences and is free from discrimination and harassment of any kind.
2. Digital is committed to valuing people's differences because it is the corporation's firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the Corporation.
3. Digital's Valuing Differences program extends/expands its Affirmative Action program by further addressing the needs of a diverse workforce.
4. Diversity, not only in the workforce, but also in customer and vendor bases will be a key factor for doing business in the year 2000. Managing this diversity will be an important process for businesses to incorporate into their goals/objectives and managers to understand.

1st, at the Copper Kettle (8am). Let me know if you need more info in the meantime!

Regards,

Kim

PERSONNEL

POLICIES AND PROCEDURES

Section 2.03A

Page 1 of 1

Date 03 JAN 89

AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY AND VALUING DIFFERENCES

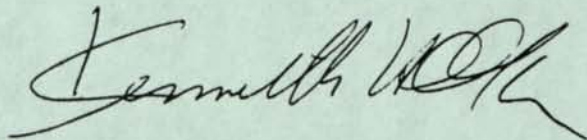
POLICY STATEMENT

It is the policy of Digital Equipment Corporation to ensure that all employees and candidates for employment are considered for all positions on the basis of their qualifications and abilities without regard to race, color, sex, religion, age, national origin, citizenship status, veteran status, sexual orientation, or handicap. We shall recruit, hire, upgrade, train and promote all employees in all job classifications and ensure that all personnel actions such as compensation, benefits, company-sponsored training, educational tuition-assistance, and social and recreational programs are administered without regard to these differences. We will provide a work environment free from discrimination and harassment of any kind.

Moreover, we are committed to valuing people's differences because it is our firm conviction that an environment which values differences is critical to each employee's ability to succeed and to the success of the Corporation.

In addition, we shall take affirmative action to ensure that all minorities, women, Vietnam Era Veterans, handicapped persons, and disabled veterans are introduced into the work force and are considered for promotional opportunities as they arise.

Alan Zimmerle, Corporate Director of Equal Employment Opportunity, Valuing Differences, and Affirmative Action will ensure that the intent and practice of this policy is carried out. However, we will expect every manager, supervisor and employee to take an active part in putting these principles into practice - with each other and in our relationships with customers, vendors, and others with whom we do business.



Kenneth H. Olsen, President

digital

Author: Alan Zimmerle
Date: 09-Jun-1989
Posted-date: 09-Jun-1989

VALUING DIVERSITY
Copeland Griggs Productions

SPONSORSHIP AGREEMENT

Digital Equipment Corporation ("Digital") agrees to sponsor the production by Copeland Griggs Productions, Inc. of at least two new VALUING DIVERSITY training films at the sponsorship fee of \$10,000. If Copeland Griggs Productions can sign up enough sponsors to do a third film, then DEC will be considered a sponsor of that third film with no additional financial or other obligations. This is a contractual commitment and not merely a letter of intent.

This sponsorship fee is payable 50% (\$5,000) on June 30, 1989, with the remaining 50% (\$5,000) due in December 30, 1989. If production of a film is commenced, but two approximately one-half hour color videotape masters of the completed films are not delivered to Digital by June 30, 1990, all money advanced by Digital will be refunded in its entirety. Delivery to Digital will be accomplished by actual delivery to Alan Zimmerle at Concord, MA.

Copeland Griggs Productions, Inc. agrees to acknowledge Digital in the credits for each film, but Digital may choose not to be credited for any reason after seeing the nearly completed rough cut. Copeland Griggs Productions, Inc. agrees to deliver to Digital a one-inch NTSC color video master of each film. Copeland Griggs agrees that Digital and its subsidiaries and divisions shall have a free, unlimited right to internally use, display, duplicate and edit any training films or videos delivered under this agreement. Otherwise, Digital shall not loan, rent, trade, or sell externally, such film videos or copy thereof without Copeland Griggs prior written approval.

Copeland Griggs Productions, Inc. encourages the professional input of Digital employees and may use corporate logos, employees, products, facilities, or other footage, with the prior written approval of Digital, but Copeland Griggs Productions, Inc. shall retain final editorial

control over the content of the films. All copyrights on the films will be retained by Copeland Griggs Productions, Inc., which will be free to market and distribute the films to all potential buyers subject to Digital's prior written approval of the use of its corporate logos, employees, products, facilities, or other footage in the final version of Copeland-Griggs films or video tapes, which such approval will not unreasonably be denied. Digital shall bear no liability for expenses incurred in the production, or distribution of the films, beyond the \$10,000 sponsorship fee, nor shall it receive any portion of any revenues or profits that may be realized by the distribution of the films.

DIGITAL EQUIPMENT CORPORATION

By: _____
Name: _____
Title: _____
Date: _____

COPELAND GRIGGS PRODUCTIONS, Inc.

By: _____
Name: _____
Title: _____
Date: _____

From: FACMTS::FACMTS::MRGATE::"BARTLE::A1::CROMWELL.TERESA" 27-JUL-1989
18:19:58.29
To: ASABET::FULLERTON
CC:
Subj: Copeland Griggs summary and messages....

From: NAME: T. Kimberlie Cromwell
FUNC: Corp AA/EEO/Vd
TEL: 251-1665 <CROMWELL.TERESA AT A1 at BARTLE at CFO>
To: FULLERTON @ASABET @VAXMAIL,
NAME: Alan Zimmerle <ZIMMERLE.ALAN AT A1 at BARTLE at CFO>

Hi Alan and Ann--

Spoke with Lenny in more detail about the kinds of questions that she wants to ask John, Bill and the Valuing Differences managers. She's going to try to send me a list by the end of next week, but here are some examples that she used:

- o What's the benefit of doing Valuing Differences work for you, personally, and for the company, in general? Why should others care on a personal level about this work?
- o What led you to do Vd work? Significant experiences?
- o What do you mean by "diversity" or "valuing differences?" What differences?
- o What are the problems in doing this work? Downsides? Risks?
- o What do you as a role model do differently on a day-to-day basis that shows you value differences?
- o How have you changed, personally, in doing this work?
- o Describe in your own words what Digital is doing in the area of valuing differences? What have some of the problems been in Digital's implementation of this philosophy?
- o Talk about core groups. What do you need to be sensitive to in order to be in a core group? What can go wrong? What are the risks/wonderful moments?

Lennie is thinking about creating two 30-minute "Champions of Excellence" films--one focusing on people who are the champions of Valuing Diversity, the other focusing on programs that are changing organizations. The first one, in which we would be featured as the first company doing this sort of work, would be about WHY we do it; the second film, in which we might not be featured at all, would be about HOW (including some training sessions, group work, etc.).

Lennie and her crew plan to spend one day with us, the 25th, and they will plan to begin setting up at 8am. John is scheduled to be filmed at 8:30 or 8:45. I have asked the Valuing Differences managers to hold the hold day, since we haven't yet confirmed time with Bill.

Lennie would like to film the Digital sign (logo), the entrance to the Mill, and some exterior shots--including, ideally, some of people walking into the entrance. [Need your okay on this, Ann.]

THREE MESSAGES

2nd msg.

VD IS MORE AA
AN APPROACH

Fuller



WORKFORCE 2000 IMPLICATIONS →
IMP. PROCESS FOR HHS # TO

- ① HSKS
- ② OUTLINE OF PROJECT
w/ SEGMENTS & FOCUS ON
- ③ FACT SHEET ON COPELAND/BE/HHS
- ④ EDITOR ~~QUESTIONS~~ — BRIEF DESCRIPTION OF TECHNIQUE

HFB. →

PATENT
EVALUATED >

The following is the first of the three messages that were created for the PMC's DVN filming:

The population of North America is becoming increasingly diverse. This diversity is reflected in our workforce as well as in our Customer and Vendor base. In addition, Digital's business outside the U.S. is growing at a high rate, requiring us to deal with international diversity. Digital must plan for and manage to these changes in order to maintain a competitive edge.

[The other two messages, which I'll bring to our mtg next week, refer more directly to Affirmative Action.]

In some notes that I pulled from Alan's "Speeches" file, I've found some comments about a Channel 30 interview, that include the following:

Definition: Valuing Differences is valuing people--Digital values the individual.

Vd gives Digital a competitive edge.

Vd enhances our AA program, and makes Digital a good place to work for minorities and women.

I think these may be notes on the "messages" you created:

- o Vd addresses the needs of a diverse workforce
 - * attraction}
 - * retention} VALUING
- o Success in changing bias
 - * people as individuals
 - * builds better relationships
- o Describe programs
 - Process--
 - 1) articulate stereotypes
 - 2) examine assumptions
 - 3) build relationships
 - 4) empower self and others
- o AA help once in the Corporation
 - * caused us to carefully examine what we do

Perhaps these notes will prompt some thoughts about what our core messages need to be. One theme in my conversations with the Vd managers is the importance of illustrating that Vd is different from EEO--that we would short change ourselves if Valuing Differences were translated to mean only race and gender differences.

I'll bring these notes and more to our meeting on Tuesday morning, the

From: SOCIAL::CROMWELL "Kim Cromwell 251-1665" 26-OCT-1989 12:34:31.5
4
To: HAVOC::TAYLOR, HAVOC::MARSHALL, ASABET::FULLERTON, ZIMMERLE, CROMWEL
L
CC:
Subj: Copeland Griggs Raw Footage Review

Hello,

I've just spoken with Lennie Copeland, who has agreed to show the raw footage of the Valuing Diversity films to you on the morning of November 14th. I believe that she wants to include a segment of Bill Hanson's interview in the film aimed at line managers. Other than that, we're not featured in the first two films--but are in the third, which they tried to do in more of a documentary format.

Lenny continues to express concern about her inability to illustrate comments made by Digital participants in the film....We did send videotape of some Digital historical footage and a few photos of Celebrating Differences events, which she may include.

Copeland Griggs Productions are located on 302 23rd Avenue in San Francisco. Their phone number is (415) 668-4200.
* I have told Lenny that you will be in touch about ironing out any details, but she says that the editor will plan to meet you at the office at 9am on the 14th. *

I'll be travelling beginning tomorrow--and won't be back until November 6th. If you have any questions, please call Wendy at my office (251-1471). I'll be checking in with her.

Thanks VERY much for reviewing the film----

Kim

~~302 23rd AVE~~ ~~302 23rd AVE~~
302 23rd AVE
SAN FRANCISCO

415-668-4200

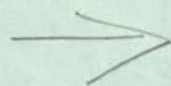
CLEMENT 20

DONNA →

Nov. 19

CC: 6PM

~~THU~~
TWA



~~9:10 AM~~
9:10 AM.

BOSTON

11:22 -

12:05 -

2:19 -

3

~~TWA 200h~~ →

~~1:10~~
[1:50]

5

12:00 P.M.

8:40 AM, → BOSTON

4:54 P.M. → 10/8 →

Ann Marshall

I N T E R O F F I C E M E M O R A N D U M

Doc. No: 003373
Date: 25-Oct-1989 05:26pm EDT
From: T. Kimberlie Cromwell
CROMWELL.KIM AT A1 at BAR

TLE at CFO

Dept: Corp AA/EEO/Vd
Tel No: 251-1665

(ZIMMERLE.ALAN AT A1 at BARTLE a

TO: Alan Zimmerle
t CFO)

CC: ANN FULLERTON @MLO
CC: DONNA TAYLOR @MLO

Subject: Copeland Griggs Film Review

Alan, Donna and Ann,

Thanks to Ann Fullerton and Donna Taylor for adjusting your calendars in order to review the rough cut of the new Valuing Diversity films on Tuesday, November 14th, in San Francisco.

Before we make final plans I must first, of course, get Copeland-Griggs to agree to give us a "special showing" on that date. Lenny was out of the office today, but I've left messages and hope to speak with her tomorrow.

As soon as I have Lenny's response, I'll touch base with each of you, to confirm where things stand.

Donna and Ann, thanks so much for your flexibility and willingness to make this trip happen.

Best,

Kim

VALUING
DIVERSITY

COPELAND GRIGGS PRODUCTIONS

Valuing Differences staff -

Please review & provide comments to
Ann & Donna prior to their Nov. 14th

October 19, 1989

S.F. trip.

Thanks

- Kim

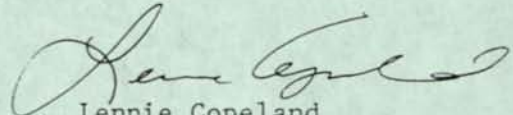
Dear VALUING DIVERSITY Sponsor:

Enclosed, please find the transcript of the selected quotes for your section in VALUING DIVERSITY Part 7. This includes only part of the material because the top management film is now in two sections. In a few weeks, I will send a transcript for Part 6. The enclosed outline explains the difference between these two films.

Incidentally, much of this material sounds a lot better than it appears on paper, and there will be lots of images to backup the *talking heads*. Narration will bridge from section to section and, sometimes, from speaker to speaker. And, as short as these selections seem, they need to be shaved, so there will be some additional cutting -- not expanding!

Please let me know immediately if there are any objections to any of the material.

Yours,



Lennie Copeland
Producer

LC/rc

Encl: as

VALUING DIVERSITY
PART 6: CHAMPIONS OF DIVERSITY
(Thirty Minutes)

- a film about personal responsibility;
- a film about the people who value diversity, why they do and what they personally are doing to affect change in their organization and in their own behavior;
- a film to encourage top management "buy-in" to valuing diversity.

OUTLINE OF THE FILM

	<u>TIME</u>
1. Workforce 2000 and the competitive edge <ul style="list-style-type: none">■ images of students, work force and the market■ images of gender, race, disability, age, sexual orientation and culture■ images of the unhappy worker/strife-ridden & low performance workplace	3
2. Diversity in the marketplace	3
3. The personal journey or "How I Saw the Light" <ul style="list-style-type: none">■ stills	5
4. What <u>is</u> "valuing diversity" <ul style="list-style-type: none">■ images of different kinds of people: disabled, young, old, etc.	2
5. Change: what companies are doing <ul style="list-style-type: none">■ images of training, diversity awareness and recognition -- preview to Part 7	7
6. The essential ingredient: top management leadership <ul style="list-style-type: none">■ images of meetings, speeches, corporate communications	5
7. Personal responsibility and changing personal styles <ul style="list-style-type: none">■ images of mentoring, Phil Samper in classroom (Spanish)	2
8. The work is never "done" -- no one is "there"	1

INTERVIEWS: SENIOR MANAGEMENT

SFSU: Robert Corrigan, Olive James, Mary Hoover
Kodak: Phil Samper, Kay Whitmore
Dow Jones: Kim Breese, Don Miller
U.S. West: Jack McAllister, Darlene Siedschlaw
Security Pacific: Bob Smith
Xerox: David Kearns
Digital: Bill Hansen, Barbara Walker, and John Simms
Metropolitan Transit Authority: James Nixon
Hewlett-Packard: King Ming Young

VALUING DIVERSITY
PART 7: PROFILES IN CHANGE or SEVEN STEPS TO CHANGE
 (Sixty Minutes)

- a film about programs and processes of cultural change
- a film about how organizations are changing to maximize the benefits of a diverse work force focusing on the programs and systems that leading organizations have installed to gain the competitive advantage.

<u>OUTLINE OF THE FILM/ESSENTIAL PROCESSES FOR VALUING DIVERSITY</u>	<u>TIME</u>
1. <u>Leadership: Commitment from the Top at Various Organizations</u>	1
U.S. West, Jack McAllister, Chairman & CEO Eastman Kodak: Kay Whitmore, President & Executive Officer Xerox: David Kearns, President & CEO San Francisco State University: Robert Corrigan, President Security Pacific: Bob Smith, President	
2. <u>Communicating and Involving: Pluralism at U.S. West</u>	9
Jack McAllister, Chairman and CEO (white) Darlene Siedschlaw, Pluralism Council Chair (white) Larry Walker, Director of Pluralism (white) Pluralism Council meeting Coalition of presidents from Black, Hispanic, Asian, Native American, Women's and Gay and Lesbian Resource Groups	
3. <u>Filling the Pipeline: Education, Recruitment, and Retention at Eastman Kodak</u>	9
Kay Whitmore, President & Executive Officer (white) Phil Samper, Vice-Chair & Executive Officer (Hispanic) Career Planning meeting Phil Samper speaking Spanish to new hires from Puerto Rico Univ. Kay Whitmore talking to school program personnel Sr. Executive talking to a high school class	
4. <u>Training: Managing Diversity at Apple Computer</u>	5
Training or interview with Santiago Rodriguez	
<u>Mentoring at Dow Jones</u>	5
Kim Breese, Chief Administrative Officer (white) Don Miller, VP, Employee Relations (Black) Karen Kennedy, Production Manager - WSJ (white) Quad meeting (mentoring) Newsroom The Wall Street Journal plant in Denver	

<u>Team Building at Weyerhaeuser</u>	3
Survival exercise	
Fireside chat	
<u>The "Personal Journey" at Digital Equipment</u>	5
Bill Hanson, VP, Manufacturing (white)	
Alan Zimmerle, Corporate Manager, AA/EEO and VD (white)	
Barbara Walker, International Diversity Manager (Black)	
5. <u>Accommodating Differences: Ethnic Diversity at S.F. State University</u>	5
Robert Corrigan, SFSU President (white)	
Olive James, Commission on Human Relations Chair (Black)	
Human Relations Commission at work (public testimony)	
School of Ethnic Studies and diverse faculty	
Mary Hoover, Dean, Black Studies Department (Black)	
Diversity training for faculty and staff	
Birthday celebration and diversity	
<u>Maternity at GTE</u>	3
Karen Ross, Career Development (white)	
Tom Green, Management Development (white)	
<u>Disabilities at Hewlett-Packard</u>	4
King Ming young, Corporate Training and Development (Asian)	
Enabling Committee	
"Lottery for Life" disabilities awareness event	
Physical accommodations tour (variety) by employee in wheelchair	
6. <u>Marketing to Diversity: Advertising (various)</u>	2
<u>Serving the Customer at MTA</u>	3
Jim Nixon, Director of Affirmative Action	
<u>Community Outreach at Allstate</u>	3
Barry Huey, Agent (Asian)	
Oakland Chinatown festival	
7. <u>Accountability: Recognition at Security Pacific</u>	3
Bob Smith, President (white)	
Awards Banquet	

10/19

T = cut

Digital

Need images.
Too long on
camera

Allen Zimmerman

"Thirty years ago three white men started a company but had a different notion about computing and that different notion led us to the development of the midrange computers that have revolutionized the industry today. And it was really that different kind of thinking, the ability to accept different ideas, different kinds of people that formed the values of the company. And the most basic value we have our employees is to value our employees. Valuing difference is simple, it's valuing employees and recognizing that employees feel most valued when their differences are taken into account."

Bill Hanson:

"Saying valuing difference is one thing doing the work of valuing difference is something else, and the work to me of valuing difference is internal, it's dealing with my difference my understanding of myself. It's not your difference, I value your difference but to do that I have to first understand who I am and what I'm about and how I think and that's that takes real work."

Too long on
camera and
needs editing
to remove
rambling &
make story
tighter.

Barbara Walker:

"A first stage in the valuing differences journey for me was to get in touch with a broader range of issues to get beyond the race issues and to take a closer look at what some of the gender issues meant to me. As I began to do that work, as I began to understand that part of my own was to develop more authentic, significant relationships with women who are white, as I began to understand that there were, it was, I was feeling more like a victim of white women than not as I was feeling disempowered by white women and by white men I began to understand that we are all in this together and that I can be a leader, and that I must build partnerships with people who are different, that I must build partnerships with white women, I must build partnerships with white men. Then of course I must build partnerships with Hispanic men and women, with Asian men and women and then slowly I watched the flower of valuing differences open up and I began to understand ah hah it's not just race and gender it's about our sexual orientation, it's about our perspectives with respect to ability and disability."

I'd like
to cut
some words
here

No film.
Need image

Need
for image
(No Pix)
Also
long "telling
head"

So we began with a small group of people, seven people who came together to just talk, to have the dialog. Over time as those people met they managed to develop some trust with one another some trust between black and white managers, some trust between the men and women. They began to discuss some of the issues that normally don't get discussed in the workplace, issues

Picture out

such as styles of bonding, intimacy, what is intimacy, love, we began to discuss issues of forgiveness, taking risks and making mistakes with one another, those of us who are black and white. Can we make mistakes with one another. As people began to develop that trust and began to talk about the issues that were important to them we began to understand that the issue for everybody is by whose standards yours or mine and we slowly began to understand that our culture, our core identify issues help us form our assumptions about the standards. T

Need
image
to cover
cut

~~Difference in~~
Assumptions can develop into some difficult situations at work. A man and a woman trying to build a working relationship can go at it in different bonding styles. The woman, the man can be very indirect and can begin talking about sports events or maybe even making jokes and she's thinking what a bore or here I have to put up with more sports, not understanding that that's the way he thinks, that he builds a relationship. She on the other hand can say to him very directly oh I like you and he immediately says she's hot for my body. It's that kind of a difference that can create problems. T

Core groups which began in 1979 multiplied exponentially at least for the next six or seven years. T What I did was to establish what we called AAU, affirmative action university where we asked people to volunteer to come learn how to lead core groups. T which is really how the core group movement began to spread throughout all of Digital.

There were a lot of confrontations, there certainly were a lot of tears and quite a few of them were mine, as we were being very open with one another, as we took risks. One of the risks we took in one way is that many of the men in the room were vice presidents, many of the women in the room were people who worked for those vice presidents. We all we all worked for some of the people sitting right there in the room, that was a major difference, as we struggled with that difference on top of the race differences on top of some of the other more traditional differences we also wandered into understanding that one of the biggest differences among us was along organizational lines. Some of us were from manufacturing, some of us were from engineering, some of us were personnel and those differences began, and the assumptions behind those differences got in the way of the work as well but we hung in and we began to define hanging in as as keeping people safe, that keeping people safe did not mean not having conflict.

No
images to
carry
this.

There are five steps involved in the work to help people address the different issues that they must address. The first is learning to erase stereotypes, the second is learning to listen and probe for the assumptions of

others. The third is going out of one's way to build authentic, significant relationships with one one regards as different from oneself. The fourth is stripping away the ways we make ourselves victims of by working on enhancing our personal empowerment and the fifth exploring and identifying group differences.

Put this over the meeting

There's so many unanswered questions, we have so many things we're trying to figure out about the work and about how to do the work, so as valuing differences managers we come together on a fairly regular basis."

Meeting:

Barabara Walker;

"...organizational styles, learning styles, language, values et.,..."

Alan: "...So a manager sees as not extra work, not special work, npt additional work, that it's part of your normal job of being an excellent manager."

Donna:

"For some engineers and for some people in an engineering space, that isn't still a very appropriate way to work it, it's more to say what other ways do people begin to learn about and experience difference."

Barbara Walker:

"By having core groups almost by forcing people to come together they learned skills and learned ways of working they would never have learned had we not pushed that way."

Donna:

"And I don't agree, you can't just do a peice of it, if that's the way that they will get strated to me that's perfectly valid."

Barbara Walker:

"No, no to me it's not, to me it's not. We must see, it feels like I'm more that we've got to stretch people...."

Donna:

"I don't."

Robert:

"But you may have paid a price for that pushing. I've seen some of that in the field where people had an unpleasant experience in being introduced to the work and so it was months or years before they were ready to begin doing valuing differences work."

Barbara Walker:

"Yes but I don't want to let go of pushing people to stretch."

Donna:

"And I think I think what I always struggle with is how do you get people to understand what this has to do with them being successful in their work, and if you and if someone doesn't realize that, if that's simply not part of their reality then the first step is not that you force them into a core group or you say this is the way you need to become a better manager or supervisor, you find other ways of getting them to see what it has to do with them."

Barbara Walker:

"But you're missing what I'm saying, no, I'm not forcing the issue of core groups. I am saying we must help people learn different ways, see I was responding to what I thought....."

End of Meeting

Barbara Walker:

"We are just understanding what the questions are, but even if we understood all the questions in my view there would still be no right answer."

Allen Zimmerle:

"The work is never finished."

Allen Zimmerle: (Alternate)

"You know valuing differences is really about learning, the thing that keeps me doing this work for the number of years that I've been doing it which as a white male I'm often asked about, is that I continue to be a student, I continue to learn more and more about others, about business, about this world but most importantly about myself, that I know more about me because of valuing differences than I ever understood before."

VALUING DIFFERENCES:

THE BUSINESS CONNECTION

FEBRUARY 1989

VISION

EACH EMPLOYEE AND CUSTOMER
FEEL VALUED, EACH OPINION
BE HEARD, EACH PERSPECTIVE
BE CONTRIBUTED IN DIVERSE
WORK ENVIRONMENTS, THEREBY
PROMOTING EMPLOYEE SATISFACTION
AND PRODUCTIVITY, INNOVATION,
CUSTOMER SATISFACTION AND
CONTINUED COMPANY PROFITABILITY.

WHEN THE 25 YEAR FINANCIAL PERFORMANCES OF COMPANIES WHICH PIONEERED IN DESIGNING PROGRESSIVE HUMAN RESOURCES SYSTEMS (e.g. AFFIRMATIVE ACTION AND VALUING DIFFERENCES TYPE EFFORTS) WERE COMPARED WITH LESS PROGRESSIVE MATCHES, THE PROGRESSIVE CORPORATIONS (DIGITAL IS INCLUDED) WERE "SIGNIFICANTLY HIGHER IN LONG-TERM PROFITABILITY AND FINANCIAL GROWTH"

THE CHANGE MASTERS, KANTER, 1983

DEMOGRAPHICS

Remember, Read, Review, etc.
Harris Sussman's work

- o Rapidly changing workforce
- o Rapidly changing markets

"FOR DIGITAL INTERNAL USE ONLY"

DEMOGRAPHIC TIDBITS

"By 1995, 54 percent of the US workforce will consist of minorities and women. In other words, the prosperity of the US economy will rest with people who have often been neglected in education, technology, and management."

"The 1984 entering class at UC Berkley was 44% minority; at Harvard 20% minority."

Source: Harris Sussman, "Some HRPD issues for DEC"
April 1988

"FOR DIGITAL INTERNAL USE ONLY"

DEMOGRAPHIC TIDBITS

Will immigrants fill the coming gap between employer needs and available human resources?

NO!

Only 20 percent of legal immigrants are admitted for job skills. Family ties or refugee status are the usual criteria.

Source: Bureau of the Census

"FOR DIGITAL INTERNAL USE ONLY"

DEMOGRAPHIC TIDBITS

"MINORITIES" Are a numerical majority in more than 25 U.S. Cities.

Blacks and Hispanics alone spend over \$300 BILLION Dollars per year.

Source:

"Insight" March 9, 1987

"INTERNAL DIGITAL USE ONLY"

DEMOGRAPHIC TIDBITS

ANNUAL SPENDING POWER

WHO		YEAR
Blacks & Hispanics	\$300 Billion	1988
Asians, Blacks & Hispanics	\$424 Billion	1990
Asians, Blacks & Hispanics	\$650 Billion	2000

Source: Valuing Diversity, Copeland Griggs Productions, 1988

"FOR DIGITAL INTERNAL USE ONLY"

DEMOGRAPHIC TIDBIT

The 25 top Black Managers
in corporate America oversaw
budgets totaling more than
\$ ONE TRILLION in 1987.

Source:

Black Enterprise, Feb 1989

"INTERNAL DIGITAL USE ONLY"

Social Invention and Diversity

For example, we have learned that there are five states in which most social invention occurs in this country. The other forty-five are in effect followers.

Not surprisingly, California is the key indicator state, Florida is second, although not too far behind; the other three trend-setter states are Washington, Colorado and Connecticut.

When we trace back new trends or positions on issues eventually adopted by most of the fifty states, we find that these five states are again and again the places where new trends began. It's difficult to say why, other than to observe that all five are characterized by a rich mix of people. And richness of the mix always results in creativity, experimentation, and change.

Source: Megatrends, John Naisbitt 1984

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Includes ALL Differences

e.g.

Experience of Poverty brings expertise on:

- o doing more with less
- o conservative management
- o short-term survival
- o being effective during hard times

Experience of Wealth brings expertise on:

- o taking high risks for high potential gains
- o leveraging resources
- o long term strategizing
- o being effective during good times

We need both perspectives present and valued as we make decisions today on:

- o new products
- o more markets
- o changing markets

"FOR DIGITAL INTERNAL USE ONLY"

Our failure to live up to our reputation has led to being dropped from the top-ten list of best U.S. employers for people of color.

According to Black Enterprise, (February 1989) we are now among the bottom 15 of 50 best places for people of color to work.

Consequences:

- o Reduced ability to attract people of color
- o Higher salary requirements
- o Poorer public relations among people of color
- o More difficulty selling to clients with commitments to social justice
- o Decreased stock value among investors sensitive to social responsibility

"FOR DIGITAL INTERNAL USE ONLY"

CORPORATE
DISASTERS :
FAILURES
TO
VALUE
DIFFERENCES

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

Failure to value MOM's Perspective:

MOM's WARNING

People Express prospered in the days when it offered Greyhound-low prices and convenience.

Then it began acquiring other carriers in order to go "big time" fast.

Donald Burr, the founder and chief executive officer, admits he didn't realize the airline was in trouble until his mother told him, "I hope you don't mind but I'm flying American. Just a few dollars more."

Source: When the bottom Drops
by, David Silver

FOR INTERNAL USE ONLY

Valuing Differences Disaster

BRANIFF AIRLINES

CEO - "Fanfare, brightly colored planes, and the like will attract more business" (right brain dominant)

Comptroller -

"Our analyses and projections predict failure unless we focus on financial fundamentals" (left brain dominant)

Neither view was valued by the other person. Both views reflected key elements in potential business success.

RESULT -

Bankruptcy

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

GERBER BABY FOODS

Attempted to sell baby food in a multi-lingual African country using jars covered with pictures of White babies.

What difference did they fail to value?

Using WHITE babies was not the fatal error.

The error was using Babies.

Successful food product sales used pictures of the product, not the intended users.
The buyers were not cannibals!

Costs: re-packaging all jars
 poor public relations

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

HEWLETT PACKARD and DIGITAL PERSONAL COMPUTERS

Failure to include all potential user perspectives on the design teams for hardware and software.

Cost:

Financial losses in the millions

Poor public relations for this and related product lines.

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

AUDI (Sudden "uncontrollable" acceleration)

"You idiots can't even find the brake pedal --- it is just to the left of the accelerator."

Customers felt devalued and demeaned

Costs:

Drastic drop in sales
Expensive incentives now required to
maintain even moderate sales
(e.g. free maintenance and guaranteed
resale value.)

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

Settlement with State Farm Insurance Company in California in an employee class action discrimination suit.

\$300 MILLION

1.3 Million of which was divided among three individuals who brought the case.

Ask your nearest EEO/AA professional how much Digital is paying for discrimination.

"FOR DIGITAL INTERNAL USE ONLY"

Valuing Differences Disaster

PHARMACEUTICAL INDUSTRY

- o Nothing of value could possibly come out of a place like Nubia, populated by dark-skinned Africans.
- o Therefore Tetracycline (a very effective antibiotic) was re-invented or re-discovered in the 20th century.
- o "Science magazine reported research with modern carbon bone dating techniques proving therapeutic use of tetracycline by the Nubians in 350 A.D."
- o Failure to value differences wasted millions of lives that could have been saved between 350 A.D. and the 20th century.

"FOR DIGITAL INTERNAL USE ONLY"

Restrictive Purchasing Ordinances In Action

Losses:

City of Detroit:

"We will do no business with Digital until/unless it has a presence in the city."

City of Atlanta:

"We will reduce our business with Digital if it does not continue a presence in city."

Senior Marketing Human Resources Manager

"We have lost and continue to lose several million dollars in revenues every year by our failure to establish partnerships with available minority vendors."

"FOR DIGITAL INTERNAL USE ONLY"

Corporate Successes

When

Differences were Valued

And

Many Dollars were made

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Valuing Differences Success

DISNEY CORPORATION

- o Successful in California, Florida, and Japan
- o Decided to go to Europe
- o Had a valuing differences mindset and asked - "Is there anything different we need to know or do to Succeed?"

Answer

Vacation patterns are different.
More Europeans vacation during the same weeks than in the U.S.
There are major vacation peaks.

Action

Disney studied the pattern and staffed accordingly

Result

Satisfied guests in the park
Financial success

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Valuing Differences Success

APPLE COMPUTER

Valued and hired Steve Wazniak away from Hewlett Packard (genius who had "hippy" style physical appearance).

Steve was not valued/heard at H.P.

- o was coached to get a suit, tie, non-sandle shoes, and a haircut
- o refused and instead went to help Apple make \$millions
- o As a result of feeling valued (without a tie and haircut) Steve now wears a suit, tie and shorter hair when representing the company.

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Valuing Differences Success

UNION CARBIDE CHEMICAL LEAK

- o Immediate humanitarian response was made
- o Stimulated by male executive whose humanistic side was valued
- o Context was tough-minded we-are-in-trouble decision making

Result

- o Litigation costs were \$millions below projection
- o Credit given to immediate "caring" response

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Valuing Differences Success

DIGITAL

Enterprise-wide Networking

Our clients now request human factors and valuing differences technology for dealing with the human side of networking their organizations.

E.G. DuPONT

- o Valuing Differences managers working as partners with sales account managers

GTE

- o Human Resources manager sent to work on-site with the client.

NORTHROP AND MARTIN MARIETTA

- o Requested human factors support along with our products.

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Valuing Differences Success

DIGITAL

During Fiscal Year 1989 we celebrate the 100,000th manufactured DSA/SDI backplane disk controller.

This product is the result of cooperative efforts among personnel in:

- o Ireland
- o Puerto Rico
- o Singapore
- o United States

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Valuing Differences Success

MORRISON KNUDSEN/ EXXON/
COLOMBIAN GOVERNMENT

Partners in a mining project in Colombia

Invested in numerous workshops meetings to address working effectively in the context of major differences in national culture, corporate culture, project responsibility, language, etc.

Savings

- o \$3 million dollars per day of project slippage avoided.

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Valuing Differences Success

New perspectives, better communication and cooperation

A European firm created a Technical and Field Support Center with the involvement of all their European subsidiaries. By involving all countries in defining the "where, how, and why" of operations, the Center avoided one-nation dictatorial decisions which, in the past, had caused continuous conflicts between countries.

Source: International Dimensions of Organizational Behavior, Nancy J. Adler, 1986, pp. 81-82.

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Valuing Differences Success

New product development

A U. S. pharmaceutical firm developed a new competitive anti-cancer drug based on: an initial discovery made in their Italian subsidiary, research conducted in conjunction with the most well-equipped institute for therapeutical research in the world (the U.S.-based National Cancer Institute), new creativity techniques coming out of Sweden, specific new therapy indications from Japan and China, and a major cash flow from Germany and the United States.

Source: International Dimensions of Organizational Behavior, Nancy J. Adler, 1986, pp. 81-82.

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Restrictive Purchasing Ordinances In Action

State of California

Digital received contract initially
planned for IBM

Reasons stated in the decision by the
Legislature:

- o Digital is socially responsible
- o It is the kind of organization
with which we want to do business
- o Digital is not in South Africa

Results:

Approximately \$10 million in revenues

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Restrictive Purchasing Ordinances In Action

U. S. Air Force

Digital received contract held up for
EEO/AA compliance failure

Award allowed because:

- o Valuing Differences work and commitment exceeded Federal spirit-of-the-law requirements
- o Employee interviews demonstrated good Valuing Differences Climate
- o We promised to address EEO/AA deficiencies immediately

Revenues:

Approximately \$10 million

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Minority Groups

DuPont:

Black employee group formed but challenged and Not supported by DuPont (met offsite after work hours)

Dupont:

Tested employees for sickle cell anemia (more prevelant in Black populations)

Media:

Described DuPont as doing racist genetic testing

Bad Public Relations for DuPont

Black employee group stood up for DuPont and successfully countered the bad news.

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Tell me,
I forget.

Show me,
I remember.

Involve me,
I understand.

Ancient Chinese Proverb

I N T E R O F F I C E M E M O R A N D U M
C F O 1 A L L - I N - 1 S Y S T E M

Date: 29-Jun-1989 04:23pm EDT
From: THERIAULT@FDCV30@MRGATE@FACM
Dept:
Tel No:

TS@PKO

TO: See Distribution List

Subject: FYI -- DEC DEMOGRAPHICS

From: NAME: Steve Vachss
FUNC: PROCESS INDUSTRY SLS MGR
TEL: DTN 276-9508
Date: 01-Jun-1989

Subject: DEC DEMOGRAPHICS

ATTACHMENT PROVIDES AN INTERESTING FOLLOW-UP TO THE VALUING DIFFERENCES SEMINAR.

BEST REGARDS.

The following demographics are powerful. They represent a different world than the the one we are acquainted with.

In the event that any of us were uncertain regarding the role of education at Digital or the importance of Valuing Differences, the following numbers should reinforce even the weakest of will.

Thanks to Harris Sussman for again providing an image of the future.

FAMILY ISSUES

Only 15% of today's employees represent the "traditional workforce" of married males with wives at home.

Almost 10% of today's employees are single parents.

Employees today are feeling stress due to work/home conflicts, and 41% of employees who are parents want DEC to take a major role in reducing that stress.

22% of employees who are parents worry about their children during working hours.

45% of today's employees plan on having children in the future.

14% of the high school class of 2000 will be children of teen-aged mothers, and 25% of the class will be poor.

Nearly 60% of mothers with children under 18 are already employed; over half of all married women are employed.

EDUCATION

25% of the high school class of 2000 will not graduate.

48% of today's employees have no degree.

Almost 23% of today's employees attend school on their own time, an average of 6 hours a week.

The increased cost of education, combined with the need for many families to have several wage earners, will sharply reduce the opportunity for teenagers to go to college. Much of the new work force will be high school graduates or dropouts.

Computer literacy courses are expected to increase in high school curricula.

MINORITIES AND WOMEN

Most of the increasing numbers of temporary, part-time, and flex-time employees are women and minorities, so white males are becoming a larger percentage of the full-time employees.

15% of those entering today's job market are white males.

As time passes, there will be many more women than men.

AGE

43% of today's employees take some responsibility for their parents. A large number of employees' parents will become ill or die in the 1990s; the average family has more living parents than children.

In the US, Europe, and Japan, there are more people over the age of 65 than there are under the age of 20.

INTERNATIONALISM

More than half of DEC's current revenue is from outside the US.

38% of our employees work outside the US.

Thinking styles of other nations are different, requiring that we design our solutions differently.

The high school class of 2000 will be 15% immigrants whose primary language is non-English.

NATURE OF THE WORK

Current headcount is 125,000.

Average age of US employees is 37.

In 1970, only 40% of the US population held jobs; today, it's 46%. That adds up to 33 million new jobs, 65% of which were taken by women.

85% of the workforce of 2000 is working now. The growth of the labor force in the US between now and 2000 will be smaller than at any time since the 1930s. There is no appreciable replacement workforce, so to fill tomorrow's jobs, we must make the unemployable employable.

Many familiar jobs are disappearing, to be replaced by some jobs that require higher levels of training and some jobs that provide a much lower level of training. So, the great middle class of jobs is disappearing.

More than half the manufacturing jobs in the US in 1960 are now gone; by the year 2000, half the remaining ones will be gone. New technology is eliminating 65% of manufacturing jobs throughout the US; soon, Field Service will have more employees than Manufacturing. Ironically, US manufacturing is the key to the US balance of payments problem; if US manufacturing can take advantage of technology to provide fast, economical, and very flexible plants, we can then produce better and cheaper products.

Service is 44% of the US economy and will grow to be 88% by the year 2000. Of that service force, 44% are in the information industry and another 44% are repairing things.

US Information Services could be in economic trouble if the cost of off-shore processing continues to decline relative to the US cost; many companies today export their IS work.

The number one export of the US to the Pacific countries is wastepaper. (Perhaps the IS industry is our saviour, after all!)

The number of temporary, part-time, and flex-time employees is increasing.

Rapid changes in many areas requires that workers continually learn.

Networking capabilities mean that half our employees don't need to come to a DEC facility to do their work. By the year 2000, it is estimated that 27 million US workers will be working at home with a network connection with their employers.

COMPETENCIES

More ability to analyze, synthesize, think critically and creatively.

Have multiple knowledges, make decisions with incomplete data, organize and reference information.

Problem solving, especially mathematically.

Ability to understand the high level meaning of information.

Ability to understand languages, culture, thinking style, and logic of foreigners to the US.

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