

WE stories.

10 years WE Programme 2008- 2018



Courageous
people working on human rights in factories



**Welcome in
the world of WE**





editorial.

10 years ago, we launched the WE Programme - today a cornerstone of the human rights engagement at Tchibo. It was an innovation in those days. And many thought that we were a bit crazy to do so. But being courageous and finding new avenues has always been part of the DNA of Tchibo.

And we had to be courageous looking at the history of our human rights engagement. In 2005, the Clean Clothes Campaign launched an image campaign against Tchibo because of violations of working conditions in Bangladeshi factories. These accusations were hard to swallow because taking care of employees has always been a strong value at Tchibo.

Visiting Bangladesh in early 2006 made clear that the scope of responsibility at Tchibo needed to be extended beyond direct employees to consider the people along the supply chain as well. This mind shift had important implications. That same year we established our department for Corporate Responsibility. It was also the starting point for us to embark on our path towards becoming a 100% sustainable business.

What we quickly realized is that progress and improvements can only be achieved by involving those affected. A prerequisite for developing sustainable solutions is to engage in dialogue - with all parties involved.

That is why in 2008 Tchibo started the WE Programme, a dialogue-oriented programme to improve working conditions and enhance human rights in production.

The magazine you hold in your hands invites you to travel with us through the past 10 years of WE, to meet the people behind WE and to take part in our learning community. We share moments of joy and moments of sadness with you. Sadness, because we realise so much more needs to be done until we can truly claim that human rights are ensured at mass scale in global supply chains.

We are aware that acting responsibly in a globalized world is challenging, takes patience and that the influence of a single company is limited. Nevertheless, we hope that the WE approach can serve as one path towards a more inclusive and fair way of working in global value chains. With this magazine we extend an invitation to all parties who are interested in systemic change to take up the conversation with us.

Tchibo WE team

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10 years WE Programme 2008-2018

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where is WE?

Factories, workers, managers and facilitators all over the world joined the WE Programme. Travel with us and take a look at the countries, the figures and facts.

- 01 Bangladesh
- 03 China
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*In the pilot phase

WE in numbers.

.....
It is estimated that
453 million
people work in global supply chains;
approximately **20 million**
of them work in conditions of forced
labour. There are **168 million**
children in child labour.
.....

.....
27 facilitators
support the WE Programme in their countries.
.....

..... In its
10 years
of existence the WE Programme has been
adopted in **363 factories**. The programme
currently runs in **9 countries**: China, India,
Turkey, Bangladesh, Vietnam, Pakistan,
Cambodia, Myanmar and Ethiopia.
.....

.....
70 years
ago the UN Declaration of Human
Rights was signed – the inception
of the global fight against inhumane
living and working conditions.
.....

.....
Last year there were **219** WE-style Factory Visits.
.....
WE factories were involved
in an activity around every
3 months.
.....

.....
Today, around
75%
of Tchibo non food products
comes from WE Factories.
.....

.....
The smallest factory that has joined WE is in China, it
employs **20 people**. The largest WE factory is in
Bangladesh, it has **7.400 employees**.
.....

.....
88 years
ago the ILO (International Labour
Organization) passed its first convention
against forced labour.
.....

.....
To this day **50.000 factory** workers and managers participated in the
WE Programme, reaching a total number of **363.000 workers**
..... and their families in **10 years**.
.....



Let's *Talk* about... **WE**

The focus on dialogue marked the successful start of the WE Programme. Nanda Bergstein from Tchibo and Helen Kuyper from Bring on the Zoo (BOTZ) team up to discuss ten years WE and share their key learnings.

‘People are at the *centre* of the programme – I truly believe that is one of the *key factors* of creating change’

NANDA

If you create a safe space, everyone can and will speak up.

Nanda: “WE has the potential to spark a shift in consciousness. I’ve often heard how difficult it must be to get people in factories to speak up ‘because that is not part of the culture in Asia’. I would be very careful suggesting that. I have experienced time and again that if you create the space, everyone – no matter the cultural background, gender or age – can be very vocal, critical and emotional. In China, in Bangladesh, in India... By personally stepping in, taking part and sharing, you can create an atmosphere that allows for deeper, meaningful conversations.”

Helen: “During factory visits you see it happening. All of a sudden you see it in someone’s eyes. They stand up and tell something you thought they’d never talk about. It’s the moment they realise they never thought they would speak about it as well.”

Nanda: “The beautiful thing is: when it happens, it often becomes a collective moment. If one person is courageous enough to stand up, it shifts the energy in the entire room and many more stand up.”

Helen: “Courageous conversations are the key to change. We always say: ‘You have courageous conversations first and then you design your action.’ So we never know what the action is, that depends on the conversation. But we know it will be meaningful action.”

You cannot impose your point of view or your way of working onto someone else.

Helen: “The principle of meaningful dialogue, of being in interaction, means in essence being in that dialogue as well. You can exchange views and opinions, but you cannot impose your opinion on someone else, because through that you create a hierarchical situation. You take away space and disempower people. It’s a very simple mechanism, but it’s really hard to deconstruct that.”

Nanda: “This is actually what happened when we scaled the WE Programme. The WE pilot which we ran together with our partner GIZ (German Development Cooperation) was very successful. In hindsight we can contribute this largely to the fact that we as Tchibo – and in those days myself – were directly involved in engaging with the trainers and factories on a regular basis. When we started scaling the WE Programme we needed to create efficiencies, because there is a difference in managing forty factories or 300 factories, both cost- and timewise. So we standardized and reduced our presence and therefore our part of the dialogue with the trainers and factories. Over the years this created a management imbalance biased towards control and process versus creativity and development. Luckily I saw this and symbolically demolished the programme and then jointly we re-invented it based on our learnings.”

Change is about the courage to have difficult conversations and the courage to act upon them.

Helen: “Two years ago BOTZ was asked to step in and support the re-invention and scaling of the WE Programme. When we met the international WE-team for the first time in Hong Kong, we knew something was wrong. But how do you tell a client that this programme they put their heart and soul into cannot be scaled further? I could see the passion with which this programme was run. And the amount of energy, time and money Tchibo had put into it. But somewhere, somehow the DNA of the programme got lost. We found it extremely difficult to tell Nanda, but we had to do it.”

Nanda: “It’s of course never easy to hear uncomfortable truths. But I had invited that in. It was my gut feeling that WE needed an upgrade that led me into asking BOTZ for an assessment. Reflecting and listening is part of a manager’s responsibility, even if that means questioning your own baby. In hindsight this has been one of the best decisions I have ever taken.”



As Director Corporate Responsibility at Tchibo **NANDA BERGSTEIN** is responsible for the WE Programme. She has been working at Tchibo since 2007 in different management functions related to human rights and sustainability, amongst others building up the human rights programme. In 2018 she succeeded Achim Lohrie as Director for overall sustainability at Tchibo.

HELEN KUYPER owns and operates, together with Lily Martens, Bring on the Zoo, an innovative network company that specialises in strategy building and change management. BOTZ stepped into the WE Programme in 2016.



Asking the right questions instead of giving the right answers empowers people.

Helen: “For a lot of people it was difficult to deal with us, because we had a completely different approach. They were used to asking questions and getting answers. And what we do is: consistently ask questions back. Our standard reaction was: ‘Yes, good question! Any idea what potential solution would work best for you?’”

Nanda: “For the team this was very frustrating. They were coming from an environment that was very top-down and process-driven; where excellence was often about making sure your process was right.”

Helen: “Can you imagine what a transition this was for the facilitators? All of a sudden your job is no longer to have an answer, your job is to ask the right question. Now this is hard, because the people in the room think you have the answers, and they keep looking at you. You can only change that by consistently doing this and being aware of the tendency to ‘help’ people. It’s very tempting to use power and say: ‘This is how you do it.’ Or, for that matter: ‘I know best.’”

Nanda: “That’s very natural, because it’s very engrained in our system. From the way we grow up in our families and are educated at school to how we work – the whole system is based on who has more and who has less power. We believe that when we have more power, we can implement more.”

Helen: “If you use power this way it ends up having a quick result, but not necessarily a result in the long run.”

Nanda: “In the concrete context of WE this means showing the factory stakeholders respect by allowing them to co-create their answers. This might take more time, but will eventually bring forth strong, courageous people who can jointly carry the necessary changes in their organisations.”

We learn most by sharing and comparing.

Helen: “We don’t do ‘one size fits all’. We encourage our teams to be creative and approach things differently. And afterwards share their experience with the rest of us, so we can all learn from it. Take reporting. Normally you would ask everyone to report in the same way so you can do an analysis and collect data. Which is how it was done in the WE Programme until BOTZ came in. But we decided to do an experiment in order to understand which way is most meaningful. Every country now has its own way of reporting. In Bangladesh they create a 2-page newsletter after every

‘You have *courageous conversations* first and then you design your action’

HELEN

event, with photos from it. Because they noticed that formal reports were read by the managers, but not by the workers. The Indian team made a mini-magazine to invite all stakeholders to read. And the Chinese team shares their reports online, because almost all workers there have internet-access. Together we try to figure out what the best next steps can be.”

It takes every kind of people – everyone can do this!

Helen: “We have all kinds of personalities in our international teams. Strong and powerful ones, that would kick the door open if necessary. People who are quiet and use diplomacy. People who embody management, people who embody workers, activists, former union members... it’s a crazy bunch. But what they have in common is that they truly give a shit about the work that they do. Everybody that works in the programme does not only want to change the industry, they also want to do better for their country.”

Nanda: “We look for people who are willing to sit in the middle of a heated discussion and won’t try to shush it. We look for people who can create magical, turning point moments in the room by asking the right questions. And who can inspire others to do the same.”

Helen: “From the point of perspective of the factory we

‘We took a *leap of faith* and we have been incredibly rewarded’

NANDA

do not need a certain type of person. Anybody who enters the room is welcome. The last thing I want people to think is that in order for the WE Programme to work, we need special chickens. The *special* people in the factory, the *special* managers... it’s not true.”

Always keep in mind that the oppressor is also being oppressed in some part of the system.

Helen: “This is one of the things I learned from Neel, a facilitator from the Indian team. When somebody tells you this, your reaction is probably: Of course, I know. But it’s very easy to forget and think: the management is always bad and the workers are always good. This conversation about ‘good’ and ‘bad’ happens a lot in the beginning, when people are new to the programme and you are confronted with things that aren’t very nice. There is gender discrimination, there is harassment, there is injustice. But it’s not one side against the other. And you can’t have a conversation if you keep thinking that way. Neel not only found the words to bring this to our attention, but also introduced us to Forum Drama, which we have now implemented into the programme. With Forum Drama participants are encouraged to take up various roles and play them in different ways to see what happens when you change your approach. It’s a brilliant way of stepping into someone else’s shoes and experiencing their side to a story.”

Be prepared for change, especially when things go really well.

Nanda: “One of the most important decisions we made was: we don’t do this ‘big plan, big action’ thing. Retail and global supply chains are complex and increasingly disruptive. It is not feasible that the WE Programme will look the same in five years. Instead we are continuously evolving our way forward. This creates quicker impact in the lives of the workers and managers in our factories.”

You can’t explore your full potential unless you are prepared to make mistakes.

Helen: “We’ve turned the WE Programme into a complete prototype. We’re constantly experimenting on a small scale to see what is happening. To learn and adapt, learn and adapt, learn and adapt...”

That requires a different energy and a different way of running the programme. But in doing so, it’s easier to avoid huge mistakes. We continue to make smaller mistakes and sometimes even on purpose.”

Nanda: “In a complex world robust systems will not be sustainable. Structures that are static will eventually break. This is why WE is being designed as a system that grows and thrives in the face of chaos. For this to work, we have to continuously overcome our fears. Because fear makes us hold onto what is known. To grow we have to thrive on messy challenges, be prepared to make mistakes and learn and to continuously re-invent ourselves and the programme.”

We have to stop thinking about ‘us and them’ and ‘here and there’ and start acting within our realm of influence.

Helen: “The time has come to stop thinking about the WE Programme in terms of ‘us’ and ‘them’ and ‘here’ and ‘there’. We try to get that out of the system, out of our programme and out of our language.

Nanda: “The reason why deconstructing this is so important is because the existence of ‘them’ can be used as an excuse not to take action. As Tchibo we could have said: why start something new? Let’s continue auditing like everyone else. Let someone else take the pains. But we took a leap of faith and we have been incredibly rewarded. To see how the WE principles help create a better future for factories, managers and workers has made every challenge worth the journey.

It is in this spirit that we now humbly offer our learnings to the larger community. We would like to connect with like-minded people and organisations, because we sense that what we create on a micro-level with WE can be of value for the bigger picture of facilitating human rights globally. Making a contribution at this level would instill us at Tchibo and me personally, as having been part of the journey from the beginning, with a great sense of gratitude. Even after ten years, it still feels like a privilege to be part of such a meaningful and impactful collective movement.” ●

BITS BITES

In the world of WE we inspire each other with new methods, learnings, insights, books and tools.



LOOK WHO’S TALKING

Thanks to the internet we have collective learning sessions every few months. We can connect from all over the world and work together in cross country groups.



WE Principle

Everyone in the room is a participant, we don’t do observers. During our conference in Delhi we took this a step further, when even the hotel staff became part of our WE team for a short while.



BETTER TOGETHER

If you build up something together, your heart is in it. We discovered some excellent drawing talents among our facilitators. Gladys from Tchibo Hong Kong was invited to co-host a visual sessions during the ITC (International Trainers Conference) in Shanghai and she did marvellous.



STRIKE A POSE

As we all work in groups it’s important to be aware of tension. Only if you can contain yourself you are able to contain what’s happening in the larger group. To help everybody to be centred, we practiced aikido daily during our last conference.

Small THINGS big STORIES

*Take a closer look at six objects from the world of WE.
Tales of the unexpected.*

SIGNIFICANT *objects*



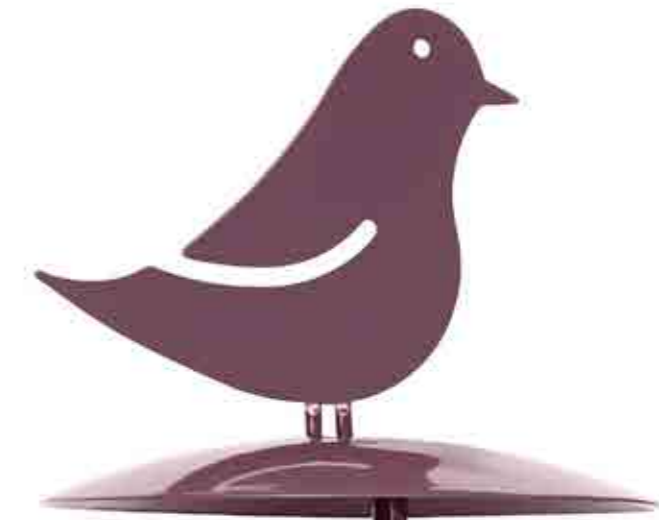
SHARING AND CARING

An Indian factory had an urgent order to provide scarves. The deadline was so tight, they couldn't meet it with the workers available. So the owner and his wife got involved in folding and packing the scarves. The owner's wife quickly realised she was really slow compared to her workers and asked them to show her how they could work so quickly. At first the workers didn't want to tell her, as they'd invented the technique themselves and worried they would get in trouble. But then they showed her a little folding model they had devised, that made the work a lot easier. The owner's wife was grateful and thanked them. She also asked them what else could be improved in the factory. The workers told her about bottlenecks in the production and how these could be solved. With that information the factory almost doubled production and was able to pay better wages while staying profitable.



SHOW ME THE WAY

In a small leather factory in India, the management had done their utmost best to indicate emergency exits. Visibly and at the right height there were red arrows showing the shortest route to leave the building. During a WE session on Occupational Health and Safety Moon, one of the facilitators, asked a young worker what he would do in case of fire. He had to think about this for quite some time, but then got out of his chair and showed her. To her surprise, he did not take the shortest route to exit the building. When asked why he would not follow the red arrows to the emergency exit, he answered: "Red means danger, so it would be wise to avoid that way." Only by dialogue we discover that symbols that are meant to be of help do not give the instructions we hoped for and might even result in confusion.



IS IT A BIRD, IS IT A PLANE...?

Should workers know what they are producing? "No," said the managers in a WE workshop in China. "They are only interested in earning money." "Yes," said a young worker and he told us about 'the chicken on a stick'. "We were manufacturing this object, but we kept getting in trouble because there was a bowl underneath and sometimes we put it on the wrong way." "Oh my goodness," said Gladys from Tchibo. "It was in our offices and I didn't have a clue to what it was. Then I found out it's a bird feeder." A bird feeder? The room was abuzz. Was the bowl for holding the seed? "No! It was to protect seed balls from the rain and from squirrels." "If we had known that," the worker said, "we would have known how to put things together correctly. And that would have saved us a lot of time and money that was now wasted on customer complaints and quality issues." We resolved to help workers understand what they were making, so that each worker can figure out how to put things correctly together.

SHOW, DON'T TELL

In some Bangladeshi factories you see beautiful face masks made of local fabrics. They look like a perfect marriage of aesthetics and safety, but sadly enough they're not. The fabric does not filter the particles that are damaging to lungs. Furthermore, the masks chafe the skin and are difficult to breathe through. As a result, workers resist wearing them. Which makes their managers angry, as they worry they are not conforming to their customers' rules and put their business at risk. The solution? We asked some managers to wear these face masks for a day. And we asked others to wear proper ones. Then we put each mask in water and showed how the uncomfortable face mask captured very little dust, whereas the proper one had captured a lot. The result? The management purchased real masks.



WITH A LITTLE HELP

During a Factory Visit one of the managers complained to Jane, our facilitator, that while they had their product nearly ready to ship, they couldn't meet the Tchibo shipping deadlines because they were short of TCM stickers (Tchibo Certified Merchandise). Normally, our facilitators don't get involved with these kinds of issues, but Jane was running a workshop the next day with several other factories. She brought up the issue and one of the participants said they might be of help. This manager called the owner of his factory who said he would be happy to oblige. However, under the stress of meeting the targets, the factory that needed the stickers so badly couldn't come and collect them. "No worries!" the factory owner said. He drove an hour to deliver the stickers and to ensure his colleague could finish the shipment in time. Dialogue can result in the most unexpected benefits!

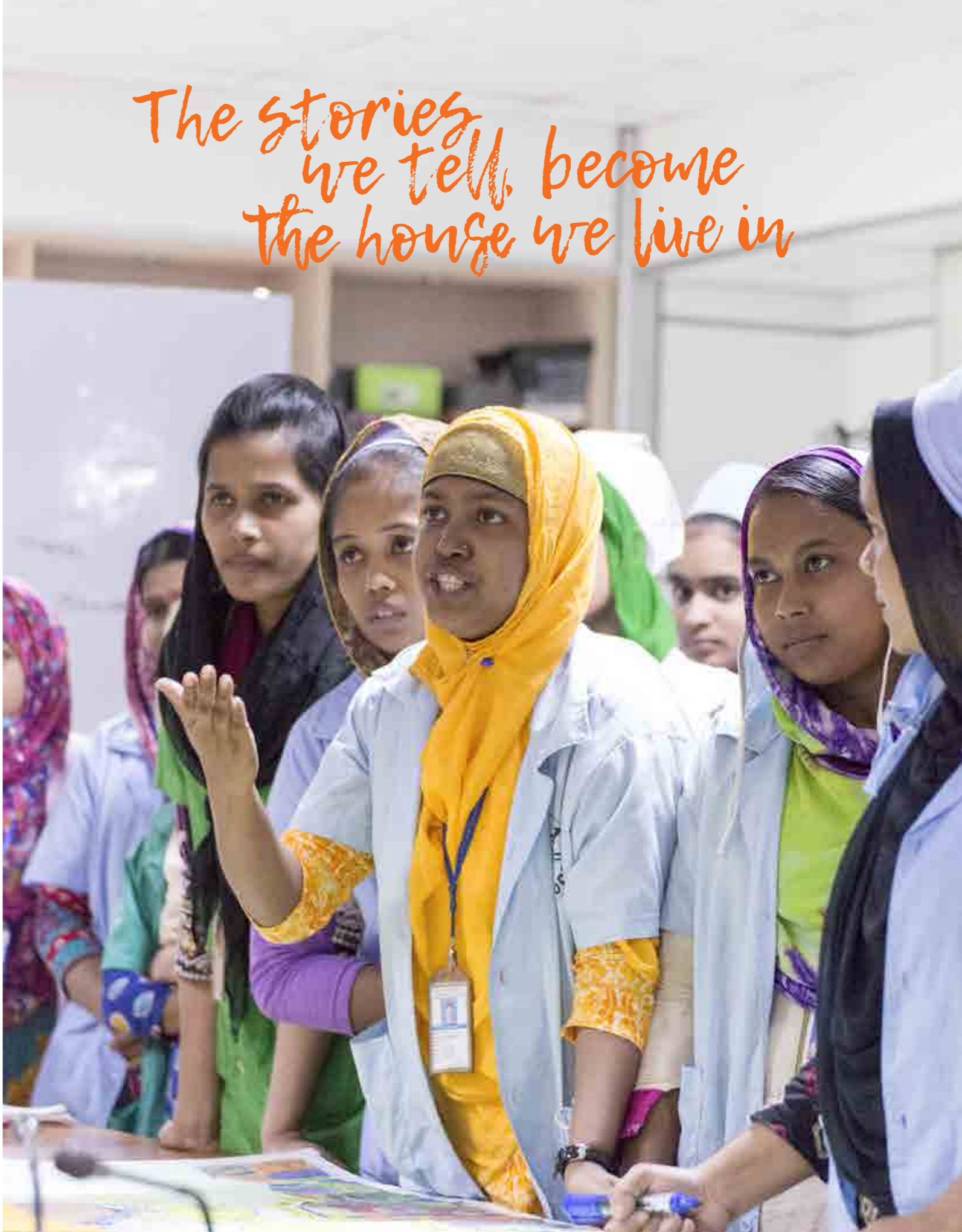
SIGNIFICANT *objects*



CATCH-22

Safety at the cutting machine is 'guaranteed' by wearing protective gloves. So why don't people wear them? 'Workers are too stupid to do this,' we heard managers say. A session with workers and managers showed another side to that story. Apparently the coarse, one-size-fits-all gloves slow down the work and reduce the quality of the garments. Wear them and you get yelled at. Don't wear them and you get yelled at as well. How do you tackle a situation like this? By consulting hands-on experts! Workers are part of the solution. In this particular case they came up with a host of ideas - from shorter shifts to guards around the blades of the machines - that are now being tested. ●

The stories we tell become the house we live in



Dialogue

was not
only
possible,
it was
needed

At a time when auditing and compliance were the norm, Sebastian Siegele developed a new method to work with stakeholders in the supply chain. Together with former colleague Maren Beverung he recounts **the founding story of WE**.



SEBASTIAN SIEGELE ▶ is the owner of SUSA Sustainable Agents, the CSR consultancy that ran the WE Programme for the first eight years. Before starting his own company, Sebastian worked for Sustain, the consultancy firm of Hamburg retailer Otto. There he developed the dialogue model that would later form the backbone of the WE Programme.

After studying Environmental Science at Luneburg University **MAREN BEVERUNG** ▲ researched for her PHD thesis how working conditions can improve through dialogue in the WE Programme. She worked at SUSA from 2011 to 2016; from 2012 as managing director, together with Sebastian. She is now setting up her own CSR consultancy.



SEBASTIAN: “As everybody else did in the Corporate Social Responsibility-branch, I was auditing. In the beginning of the zero years I had been involved in the development of a uniform auditing system for the German retail trade. Later, I developed many auditing tools. But after doing more than seventy workshops in twelve countries with producers, workers, managers and trade unionists, trying to get them to work with these tools, it was clear to me: auditing would not work. You can’t shape a relationship just from one side. The reaction of factory owners and managers boiled down to: ‘Don’t tell us what to do!’ In China, the representative of the labour ministry once said to me with a smile: ‘What you are doing is social imperialism. Don’t you think we have social standards in China?’”

MAREN: “Auditing is a harmful oversimplification. You can’t just say: ‘You have to stop your workers doing overtime. We give you a month to do this.’ Social and labour issues are so complex. And you need so many different skills to solve them. Some factories have around 100 audits a year. At first, the managers run around frantically trying to solve problems. Then, when they learn they can’t, they start organising the fake. The auditors enter the factory and everybody is wearing brand-new dust masks.”

SEBASTIAN: “In two countries - Rumania and Bulgaria – the producers simply said: ‘We will not allow any auditing in our factory. We have survived Ceausescu, we will not be controlled by anybody else ever again. If you blacklist us, we will sell our goods to the Greek traders. And the products will end up in your shops anyway, because we provide the quality and the price that you need.’ All the parties involved (GTZ and various brands) were alarmed. We had invested so much time and money in this project. What could we do? Then the idea was born: maybe we could try something else. Maybe we can focus on dialogue.”

WHY DIALOGUE WORKS

A few outcomes of Maren’s thesis:

- **Work satisfaction** When workers and managers start talking to each other and work together on solving problems, trust comes in. They improve their relations and feel more valued. This has a tremendous impact on wellbeing and work satisfaction. Their reaction towards problems will be more cooperative and willing. It will then be much easier to implement solutions, which can lead to better working conditions.
- **Knowledge sharing** Workers are the masters of their machines. If you create a platform where they experience enough trust to give more critical feedback, that’s when the knowledge sharing starts. That improves decision making and increases the possibility of finding solutions that actually solve the problem. Also, when workers and managers exchange honestly, workers will be more aware of the complexity of running a factory and of improving working conditions.
- **Democratic benefit** With participation win-win situations become more likely. If economic gains are invested back into social benefits for the workers, this will again contribute to economic benefits.

RULES OF ENGAGEMENT

SEBASTIAN: “It’s a common misconception that dialogue is just people talking. It’s not, of course. It’s a structured process of joint solution finding; by giving everyone involved the opportunity to participate. Now, after working for almost fifteen years with dialogue in over one hundred projects, our work is more sophisticated. In Bulgaria and Rumania, it was quite experimental. For instance, we didn’t tell the participants about the tools and methods we were going to use. Our powerpoints would have instantly infuriated them again. We just said: ‘Listen, we won’t do anything you don’t want us to do. If we don’t agree with your decisions, we will tell you, because that’s our responsibility. But we won’t interfere.’ This was one of the rules of engagement. Based on that, they said yes and we just started.”

COULD THIS ALSO WORK IN ASIA?

SEBASTIAN: “In Rumania, we had a budget for ten factories, but sixteen factories joined the project. In Bulgaria even factories that didn’t export participated. We offered just what they needed. In the new, market driven economy the



Topics such as occupational health and safety and discrimination elicit passionate discussions.



Various warm-up and team building exercises that train awareness, cooperation and dialogue skills.



producers struggled to deal with their employees. Before, the state had decided what workers were paid. Now, the management had to bargain with workers - and it was hard for them. So, the same people who had been infuriated by our auditing tools, were now open to interact. It took us all by surprise.

Afterwards, of course, we wrote reports, organised stakeholder conferences and started a discourse. Around that time Achim Lohrie, whom I had developed the auditing tools with before, started working for Tchibo. He asked me: ‘What you have done in Bulgaria and Rumania, can we also do that in China or Bangladesh?’ GIZ joined in and WE Programme was born.”

MAREN: “Meanwhile, I had received a scholarship to research supply chains and social standards, and the question how working conditions can improve through dialogue. I wanted to base my research on fieldwork. From an internship at Otto, I remembered that Sebastian was very active in this field. I contacted him whether there was a case study I could take part in. He gave me the wonderful opportunity of joining the WE Programme in China from the beginning. I was able to attend workshops, visit factories and interview the participants.”

RIGHT PLACE, RIGHT TIME

SEBASTIAN: “We started in China in January 2008. At exactly the right moment, because on January 1st a new Chinese labour law had been introduced that meant it was no longer illegal to set up informal groups to represent the



WE IN ETHIOPIA

Since 2011 the WE Programme also runs in Ethiopia, where it started in a textile factory in Addis Ababa. Communication and working atmosphere have improved significantly here. A pay-scale system has been established and there is a trusting and constructive working relationship with the local trade union.



‘The same people who had been *infuriated* by our auditing tools, were now *open to interact*’

workers. So, the first thing we worked towards was the setting up of a worker representative system, as a means to get the workers involved in the dialogue.”

MAREN: “At first the workers were really sceptical of our ideas. To them it was the world upside down. It was scary for management as well. Would this mean more unrest? Would the workers become more demanding? In this way, it was a great window of opportunity for change. And the dialogue approach brought something new.”

SEBASTIAN: “Our first workshops in March 2008 in which the workers made their first action plan for the worker representative elections, was truly fantastic. The general manager was there and she was continuously on the phone with the owner of the factory, checking how far she could go. This factory was definitely one of the first, maybe the first in China to have a legally elected worker representation.”

CHALLENGING THE UNKNOWN

SEBASTIAN: “Before the WE Programme, brands and stakeholders were still very sceptical. Okay, so dialogue worked in Rumania and Bulgaria, but would it also work in, for instance, Asia? Can you really put workers and managers at the table together? Tchibo had the guts to try it in China, Bangladesh and Thailand. They also let Maren do a scientific review of the programme. So, after just two years, there was no discussion anymore. Dialogue was not just possible, it was needed. And this totally changed the discourse among stakeholders.

What Tchibo did, is unique. Nowadays, there are dialogue projects in many countries. But at that time Achim, and later Nanda, were individuals that were willing to pioneer. You need strong people to challenge the unknown.” ●



3 TAKE-AWAYS FROM WE

- 1. It all depends on the project owner.** Long-term commitment is really needed. And the willingness to review the work done, make changes and experiment with new possibilities.
- 2. Great learnings for employees of the brand.** Including the buyers of the brand in the dialogue with the workers and producers helps to create transparency, understanding and a positive feeling within the company about how they can help find solutions in a difficult environment.
- 3. Strong facilitators, local and international.** Joint solution finding through dialogue is not an easy path. There are many ups and downs, complex issues, few outcomes are exactly as planned. You need strong people, that are well trained to facilitate the conversations.

BITS BITES

In the world of WE we inspire each other with new methods, learnings, insights, books and tools.



EVERYBODY HAPPY?

Margaret Heffernan has a simple advice: when you have done what is required, ask yourself: is there one more thing I could do to make this person happy? Not only do you generate more happiness, you build more happiness in yourself as well. Do this at work and you will find you can switch the entire culture of your company



COURAGEOUS CONVERSATIONS

Last time we all met in Shanghai we exposed 15 mini-stories of ordinary people that did extraordinary things. They were an invitation to all of us to have courageous conversations. It was the start of a new language in all teams that they now take to the factories.



BOOKMARKS

We constantly trigger each other to read and learn more. That's why we handout bookmarks with reading-tips when we come together.

Food for thought

The sessions during our international conferences are *intens*. We've learned to schedule time for reflection. It deepens the listening and conversations.



Why i am in WE

The road to change is paved with persistence. Frustration, oppression and injustice are all too familiar to our international WE team. But when the going gets tough, the tough get going.



**LE THI THU HUYEN,
TEAM VIETNAM**

“Just recently, I was very upset to hear that in one of the factories we visited with the WE Team, a worker had lost his arm. He had just been recruited and the factory had too many orders to train him properly on how to use the machines.

During WE Workshops on Occupational Health and Safety many workers have shown me their hands with missing fingers. Most of them lost them years ago, when they just started their job. They said that if only there had been a WE Programme then, they would have been more informed and perhaps the accident wouldn't have happened. But we have a WE Programme now and from time to time these accidents still happen. For me it shows you have to raise awareness again and again.

I'm glad there are plenty of rewards as well. I love the happiness of participants after an intense day of dialogue. They feel included in the factory process, sometimes for the first time. Dialogue is a powerful tool. The other day we talked to a manager who had not paid much attention to the WE Programme before to emphasize the importance of his participation. During the next meeting, he took part enthusiastically in all discussions. The results of that day: very solid plans to pay the salaries on time. Breakthroughs like that are a great reward.”

PADMAJA PAI, TEAM INDIA

“When I was asked to work as a WE facilitator, I was very happy because I have always believed in dialogue and transparency instead of audit and penalty. How can compliance auditors visit a factory for two days and decide whether it is socially responsible or not?”

During one of my interventions as a facilitator and consultant I could save the job of a girl who was penalised for stealing. The girl was taking T-shirts from the factory; one at a time. When she was caught and at the verge of losing her job, the management asked me to intervene because she was a longtime, loyal employee. When I talked to her, she revealed that one of the quality supervisors from a European buying company had been sexually harassing her and her colleagues for some time. When the girls had reported it to their line supervisor, she told them not to cause a scene. Now this girl took matters into her own hands by removing the T-shirts from the transportation package. That way less pieces would arrive at their destination and hopefully the abusive quality supervisor would be fired. Working with this girl made me realize again how important dialogue is to dig into the layer underneath. If you don't really talk to the workers and managers, you don't know what's going on and you cannot improve working conditions.”



**ANTHONY KAN,
TEAM CHINA**

“When I was a kid, I felt like a nobody. At school I got a zero in English dictation quite often. Since all the other subjects were in English and all exams were written, I didn't stand much of a chance. At home, I didn't feel much better either. Actually, I felt like I was adopted. In high school there were two people who really built up my confidence. My Chinese language teacher told me: ‘Your English is lousy, but your Chinese is really good. You write beautiful essays.’ He even sent two of my stories to a publisher. At vocational school, my student counsellor picked me to train as a peer counsellor for students, which was a life changing experience. I learned a lot of basic counselling skills that I still apply now. Since many years I have been doing voluntary work, training school teachers in Hong Kong and mainland China to develop student activities aimed at the personal growth of children. My work in the factories has the same drive. When workers start to grow and understand their rights and develop their sense of values... When they start feeling that as humans they have the same worth as the managers... then I know: this is what I am supposed to be doing with my life.”

**‘I felt like
a nobody’**

**AIDA GUERREIRO BRITO,
TEAM TCHIBO GERMANY**

“My parents were born in Portugal, in those days a poor country. They started working when they were very young; my dad was only six years old. Later they came to Germany to find a better life for my brother and me. Both my parents worked at a paper mill until their retirement. Hour after hour, day after day... Today they suffer the consequences of all those years of hard labour in harsh conditions. My father can't hear well. In the paper mill he did not use the protective earplugs that were provided. Also, I haven't known him without back pain. My mum has a constant pain in her hands from carrying piles of paper.

I put a lot of effort into the WE Programme in order to prevent people suffering like my parents. WE is an opportunity to improve Human Rights in production effectively and sustainably. Sometimes I feel frustrated, though. After so many years of commitment from different brands, organisations and governments, Human Rights in production are still under our expectations. But giving up is not an option. Not for me. Because I see how WE changes the behaviour of people step by step. Every time I talk to workers and managers, they tell me how much WE lets them grow.”

**‘Giving up is
not an option.
Not for me’**



**SAMPHY Y,
TEAM CAMBODIA**

“I was born two years after the civil war ended. Cambodia was a torn country. There were no laws, we did what we could to survive. My father was a small-time business man, exporting furniture to Thailand. But at least he was earning money. I was one of the lucky kids who could go to school. As a teenager I kept thinking: if I can earn money, I can help the poor people in some way.

When I studied Labour Law at Japan's Nagoya University I heard inspiring stories about CSR: successful companies giving back to society. I loved that idea. It gave me hope that change was possible.

Back in Cambodia I started working as a manager at a legal NGO. Part of the job was dispute resolution. I was shocked to find out Cambodian companies still didn't comply with the law. They were after the money and didn't think twice about their workers. Sometimes I felt so overwhelmed by it all.

When I was introduced to WE Programme I sensed immediately that these people really wanted to make a difference. I could feel their passion. And the job gave me a lot of autonomy; to put in lots of thinking and try new things to make a change. Fortunately, I have a great team to back me up. I know a lot about Labour Law, but to facilitation I'm still pretty new.”



JEKIB AHMED, TEAM INDIA

“During the ten years I was involved in social compliance, I’ve always felt bad about what I was doing. I have seen that social audits do not result in creating a safe working environment. In one of the factory I audited the workers were even scared to go to the washroom, because there was a supervisor who slashed them with a big power cable if he thought they stayed away too long. We visited many workers in hospital with broken bones. I would report on the abuse. And then the factory would write a corrective action plan. At the next visit, they had on paper how all these changes had been implemented. That day the power cable guy would be absent. The workers would keep their mouths shut. And everything would be ‘compliant’. I reported on this guy five years ago, but I know he’s still there. I did about thirty to forty audits per year like that. Then WE came my way. And for the first time I experienced that managers and workers can own up to their mistakes or struggles, without having to fear for retribution. Also, the factories get the freedom to decide which problems to tackle and which way is best for them. When I started with WE I warned a new colleague: “Get out of compliance while you can!” It took me time to restore my belief in what I do. But now I see how the courageous conversations in the factory really are making a difference. It gives me an incredible satisfaction.”



SANAIYYA FAHEEM ANSARI, TEAM BANGLADESH

“At the age of three I lost my father. My mother, my sisters and I moved in with my mother’s family and lived by their rules. My uncle became my guardian. But when I was nine years old, he abused me sexually. He told me to keep quiet about it, or he would throw my family out into the street. For nineteen years I did. But at 28, I opened my mouth. My uncle had become a prominent government official by then, so my family told me to keep quiet or leave. I left, together with my mother. But after nine months she went back to her family, because she missed my sisters. It was a terrible blow. As a reaction, I engrossed myself in my work for a Human Rights organization. I worked with women breaking out of situations of oppression and could recognize their pain. About eighty percent of the workers in the garment industry are women. This means Bangladesh is earning a lot of money through women. But this is never acknowledged. There’s a lot to be done when it comes to Human Rights and gender discrimination. I see so many talented women in the factories I visit. For me it is very important to make real contact with them during the WE Workshops. To hear their stories, to encourage them to speak up and to help them discover what they’re good at. If you don’t dig in, you miss many opportunities.”

‘We could recognize each other’s pain’



**ESTHER LIAN ZA VUNG,
TEAM MYANMAR**

“When I did traditional auditing I never smiled during visits. And I could always see the fear in the eyes of the management. They were afraid that mistakes would show up and they might lose orders. Working with WE is a relief. When I visit factories now, managers welcome me and they feel comfortable: ‘Hi Esther, how are you? Good to see you.’ It isn’t easy though. This work has taught me to be patient. It takes time to build trust. And change does not come about as fast as I wish it would..

Sometimes it’s difficult to hold the room. Management can feel uncomfortable in discussions with unions and the dialogue can spiral off into a negative direction. The fact that we sometimes work with five different languages makes it a challenge.

We try to let participants forget their ‘roles’ during the WE Workshops. When they enter the room they are no longer ‘workers’, ‘management’ or ‘union representatives’. We are human beings. We have come together to develop ourselves, our factories and our community.

We do not always agree of course. Sometimes we have arguments. But we do appreciate each other. We have learned to listen and we have learned to speak up. And we know we will find a solution by having arguments. That’s the big difference with WE.” ●

‘This work has taught me to be patient’



BITS BITES

In the world of WE we inspire each other with new methods, learnings, insights, books and tools.

THANK U!

How do you create the future you want, when you keep getting deviated by circumstances? The U-theory process is there to help. Instead of going straight from A > B, you go through a process in which first you open minds, then open hearts and finally open the desire for change. The critical component is – surprisingly! – silence. As the mind stills, the desired future takes shape and suddenly the shift happens and a new reality is born. Sound weird? Maybe it is! But it’s also highly effective – as 175.000 people globally can tell you! Want to know more? Go to see presensing.com.



GETTING MORE DONE

BY DOING LESS

Last year all our facilitators read a book to learn more about the principles for leading meetings that matter. Don’t you just do something, stand there by Marvin Weisbord. He has done great research on change in the industry and is famous for his work in multi-stakeholder processes, also known as Future Search.

Walk the talk

Feedback is an important tool for learning. And it can be fun. This way of giving feedback was new for many of us. Everybody walked around the room with a piece of paper on his back and a marker in his hand. While the music was playing they could give each other feedback. When the music stopped we all had a great gift to read.



REUNITED

Every year all facilitators come together at our International Trainers Conference (ITC) to share their experiences, tools and learnings and build a new strategy to go forward together. The anniversary of the WE Programme takes us to Hamburg this year.



burning questions

How to work with Human Rights in the WE Programme

True sustainability requires a company to understand and manage their human rights impact in a proactive manner. Julia Thimm, Manager Social Responsibility at Tchibo, answers burning questions on what this means for Tchibo.

1

The Guiding Principles were developed between 2005 and 2011 under the mandate of then-Special Representative of the UN Secretary-General for business and human rights John Ruggie and his team.

Why are human rights everybody's 'business'?

“Although human rights are expressed and guaranteed by national law, globalisation has made them a matter that goes beyond the responsibility of states. Large companies working and sourcing worldwide are very influential and powerful, so they play a key role in the promotion and protection of human rights. For this reason the UN Guiding Principles on Business and Human Rights*, also known as the Ruggie Principles, were developed. The endorsement of the Guiding Principles in 2011 marked a milestone in the decades-long debate about how human rights apply to business.

By creating and implementing the WE Programme Tchibo is taking its corporate responsibility to follow the UN Guiding Principles. Not only by respecting human rights, but also by actively enhancing the way people involved in the supply chain can enjoy their human rights.”

How do profit maximization and human rights enhancement go together?

“Tchibo is dedicated to the implementation of human rights for three main reasons. First of all, as stated above, this is an international requirement following from the UN Guiding Principles on Business and Human Rights. The Guiding Principles express very clearly that this is a global expectation of all companies and not a voluntary effort a single company may decide to engage in. Human rights enhancement is not solely an issue of corporate social responsibility, but also an opportunity to strengthen brand value and reputation. Consumer awareness of the way in which business is linked with human rights has grown rapidly over the past

decade. People take an increasing interest in the ethical practices of the companies they buy from and want to know where and how products are made. Tchibo sees it as a duty to answer to this call for supply chain transparency wherever and whenever this is possible.

Last, but not least: Tchibo firmly believes human rights implementation works well with doing business: it increases employees' wellbeing and motivation which, in effect, reduces high labour turnover and has a positive influence on efficient production processes. Establishing communication channels and worker representation also manages conflicts better, thereby decreasing the risk of unrest and strike.”

2

3

What is the scope of human rights in the WE Programme?

“The WE Programme has been designed to operate on the intersection of business and human rights. It is designed around the core conventions of the ILO*, the International Human Rights Conventions along with the UN Guiding Principles. It can be summarised in the following five pillars:

- Wages & Working Time
- Freedom of Association and Worker Representation
- Discrimination and Sexual Harassment
- Occupational Health and Safety
- Modern Slavery and Child Labour

WE focuses on creating change by establishing trust and building effective dialogue between all parties involved: workers, managers, unions and buyers. The programme aims at self-sustaining improvements on human rights within factories.”

*International Labour Organization

4

‘We can call the implementation of human rights a *duty*, but we can also consider it a *privilege*’

What measures does Tchibo have to make sure that human rights are met on factory level?

“Of course you can’t have a human rights programme without also looking at purchasing practices. To improve purchasing practices we have reduced the number of factories we work with, strengthened partnership with key suppliers and increased the share of direct business to work more closely with business partners. Currently about 75% of Tchibo consumer goods is manufactured in WE factories (i.e. factories that are currently or have been in the programme).

As part of the monitoring programme of factories, Tchibo continues to conduct audits. Since 2014, these are primarily used as a tool to pre-select potential new suppliers. The audit result will determine whether or not orders are placed. Only factories that meet the minimum requirements remain in our portfolio, regardless of the product and order volume.”

5

Are there other human rights initiatives that Tchibo participates in?

“The WE Programme is one of the core initiatives at Tchibo for complying with its corporate responsibility to respect human rights for the Non Food sector. Factories that regularly supply to Tchibo are integrated into the programme. There are however topics that cannot be solved alone through the WE Programme and require broader collaboration. To put more focus on the right to organise and bargain collectively, Tchibo signed a Global Framework Agreement with IndustriALL Global Union in 2016.

THE 3 PILLARS OF THE GUIDING PRINCIPLES ON BUSINESS AND HUMAN RIGHTS

1. It is the duty of the STATE to protect.
2. COMPANIES have to respect.
3. There needs to be REMEDY: states and companies have to provide mechanisms and build tools that enable workers to defend themselves when their rights are violated.

The international trade union federation for manufacturing is the legitimate partner for Tchibo to collaborate on strengthening Freedom of Association in our supply chains. Moreover, we engage in industry-wide initiatives as a core part of our human rights strategy. Especially when broader political factors play a role, far-reaching challenges cannot be tackled at the factory level alone. For example, we co-initiated the Bangladesh Accord on Fire and Building Safety and ACT on Living Wages and we are a member of the German Partnership for Sustainable Textiles.”

6

How do you establish dialogue in countries where ‘human rights’ is a sensitive topic?

“Calling these rights ‘human rights’ is internationally recognised terminology. It signals the importance and shows that they are not negotiable. However, there are countries where the mere terminology of human rights is a sensitive topic, although principles of respect and fair treatment exist. When WE facilitators in these countries indicate they’d rather use the term ‘workers’ rights or not mention them at all, the programme is quite pragmatic about this: change the vocabulary if it helps you. As long as it’s clear what these rights imply, because that’s not up for discussion anywhere. Human rights are the same in every country in the world!

What helps is to realize that you need not use the term ‘human rights’ to discuss human rights. There are many ways to address them in everyday situations. You can talk about the necessity of access to clean water. You can talk about the responsibility to have a good business which treats workers well. Or you can discuss the benefits of improved relationships with workers or other stakeholders in society, such as unions or local government.”

‘We believe it is better to *address* a problem, rather than *pretending* it does not exist’

7

How does WE work towards transparency?

“Our policy differs in that we have committed ourselves to work with our WE factories towards compliance on two conditions: we want to see real progress in a reasonable period of time and there has to be transparency regarding the challenges. We believe it is better to address and tackle a problem, rather than pretending it does not exist, because that is an impediment to change. Gaining the trust of the management to be truly open takes time and requires patient, respectful communication.”

8

How does Tchibo deal with so-called Zero Tolerances regarding human rights in the WE Programme?

“The WE Programme takes into consideration where a factory stands, how developed it is and where its challenges lie. The programme starts where the factory is and jointly with workers, their legitimate representatives (optimally unions), and managers the process towards a desired future is defined. Even when there is the willingness to participate in the WE Programme, it’s still possible that human rights are disregarded. Everyday reality shows that short-term goals can get in the way of long-term perspective. For instance when a factory struggles to meet a deadline and the working hours add up into the direction of forced labour.

Once a problem has been identified, the WE platform will be used to work on it and, where relevant, Tchibo will step into the dialogue to help. The WE Programme is not about judgement and retribution - factory owners and managers need to know this as well. If requirements can’t be met, don’t cover it up. Coming forward won’t be punished. If there’s commitment and progress over time, Tchibo will support the factory in remediation through the WE Programme or other suitable measures. This leads to real change.”

‘The idea of *human rights* is as simple as it is powerful: people have a *right* to be treated with *dignity*’

Can you measure the positive impact of good employment practices on development, growth and company success?

“This is widely documented through (scientific) research and case studies, for example through the ILO. On factory level, we have seen a large variety of good examples in the WE Programme documented through the trainers and an independent impact assessment, commissioned by the GIZ after the pilot phase.”



Why is Tchibo taking such a proactive approach?

“The idea of human rights is as simple as it is powerful: it implies that people have a right to be treated with dignity. What it boils down to in the end is that every human being wants to be treated with respect and achieve a better life. No matter who we are, where we live or what we do: we can all relate to this. We can call the implementation of human rights a duty, but we can also consider it a privilege or an achievement. If we manage to create the momentum in which people see each other as human beings and start having conversations that matter in relation to human rights we can start an upward trend in global supply chains and in society as a whole.” ●

Courage is the quiet voice at the end of the day saying: I will try again tomorrow



this is how we do it

To ensure meaningful dialogue and lift group dynamics to a higher level, you need to move away from the obvious. So farewell to whiteboards, powerpoints and handouts. WE brings the whole elephant into the room. Plus some swords, a bunch of markers, yarn, pipecleaners and envelopes.

THE SWORD

Core of our work is holding courageous conversations that lead to improved human rights in factories. None of these conversations are easy to have or to hold. Where people get together about things that really matter to them, different viewpoints meet, conflicts of interest surface, strong emotions are displayed and this can sometimes lead to real conflicts. Being able to remain present and focussed in such situations is a key skill for facilitators. This means being aware of your own tensions and staying calm in order to make a conscious decision on how to act next. To not just do something, but to stand there. This requires confidence. The sword represents focus, sharpness, clarity of purpose and clarity of execution. One sharp cut can clear the way for peace. And that's why WE facilitators practice with this aikido sword!



3-D MAPPING

How often do we think we agree, only to find out later we actually didn't? Very rarely do we actually 'see' the same thing when talking to each other. If a picture paints a thousand words, can you imagine what a 3-D model does? None of the issues WE deals with are easy. They are all connected to each other. And each person is interacting with someone else in the system. Those relationships are what guarantees or violates human rights. 3-D mapping is a playful way of seeing the system you are part of. Making it easier to see the same thing from different perspectives. We work with paper, tape, pipe cleaners, yarn and other craft materials; just anything that's available. Together teams build and explore their system. What matters in the end is not the quality of what was built, but the quality of the conversation during the process.

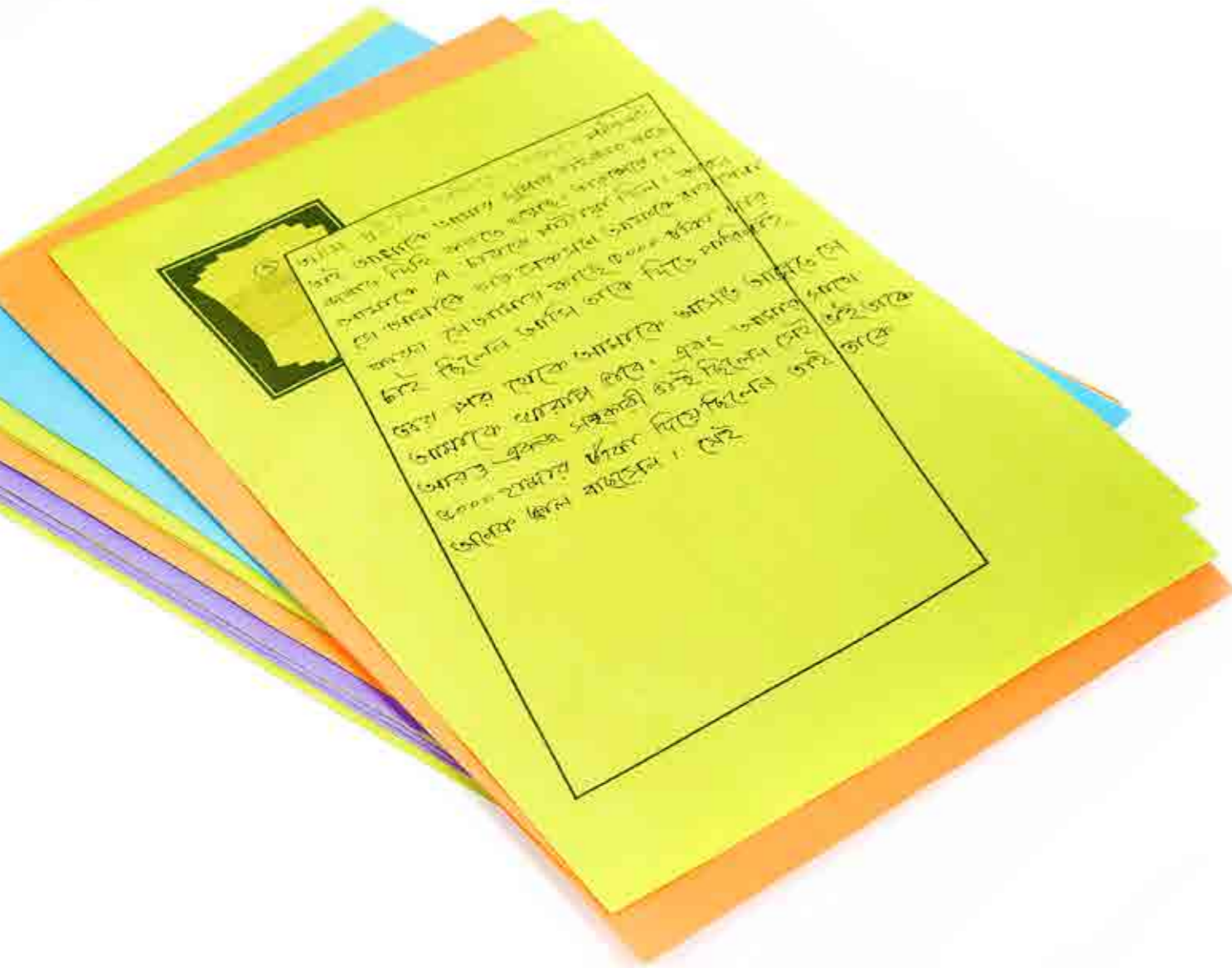
THE ELEPHANT

There's a parable about six blind men coming across an elephant as they walk together. The first one, finding the trunk, says: "It's a snake!" The second, holding the leg, says: "It's a tree trunk!" The third comes across the tail and says: "It's a broom." While the fourth near the ear says: "It's a fan!" The fifth man at the tusks says: "It's a spear." And the last one, patting the side, says: "It's a wall." Each one of them is partially right, but also wholly wrong. Bringing the whole elephant into the room – in other words: bringing in all the perspectives - is key to the WE Programme. It gives each person a chance to add to and see the whole. Because we realise that not one person or group can find the solution alone.



THE CIRCLE

People sitting in a circle to have a conversation may sound too obvious to classify as a tool. But it's easy to get wrong. The circle is actually the only shape in which everyone can see each other. It offers an opportunity to connect and to have an open dialogue without obstacles (like a table) getting in the way. Equality among participants is fundamental to a dialogue. As a circle has no beginning and no end, good luck finding the head of the table in this set up. As simple as it sounds, the shape does matter!



WRITING LETTERS

Some topics are too hot to handle directly - like harassment and discrimination. The power dynamics and production pressures in a factory can make both the harasser and the victim feel like victims. As Nelson Mandela once said: "The oppressed and the oppressor alike are robbed of their humanity." Despite the tremendous impact abuse and harassment have on individuals, people shy away from talking about it. The solution is so simple. A pen, paper and time is all it takes. Our Bangladesh team asked workshop participants to write an anonymous letter about a situation in which they felt discriminated against. The letters were collected and read out loud by members of the group. Everyone could recognize themselves in the stories of others. It's amazing what impact writing and collectively reading letters had on the following conversations.

MARKERS

How many good conversations and crashing insights are lost because they are never recorded, shared or acted on? This is why harvesting is so important.

Harvesting is more than just simply taking notes. The purpose of harvesting is to support individual and collective meaning making. Most importantly, it helps us to know collectively, to see the same picture and share the same understanding together. Simple drawings help people go back to the essence of things together. To talk about those things that really matter. It's an inviting way to work together. As a happy, but important side effect, the group tends to be really proud of the work and display it in the factory. Spreading the information further.



THE BRIDGE

The Bridge game is a rapid way to recreate the very dynamics experienced in a factory. During production the pressure can get really high. Reflecting on how work gets done, may feel like a waste of time. Meanwhile, faulty assumptions make work stressful, less productive and could potentially violate human rights. At the beginning of this game teams are asked to build a bridge, buy materials, divide tasks and work with fixed roles. They are encouraged to review what worked well, what didn't work and how that affected productivity. Key is that managers and workers participate in different roles than they're used to. A fun way to experience the different perspectives. ●



*Big changes start
with attending
to little shifts*

Out of control

How to deal with complexity without losing your mind



When we're faced with complexity traditional tools and processes suddenly let us down. Complex systems and situations are neither fully controllable nor predictable. But what do we actually mean by complexity? And how do we work with it in the WE Programme?

WHY HUMAN RIGHTS ARE A TYPICAL EXAMPLE OF COMPLEXITY

Human rights are complex because there are so many actors and factors involved. Factory workers, managers, owners, unions, customers and local culture hold competing perspectives on what could and should be done. Furthermore, human rights issues coincide with other business issues such as rushed delivery times, cash flow, staff turnover and changing norms. For instance: workers and managers may both agree that lots of overtime and no hindrances from safety gear are desirable when they want to meet tight deadlines. But at the same time nobody wants injuries due to fatigue and the absence of protective equipment. This shows the complexity of the system. And explains why there are no simple solutions even though all involved want to improve the working conditions.

COMPLEX SITUATIONS HAVE UNPREDICTABLE OUTCOMES

We cannot predict what will happen in complex situations. There are too many variables to measure, too many connections we can't know and too many factors that are out of our control. We tend to think that in a manufacturing context most, if not all, production processes are straightforward, predictable and unaffected by changes elsewhere. However, a boiler explosion or a factory collapse can completely shift the context of the work being done. While factories are full of mechanical equipment that can be taken apart and repaired, human systems are not as easy to fix. In fact 'fixing' seems the wrong metaphor. Workplace culture, community dynamics, worker rights and local economies are all complex systems. We don't know how they are going to evolve and change. Small actions can have large unpredictable consequences beyond our control. Even when it is our responsibility to address them.

LINEAR THINKING WON'T HELP YOU

When you have to repair machinery, even if it is as big and complicated as an airplane, you're faced with a

COMPLICATED AND COMPLEX: THE DIFFERENCE

There are two main types of problems that managers and leaders face: the complicated and the complex. The difference between these two? A complicated problem has a solution. Good expertise and analysis will show you a clear pathway forward and give you the tools to do this. While these problems may be difficult to address, in general they are solvable. We use the term complexity to refer to a situation that is unpredictable, unknowable and displaying emergent properties. If you're taken by surprise by a problem that seems to come out of nowhere and there's no way you can predict what the right course of action is, ten out of ten that you're dealing with complexity. In complex situations we need to use very different tools and practices to move forward.

Forget *fixing* when you're presented with a *complex* problem

solvable problem. You can plan the whole project up front, visualise steps to take and manage to targets. If a problem is complex you cannot address it using traditional planning processes. Working in complexity, you need to employ tools and processes that help you to see where you are, think about where you want to go and gradually move in that direction. Dialogue processes are very helpful for these kinds of problems. Because you need a diversity of perspectives to see the nature of problems and to come up with a variety of solutions to try. This is why dialogue has been the beating heart of the WE Programma from the beginning.

HOW TO SORT AND MANAGE PROBLEMS

Most of us know that problem solving is not a 'one-size-fits-all' process. That our actions depend on the situation we are in. And that we make better decisions when we adapt our approach to the situation at hand. But how do you know which situation you are really in? How do you know which kind of problem you are actually facing? This is where the Cynefin (pronounced kuh-nev-in) framework comes in. It can help you to categorise the problem or decision and respond accordingly. Possibly preventing you from making a costly mistake.

Cynefin subdivides the ordered/unordered world into 'obvious and complicated' (the ordered problems) and 'complex and chaotic' (the unordered problems). In chaos we have no idea what might happen. Cause and effect are not perceivable and understanding what is actually happening is impossible. A burning house is a prime example.

A helpful way to think about the dynamics of different situations is to think of the different forms that water can take. As ice, it is deeply ordered. As a liquid it is complex and adaptive to its context. And as a gas it's chaotic.

CHANGING A COMPLEX SYSTEM BY SHIFTING PATTERNS

Complexity does not respond well to the imposition of rules. Complex systems are able to adapt to their environment and flow around rules. When you work in complexity, it is helpful to think about 'patterns' instead of 'problems'. To change patterns, it is important to observe events over time and watch for repeating patterns. It helps to have many people doing this and making sense of the system together. That way what you learn is more reliable.

The exciting thing about patterns and complexity is that they are always in motion, always changing, always adapting. And they aren't evenly balanced. Sometimes small changes can have very big impacts as the energy can tip a system in flux quicker and faster than you expect. Likewise, creating big programmes of change that are carried out the same way everywhere will seldom result in a desirable outcome, because they're not paying attention to the patterns locally and do not make the most of what is already there.

In the WE Programme we work more and more with small experiments in different countries to learn collectively from the outcomes.

COMPLEX SITUATIONS ASK FOR A DIFFERENT APPROACH

If we place too many rules or constraints on issues that are complex, people start to work around these rules.

Research has repeatedly shown that they will 'game the system' if they are unable to meet targets. They will find ways to meet their target, but don't actually provide the help that people need with their problems. This then creates other problems elsewhere in the system. When complex problems are consistently approached with rules and order, this can lead to breakdown and crisis as eventually the rules can no longer cope with the situation they're used in. So, the best way to avoid crisis and chaos is to work with the characteristics of the complexity by being adaptive and not apply too many rules.

HOW TO ACT IN A COMPLEX SITUATION

One of the most important insights when we work in complexity is that we have to let go of the idea that we know the answer to a complex problem. And we have to accept that we can't plan five years ahead. Events are fast paced and dynamic. One small thing that no one was expecting can have a huge impact on our work and lives.

So, if we aren't creating five year plans, with targets and milestones and clear linear, repeatable steps to get us there, what do we do? First, we need to understand what is currently happening, notice the patterns. Then we can start doing small tests or probes to see if they to start to shift the patterns in the way that we want. In the WE Programme, the emphasis is placed on dialogue, as it is an important way to understand what is currently happening in the system from lots of different perspectives.

A more informed understanding of the system means you have a better comprehension of the patterns you want to shift and the small tests you might want to try to do that. Testing is an important part of dealing with complexity since we don't know the answers. Testing ideas out is the way that we learn. If the test gives a response we want to see, we can do a bigger test. If it doesn't, we can stop. Either way, we are testing to learn. It's important to remember that in a complex space our strategy becomes more developmental and like a process of evolution, rather than a clear place we need to get to.

Complexity does not *respond* well to the imposition of *rules*

HOW YOU CAN MEASURE THE IMPACT OF WHAT YOU'RE DOING

If you are working on a complex issue - one that will never have a real finish line and that keeps changing and adapting in response to things that we do - it's incredibly hard to measure the impact of the work you're doing.

Evaluation in complexity isn't about a one-time only at the end of a project. It shifts from assessing if pre-defined outcomes were met to being more developmental and ongoing.

If we start small with tests, then we are looking to get early and rapid feedback on whether the things we are doing are working. This often means evidence will be more qualitative in nature: it will be observed or spoken about, but is not always measurable. Working this way goes beyond data collecting and puts lots of emphasis on dialogue, reflection, focus groups and hearing stories.

The role of evaluation shifts from being purely about measurement - did or didn't we reach our target? - to assessment of the type of change that happened and what we are learning. In this way, our evaluation focus needs to allow for spotting unintended or unexpected changes. Getting things wrong in a small way and learning quickly and adapting is a much more sensible and cost-effective long term strategy than pouring lots of resources into something that supposedly cannot fail.

It is *helpful* to think about *'patterns'* instead of *'problems'*

LAST, BUT NOT LEAST: WHY LOCAL CONTEXT IS SO IMPORTANT

Working in complexity means we recognise the interconnected nature of many things. Different departments, management teams and individual employees will have different perspectives on the experience and nature of challenges they face. This means that we need to engage across the system as much as possible, so that we can understand it from as many different perspectives as possible. Recognising the linked nature of our problems also highlights how different aims compete and create tension within the system. It helps to highlight the importance of local context. Engaging locally and at all levels, helps us see the true nature of the issue more clearly and makes it easier to identify ideas to test. While we can be very skilled, talented and knowledgeable in many ways that are important to getting work done, complexity asks that we acknowledge that people are the best experts for their own lives. If we are trying to change conditions for other people, we need them to be part of helping us understand what the problems really are and how we might go about doing something about it. ●

BACK TO WE

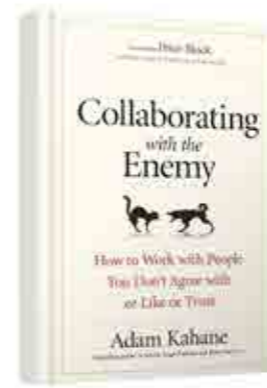
Despite our perception, we most often work in spaces where everything is connected. In the world of manufacturing this can mean that the business drive to produce goods quickly is in tension with protecting rights. Well-intentioned changes in one area can have unintended negative impacts somewhere else. Therefore the actions of everyone in the supply chain matter and can have an impact. We have to identify useful practices to help us engage and work with all of these realities. At the same time we have to let go of too rigid responses trying to control situations. In the past ten years the WE Programme has evolved in response to the dynamics of complexity and it will continue to do so.

HOW TO DEAL WITH COMPLEXITY – THE ROUGH GUIDE

- Start by seeing all involved as a system. Take a helicopter view. Can you see the relationships that matter?
- Notice the patterns that are creating stability and those with potential for creating change. We often think that a big problem requires an equally big solution. But this isn't necessarily true. Look at it this way: what are the smallest things that if you had more of it or you did it more often, could have a big impact?
- Experiment to learn and nudge your way forward through small changes. Because in complex systems planning far ahead doesn't work.
- Really value learning and create a safe-to-learn-culture. Instead of doing an evaluation at the end, build learning consistently in from the start. Always ask: what do we want to learn from this? This way even failure is an accepted and necessary part of the process.
- Be open and curious by asking questions. And more questions. And even more.
- Adapt what you are doing in response to what you are learning.
- Engage in the full diversity of the system you are working in, so you can better understand what is happening and together identify actions which make sense for that context.

BITS BITES

In the world of WE we inspire each other with new methods, learnings, insights, books and tools.



WORKING WITH POWER AND LOVE

Adam Kahane shows us that diverse teams - consisting of colleagues and friends but also of opponents and enemies - can do great work together. The necessity of doing this increases when issues become more important and views differ widely.



REWRITING THE PAST AND FUTURE

We may believe that what happened is the only thing that could have happened. But what if could rewrite the future? Forum Drama does precisely this – for workers and managers alike. Taking a story that illustrates a known situation at the factory, participants are encouraged to take up various roles and play them in different ways to see what happens when you change your approach.



GREAT TED TALK

Go to the internet and look for the TEDtalk of Scilla Elworthy: Fighting with non-violence. Bullies use violence in three ways: political to intimidate; physical to terrorise; mental to undermine. Only very rarely does countering violence with more violence work. It was Mandela's total devotion to non-violence that brought about the shift from a repressive apartheid government to a democratic state for all. The change you want to take place has to take place first within you.



THE ART OF HARVESTING

Imagine you listen to over 30 people who tell their story on why they are in WE. And you capture all that has been said in a poem. That's what Caroline did during our conference in Delhi. Everyone was moved by it. And even more when she saw the next day what Neeltje and Axelle made of it. We call this harvesting.

Factory Visit *diary*

Turkey

Wonder what WE looks like on the factory floor? Have a look behind the scenes. Our facilitators in Turkey share their diary of a Factory Visit. And on the following pages you are invited to join a WE Workshop in India.

WHAT IS A FACTORY VISIT?

Our local WE facilitators visit factories that join the WE Programme on a regular basis. On the spot they work with top management, middle management and workers, all together. The facilitators design a customized programme for every visit that invites all participants to discuss human rights issues. Long-term purpose is to empower workers and to create the space for collective decision-making and improvement of working conditions.



On our way to the factory very early in the morning. Final check on plans and agenda.



Finishing touch on the posters that we brought.



Sometimes we share in the group, sometimes we make a journey to ourselves...



Discussing the factory's road map to change.



Creativity goes to a next level when you leave your comfort zone.



All participants are checking in: sharing how they feel.



Owner, managers and workers introduce themselves to each other wearing these paper T-shirts with their personal stories.



The picture is the same, but we know we tend to see things differently.



Collectively clustering the output of the group works.



Innovative gadgets to put a face on the courageous conversations. All country teams travel with their own portable printer.



Heroes of the day get their place on the wall, around the story they co-created.

HOW DO WE REPORT?

After every factory visit, the WE facilitators have a debriefing meeting, working with the feedback they got. Afterwards a report is sent to the factory in local language and to Tchibo in English. Factory reports serve as an informative and executive summary of the day. For Tchibo all reports serve as a monitoring tool to be aware of the issues and the improvements in the factories.



Enthusiasm is contagious.



We make sure all the voices are heard. Even the 'no's. Sorry: especially the 'no's.



While listening intense.



Harvesting of the group work - an opportunity for all participants to hear what others thought and felt.



See you next time!

Workshop

diary

India

On a regular basis WE invites different factories to share, compare and learn from each other. Join the Indian team on a two days Workshop.

WHAT IS A WE WORKSHOP?

WE workshops are a great platform for management and workers from different factories to come together to explore how they can improve human rights on the work floor. The joint work helps to explore a basis for action, the willingness to implement and specially to learn from each other.

PREPARATION DAY



From chaos to clarity, from content to process. This is how we build the Workshop.

DAY 1



Participants are welcomed with a smile and a nametag.



Think of a courageous moment in your life...



All stakeholders try to make sense of the sustainability eco-system.



The story of Tchibo: past, present and future.



Time to build collective understanding of how Tchibo, factories, business, human rights and dialogue are interlinked.



Everybody writes an anonymous letter about personal encounters with discrimination. Stories are then read aloud in the larger group to open a safe space for dialogue.



Giving space for unheard voices in the workshop.



Role play (we call it forum drama) can be fun and meaningful for players and audience.



Understanding sexual harassment in the Indian context through a powerful video.



After working in small groups, participants come together again to share what they have learned. What do we see and hear collectively?



Creativity as a means to see your individual role in a holistic perspective.



From discussion to dialogue, from strangers to friends. And this was only Day 1.



Teams are exploring learnings to take home to their own factories.



Plans are made to implement changes when back in the factory.



We experiment with our reports constantly to find the best way to reflect on our learnings and actions. ●

We can be heroes

The people in the factories: who are they? What are the challenges they face and the solutions they come up with? Ten years WE meant it was time to harvest stories of courage, resilience and resourcefulness. Meet the managers and workers who became the change they wished to see.



SOJIBUR RAHMAN

During a WE kick-off meeting in Bangladesh participants from several factories were asked to write anonymous letters about their personal experience with discrimination, harassment or abuse. The letters were dropped in a basket and afterwards every one took a letter out and read it out loud.

Sojibur Rahman, HR officer at a small garment factory just outside Dhaka, was deeply moved by the workshop. He realised this topic was very relevant to him and his workers, but that he hadn't paid much attention to it. When WE facilitators visited his factory a few months later they found out that Sojibur had repeated the letter writing session in all departments. And after the workshops he had kept every single letter.

In Bangladesh women face discrimination on a daily basis. It makes them feel bad and frustrated. Sometimes they're so hurt, they feel like dying. In Sojibur's factory eighty percent of the workers are women. He is now developing the next steps together with WE facilitators so they can feel safe and respected at work.

REKHA AKHTER

Young machine operator Rekha Akhter got up in front of the group during a WE Workshop in a factory in Bangladesh. She drew a model on living wages, as she understood it, on a flip-over. And she explained them through the story of a poor girl from a remote village that has come to the city to survive.

“This girl starts working in a garment factory,” Rekha said. “As she has to maintain her family back in the village, she negotiates with management about her wage. When she is paid her wages, she takes out the money she needs herself, sends some to her family and uses some to send her children to school. Then she deposits the rest in the bank as savings. So, wages are not only meant to cover food. They are for overall living.” Rekha is only eighteen years old. She joined the factory two months before and this is her first job. However, she has a deep understanding of the concept of living wage that she could explain to others very well. Now, the management considers asking Rekha to raise awareness among the other workers.



It was during a meeting on human rights in a home textiles factory in Turkey: 25-year-old **AHMET ARSLAN** started talking about an accident he had eight years before. When he was in technical high school, his chemistry teacher made a mistake. There was an explosion and Ahmet got badly burned. You could still see the scar on the side of his face.

Ahmet has worked in the factory for years, but never talked about the accident before. His story made a deep impression on his co-workers and had an unexpected side effect. They started to talk about the hazards their own children face, because many of them are sent to work in factories and workshops every summer. Until now this was ‘common practice’; all the workers had been child labourers themselves. However, it was also something they were struggling with more and more. One of the women, **AYSE SALMAZ**, told her colleagues how last summer, when her son returned from work covered in dust and desperately tired, she didn’t want to send him back. Ahmet’s story resounded deeply with her and she made up her mind then and there. “Kids should be playing and learning,” Ayse said. “I will not send my son to a factory again.” That day a seed was planted, because the discussion about child labour that followed inspired others to do the same.

JASON CHAN is the director of a Hong Kong factory that produces kitchenware. During the WE Programme he participated in every activity with great enthusiasm. And he fully supported the factory WE Team, making sure they had all the necessary resources. Jason used to be an old-style manager who had a top-down approach and did not have much interaction with the workers. But one day, near the end of the programme, he told the facilitators he'd come to understand that it is much more efficient and productive to have a harmonious relationship with his workers. "At many moments during these past months I have found them to be much more thoughtful than I expected. And much more caring about their work and the factory than I thought they were. From now on I will treat them as partners and ask them to continue sharing their thoughts with me. I think many issues will be sorted out more easily that way. Workers' participation is a powerful tool."



VI THI THU HIEN works at a woodcutting machine in a furniture factory in Vietnam that was part of the WE Programme. Voted worker representative by her colleagues, she took part in every WE Workshop when the programme ran. Before WE, she used to be quite shy, she says. But now she is confident and not afraid to speak her mind. WE taught her to stand in front of a group and do presentations with natural ease. Even when difficult topics are tackled - like overtime and how it should be rewarded. Hien's input always leads to a meaningful and fruitful discussion. Due to her personal growth Hien has also advanced in her profession. From assistant at the cutting machine, she became machine operator. And as a worker representative she's well-liked and trusted by her colleagues. They pass on topics to her they would like to have discussed with management. The management of Hien's factory is also happy with her accomplishments. They think Hien is a bright, strong worker representative they can collaborate with effectively because she understands both sides and will always speak up for her co-workers.

RAJMANI DEVI used to work in a section of an Indian textile factory where there were mostly men. One day one of them started making comments: how she must have low moral standards to be willing to work among men. Weeks passed by and he kept harassing her. The other men did not correct him. During a WE Workshop about discrimination, harassment and abuse Rajmani broke down and told her story. **NIRMAL SING**, the HR manager of the factory, was shocked when he heard it. He said he would do what was needed, talked to her co-worker and moved Rajmani to a different spot. For the factory, the case was settled. But Rajmani still felt maltreated. She did feel safer, she told during the next workshop. But her co-worker had only been given a warning and had never apologized. The WE facilitators asked Nirmal to make the case official, have the worker apologize and then close it. When the WE Programme started Nirmal was convinced there were no cases of harassment or discrimination in his factory. Rajmani's story shattered his beliefs, but he didn't leave it at that. First of all he did what he could to settle the case. And then he organised the awareness workshop that had brought Rajmani's story to his attention in all departments of the factory.



SUDHA R, one of the housekeeping ladies in a factory in India, has to clean the toilets on a daily basis. This is not an easy job, because most days the toilets are so filthy that after cleaning them Sudha is unable to eat; even though she brings her tiffin with her every day for lunch. Sudha kept her misery to herself, but during a WE Workshop she started to cry and told the group she hadn't been able to eat lunch for months. The WE Team and the management then realized they had never been aware of the hardships of the housekeeping staff. They made a big promise to Sudha to take measures. The management aired factory announcements through the speakers in which workers were told to flush toilets, leave them behind cleanly and think of the housekeeping staff. And they became more supportive of Sudha, chatting to her regularly and asking her how she was and whether things were getting any better. The toilets are probably still not the most hygienic you have seen. But Sudha feels seen and heard. And she is able to have lunch again.

ADITYA PANDEY is the quality manager of a group of leatherware factories. During a WE Workshop he had the courage to bring up the practice of verbal abuse as a means to discipline workers. Although this is a very common practice in India, it is rarely admitted to. After a two-hour discussion, it was agreed that the factory would work out alternative measures for discipline and will completely ban any form of abuse. During the next WE Workshop Aditya started another courageous conversation. This time about the fact that the factory management used to send anyone who was available at that moment to the workshops, instead of selecting the right people and consistently sending them. "But now I understand we need a real WE Team," he said. Together with the WE facilitators he decided to suspend the workshop and have elections of worker representatives there and then. And then he did the same in the other factories. Right now, Aditya is totally committed to WE. To create awareness among workers on issues as verbal abuse, raising complaints or improving skills, he has started to develop mass campaigns in the factories, applying role play, forum drama, posters and post cards. ●



colofon.



The WE Programme wants to contribute to **lasting change in the industry.** It is a **dialogue based** programme that runs in **factories** all over **the world.** Key is that **all stakeholders are of value** and thus involved. **Workers and managers** come together to hold **courageous conversations on human rights** in their factories. **And co-create solutions to improve working conditions.**

WE stories is co-created by factory workers and managers, all international WE facilitators, the WE team at Tchibo and a special editorial team of BOTZ consisting of: Esther Barfoot, Lonneke Bouman, Yke Bartels, Chris Corrigan, Bronagh Gallagher, Beanca de Goede, Neeltje Kleijn, Rudolf Kleijn, Birgit Kranzl, Helen Kuyper, Lily Martens, Bram van Oosten, Caroline Rennie, Koen Tornij, Tamara Vreeken and Diewertje van Wering. Illustrations are from Anna Bay (cover) and Simone van der Most (complexity).

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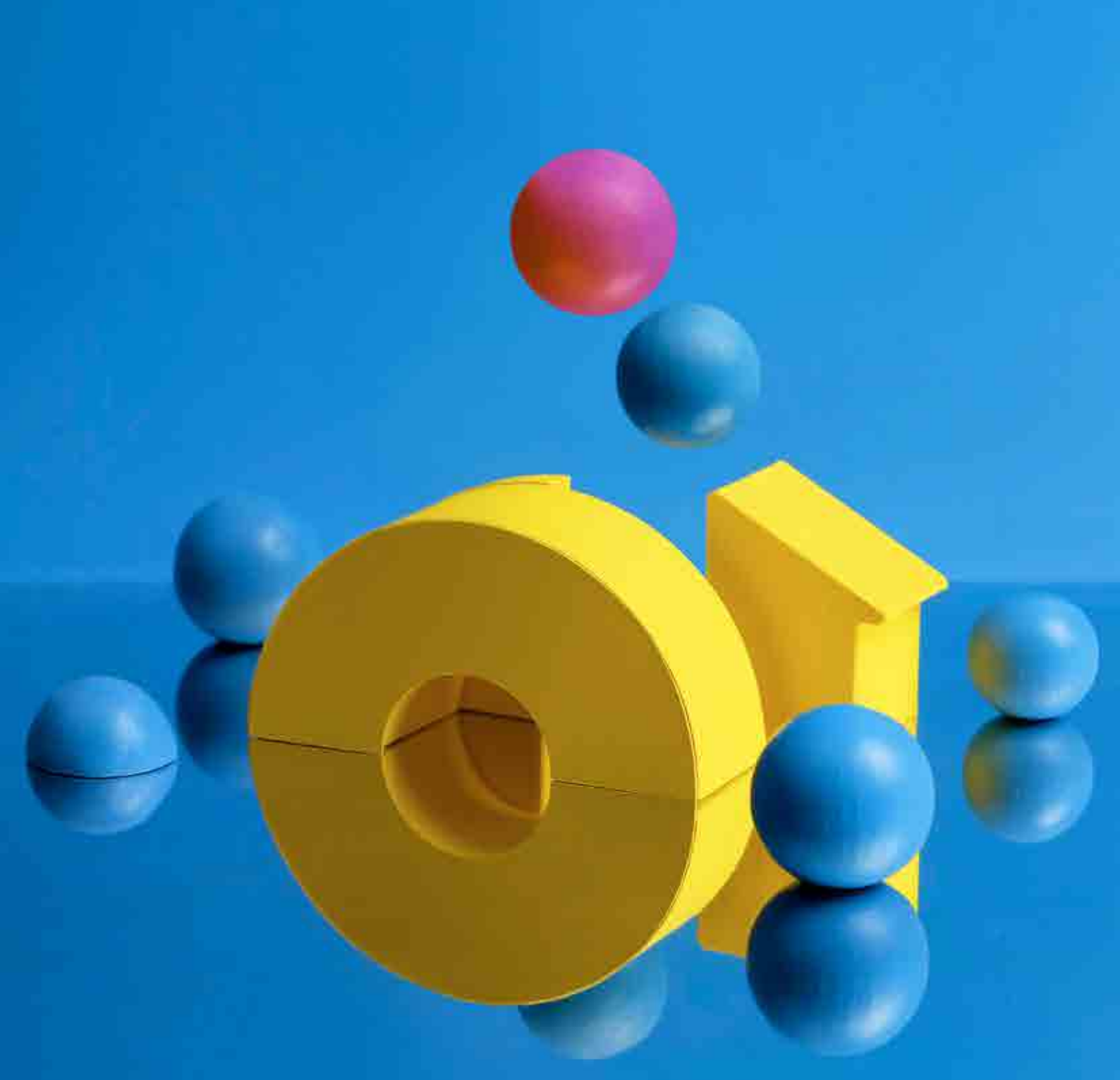
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to be continued...

