

MARCH CAFÉ CHAT 2019

- 10:33:54 From Jody Hoffer Gittel : I can see the parallel between Dana's efforts to tighten the supply chain, and the efforts of healthcare systems to coordinate better with multiple external organizations around the social determinants of health.
- 10:36:15 From Erik Nicholson : Absolutely, am curious about how equity comes into play in these relationships
- 10:37:05 From Gabriela Corbera : Great question Erik, we will get to this in the discussion---
- 10:37:21 From Shyamal Sharma : The slide on the screen now is demonstrative of it, Jody.
- 10:38:05 From Shyamal Sharma : A fissured workplace, that is.
- 10:39:37 From John Paul Stephens : I feel that equity gets set in the background of a lot of coordination change efforts...
- 10:40:53 From Jody Hoffer Gittel : regarding equity, it was interesting to hear from Dana that outsourcing in denmark is motivated by the high level of Danish pay
- 10:41:20 From Jody Hoffer Gittel : Suggesting that inequity is a driving force in outsource and therefore "built into" supply chains
- 10:41:29 From Shyamal Sharma : Erik, the fissured workplace to some extent is a "post-inequity" phenomenon.
- 10:43:18 From Erik Nicholson : Would be interesting to further unpack equity ; racial, gender, economic... I agree with JP, often these aspects are in the background or perhaps go unaddressed.
- 10:43:33 From Gabriela Corbera : According to Dana -- indeed, a biggest threat to Danish small- and medium-size manufacturers - outsourcing
- 10:44:14 From Jody Hoffer Gittel : JP is asking - when you improve coordination do the savings only go to the project owner?
- 10:45:06 From Jody Hoffer Gittel : do we tend to take the perspective of the owner or the brand rather than the more invisible parties in the work?
- 10:45:28 From Ragnhild Kvålshaugen : I think it depends on the form of contract. For instance the IPD contract specifcly organize for sharing bonuses
- 10:45:38 From Jody Hoffer Gittel : ok that's interesting
- 10:45:41 From Gabriela Corbera : Supply Chain Maps | Stakeholder Maps --
- Can these maps help us address equity and gaps in knowledge transfer to consutrction workers, suppliers, and consumers? JP's Map is unique in informing relational tensions ---
- 10:46:32 From Dana Minbaeva : Jody, indeed, a biggest threat to Danish small- and medium-size manufacturers - outsourcing

10:47:15 From Erik Nicholson : We've seen a number of instances where enterprises become more "efficient" in part using RC, but then the value, economic accrues to the brands. In coffee, the supply chain has tightened, yet coffee farmers now are earning half of what they were in the 1980s

10:47:31 From Jody Hoffer Gittel : that is a huge problem

10:47:34 From Shyamal Sharma : Thomas Picketty wrote about inequalities in wealth, distinct from income inequalities, that have brought us to wide economic class disparities, an close antecedent to the fissured workplace due to corporate downsizing at global levels among other events.

10:48:40 From Heather Gilmartin : The irony is that in healthcare, the classic reason to push back on Lean and standardization is that patients are never the same. Funny to hear construction folks use the same argument

10:50:45 From Jody Hoffer Gittel : want to let Erik go first?

10:50:58 From Jody Hoffer Gittel : yes indeed Heather it's quite ironic

10:51:01 From John Paul Stephens : But the relational/repeat contracting may be with a first-tier trade contractor, and not with their second-tier contractor or their direct vendors

10:51:08 From Gabriela Corbera : Sure, we'd be happy to hear from Erik.

10:56:35 From Gabriela Corbera : Getting a "Fair share" [worker's rights | inequity] in the benefits and rewards of multinational corporation [power]

10:58:40 From John Paul Stephens : Interesting too that, in construction, there are industry norms/standards (at least in Cleveland) for quotas of number of ethnic minority trade partners, female-owned trade partners, local/city trade partners