

WORKSTEP



# Daltile partners with WorkStep to **empower local leaders** and give a voice to thousands of frontline workers

## DALTILE

- ✓ Founded: 1947
- ✓ Headquarters: Dallas, TX
- ✓ Best-selling tile brand in America
- ✓ Largest ceramic manufacturer in the world
- ✓ Over \$2.2 billion in sales in 2024
- ✓ 5,000+ employees

## DALTILE GOALS

- Bridge the gap between corporate leadership and the frontline workforce
- Empower leadership to solve day-to-day business challenges in real-time
- Foster an accountability culture to help develop local leaders
- Mitigate the risk of organized labor and work stoppages



## PARTNERSHIP IMPACT

### **Bridging the gap:**

Daltile leadership has held 245 conversations via WorkStep with frontline team members who have left alerts.

### **Empowering leaders:**

Daltile leaders have engaged and empowered 1140 frontline workers to share their honest and open feedback.

### **Culture of accountability and engagement:**

96% of Daltile's HR & Ops leaders have engaged with the program since the partnership began

### **Creating safer spaces:**

Daltile leaders have resolved 73% of alerts raised by frontline team members



## ABOUT

Daltile is the best-selling tile brand in America and the largest ceramic manufacturer in the world. Daltile is dedicated to creating the best value for customers through innovative, high-quality products and exceptional customer service.

Unlike most of our competitors, many of Daltile's collections are proudly designed, developed, and manufactured in the USA.

## CHALLENGES

Prior to implementing WorkStep, Daltile was facing external market challenges that put an immense amount of pressure on their HR teams.

### **Searching for innovative solutions to bridge the gap**

Like all manufacturers, Daltile's HR team struggled to bridge the gap between corporate leadership and their physically distributed frontline workforce. Daltile leaders wanted an innovative solution they could use to more directly reach and communicate with their frontline workforce.

Executive leadership wanted a solution that would help them get ahead of issues that may lead to organized labor. Daltile knew that getting real-time insights into the challenges facing their frontline workforce would help leaders create a better working environment, and help them identify hot spots.

As an employer committed to creating a better workplace, Daltile knew they needed technology that would enable leadership to solve day-to-day business challenges in real-time. Given the importance of leadership development, particularly in the manufacturing sector, Daltile also needed a solution that would hold local leaders accountable. Daltile needed to be able to easily identify high and low performing managers, and provide actionable insights to those managers to help drive business performance.

“ WorkStep gives us real-time visibility to local issues we historically were unaware could be future employee engagement problems.

JASON LEONARD,  
VP HR @ DALTILE



## SOLUTION

As a company driven by delivering exceptional value to customers and employees alike, DalTile needed an innovative solution that would help them bridge the gap between leadership and the frontline and empower leaders to solve day-to-day business problems with real-time data and bi-directional communication. For this, they turned to WorkStep.

### Getting leadership buy-in and engagement

DalTile leaders knew that the key to a successful partnership was driving engagement across their HR leadership team. Project leaders understood that getting the broader leadership team invested in the program would help the organization drive immediate value from the solution. Through WorkStep's employee socialization and customized leadership training programs, DalTile was able to drive survey participation within the first 3 months of implementation.

### Making data-driven decisions

With access to real-time data and feedback through WorkStep's continuous milestone surveys, leaders were able to more quickly identify the challenges different workforce populations and locations were facing. Responses to WorkStep surveys helped leadership at all levels identify potential issues and implement targeted solutions for different locations.

### Addressing urgent issues when they arise

With WorkStep's integrated employee communications capabilities, DalTile leaders were able to immediately close the loop with employees, while still preserving confidentiality. Through 1:1 confidential replies, leaders were able to acknowledge and address concerns instantly before those concerns turned into bigger workforce issues.



WorkStep enables us to hold local leaders and HR accountable to the specific labor challenges in their facilities, including assigning, tracking, closing, and reporting on issue resolution.”

JASON LEONARD,  
VP HR @ DALTILE



## RESULTS

### Bridging the gap

WorkStep’s real-time data and integrated communication tools have helped leadership connect directly with their distributed frontline workforce. Daltile leaders have held 245 conversations via WorkStep with frontline team members. This open and honest communication helps leaders understand what’s happening at the ground level, without compromising employee confidentiality.

### Empowering local leaders:

Empowering local leaders to solve day-to-day business problems is a key point of emphasis for Daltile. With WorkStep, local leaders have the actionable insight they need to take action in areas with lower employee favorability. 1140 of frontline workers have shared their honest and open feedback across Daltile’s distributed enterprise. And through WorkStep’s favorability heatmap, senior leaders have been able to analyze this feedback and identify areas of concern for local leaders to address.

### Culture of accountability and engagement:

Over the course of the partnership, Daltile leaders and employees have fully embraced the program; over 96% of Daltile’s HR & Ops leaders have engaged with WorkStep. This participation ensures that leadership is accountable to employees and committed to resolving feedback.

### Creating safer spaces:

Daltile is committed to creating a safe and inclusive workplace for employees. With WorkStep, leaders are immediately alerted to urgent issues related to safety, equipment and labor organization. With early and immediate identification, leaders are able to take action to resolve urgent issues when they arise. Over the course the partnership Daltile leaders have an alert resolution rate of 73%, resolving over 389 issues flagged by employees.