Welcome to
"Creating a Culture Where People Want to Stay"

DR. ELISA GLICK

Contact info:

elisa@elisaglick.com

elisaglick.com

Connect with me on LinkedIn!

Keynote Workshop
Thursday, October 5, 2023
3:30 – 5:00PM

ROI
RETURN ON INCLUSION
presented by TAHRA

elisa glick
CONSULTING

Meet Elisa (she/her)

I help leaders put inclusion into action

- DEIB Consultant and Coach
- Founder, Elisa Glick Consulting
- Associate Professor Emerita, University of Missouri, 22 Years
- Inclusive Teaching Specialist

Goals and Structure

01
Understand the role of belonging in the new world of work.

02
Discover the value of belonging to build a culture where people want to stay.

03
Learn how to apply my **Three Pillars of Belonging** framework to foster a more inclusive workplace culture.

04
Tap into your power to create and sustain real change.

Building a Belonging Culture Starts with You

❖ Belonging is not all happy hours and fun team-building activities.

❖ We each need to **reflect on our own personal journeys.**

❖ Address our **bias and knowledge gaps**.

❖ **Be brave.** Promoting culture change requires courage and commitment.

❖ Practice **cultural humility**.

❖ Prioritize mental health. **Worker well-being** includes you!

01: Why Is Belonging More Important Than Ever?

Belonging Unlocks the Power of Diversity…
But It's Different from DEI

Diversity Asks:

Who is in the room? Are multiple identities represented and welcomed?

Equity Asks:

Who isn't in the room? What are the systemic barriers that are keeping them from participating? Are people in the room being treated fairly?

Inclusion Asks:

Have everyone's ideas and perspectives been heard? Do team members feel respected for their unique background and experiences?

Belonging Asks:

Is everyone feeling **VALUED** and **SEEN** through affirming connections with others? Are they able to be their __authentic selves at__ work and engage their full potential?

The top three reasons employees resign

Not feeling...

1 Valued by their organizations

2 Valued by their managers

3 A sense of belonging at work

Source: McKinsey

Belonging & Racial Justice

"Resigning workers who identified themselves as non-White or multiracial were more likely than their White counterparts to state a lack of belonging as the reason they left their employer."
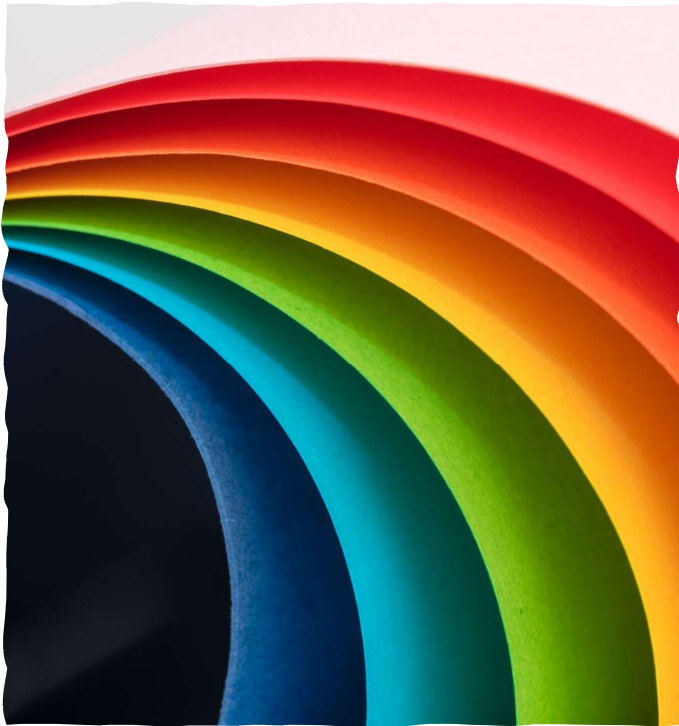
(Source: McKinsey)

- **Many minoritized employees feel undervalued, exhausted and unsafe from having to navigate an unwelcoming environment at work.**

(Source: Winters)

LGBTQIA2S+ Inclusion

Many members of the LGBTQIA2S community report feeling vulnerable, excluded and unable to bring their who self to work. (McKinsey study 2022)

Bisexual and nonbinary employees in the study reported feeling even less inclusion than gay and lesbian respondents did.

LGBTQIA2S+ = Lesbian, Gay, Bisexual, Queer, Intersex, Asexual, Two-Spirit
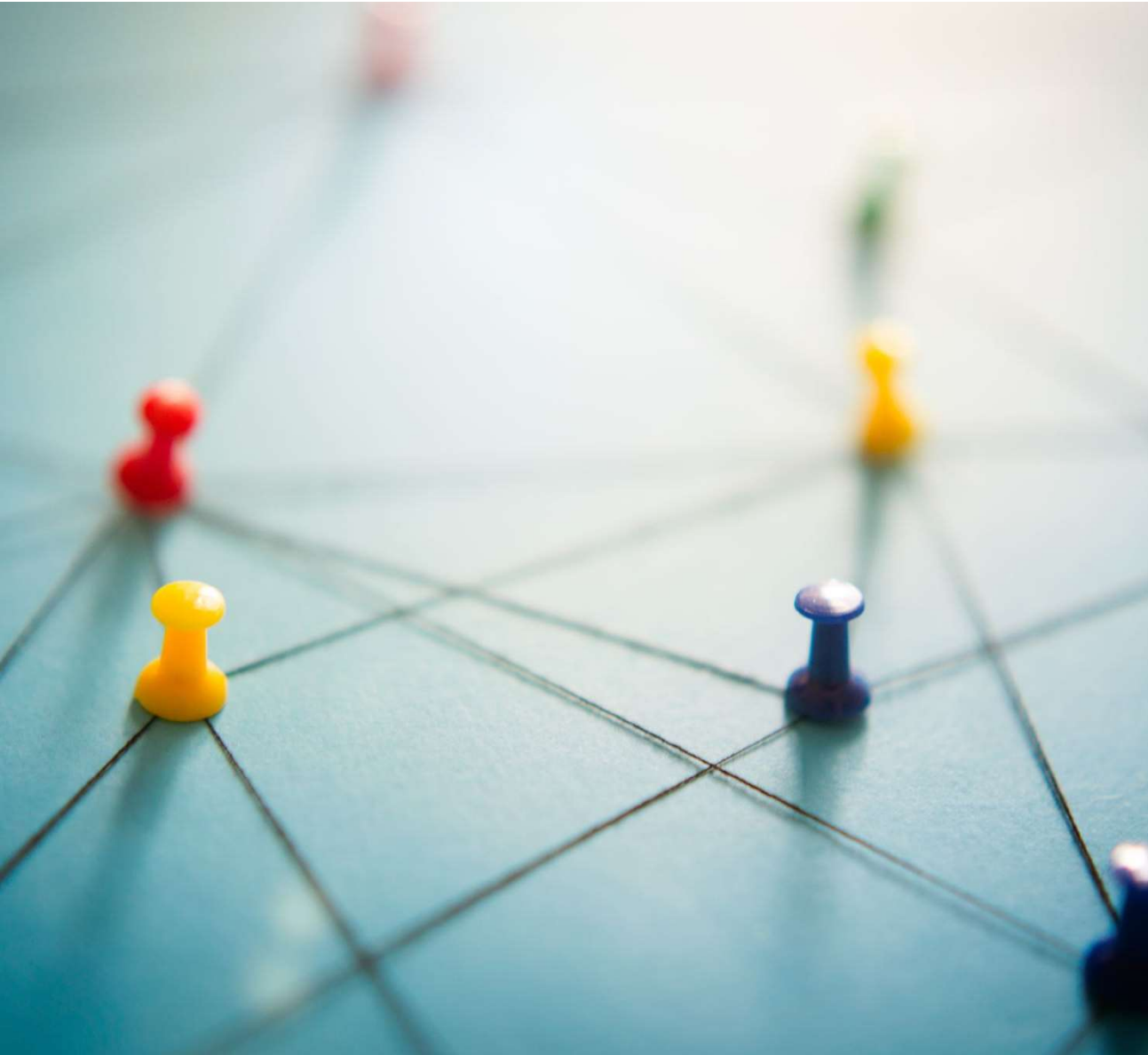
02: How Does Belonging Boost Retention?

Belonging & Job Satisfaction

Employees who have a high sense of belonging are 10 times more likely to be satisfied with their jobs.

(Source: BetterUp)

Employees Who Can Bring Their Authentic Self to Work Perform Better

56%
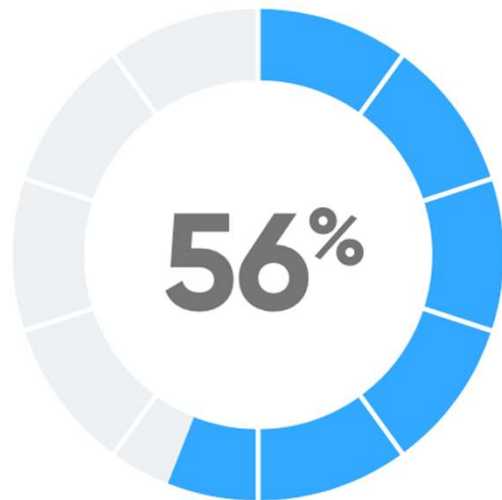
Employees with a strong sense of belonging report a 56% higher level of overall job performance.

- **Why does belonging=better job performance?**

- **ENGAGEMENT**

- Team members who feel valued, accepted, and connected are more inspired to achieve, more motivated to put in extra effort, and ultimately perform better.

Why Belonging Is Your Secret Sauce

EMPLOYEES WITH STRONG SENSE OF BELONGING:

HAVE A STRONGER ORGANIZATIONAL COMMITMENT

ARE 167% MORE LIKELY TO RECOMMEND THEIR WORKPLACE TO OTHERS

TAKE 75% FEWER SICK DAYS

ARE 34% MORE LIKELY TO STAY AT THEIR JOBS

OK, Let's Recap…. 4 Key Takeaways

The Belonging movement isn't just a "feel-good" initiative.

Belonging is never simply a feeling because it's relational; it's about the way we live, learn, and work as well as the structures of our workplaces and communities.

Cultures of belonging are necessities for us as individuals and for the success of our organizations.

Many recent studies have strongly linked a sense of belonging in the workplace to **working better (performance)** and **working longer (retention).** There is no retention without belonging!

03: Creating a Culture Where People Want to Stay...

Starting Today!

Belonging As Systems Work

- "Baking in belonging" (Rhodes Perry)
- Transforming power dynamics
- **Individual AND structural change**
- The individual shifts the collective and the collective shifts the individual

What's most important in a system is not the part (individual, team or organization) but the relationship between the parts.

--Brenda Zimmerman
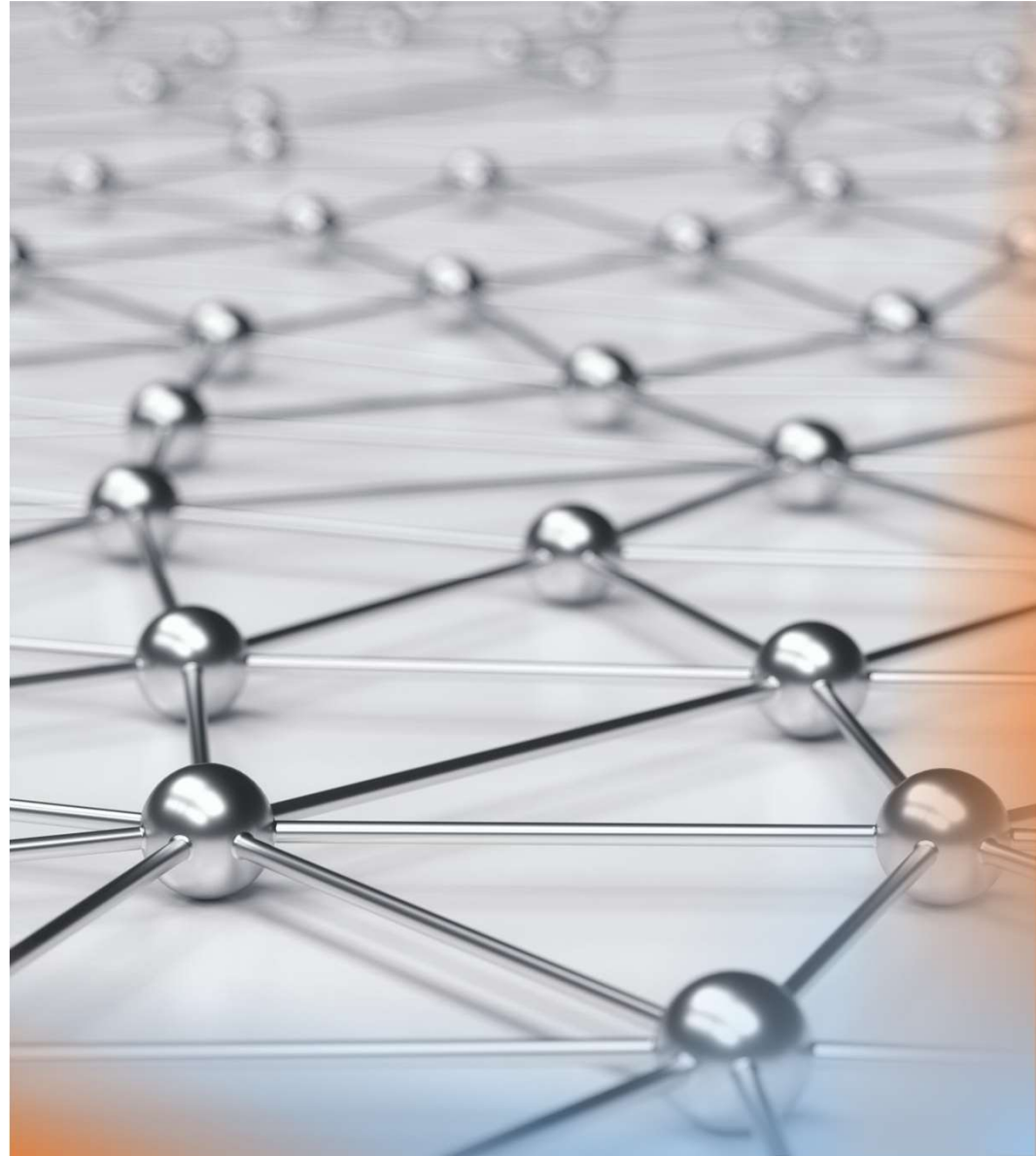
Elisa Glick Consulting's 3 Pillars of Belonging Culture

Pillar 1:
Equity

Pillar 2:
Trust

Pillar 3:
Empathy

Pillar 1: Equity

- Equity is the foundation of a culture where people want to stay.

- **Equity addresses fair treatment and equal access.**

- It attends to socio-historical structures and lived context–focused particularly on justice for historically excluded groups.

Recommended Actions to Promote Equity

Compensation	Conduct compensation study to ensure equal pay and benefits for all
Review	Review all policies, protocols, and benefits packages through an anti-racist/DEI lens.
Hiring	Evaluate hiring practices: building belonging begins the minute you launch a search, interview, etc.
Access	Make physical and digital accessibility a part of your culture.
Decisions	Make sure key decision-making teams include diverse people from historically marginalized groups.
Language	Inclusive language is a powerful tool for mitigating bias and cultivating belonging.

Pillar 2: Trust

Trust is about security, safety and inclusion.

Ask Yourself These 4 Questions:

- **Honesty:** Can others believe what you say?

- **Reliability:** Can others depend on your actions?

- **Safety:** Do others feel safe sharing information with you?

- **Other-Orientation:** Are you focused on yourself or on the other person?

Recommended **Actions** to Promote Trust

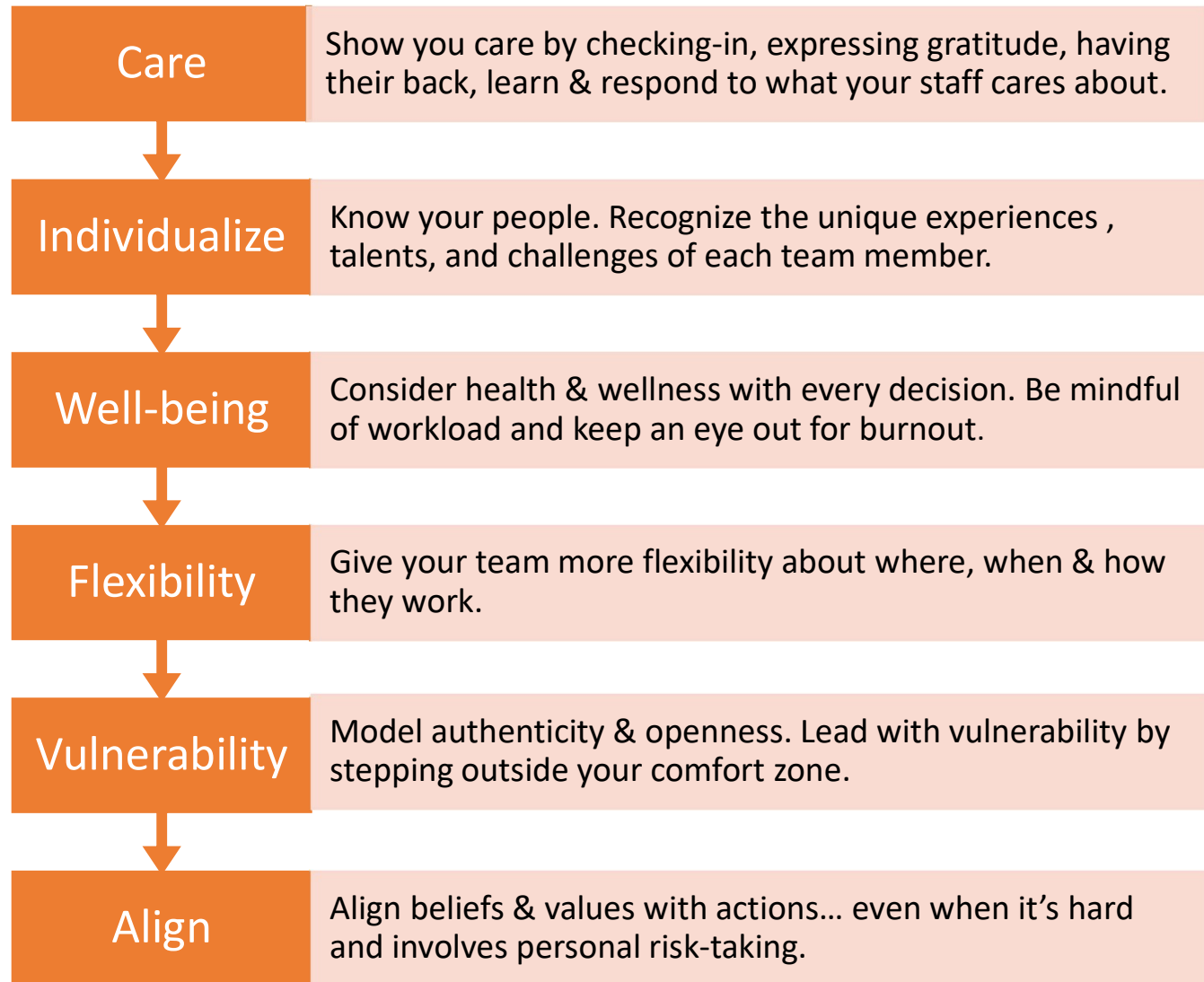|	
Listen	**Listen first**: Seek first to understand, before being understood. (Covey) **Listen actively and deeply.**
Honesty	**Be transparent.** Admit what you don't know, need to learn, and need help with. Be transparent.
Believe	**Believe** minoritized employees when they share information that is critical or hard to hear.
Commit	**Keep commitments.** Do what you say. Nothing builds trust faster than this. Be consistent.
Redress Wrongs	**Admit your mistakes** and apologize if appropriate. **Speak up** and practice allyship.
Connect	**Build community.** Launch initiatives so staff feel valued for their uniqueness & encouraged to bring their culture and whole selves into the workplace.

Pillar 3: Empathy

Empathy is the ability to recognize, understand, and share the thoughts or feelings of your team members.

- **Identification**
- **Perspective-taking**
- An Empathic Workplace is **heart & human-centric**.
- **Leading with Empathy:** Forbes magazine declared empathy as **the most important leadership skill.**

Recommended Actions to Promote Empathy

Care — Show you care by checking-in, expressing gratitude, having their back, learn & respond to what your staff cares about.

Individualize — Know your people. Recognize the unique experiences, talents, and challenges of each team member.

Well-being — Consider health & wellness with every decision. Be mindful of workload and keep an eye out for burnout.

Flexibility — Give your team more flexibility about where, when & how they work.

Vulnerability — Model authenticity & openness. Lead with vulnerability by stepping outside your comfort zone.

Align — Align beliefs & values with actions… even when it's hard and involves personal risk-taking.

Wrapping It Up…. Final Takeaways

Equity, trust and empathy are the foundation for building a culture where people want to stay.

Team members stay where they feel valued, safe, respected, connected, and treated fairly—in short, where they feel a sense of belonging.

Belonging is an essential human need that must be baked it into your organization at every level.

It's time to move beyond good intentions to action & accountability. Building a belonging culture for yourself, your team & your organization begins today. Even small actions can have a big impact!

Thank You

- Thank you for doing the work.
- I see you ☺

Next Steps:

➢**ASSESS** Belonging Assessment

➢**ACT** Putting Learning Into Practice Tool

➢**BE ACCOUNTABLE**

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