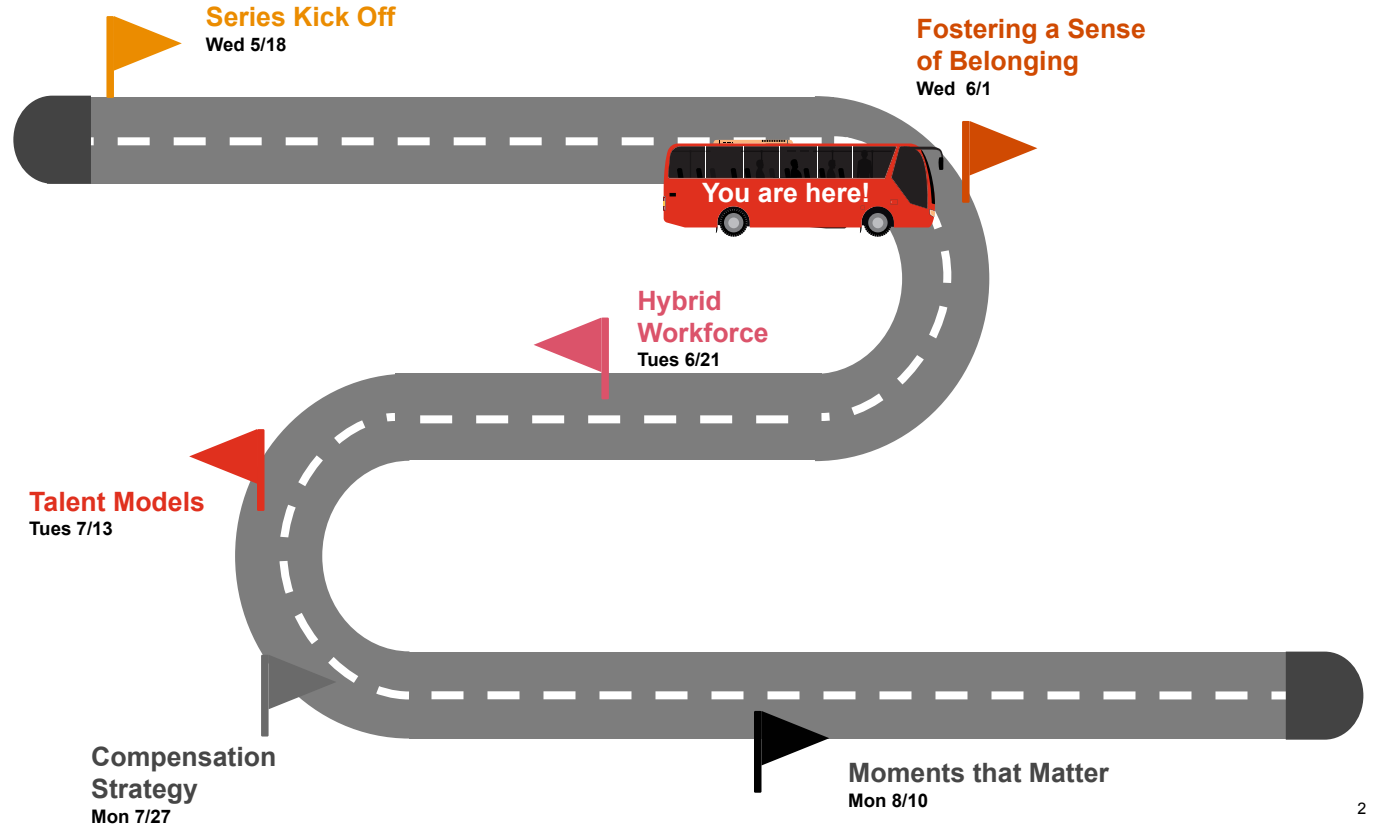


# Fostering a Sense of Belonging



# The Great Rehire Webinar Series

<b>Series Kick Off</b> Cydney Aiken
<b>Fostering a Sense of Belonging</b> Willi Freire, Sydney Thompson, Colson Streitmatter
<b>Navigating the Hybrid Workforce: Making your Managers your Strength</b> TBD
<b>Adopting a Fluid Talent Model</b> TBD
<b>Rethinking your Compensation Strategy</b> TBD
<b>Modernizing the Moments that Matter</b> TBD



# Agenda

## Conversation Flow



Defining workplace belonging and its impact on retention



What is the link of belonging to culture?



Modeling behaviors to increase belonging and reduce attrition

## Session Objectives

As a result of this session, participants will...

- 1** Consider the experience and impact of belonging and why it matters in an employee's decision to stay
- 2** Explore actionable steps to foster behaviors of belonging

# Defining belonging

**Belonging** is the **feeling of security and support** when there is a sense of acceptance, inclusion, and identity. It is when an individual can **bring their authentic self to work**.<sup>1,2</sup>

## Diversity

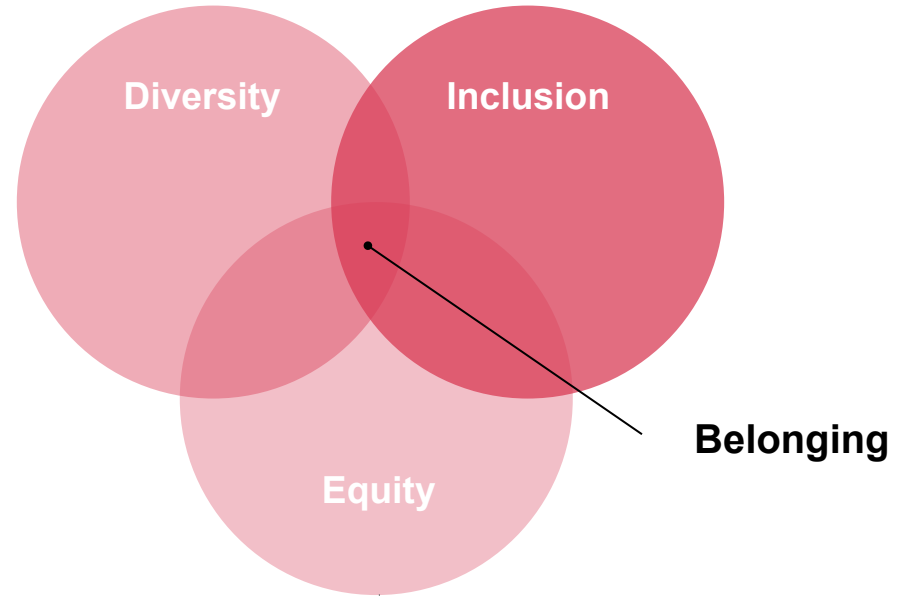
The presence of a range of differences across a workforce population, for example: ability, age, ethnicity, gender, race, religion, and sexual orientation among many others.

## Inclusion

People with different identities feeling and/or being valued, connected, and welcomed within a given setting

## Equity

Recognizes that advantages and barriers exist and that they impact our access to experiences and opportunities.

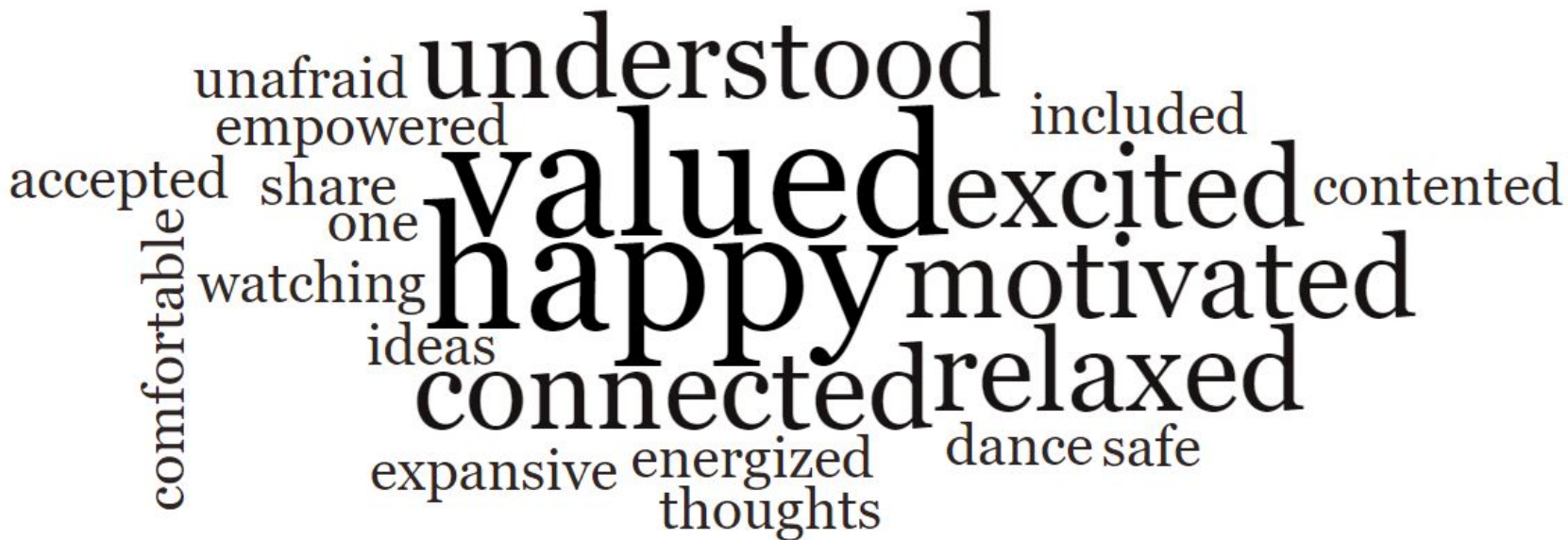


<sup>1</sup>Cornell University, Sense of Belonging, 2022

<sup>2</sup>Forbes, Belonging in the Workplace, 2021



When I belong in my workplace, I feel \_\_\_\_\_.



# A sense of belonging in the workplace is not a “nice to have” it’s a “must have” to turn the great resignation into the great rehire

**Belonging is a key driver in retention.**

Team members with high belonging were linked to

**50%**

decrease in turnover risk<sup>1</sup>

**Disconnectedness diminishes our sense of community.**

Organizations are struggling to keep their people connected

**46%**

of employees feel less connected to their company now than before the pandemic.<sup>2</sup>

**An authenticity gap exists between leadership and the rest of the workforce.**

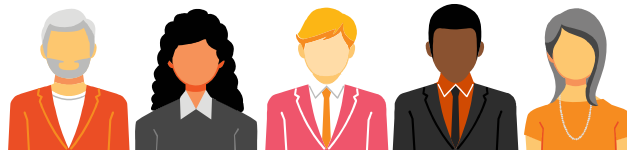
For those below management level...

**46%**

believe that their leadership team walks the talk on purpose, values, and culture.<sup>3</sup>

## Sources

1. Harvard Business Review - The Value of Belonging at Work, 2019
2. SHRM - Turnover 'Tsunami' Expected Once Pandemic Ends, 2021
3. Katzenbach Center (PwC) - Global Culture Survey , 2021

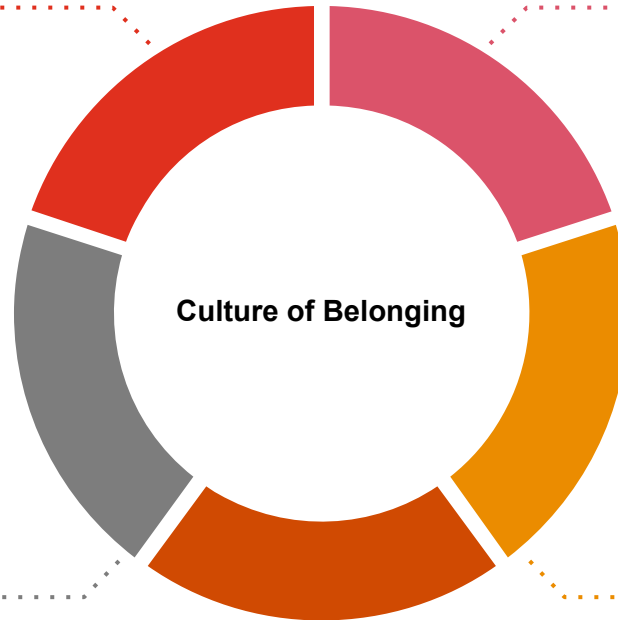


# Belonging is the glue that holds your culture together

An organization's culture is its **self-sustaining patterns of behaving, feeling, thinking, and believing**

## Connectedness

- Building strong relationships on a peer to peer level centered around trust and empathy
- Developing clearly defined opportunities for coaching and mentoring for employees to connect to leaders



## Psychological Safety

- The belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes.
- Ensuring people feel comfortable being themselves

## Shared Decision-Making Influence

- Setting clear roles and responsibility by giving ownership of decision-making to all team members involved
- Building followership

## Autonomy

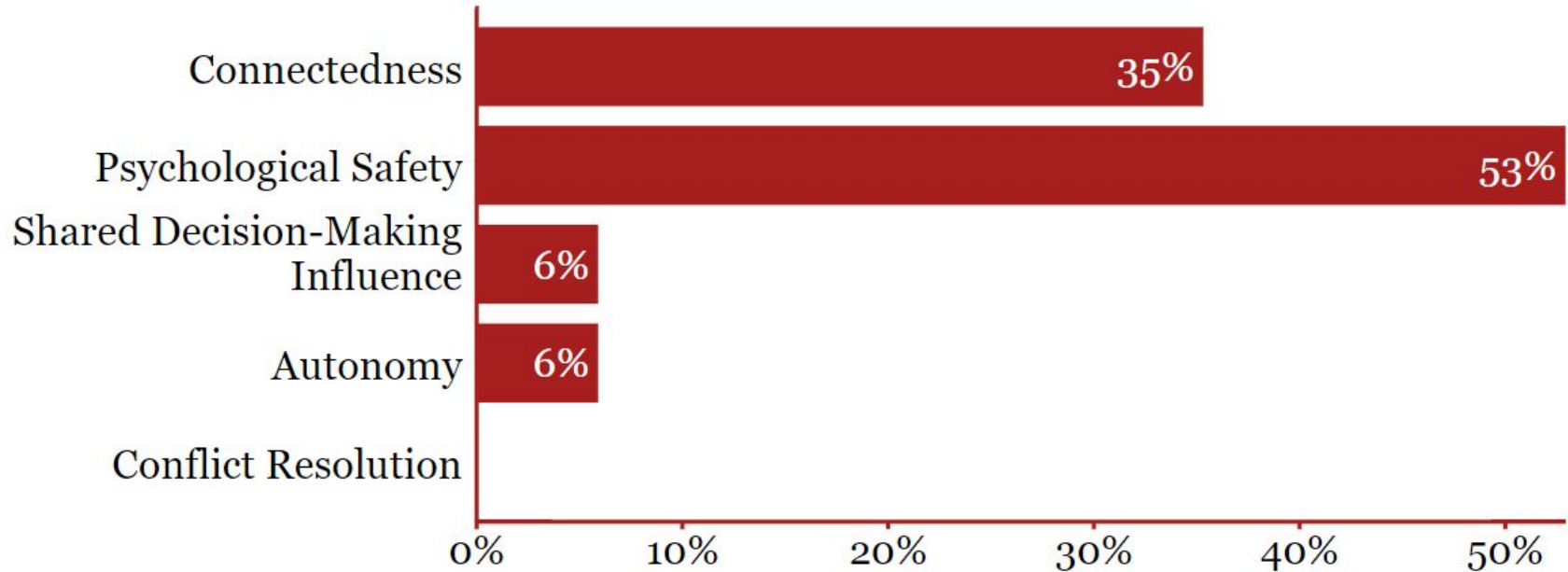
- The freedom employees have to make intentional choices about their own work and working environment.

## Conflict Resolution

- Having conversations about disagreements centered around mutual respect
- Embracing misunderstandings and knowledge gaps with positivity and enthusiasm for learning

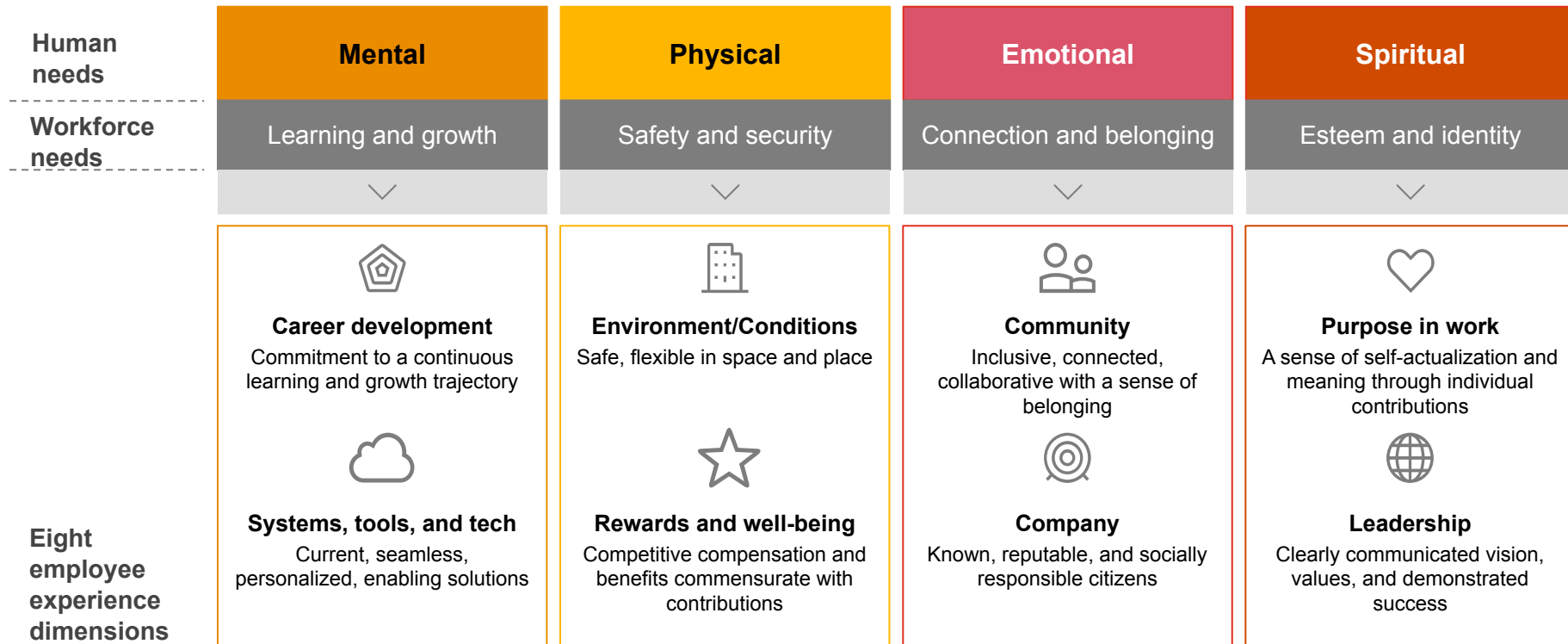


## Out of these 5 dimensions, which of these resonate with you as MOST important in fostering a sense of belonging?





# A culture centered on belonging creates a healthy employee experience



**Eight employee experience dimensions**

# Six example behaviors that can help promote a sense of belonging

## Create a psychologically safe space

Leaders should look for opportunities to be an ally, especially for underrepresented groups.

## Check in with people

Employees feel the greatest sense of belonging when their colleagues checked in with them, personally and professionally.

## Give people a voice who are feeling ignored

Encourage managers to call on people who are trying to speak up, but can't get a word in edgewise.

## Celebrate self-identity

Employees feel proud to work for a company that has a positive culture where they feel they can be themselves.

## Ask for input

Survey employees to find out what you can be doing to promote belonging and inclusion.

## Encourage employee-led communities

This could include DEI groups, ERG's or wellness groups

# A few “things” you can do to start promoting belonging in the workplace

## 30 days - Assess

- Assess your company’s current state culture through a *culture thumbprint survey*\* supplemented by leadership interviews
- Conduct virtual or in-person focus groups / listening sessions with stakeholders across your organization to understand their sentiments on belonging in your workplace

## 60 days - Analyze

- Gather insights and determine your culture DNA and how to leverage your strengths and develop your challenges as it relates to workplace belonging and inclusion
- Determine leadership-specific and organization-wide behaviors for your teams to commit to that promote belonging

## 90+ days - Activate

- Begin instilling the critical few behaviors that most effectively promote belonging in the workplace
- Identify enablers / areas of opportunities that promote the desired behaviors and facilitate belonging / inclusion in the workplace
- Conduct pulse surveys and continue to refine behaviors / initiatives accordingly

*\*PwC’s unique Culture Thumbprint diagnostic accelerator surfaces insights on cultural strengths and points of pride, as well as pain points, which allow clients to tap into the strengths and mitigate challenges, therefore unlocking performance and aligning on the critical behaviors based on leadership priorities*

**Thank you!**