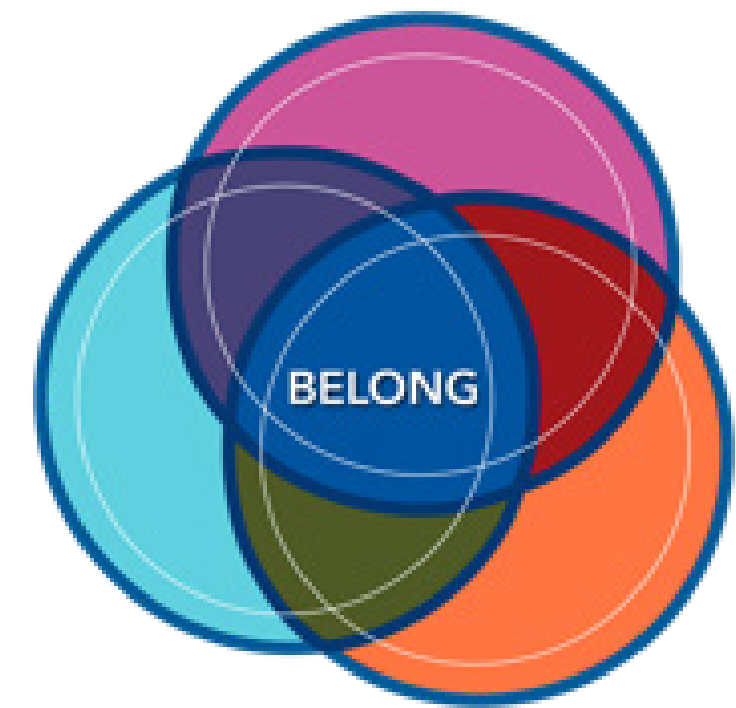




HR GUMBO

a vibrant conference centered around how HR, AAP, Inclusion, and Pay Equity intersect to create a beautifully balanced work culture.

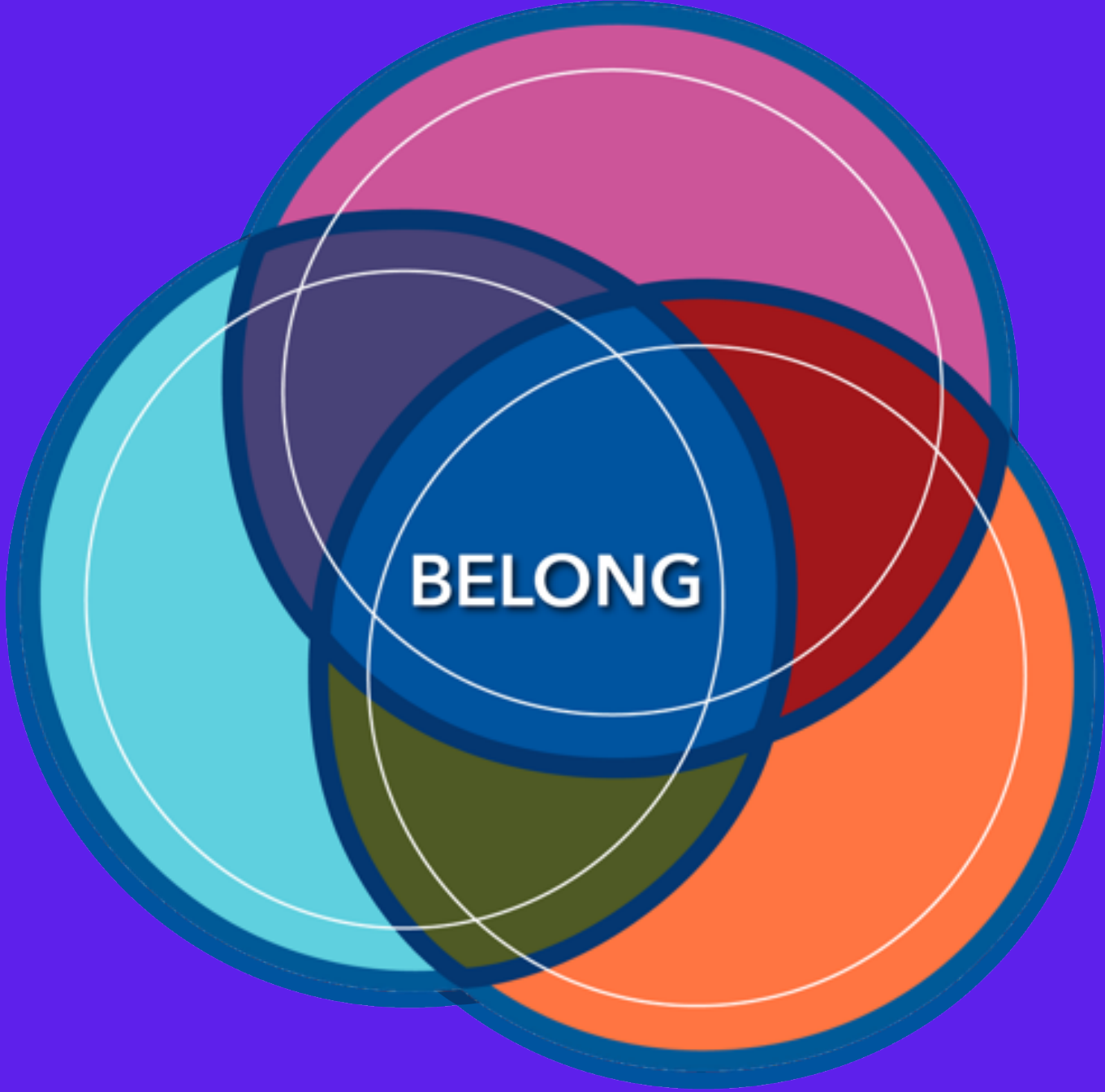
The Importance of Belonging in the Workplace



Speaker



**Perry Sholes – SPHR, SHRM SCP
President – Progressive HR Strategies
Senior Account Executive – Leading Now**



HRGUMBO | outsolve.com

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5 questions

What does Belonging in the Workplace mean?

How do you know if people @ your company feel like they belong?

Do they all feel the same?

What drives this feeling?

How can leaders ensure that employees @ their company feel like they belong?





“

“True belonging only happens when we present our authentic, imperfect selves to the world.”

– Brené Brown



Agenda

What is Belonging?

Building a Culture of Belonging

What Should Leaders Do?

Resources

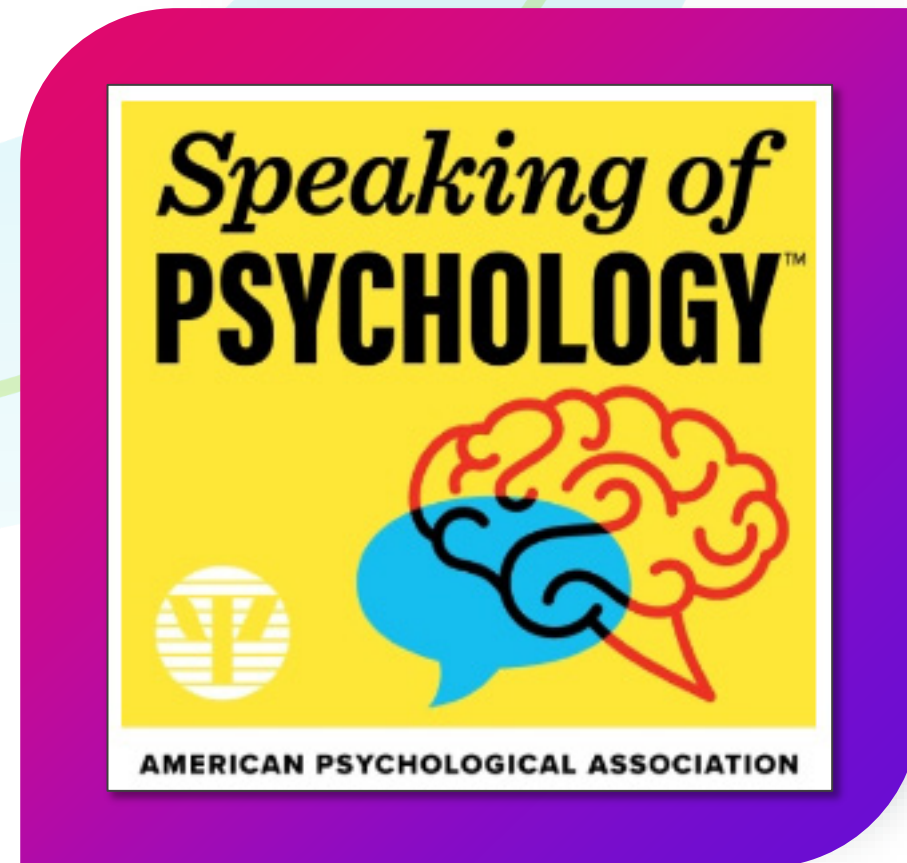
What is Belonging?

Something that belongs.

To have the proper qualifications, especially social qualifications, to be a member of a group.

**Acceptance
Affinity
Association
Attachment
Inclusion
Kinship
Loyalty
Rapport
Relationship**

Why is Belonging so Important?



The desire to belong is a fundamental part of human nature, and when people feel out of place, when their sense of belonging is threatened, then that discomfort and self-doubt can have far-reaching effects.

It's that **fundamental concern about belonging to a larger group, being accepted in that group and having something to contribute to that group** that motivates so much of our day-to-day thought, feeling and action.

BABY BOOMERS

Born: 1946 – 1964

Optimistic | Competitive | Workaholic | Team-Oriented

Shaped by:

Vietnam War, Civil Rights Movement, Watergate

Motivated by:

Company loyalty, teamwork, duty

Communication style:

Whatever is most efficient, including phone calls and face-to-face

Worldview:

Achievement comes after paying one's dues; sacrifice for success

49%

Baby Boomers who expect to or already are working past age 70 or do not plan to retire*



10,000

Baby Boomers reach retirement age every day*

GENERATION X

Born: 1965 – 1980

Flexible | Informal | Skeptical | Independent

Shaped by:

The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

Motivated by:

Diversity, work-life balance, their personal-professional interests rather than the company's interests

Communication style:

Whatever is most efficient, including phone calls and face-to-face

Worldview:

Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

55%

Startup founders who are Gen Xers—the highest percentage*



BY 2028

Gen Xers will outnumber Baby Boomers*

MILLENNIALS

Born: 1981 – 2000

Competitive | Civic- and Open-Minded | Achievement-Oriented

Shaped by:

Columbine, 9/11, the internet

Motivated by:

Responsibility, the quality of their manager, unique work experiences

Communication style:

IMs, texts, and email

Worldview:

Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't like change

75%

Percentage of global workforce to be made up of Millennials by 2025*



18% men

12% women

Millennials ages 25-34 living at home with their parents*

GENERATION Z

Born: 2001 – 2020

Global | Entrepreneurial | Progressive | Less Focused

Shaped by:

Life after 9/11, the Great Recession, access to technology from a young age

Motivated by:

Diversity, personalization, individuality, creativity

Communication style:

Social media, texts, IMs

Worldview:

Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

67%

Gen Zers who want to work at companies where they can learn skills to "advance their careers"



80%

Gen Zers who believe government and employers should subsidize, pay full tuition or provide direct training for students.*





“

“I long, as does every human being, to be at home wherever I find myself.”

– Maya Angelou

Do Employees Feel Like They Do or Do Not Belong?



Acceptance
Affinity
Association
Attachment
Inclusion
Kinship
Loyalty
Rapport
Relationship



What is Employee Engagement?

Employee engagement refers to a professional's motivation and commitment to perform high-quality work and contribute to company success.

- Increased productivity
- Quality work
- Presenteeism
- Resilience
- Fulfillment from their work
- Strong work relationships



Engagement & Belonging

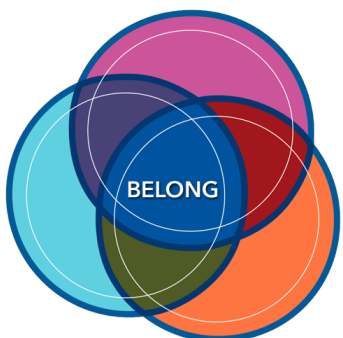
ENGAGEMENT

Motivation
Commitment
Performance
Productivity
Contribution
Resilience
Enthusiasm
Dedication

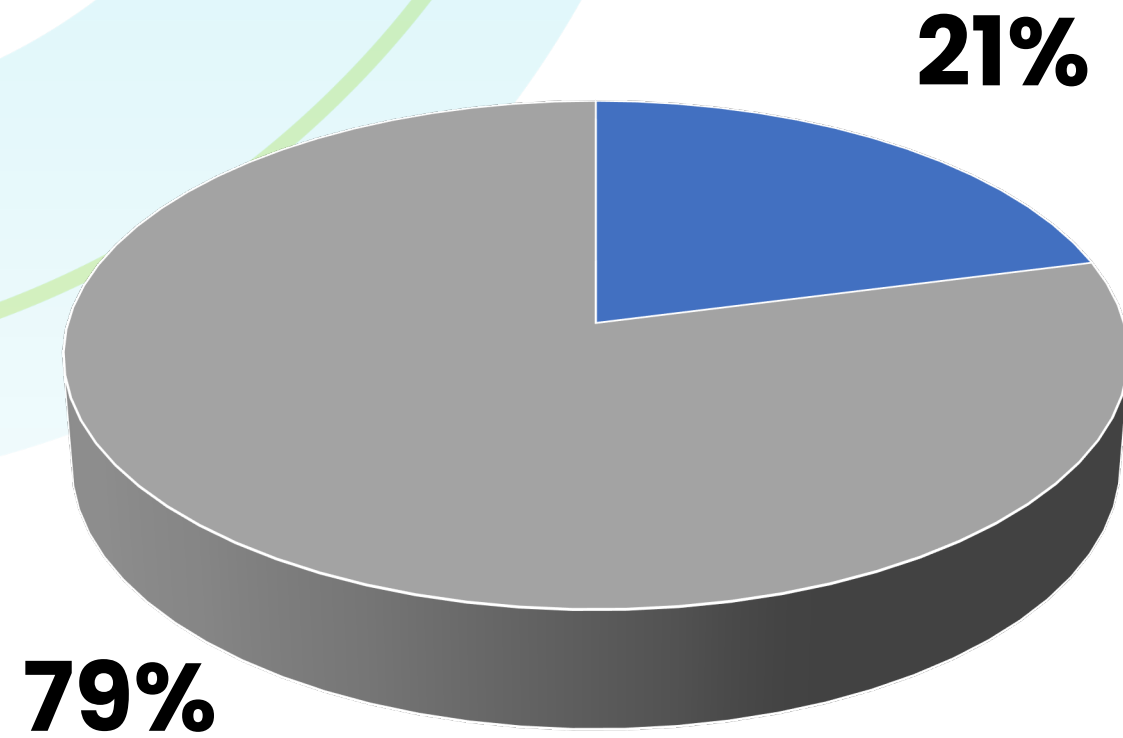
+

BELONGING

Acceptance
Affinity
Association
Attachment
Inclusion
Kinship
Loyalty
Rapport
Relationship



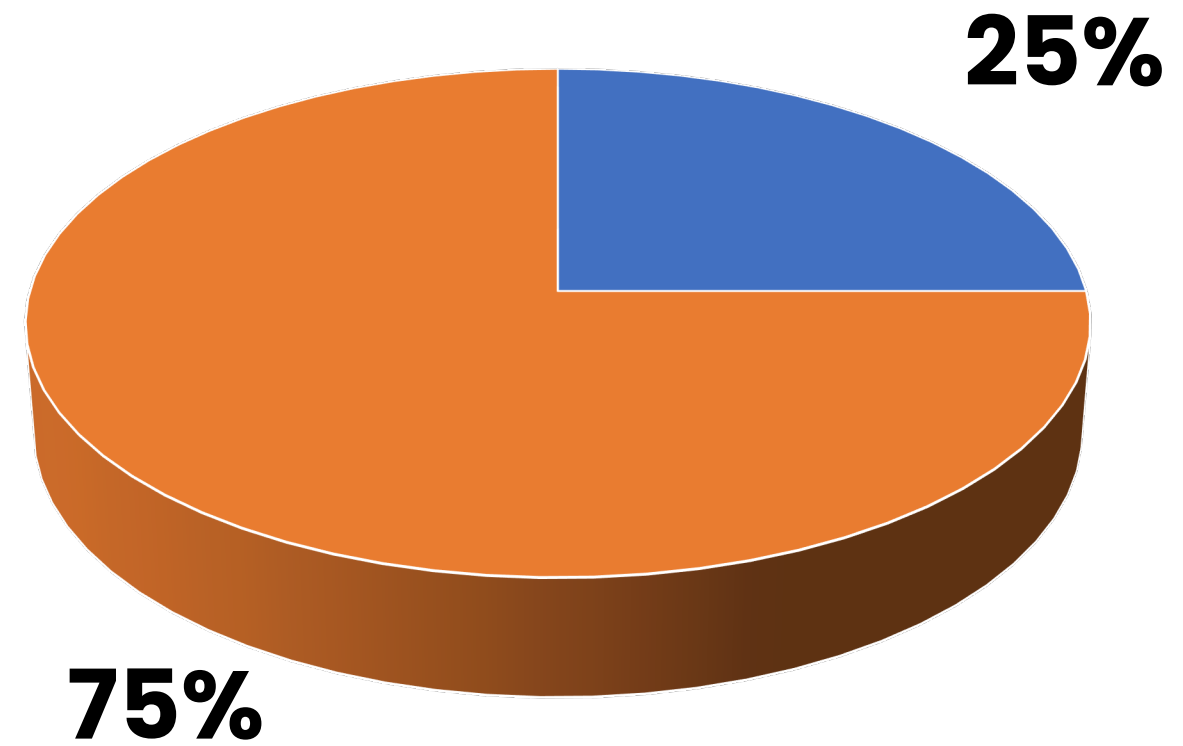
Engagement



■ Engaged ■ Not Engaged

2023 Gallup

Belonging



■ Belong ■ Do Not Belong

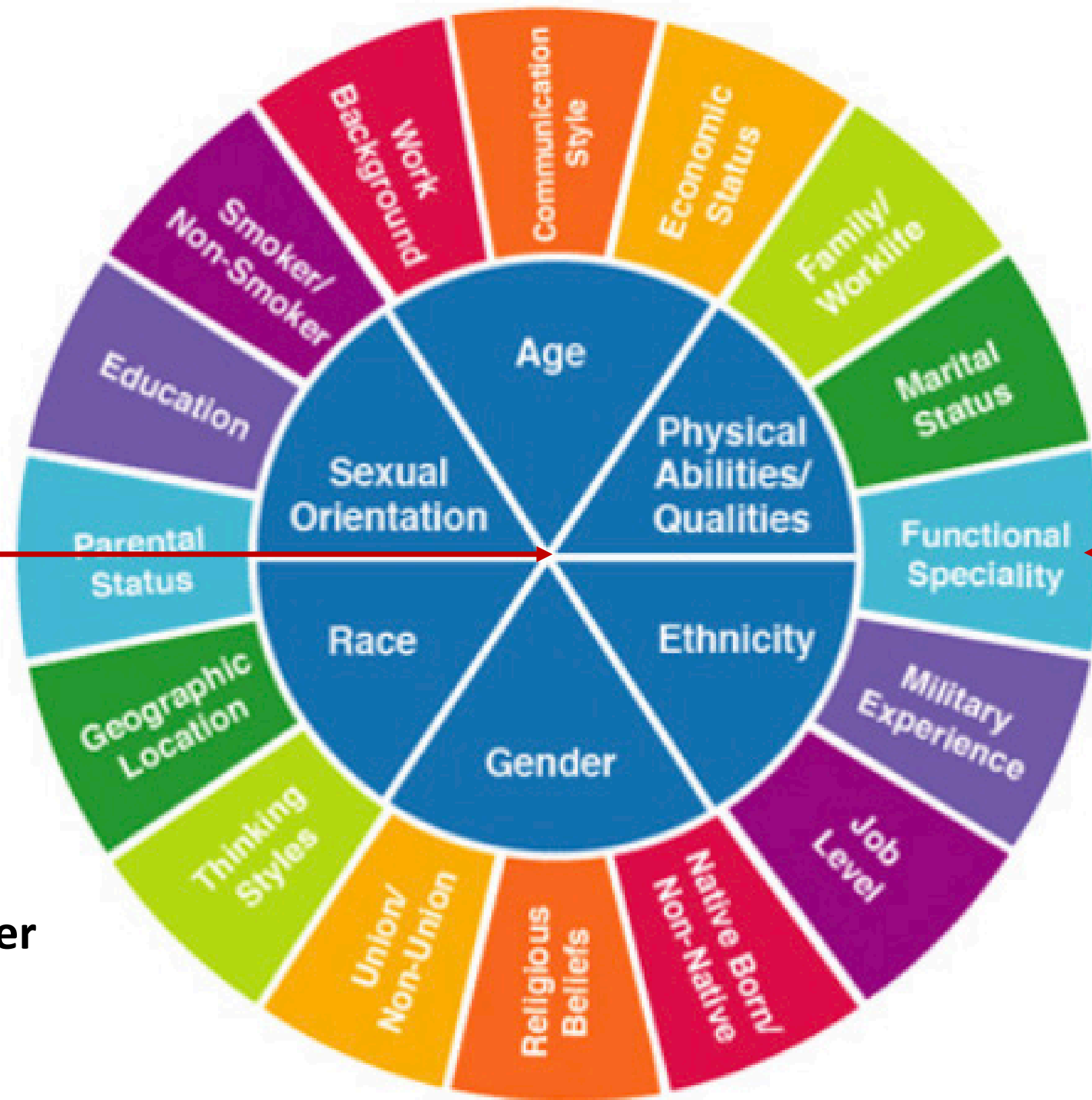
EY Belonging
Barometer 2023



Building a Culture of Belonging

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Inner Embedded Sphere

Outer Sphere

**Marilyn Loden & Judy Rosener
Dimensions of Diversity
Individuals & Institutions**

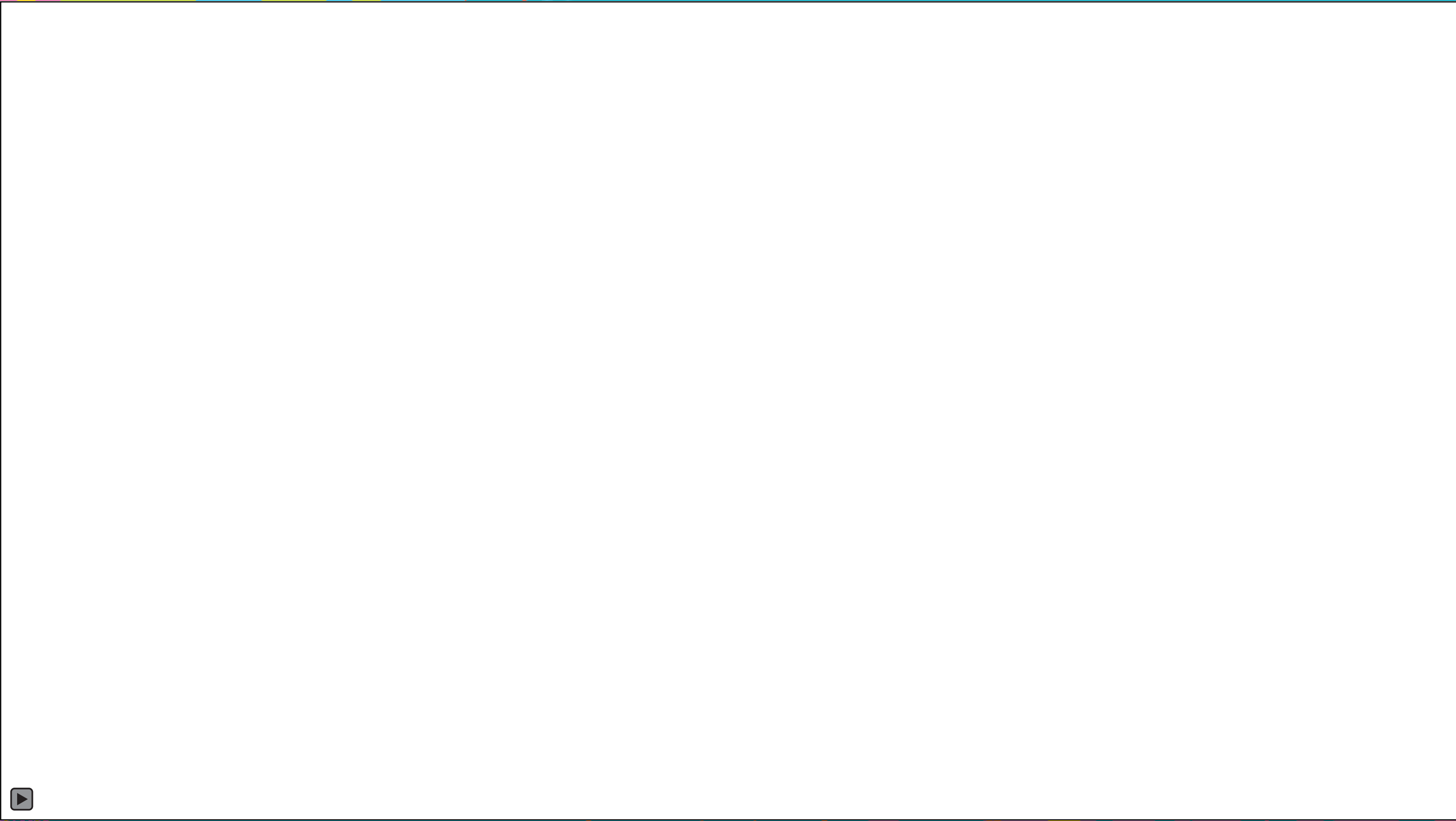
The Diversity Wheel



Homework Exercise

I am...





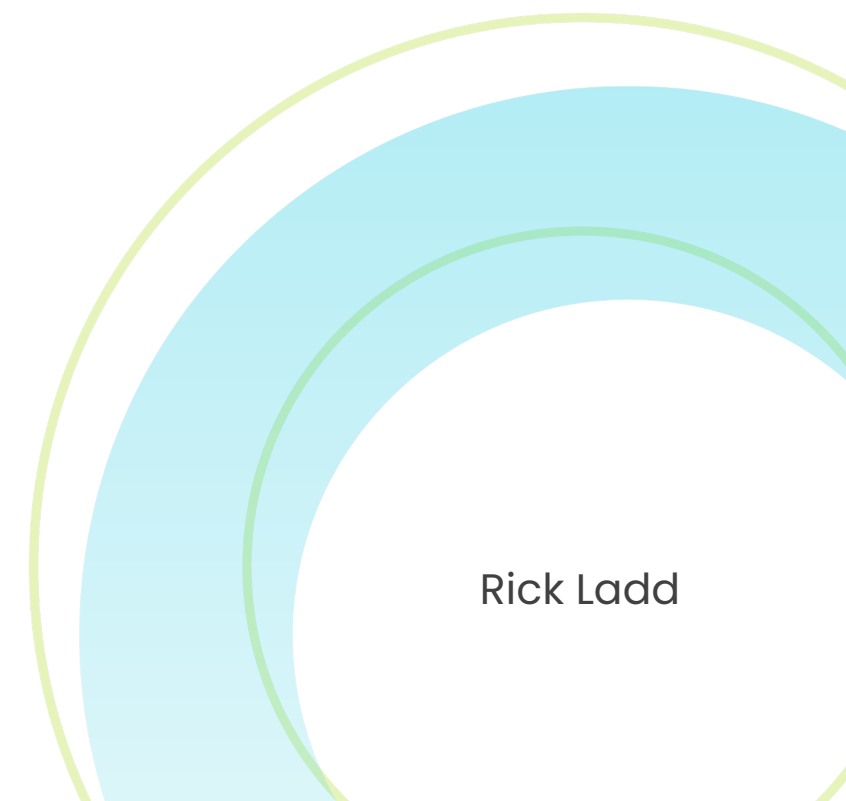
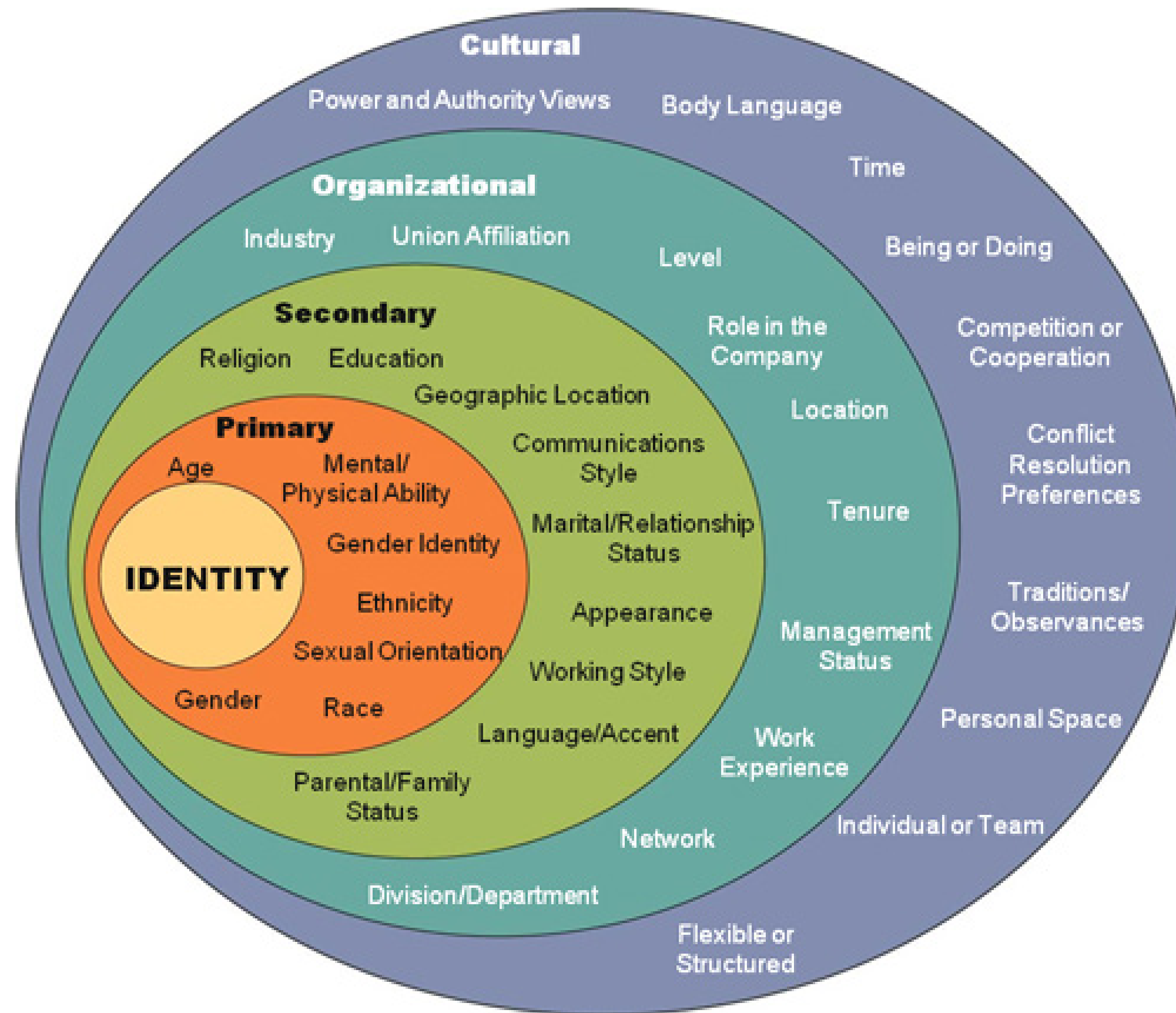
Mental Exercise

1. Remember a time when you felt especially included, engaged and appreciated in your professional life.
2. Recall a situation in which you felt especially excluded, alienated and invalidated.

Figure 1. Definition of Culture



Source: Gartner



29 JANUARY 2024

When it comes to
culture, **don't pretend
to be something
you're not**

Everyone thinks they want to build an innovative,
freewheeling culture, but employees can always spot
the disconnect between aspiration and reality.

by Alice Zhou and Christopher Hannegan

www.pwc.com/value-of-authentic-culture

Culture

- **More optimistic**
- **More likely to advocate**
- **More likely to say** their manager acts with honesty and integrity and treats their co-workers fairly and equitably
- **More likely to say** they bring innovative ideas to their teams



A Connection to Culture Drives Professional & Personal Results

3.7x

As likely
to engage at
work

5.2x

As likely
to strongly
agree they
would
recommend
their org as a
great place to
work

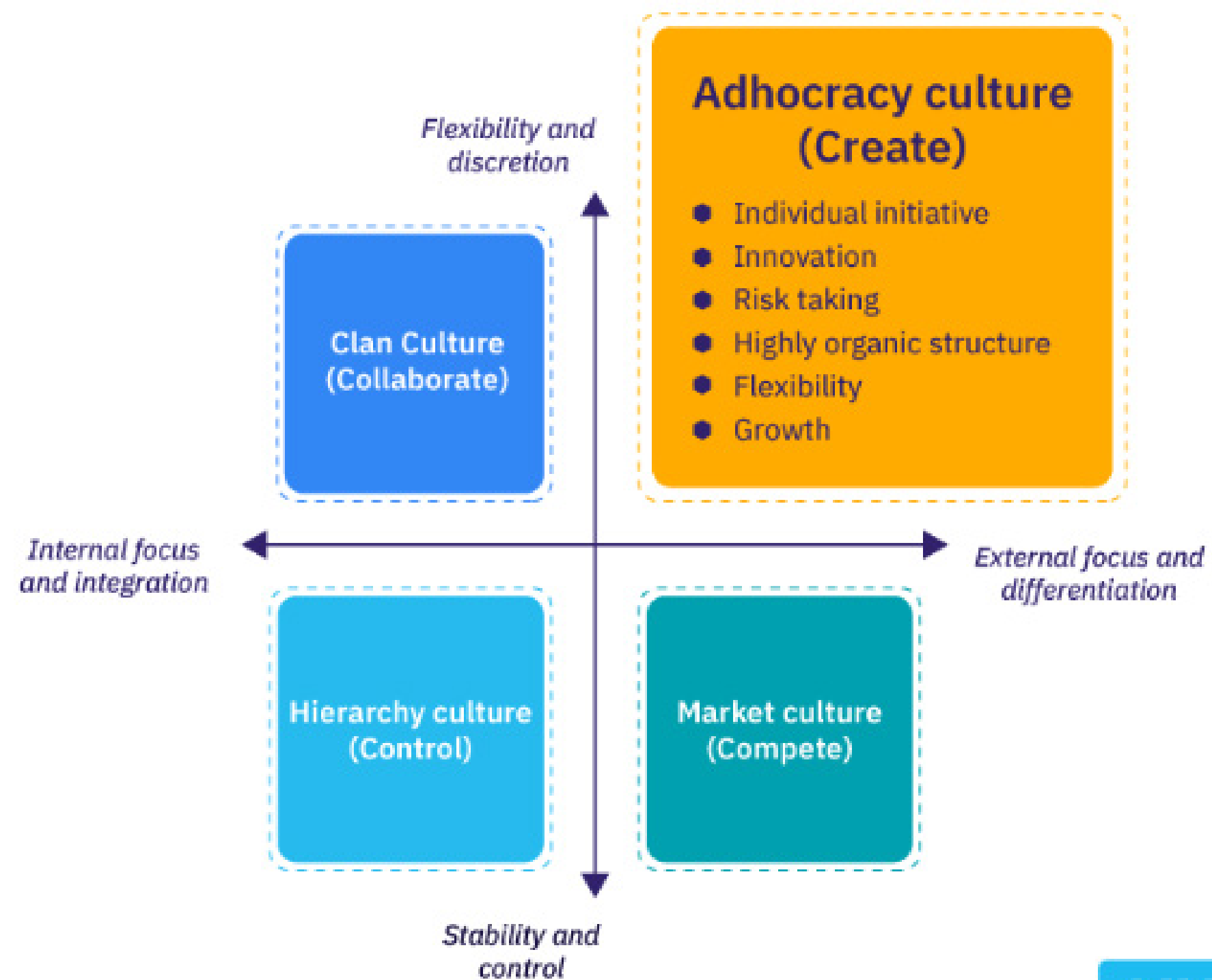
68%

Less likely
to feel burned
out at work
very often or
always

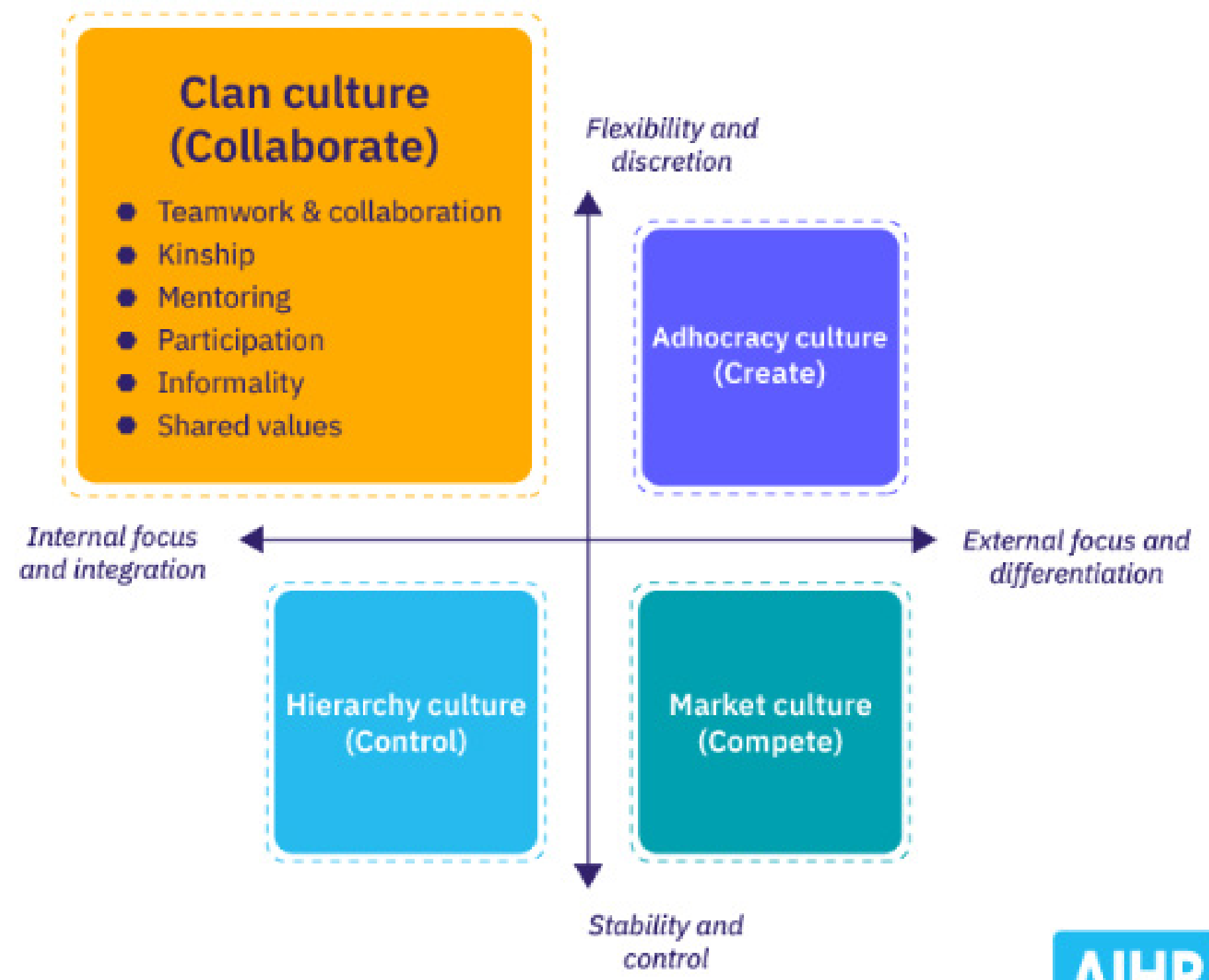
55%

Less likely
to be
watching for
job
opportunities
or actively
looking for
another job

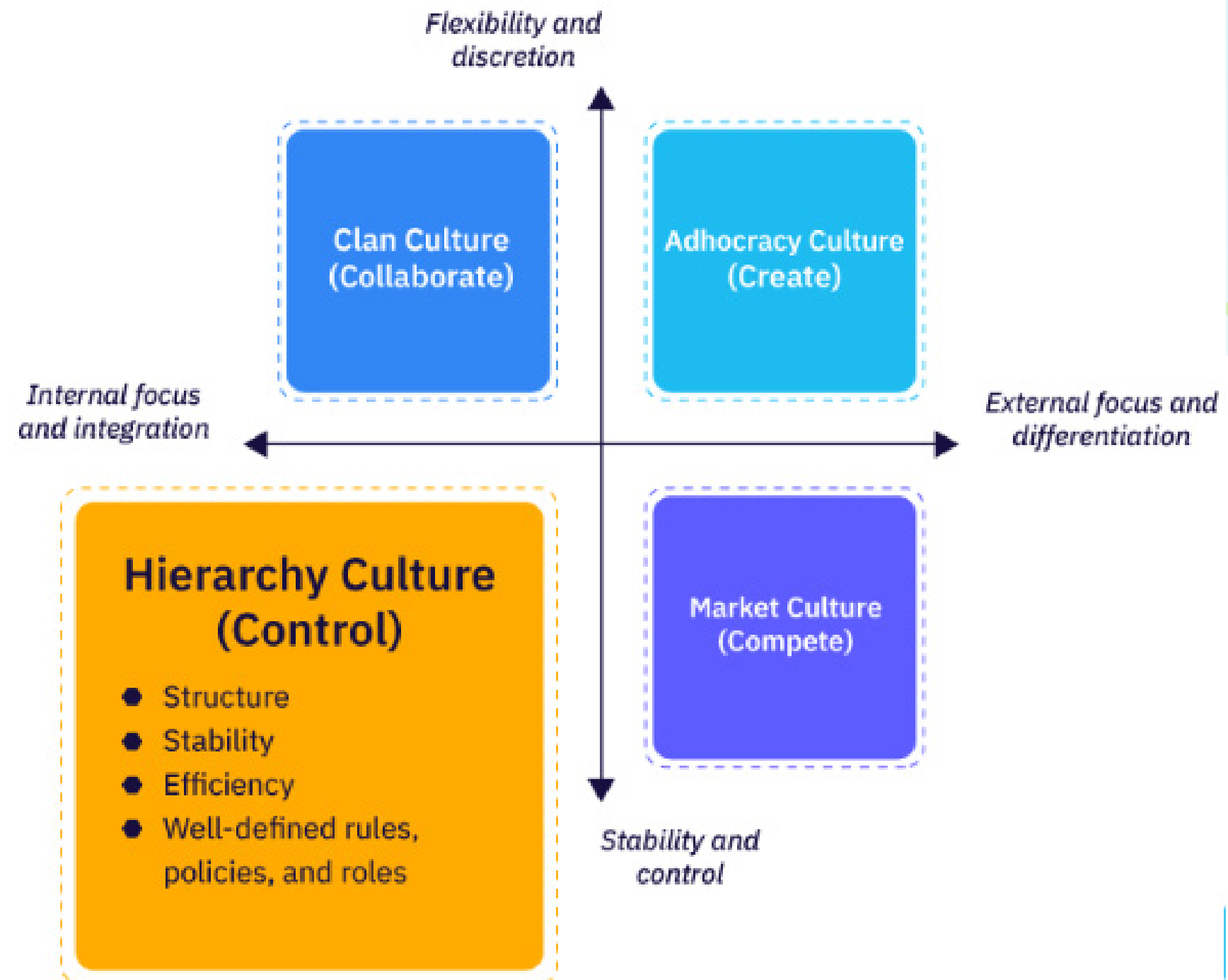
Adhocracy Culture



Clan Culture

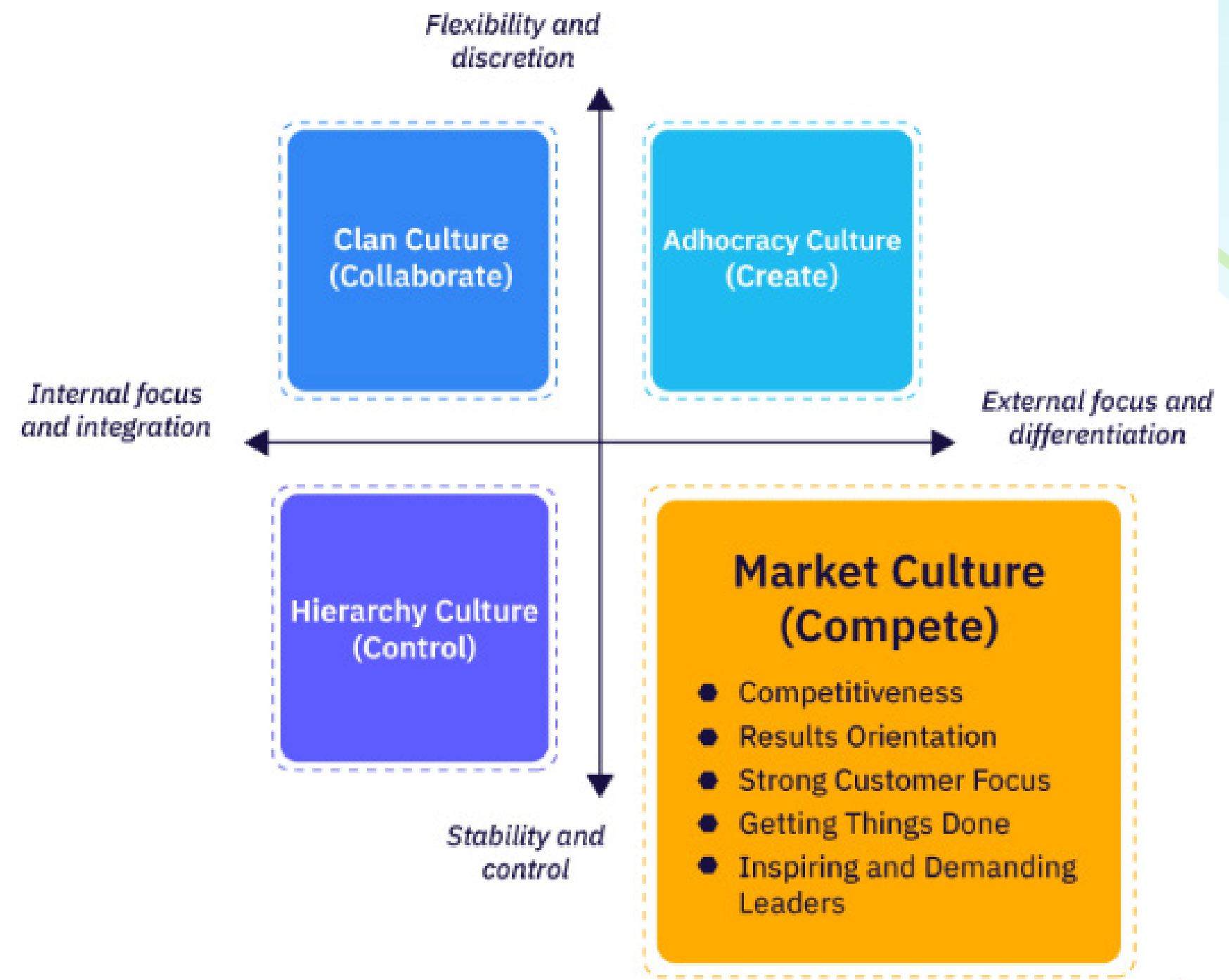


Hierarchy Culture

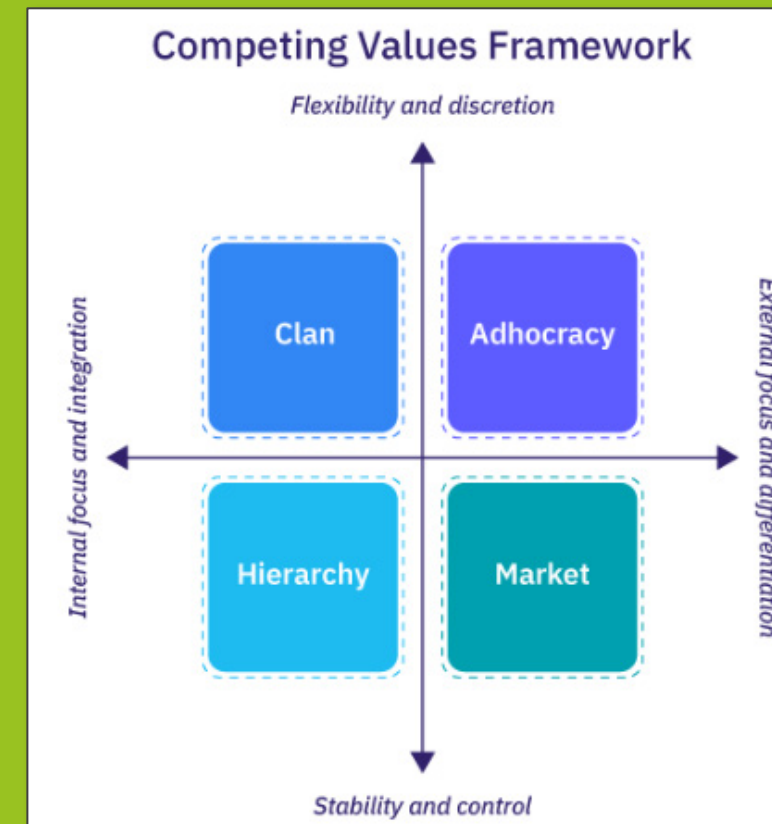




Market Culture



Multiple Combinations



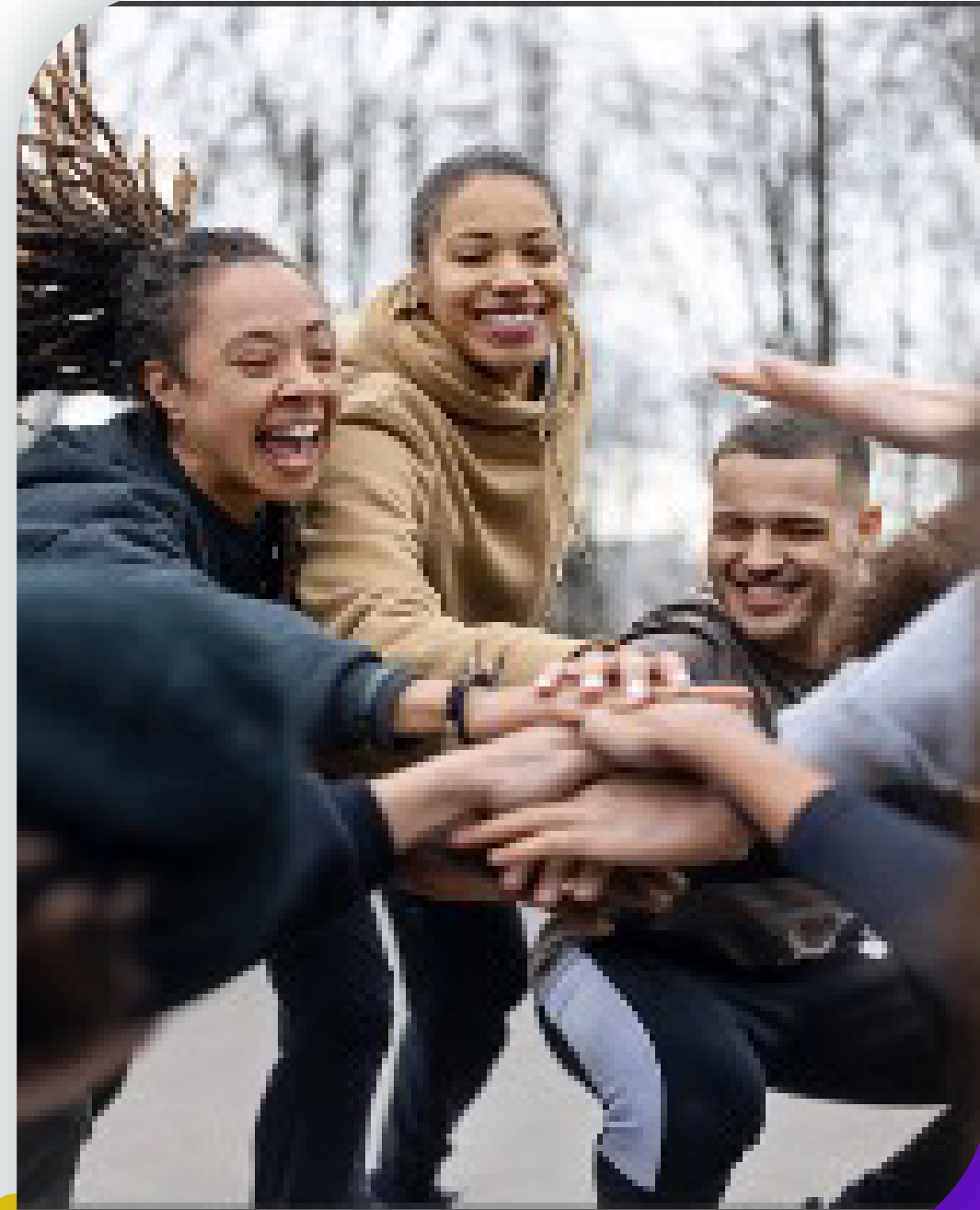
Adhocracy culture – The dynamic, entrepreneurial Create Culture.

Clan culture – The people-oriented, friendly Collaborate Culture.

Hierarchy culture – The process-oriented, structured Control Culture.

Market culture – The results-oriented, competitive Compete Culture.

Company Culture vs. Team Culture



What Should Leaders Do?

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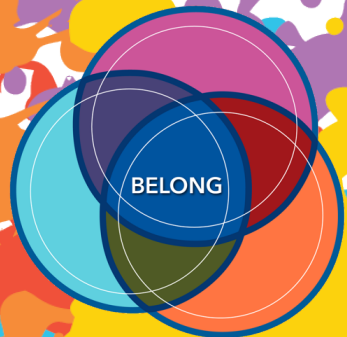




“

“How we experience the world
influences how we see it.”

– Emerson

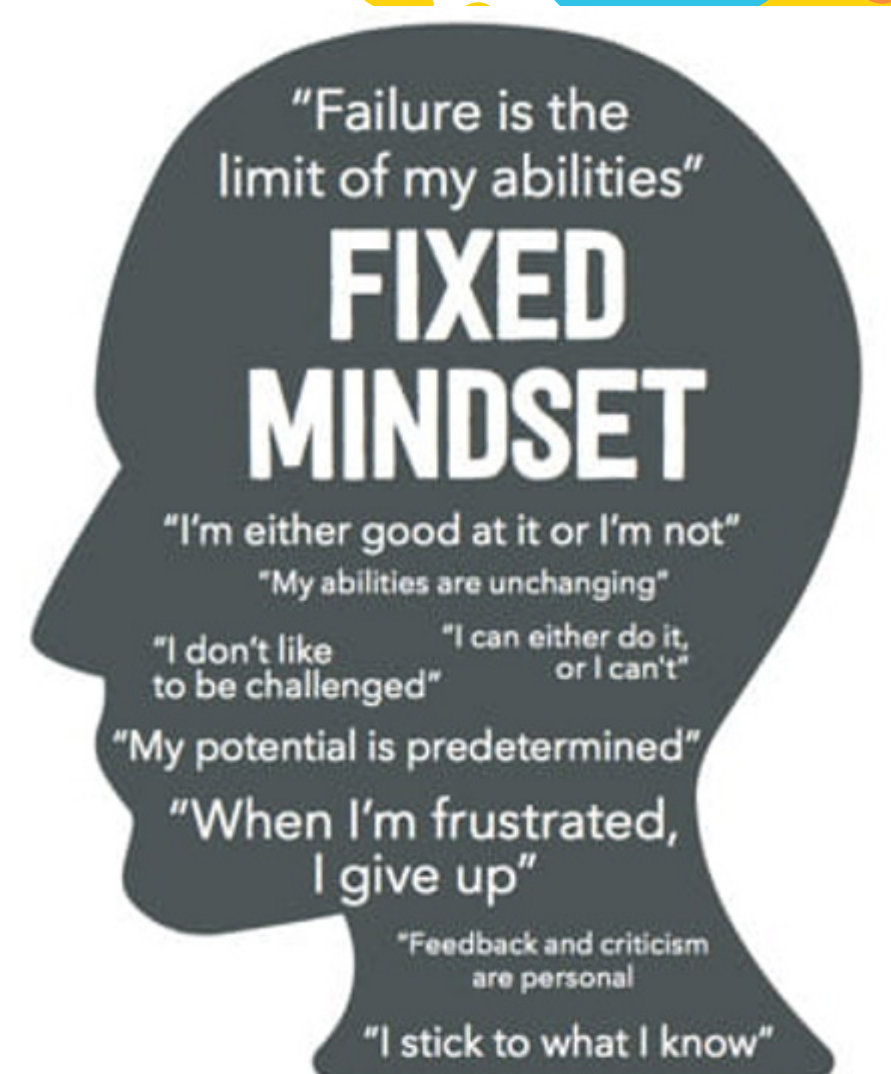




Mindset

“mindset” {noun}

A series of beliefs, a set of biases or a way of thinking that determines one’s behavior, outlook and mental attitude.



“Failure is the limit of my abilities”

**FIXED
MINDSET**

“I’m either good at it or I’m not”
“My abilities are unchanging”

“I don’t like to be challenged” “I can either do it, or I can’t”

“My potential is predetermined”

“When I’m frustrated, I give up”

“Feedback and criticism are personal”

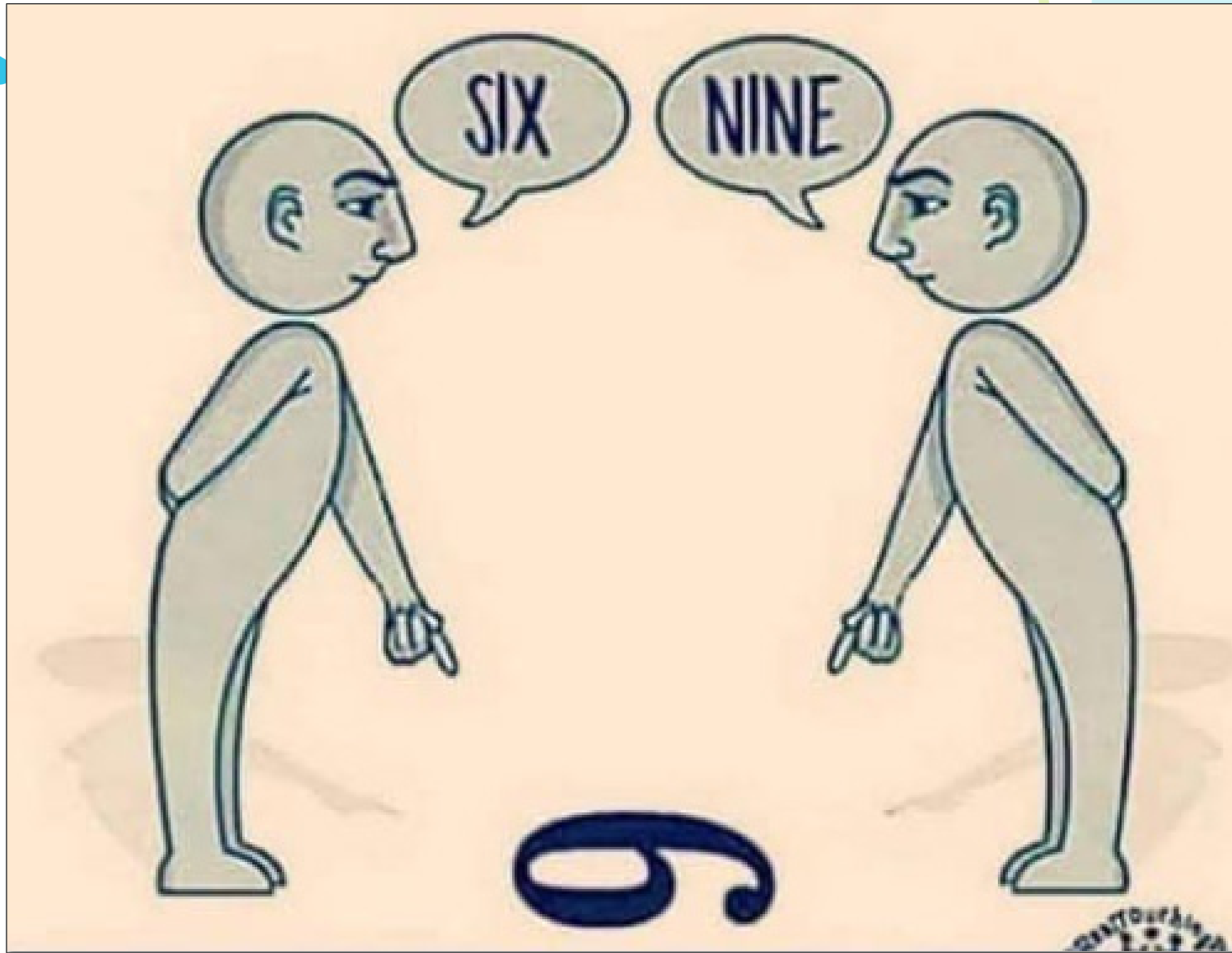
“I stick to what I know”



“

97% of decision-makers and leaders surveyed agree that the collective mindset of an organization directly impacts that organization's culture.

– Arbinger



"Failure is an opportunity to grow"

GROWTH MINDSET

"I can learn to do anything I want"

"Challenges help me to grow"

"My effort and attitude determine my abilities"

"Feedback is constructive"

"I am inspired by the success of others"

"I like to try new things"

"Failure is the limit of my abilities"

FIXED MINDSET

"I'm either good at it or I'm not"

"My abilities are unchanging"

"I don't like to be challenged"

"I can either do it, or I can't"

"My potential is predetermined"

"When I'm frustrated, I give up"

"Feedback and criticism are personal"

"I stick to what I know"

The Mindset Shift from Business First to People First

	Business Centered	Human Centered	
Business First People Second “People as a means to an end”	Lead the business	Lead the people	People First Business Second “People as the purpose of the business”
	People coming along for the ride	They drive the business forward	
	Goals, rewards, incentives, and alignment	Inspiration, skills, empowerment, relationship	
	Drive innovation with execution, innovation in a silo	Execution demands innovation every day	
	Focus on growth and change	Learn from problems to evolve organization	
	Proud, confident, knowledgeable, decisive	Humble, empathetic, listener, growth mindset	
	Focused on the inside, managing the company	Focused on outside, listening to customers, market	
	Pick favorites, rely on trusted confidants to succeed	Look for diverse performers, open to new people	
	Focused on problem solving, accountability	Focused on systems thinking, why problems occur	
	Targets, budgets, plans	Vision, goals, and growth perspectives	
Driven by financial success, job promotion	Driven by purpose, mission, grit, and passion		
Massive change programs and initiatives	Iterative change, series of small measurable steps		



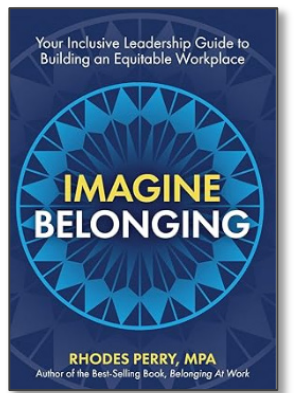


TRUSTING TEAMS

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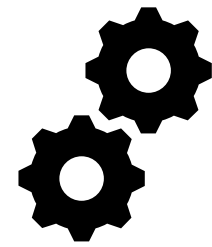
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5 LEADERSHIP STYLES... To Advance Your DEI Goals



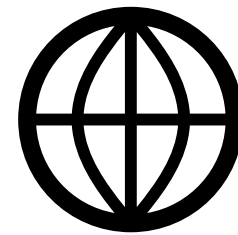
COMPLIANT LEADER

Adhere to DEI specific laws, rules, policies, guidelines, goals, and requirements.



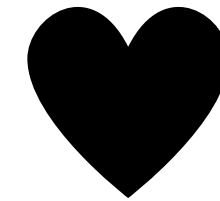
SYSTEMS LEADER

Builds capacity to change systems, policies, & practices to sustain DEI goals.



CULTURALLY RESPONSIVE LEADER

Connects with others across different experiences and backgrounds.



SERVANT LEADER

Values the role and interdependence each employee plays to champion DEI goals.



TRANSFORMATIONAL LEADER

Models the leadership, team, and systems changes required to implement DEI goals.

A key differentiator. What sets best-in-class cultures apart the most is focusing on employee mindset, rather than just behavior, when it comes to these initiatives.

—○ % of companies that focus on employee mindset in each area.
(Best-in-class culture vs. all others)

	Very successful company culture	All others
Include mindset in DEI	57%	23%
Include mindset in performance management	45%	15%
Include mindset in leadership development	39%	13%

Focus on Mindsets...



...report more feelings of respect and value at their organization.



...report more successful and efficient collaboration at their organization.

- They are 73% more likely to report that their organization has **employees who trust each other.** (45% vs 26%)
- They are 61% more likely to report that their organization has **employees who are eager to improve.** (53% vs 33%)
- They are more than 2x more likely to report that their organization has **employees who feel they are doing meaningful work that makes a real impact.** (84% vs 39%)
- They are 73% more likely to report that their organization has **employees who feel genuine respect for each other.** (57% vs 33%)

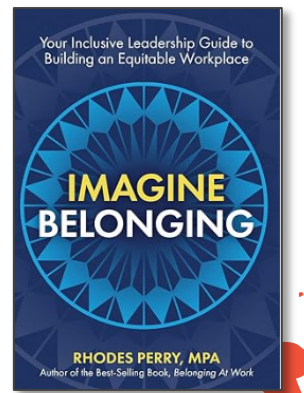
- They are 53% more likely to report that their organization has **employees who freely share information/resources that are helpful to others.** (49% vs 32%)
- They are 13% more likely to report that their organization has **teams that collaborate well with each other.** (45% vs 40%)



“

“The great leaders are not the strongest, they are the ones who are honest about their weaknesses...”

– Simon Sinek



BELONGING LEADERSHIP TRAITS

APPRECIATION

INTENTIONALITY

LISTEN TO UNDERSTAND

QUALITY OVER QUANTITY

**CROSS-CULTURAL
COMMUNICATION**

ADAPTABILITY

TRUST

BOTH / AND THINKING

POWER SHARING

GIFTS OF FEEDBACK

COOPERATION

7TH GENERATION THINKING

SONDER

PSYCHOLOGICAL SAFETY

What Skills do Leaders Need...

SAFETY

- Authenticity
- Empathy
- Humility

What Skills do Leaders Need...

SAFETY

- Authenticity
- Empathy
- Humility

TRUST

- Communication
- Feedback
- Psychological Safety

What Skills do Leaders Need...

SAFETY

- Authenticity
- Empathy
- Humility

TRUST

- Communication
- Feedback
- Psychological Safety

ACCOUNTABILITY

- Take Ownership
- Accept Mistakes
- Fix the Process

What Skills do Leaders Need...

SAFETY

- Authenticity
- Empathy
- Humility

TRUST

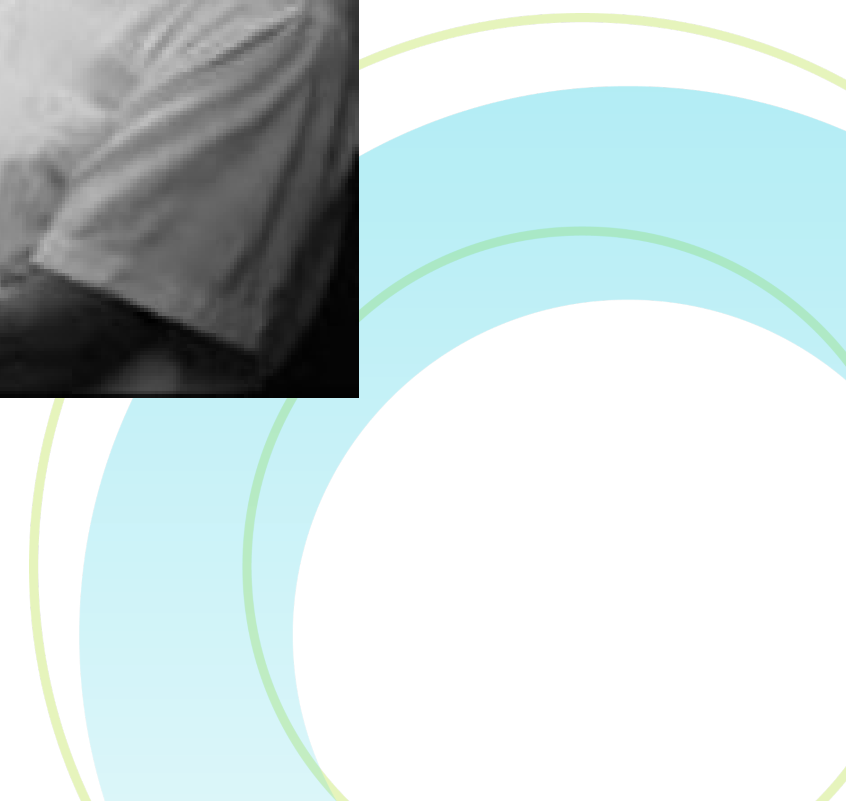
- Communication
- Feedback
- Psychological Safety

ACCOUNTABILITY

- Take Ownership
- Accept Mistakes
- Fix the Process

RECOGNITION

- Sonder
- Empower Autonomy
- Rituals



Key Takeaways

01

Engagement (Behavior) vs. Belonging (Feeling)

02

Identity is about uniqueness, and it should be celebrated

03

Culture within organizations drives Engagement & Belonging

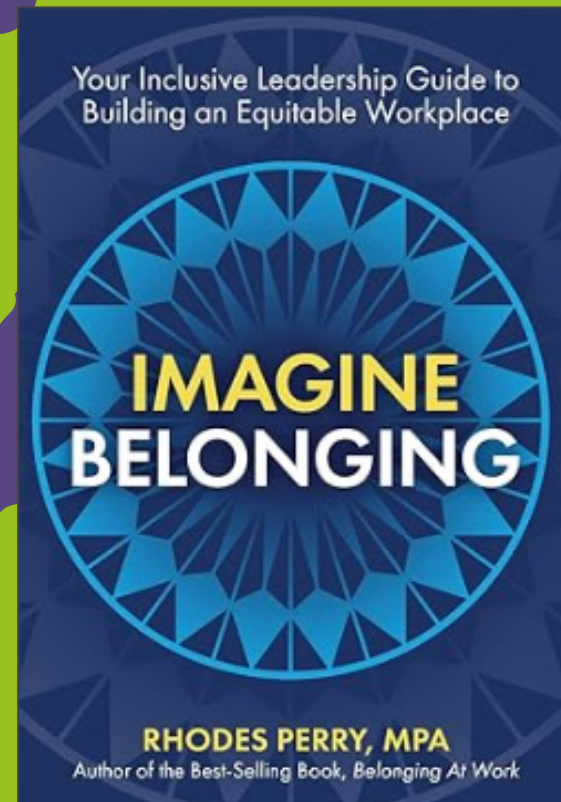
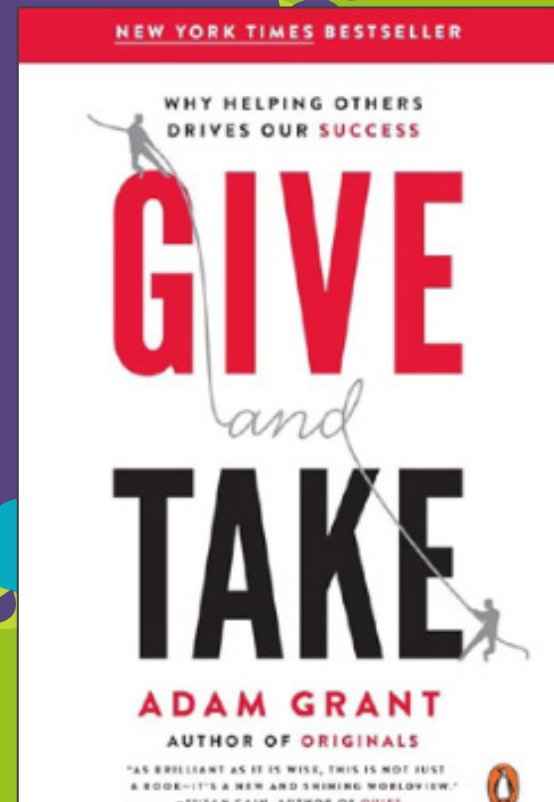
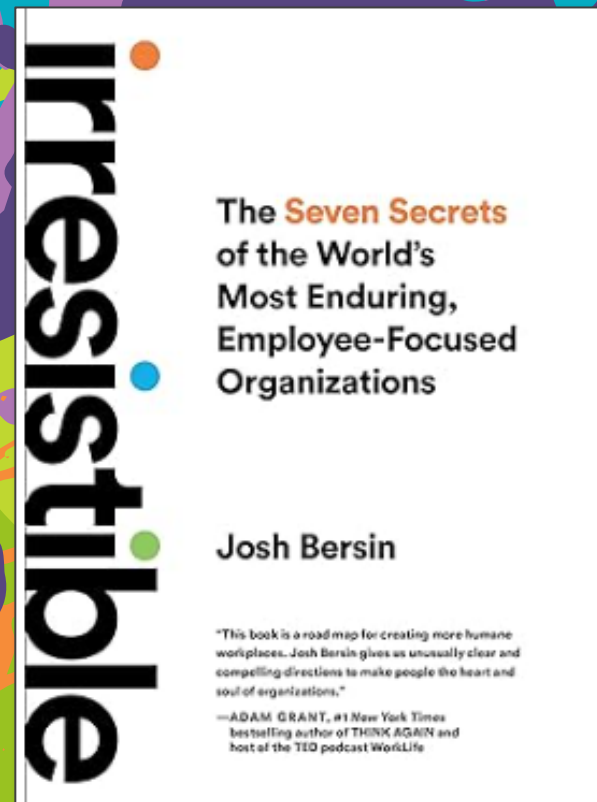
04

Leaders Mindsets must evolve to create trusting teams

05

Leaders must develop skills & behaviors around safety, trust, accountability and recognition

Resources



YOUTUBE:

[Belonging, A Critical Piece of Diversity, Equity & Inclusion | Carin Taylor](#)



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Questions



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