

COQUAL

The Power of Belonging

March 2024

In today's world, belonging matters more than ever

2023 layoffs will continue to affect employee morale in 2024, economist says



Corporate America Tweaks Diversity Initiatives Amid Pushback

Legal pressure and other criticisms have led to a quiet rethinking of the programs

WSJ

It's not your imagination. Women CEOs at Fortune 500 companies really do have shorter tenures than men

FORTUNE

Reports of antisemitism, anti-Arab and anti-Muslim bias continue to surge across the US, new data shows



What Killing Affirmative Action Means for the American Workplace

TIME

FBI crime statistics show anti-LGBTQ hate crimes on the rise

THE HILL

**Belonging is more
powerful than ever**

Four Elements of Belonging

Belonging at work means you feel **seen** for your unique contributions; **connected** to your coworkers; **supported** in your daily work and career development; and **proud** of your organization's values and purpose.

Se
Seen

Co
Connected

Pr
Proud

Su
Supported

Four elements of belonging

Se Seen

- My organization values my unique attributes (e.g. culture, heritage, skills, perspective, etc.)
- My organization adequately rewards my accomplishments
- My manager recognizes my skills and accomplishments
- My colleagues recognize my skills and accomplishments
- My colleagues take my opinions seriously
- I am treated with as much respect as other employees

Co Connected

- I can be myself at my organization
- Other employees at work seem to like me the way I am
- My managers/supervisors seem interested in me
- People at this organization are friendly to me
- I feel comfortable attending social events at work
- I have very little in common with most other employees at my organization

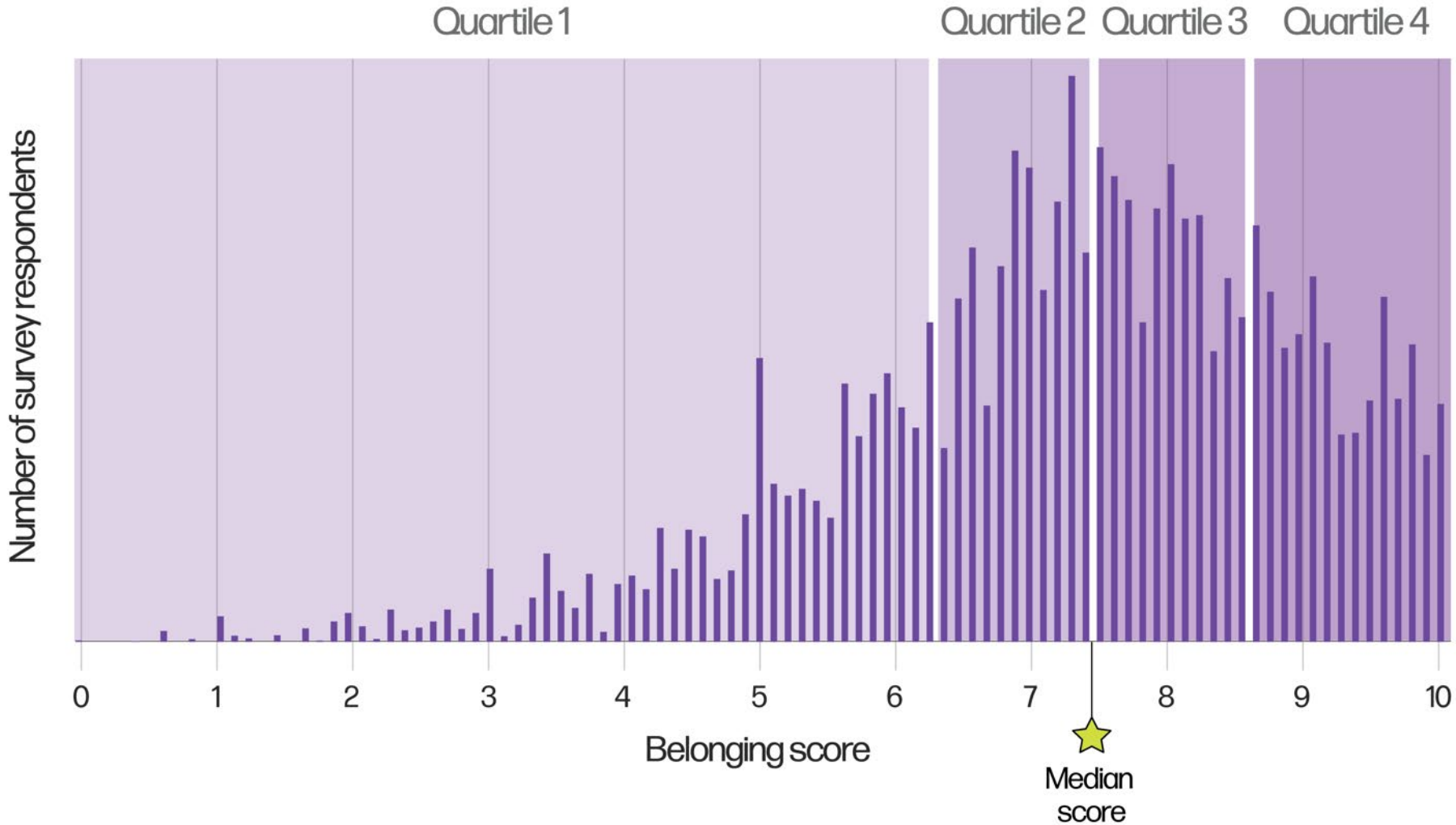
Su Supported

- My organization extends satisfactory help and support at times when I have any personal issues
- My manager extends satisfactory help and support at times when I have any personal issues
- My colleagues extend satisfactory help and support at times when I have any personal issues
- My organization cares about me as much as it cares about other employees
- My colleagues include me at work
- There's at least one leader in this organization I feel comfortable talking to if I have a problem

Pr Proud

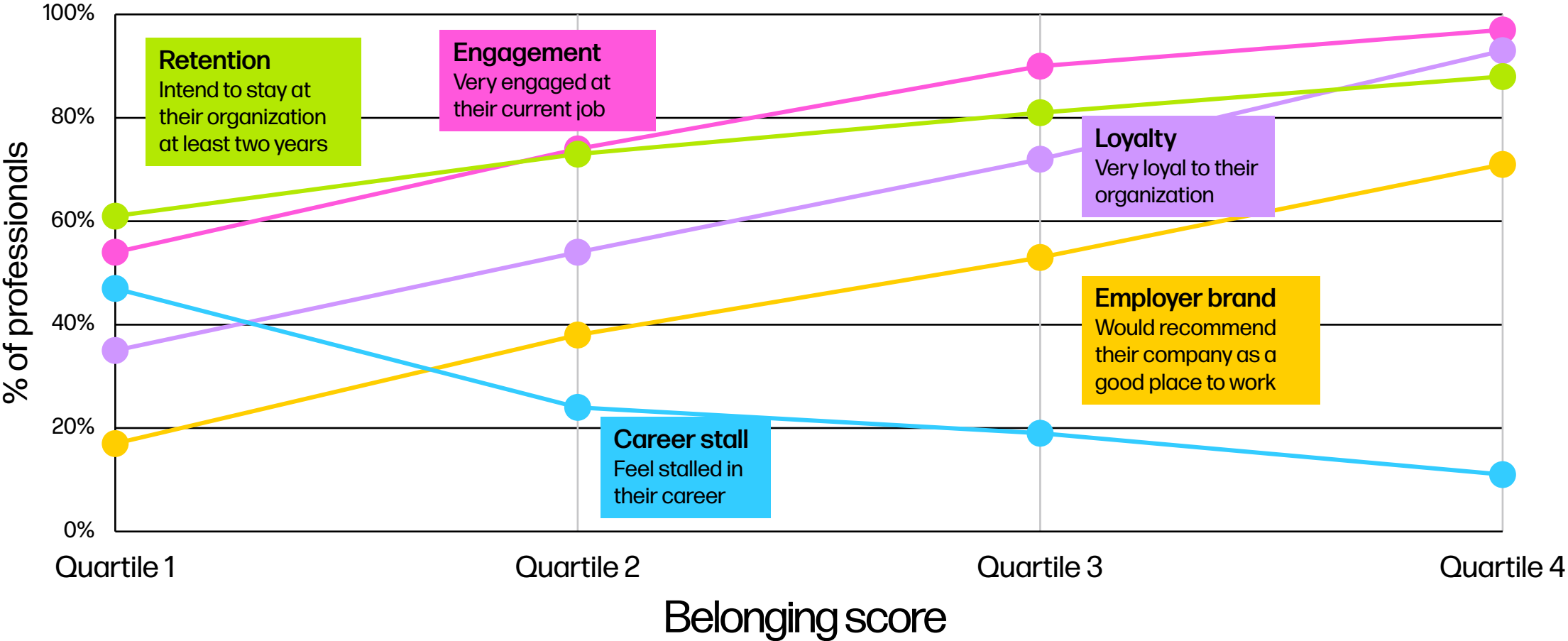
- I am proud to work at my organization
- I feel like a real part of my organization
- I am able to work in this organization without sacrificing my principles
- My organization's values are similar to my own
- I refer to "we/us" rather than "they/them" when I talk about my organization to others
- I generally experience more positive emotions than negative emotions at work

Distribution of belonging scores



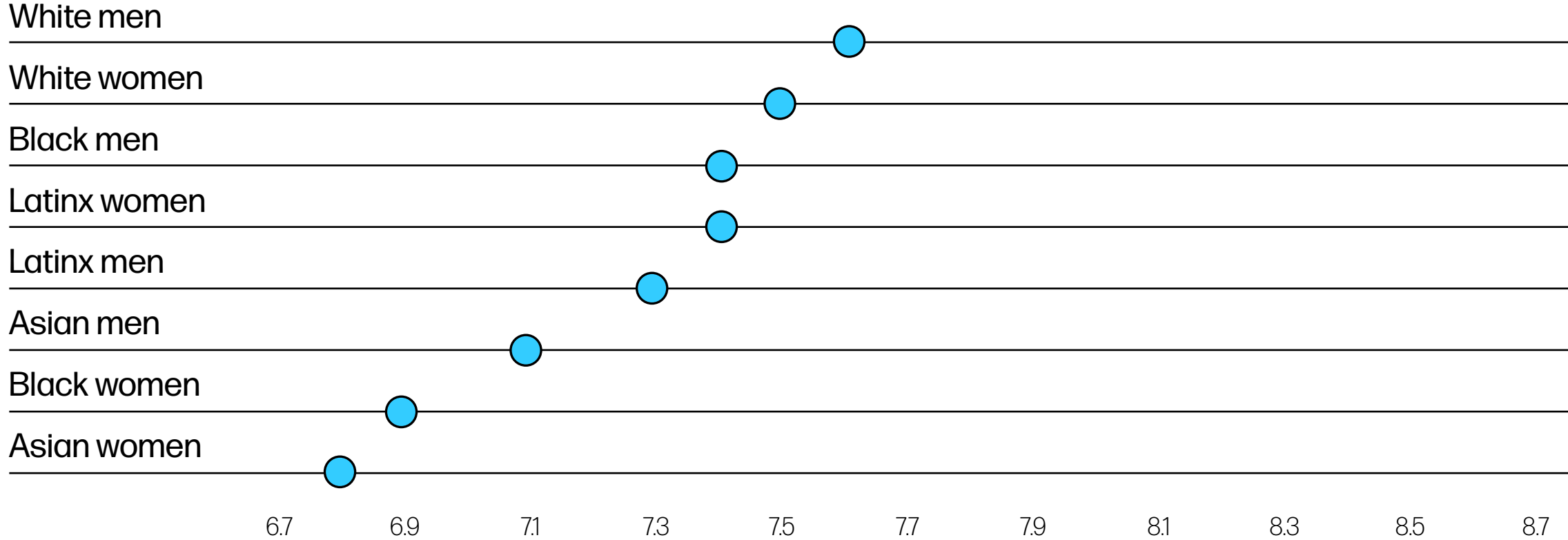
Payoffs for high belonging

Key career indicators for professionals



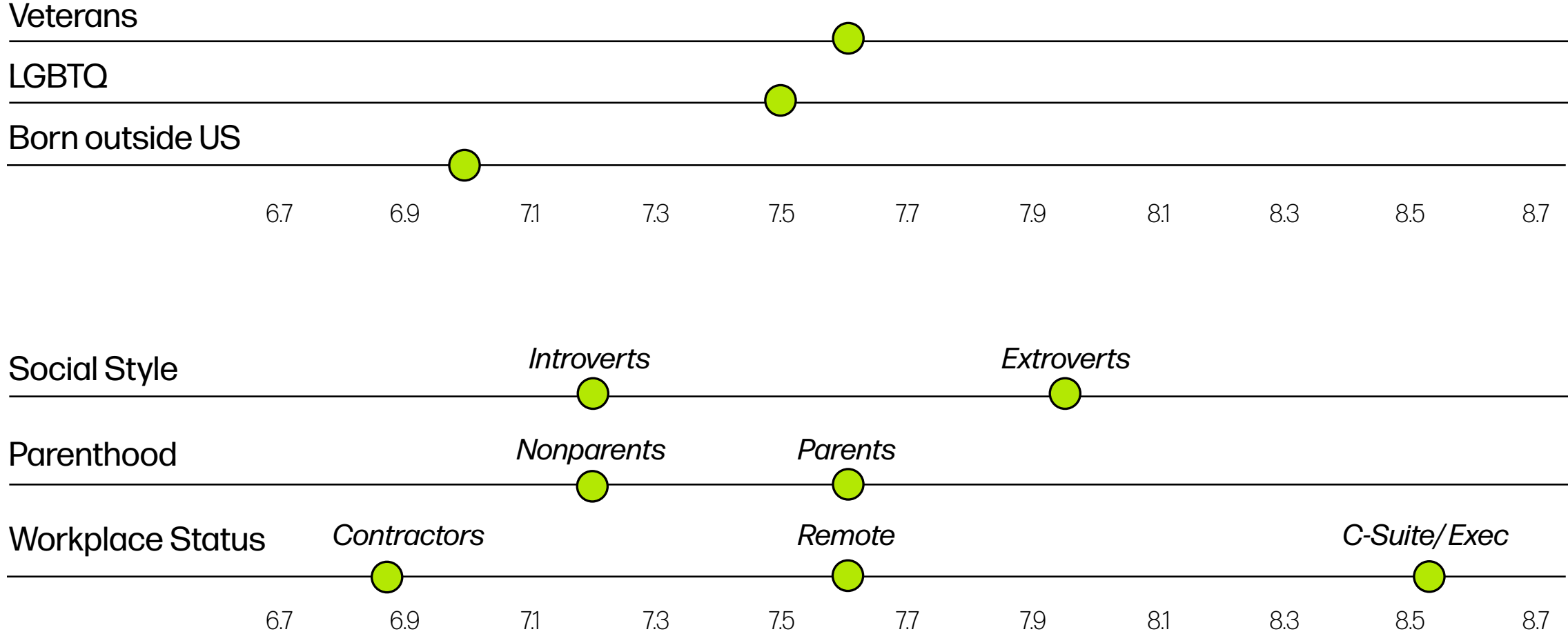
Belonging by gender and race/ethnicity

Professionals' median belonging scores



Belonging at the Intersection

Professionals' median belonging scores



Building cultures of belonging



Stakeholders who drive belonging

Organizations

Senior leaders

Managers

Colleagues

Organizations & Leaders Lay the foundation

Organizational

- 1 • Senior leaders who are role models for me
- 2 • Senior leaders with whom I have a lot in common
- 3 • Accountability for violations of company policy regardless of seniority or performance
- 4 • Clear and trustworthy mechanisms for reporting violations of company policy
- 5 • Budgets for celebratory events

Senior leaders

- 1 • Embody the organization's values
- 2 • Model inclusive leadership (listen to all voices on their team)
- 3 • Transparent about their values
- 4 • Seek to connect with employees across the organization
- 5 • Share personal stories

Managers carry the culture

Manager solutions

- 1 . Praise my work
- 2 . Provide regular, honest feedback to improve my work
- 3 . Respond to my concerns
- 4 . Publicly credit me for my contributions
- 5 . Empower team members to make decisions

“He taught me as an aspirational leader in this organization that it’s the little things that make a huge difference.”

Inclusive behaviors

- Ensures everyone gets **heard**
- Makes it **safe** to propose novel ideas
- **Shares credit** for team success
- Accepts and **implements feedback**
- Takes a **collaborative** approach to decision-making
- Provides **constructive feedback**

“These are complex issues, but also quite intimate: Everyone has some need to belong, and, in that sense, belonging touches every aspect of our lives. The question, then, is, ‘How do you take this area that’s both intuitive and complex and make it operative at work?’”

– Prof. John a. powell, Founding director Haas Chancellor’s Chair in Equity and Inclusion, Professor of Law, African American Studies, and Ethnic Studies, University of California, Berkeley

Thank you.