

BELONGINGNESS: MOVING BEYOND DIVERSITY, EQUITY & INCLUSION



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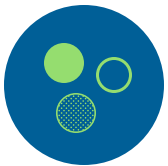
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Breaking Down DE&I

Every industry can reap tangible return on investment through an authentic and sustained focus on a diverse, equitable and inclusive company culture. Companies that employ people with diverse ideas and perspectives, while giving them the freedom to express them, experience the substantial business benefits. Unfortunately, managers and senior executives still struggle with the traditional focus of Diversity, Equity and Inclusion (DE&I) and how to implement initiatives successfully. Many businesses view DE&I as programs to ensure compliance and market representation without realizing that the relationship of each element should work together to create a sense of true employee Belongingness through a "Culture of Inclusion."



Before understanding how Diversity, Equity and Inclusion (DE&I) work together, first understand how each is distinct. **Diversity**, while initially popular as a means to avoid costly lawsuits stemming from discriminatory hiring practices, today is seen more a way for organizations to have a workforce that reflects the customers they are trying to reach while at the same time helping them to avoid working in an "echo chamber" of ideas. For years organizations have been eager to find new ways to increase workplace diversity, and it has become an integral part of what makes an organization attractive to new candidates. However, a recent study by Glassdoor found that 57% of people employed believed their company could do more to increase workplace Diversity. In the same study, 67% of people looking for a job ranked Diversity more important than compensation¹. Additionally, while pro-diversity policies and practices might attract candidates from diverse backgrounds, it doesn't guarantee they are actually being included.



Inclusion involves creating a work environment where both individual differences and uniqueness are valued and appreciated. Creating a sense of Inclusion means inviting other members to express their opinions and utilizing their insights. In a lot of professional writings and DE&I programs, Diversity and Inclusion are often viewed as two simultaneous entities. However, it is possible you could be working for a company that is inclusive--but not diverse. A manager might include others in the conversation, but only if they look and act the same as they do. Likewise, a company could have an incredibly diverse staff but still struggle with how to make use of what they offer. UnderArmor found itself in this exact situation after employees reported a for having a "toxic work culture" despite 33% of its company leadership being composed of women². When considering the importance of each, it is helpful to remember an expression: "If Diversity is inviting them to the party, Inclusion is asking them to dance".

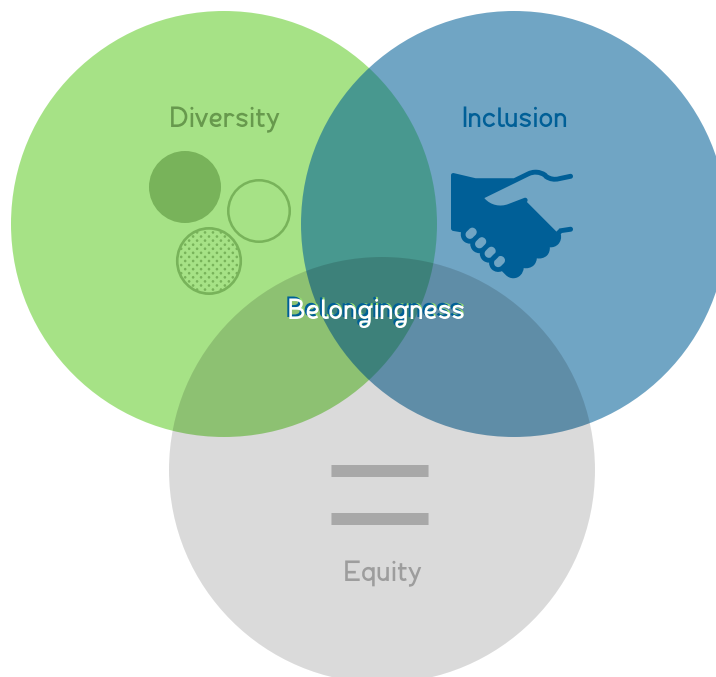


Likewise, if Inclusion is asking people to dance, **Equity** is making sure everyone can hear the music. Equity involves ensuring the workplace maintains fair and consistent policies, practices and procedures. This means breaking down any obstacles that might be in an employee's path based on race, gender, sexual orientation, or any other characteristics aside from their general performance.

Breaking Down DE&I

When all three factors, Diversity, Equity, and Inclusion, work together through deliberate and intentional effort in all parts of the organization, a workplace can start to become less of a place of judgement and more of a place of acceptance, inclusiveness and identity. These factors influence whether an employee feels either closed off from the rest of their peers or feels a sense of "Belongingness."

Model of Belongingness





Failure of Standard DE&I and Need for Belongingness

Belongingness is defined as the feeling of security and support when there is acceptance, inclusiveness, and identity for a member of a certain group or place. Over the past few years, Belongingness has emerged as one of the best predictors of overall workplace health, ranking above standard DE&I.

Organizations have been striving to increase Diversity and Inclusion for decades. Unfortunately, many efforts do not have intended results with some even leading to decreased Diversity in the long run³. Despite all the money and effort being put into DE&I, a whopping 40% of people report feeling isolated at work⁴. This gap exists because the success of Diversity and Inclusion programs ultimately cannot be measured by the behaviors of the organization--but by whether those behaviors give employees a feeling of Belongingness. And when employees feel like they belong, the organization thrives.

Employees that reported high Belongingness demonstrated a 50% reduction in turnover risk, a 56% increase in their job performance and a 75% decrease in their use of sick days⁵. Employees that feel like they belong are 3.5 times more engaged⁶. One 2020 study found Belongingness can decrease the negative effects that workplace ostracism has on employee engagement⁷. In other words, when employees feel like they belong at an organization they are more resilient to feelings brought on by bullying or isolation.

Belongingness has also been found to reduce feelings of employee burnout⁸. When organizations foster feelings of Belongingness with empowerment, employees experience greater passion for their job and greater job satisfaction⁹.



Path to Belongingness

A Path to Belongingness begins with moving away from a standard DE&I approach and focusing more on creating a **Culture of Inclusion**. A Culture of Inclusion is one where differences are valued and appreciated amongst team members, contrasting opinions and perspectives are encouraged by managers and senior leaders, and there is equal investment in employees' growth.

Inclusive cultures support Diversity, Equity and Inclusion at all levels of the organization. Managers and senior leaders alike push for and exemplify Diversity at work. They encourage diverse perspectives and remove any obstacles that get in the way of employees being their "true selves." When assigned to a team, employees feel comfortable being different from other members and sharing their unique perspectives. New ideas are appreciated and members understand and accept each other.

In an inclusive culture workplace, opportunities are not limited by one person's sex, race or identity. Instead, all employees are given chances to learn and grow, both professionally and personally. Administrative decisions (promotions, hirings, firings, etc.) are all made with a high degree of transparency and objectivity so nobody feels they are being treated unfairly.

Lastly, a Culture of Inclusion creates an overall sense of value and appreciation of Diversity across the entire organization. Employees feel their values are in sync with the organization and that they are marching to the same beat. The atmosphere is one where employees feel confident they can bring their true selves to work everyday and not be judged according to their background.

Phoebe Insights has partnered with its sister organization, Camden Delta, a human capital management consultancy, to create a model to guide organizations on developing their own Culture of Inclusion. This model helps empower businesses in creating an environment where all members act intentionally and continuously in Diversity, Equity and Inclusion as part of its inherent culture.

Model of a Culture of Inclusion



The model is broken into five sections:

- Teams - In inclusive teams, individual members feel comfortable being different from others and valued for their diverse perspectives and opposing opinions. Moving away from functional organizational structures and breaking out into teams has become one of the most popular shifts in the past few years¹⁰. By looking at teams, organizations are paying attention to an aspect of work that can have huge implications for feelings of inclusiveness.
- Senior Leadership - Senior leadership plays an important role in setting examples for how other leaders behave. It is key for senior leaders to be trusted, speak and act positively towards Diversity and Inclusion, and work as a member alongside a diverse group of people. A recent study found that 31% of organizations have uneven buy-in from leadership¹¹.
- Work Atmosphere - The effects of an inclusive culture can be felt throughout the workplace. It is important for the work environment to feel like a safe one where employees don't feel targeted, but instead feel valued and feel their company is operating in a way that aligns with their values.
- Managers - Managers are responsible for taking feedback on Diversity and Inclusion and turning it into action. They play the most vital role in establishing a Culture of Inclusion, even more so than senior leaders. They are usually the first contact employees have to organizational leadership and will hold the most influence over how they behave on a daily basis. Therefore, inclusive managers need to support employees, both in developing themselves and maintaining their health and well-being. Managers should value Diversity of thought and backgrounds and treat everyone fairly regardless of differences.
- Opportunities - Inclusive opportunities are those that do not discriminate amongst employees. Everyone has the opportunity to learn, grow and develop through equal investment and fair unbiased performance evaluations.



Why a “Culture” of Inclusion?

One side effect of the standard view of DE&I can be that organizations may seem as if they are just “checking a box.” A recent study shows that 42% of businesses still only focus on being legally compliant with DE&I¹¹. Many senior executives and managers view diversity as something that can be achieved by hiring a diverse assortment of people will automatically result in inclusion if they ensure they aren’t treated unfairly. However, this way of thinking is the reason why so many employees still feel left out and unheard at work.

Diversity, Equity, and Inclusion initiatives require constant effort and need to be looked at from more than one perspective. It might make employees feel great to have senior leaders stop by their desk and congratulate them for the work they’ve done, but when their own managers do not call on them during meetings, those efforts can come off as disingenuous. Likewise, if employees feel listened to and valued by their managers, but feel judged and ridiculed by their team members, they aren’t likely to feel like they belong at the organization. Research has found that organizations with inclusive cultures are:

6x times more likely to be innovative¹².

6x times more likely to anticipate change and respond effectively¹².

2x as likely to meet or exceed financial targets¹².

42% less likely to have employees say they intend to leave their job within a year¹³.

3x times more likely to be high-performing¹⁴.

8x more likely to achieve better business outcomes¹⁵.

Inclusive cultures also have important implications for employee engagement. Highly diverse and inclusive organizations can result in a 26% increase in team collaboration, 18% increase in team commitment and 7% increase in intent to stay¹⁶. Despite the benefits of creating an inclusive workplace culture, only 12% of organizations are believed to have fully achieved one¹¹.

The Importance of Inclusive Leadership

To develop a truly inclusive culture, both managers and senior leaders need to embrace “inclusive leadership.” Inclusive leaders are ones that collectively facilitate all group members’ perceptions of Belongingness to the work group. Additionally, they encourage group members to contribute their uniqueness to achieving positive group outcomes¹⁷. Inclusive leaders encourage employees to contribute and value these contributions, while ensuring justice and equity within the workplace.

Employees with inclusive managers are 1.3 times more likely to be innovative in their jobs¹⁵. Inclusive leadership can increase employee self-efficacy¹⁸, work group identification, psychological empowerment and positive behavioral outcomes like job performance, creativity and reduced turnover¹⁹. With workplace teams, inclusive leadership has resulted in a 17% increase in overall team performance, 20% increase in the quality of decision making and 29% increase in collaboration²⁰. Inclusive leadership is vital because it helps bridge the gap between Diversity and Inclusion.

A 2020 study on the effectiveness of inclusive leaders on diverse team members found that the negative relationship between team diversity and inclusive climates is moderated by inclusive leaders. In other words, inclusive leaders foster the inclusive work environment for diverse teams.



Conclusion

While leaders struggle with attracting diverse talent, they are missing the benefits of unique perspectives. These organizations can achieve meaningful breakthroughs in DE&I by cultivating a Culture of Inclusion. This will take time and a purposeful, authentic effort from senior leaders, managers and team members, but the tangible business impact is significant. When employees are truly a part of the team and what they offer is valued, it unlocks their fullest potential, which fuels innovation at work.



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Austin is a Human Capital Analyst Intern with Camden Delta Consulting as well as a Master's I/O Psychology Candidate at Valdosta State University. With a strong background in research statistics and data analysis, Austin has played an integral role in the creation and validation of the surveys used in the Phoebe Insights platform.

The education and tools he has gained from his Master's in I/O Psychology program helps him assist Camden Delta staff with providing strategic management, human capital management, and organizational change outcomes for clients. Prior to joining Camden Delta, Austin was a Graduate Assistant in the HR department at VSU, and before that he was an Onboarding Specialist for Aveanna Healthcare.

Austin is also an intern at the Georgia Center for Nonprofits and a part-time Human Resources Assistant at the Valdosta Parks and Recreation Department. Upon graduation he hopes to provide organizations, both private and public, with the tools they need to manage effectively, overcome change, and cultivate an engaged workforce.

Contributing Consultant



AMANDA GETTLER
Senior Consultant

Amanda is a Senior Consultant with Camden Delta, specializing in Talent Management, High-potential Development, Change Leadership, and Strategic Workforce Planning. She has ten years of experience in talent management, assisting clients in identifying and developing the next generation of talent. She is skilled at assessing leader behaviors, organizational cultures, and talent management tools/processes with the goal of increasing employee engagement and supporting the execution of company vision and strategy.

Underlying all of her work is an emphasis on customized talent solutions that blend organizational strategy and history, data-driven decisions, leading-edge technology, and real-world practicality, with a strong focus on measuring success.

Prior to joining Camden Delta, Amanda was a Talent Management Consultant with Right Management in Atlanta, Georgia. She has also consulted in change management and strategy execution and held an internal HR consulting role in the public safety sector. She has partnered with a wide range of clients across industries, including AMD, Bank of America, ION Geophysical, and Lowe's Home Improvement.

Amanda holds a Master of Arts degree in Industrial/Organizational Psychology from The University of North Carolina at Charlotte and a Bachelor of Arts degree in Psychology from University of Georgia. She is certified in Hogan Assessment Systems and CCL's Benchmark 360.

Phoebe Insights was built from the experiences of Camden Delta, a human capital management consultancy, in order to help organizations understanding the complex and constantly-changing dynamics of their teams. Strategies—entire industries, in fact—are being disrupted at a pace that is leaving many organizations behind. Change is at the heart of Phoebe Insights. The ability to respond rapidly to change requires the flexibility of our survey and assessment platform.

Intelligent and flexible surveys and assessments yield perceptive analytics which are combined with ready to use, off-the-shelf reports, dashboards, and visualizations to achieve actionable insights. Phoebe analytics allow analysts and decision makers to view data in different ways and envision new solutions to problems. Additionally, our analytics platform will never lock your data sources into data collected within the platform. Phoebe Insights allows for data to come from varied sources in order to drive connections and correlations to actions.

Actionable organizational and workforce decision-making requires a deep, professional understanding of the psychology of your organization. Our deep expertise in business strategy, I/O psychology and data analysis leads to better results. Our professional services and support, which are second to none, are part of the total package.

Phoebe Insights provides an agile and flexible data collection platform, coupled with a best-in-class business intelligence platform. And Phoebe Insights is enabled with professional industrial psychology perspectives from its sister company, Camden Delta. All of which leads to the best, most actionable organizational insights available from any platform on the market today.

The result is not just a system that correlates engagement to business performance. The result is an agile and flexible system which allows our clients to gain true organizational insights of any type of data. Here are just some of the ways Phoebe Insights provides organizational insights:

- Employee Engagement
- Workforce Experience
- Organizational Culture
- Diversity & Inclusion
- Leadership 360's
- Team Effectiveness
- HR Effectiveness
- Total Rewards Value
- Change
- Readiness/Adoption

Do you have a unique challenge that nobody else is prepared to take on? Then we'd love to hear from you. We specialize in creating custom diagnostics and surveys for clients.

To learn more about Phoebe Insights or schedule a demo, please visit www.phoebeinsights.com, email support@phoebeinsights.com or call (404) 460-8200.



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