2024 NONPROFIT LEADERSHIP CONFERENCE

MINNESOTA COUNCIL OF NONPROFITS

May 8, 2024
Minneapolis

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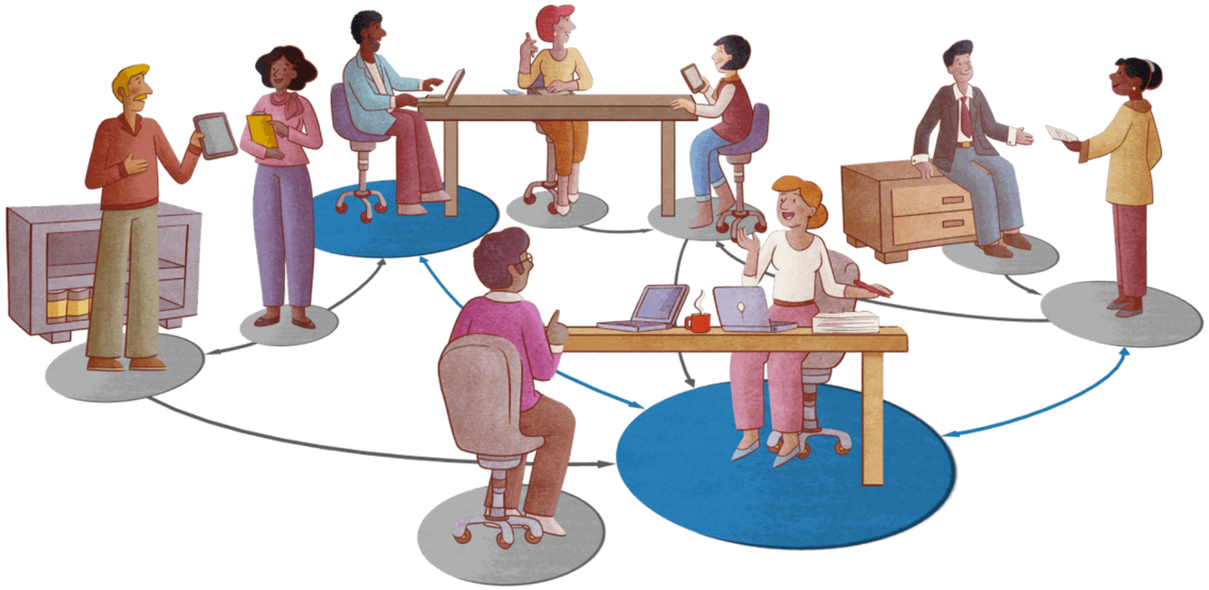
Belonging as a Key Employee Retention Strategy



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Introduction

Think about the longest time you spent in a job.

What conditions contributed to your staying as long as you did?

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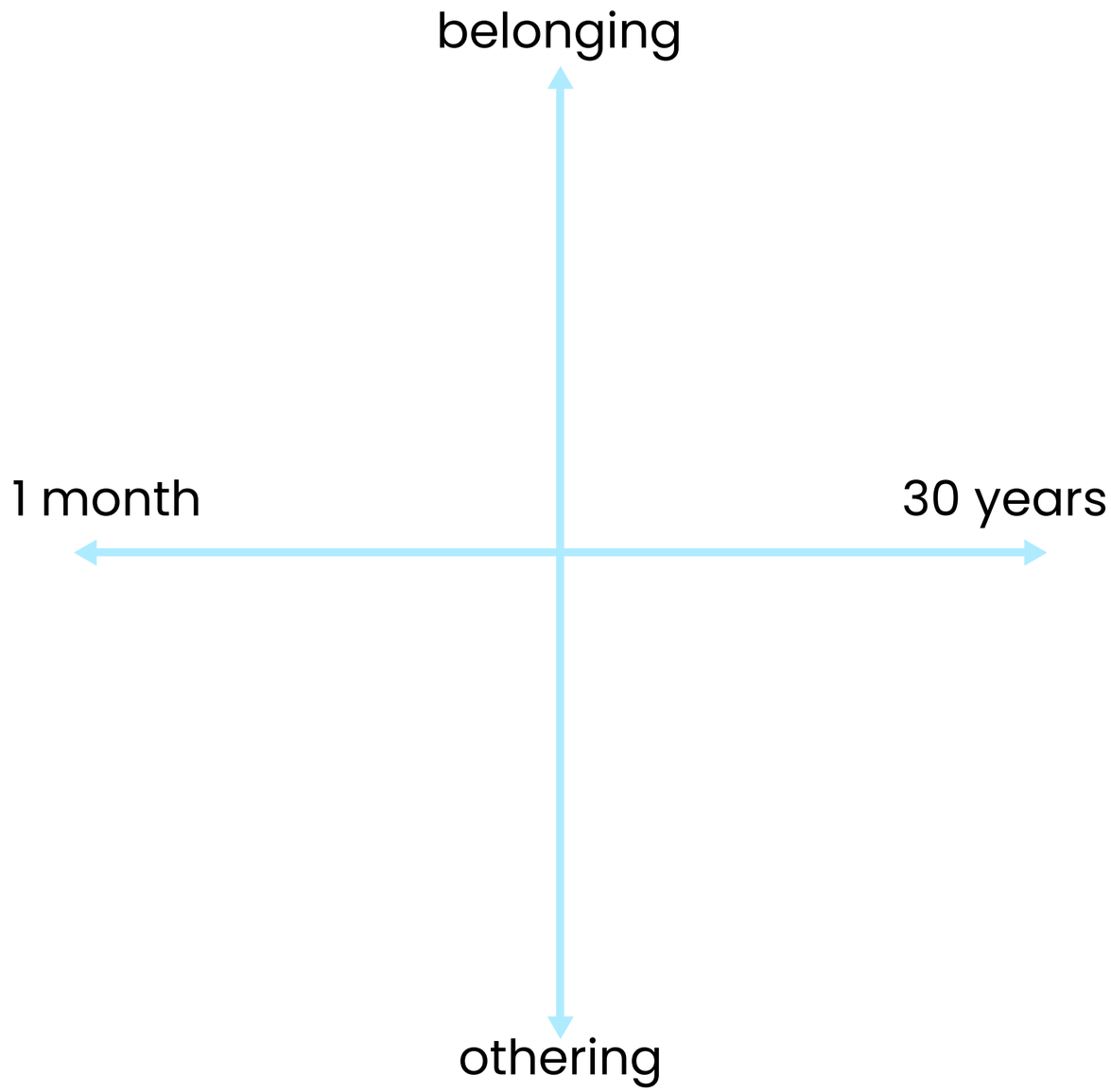
Matrix Poll

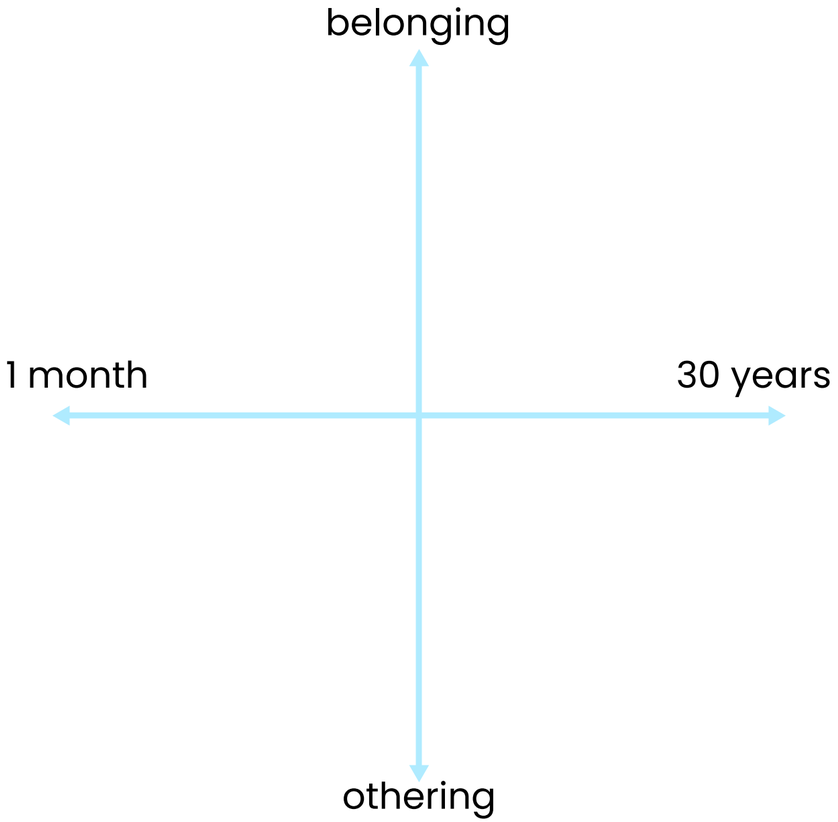
Think about our opening question about the longest time you spent in a job.



Keyhubs

Matrix Poll

SCAN ME



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Why Belonging?

The need for a focus on belonging, which is at the heart of DEI, is more pronounced than ever.

Our diverse and complex identities, experiences, and perspectives are not only essential aspects of human dignity but also integral to fostering creativity, innovation, and sustainable progress.

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The Head

Studies show that industry leaders recognize DEI is more than a social-justice imperative. It's a core enabler for growth and value creation.

- It's profitable
- It matters to employees
- It fosters innovation
- It helps decision making

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The Hands

DEI work contributes to talent retention, employee engagement, and employee well-being. Without it, companies face legal and financial risks.

- Increased job performance
- Increased employee satisfaction
- Saves money
- Saves time

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The Heart

Dignity is the foundation of how we relate to each other.

We honor each other's dignity by creating the conditions for belonging for each other so that each person can show up as their full selves and reach their fullest potential.

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Elements of Trust

Elena Aguilar

1. Respect
2. Personal regard
3. Competence
4. Personal integrity

Do you trust your team?

Does your team trust you?

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The Challenge

Can we measure belonging and trust?

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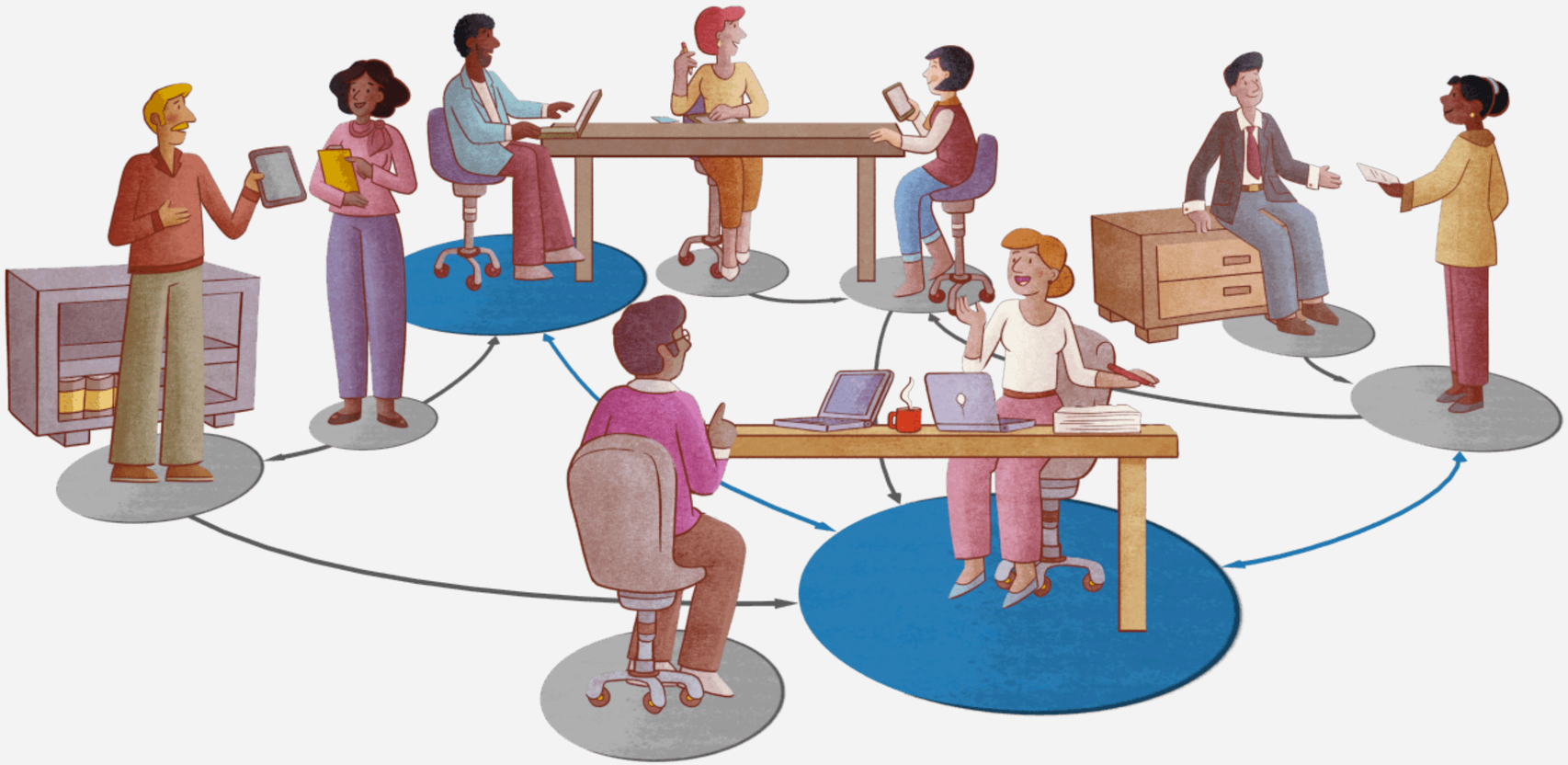
The Challenge

Yes, we can measure belonging & trust!



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The Solution

Bringing awareness of Informal networks to formal leadership

Leaders are only 30-40% accurate in perceptions of team dynamics

DUKE
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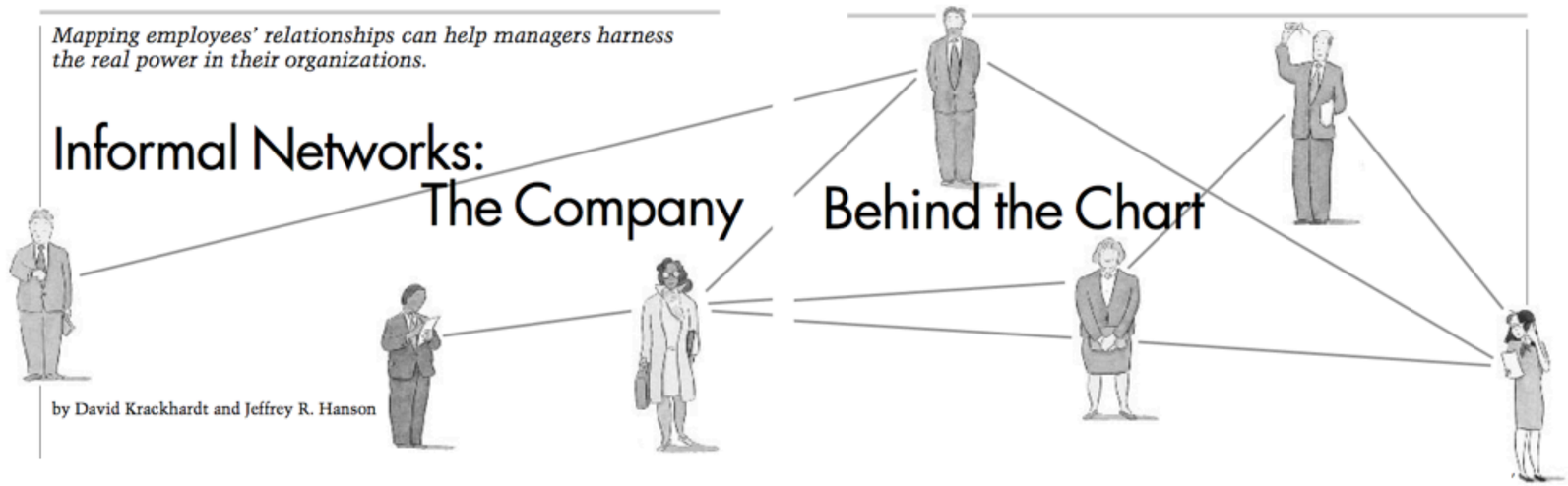
SCHOOL OF BUSINESS

Harvard Business Review

Mapping employees' relationships can help managers harness the real power in their organizations.

Informal Networks: The Company Behind the Chart

by David Krackhardt and Jeffrey R. Hanson



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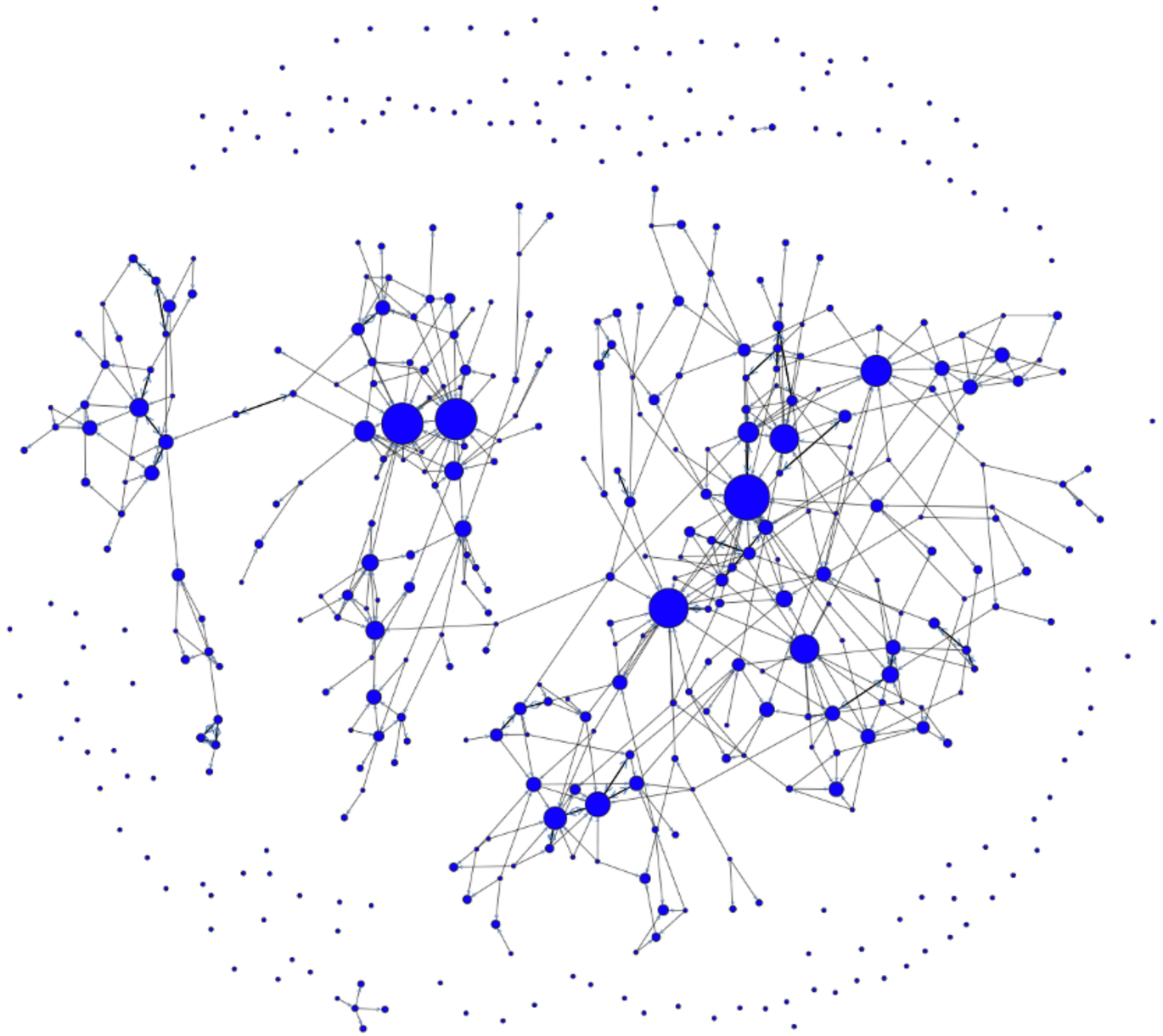
The Solution

Network maps reveal:

- Organizational silos
- Team connections
- Belonging and trust



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Creating Belonging

How do we create the conditions for belonging?

Identity Affirmation	Equity	Responsiveness
Will my complex **identities** be affirmed and valued?	Will I be treated fairly and with **equity** by you?	Will you support me by **responding** to my needs or bias when it shows up?

Relationships	Respect	Agency
Do you value our **relationship**?	Do you **respect** my identities, lived experiences & culture?	Can you honor & uplift my sense of **agency**?

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Conditions for Belonging

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Identity Affirmation +	Equity +	Responsiveness +	Relationships +	Respect +	Agency =	BELONGING
Fear	Oppression	Mistrust	Isolation	Resistance	Hopelessness	OTHERING

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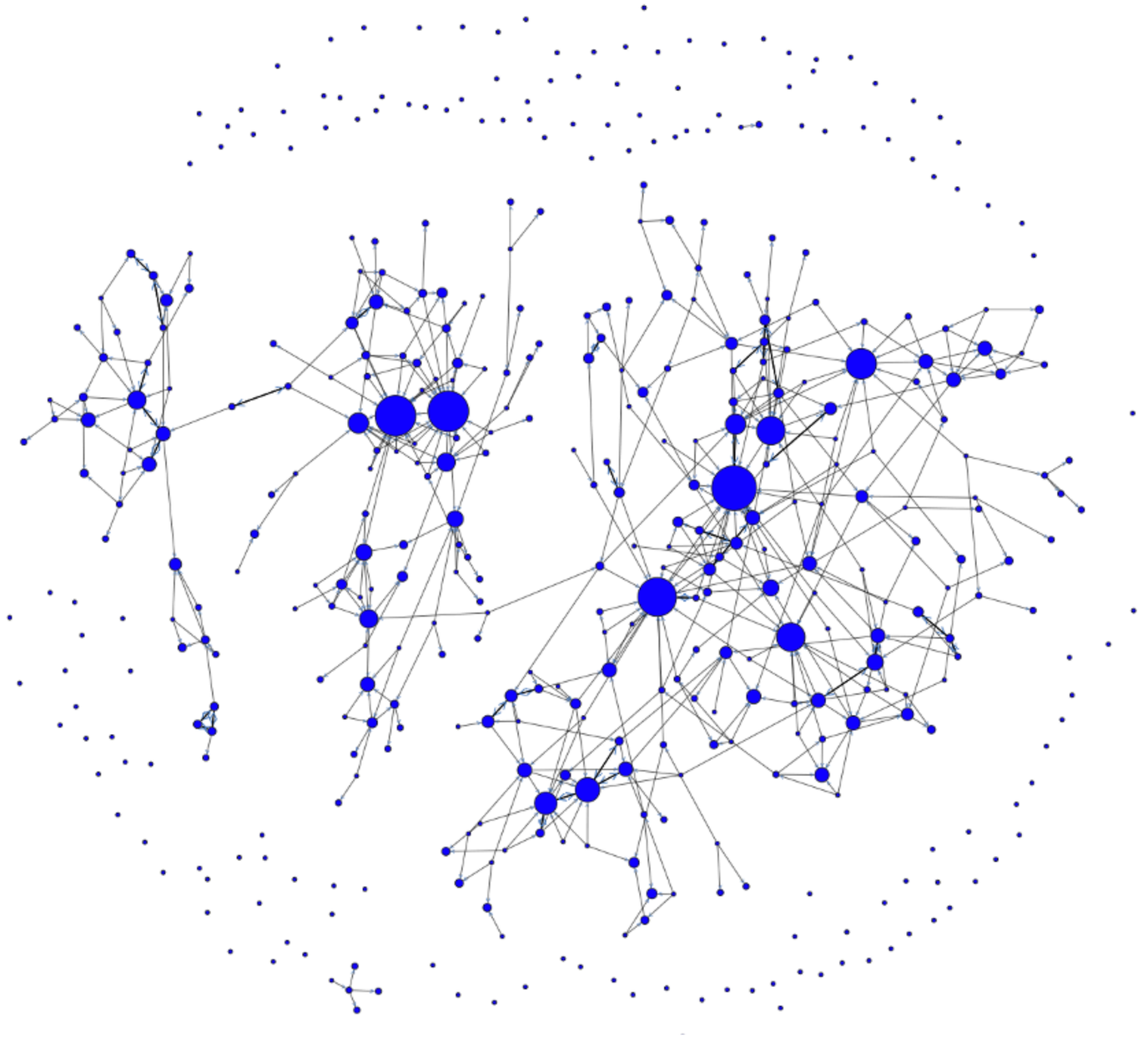
The Solution

Conditions for Belonging

- Identity & Affirmation
- Equity
- Responsiveness
- Relationships
- Respect
- Agency



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Retention

Belonging + Trust = Retention

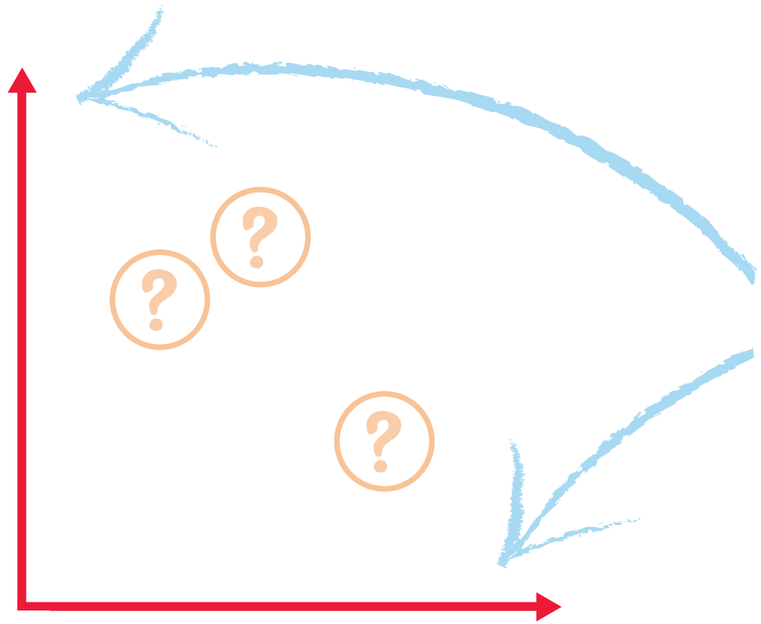
Belonging + Trust = Retention

1. Form a group with two neighbors, introduce yourselves, get your list of strategies

2. Select **one** of the strategies for strengthening the conditions for belonging in the workplace.

3. Discuss as a group
   - How does this strategy connect to the equation above?
   - What would this look, sound, and feel like in your organizations?

Design a Matrix



How can we spark conversations around conditions for belonging to create meaningful change?

1. Focusing on the same strategy as before, identify **two things** at work in this strategy
2. Label your matrix
3. Where do you think your team members would place their dots?
4. How might you use this matrix to start a conversation with your team and ground the strategy in their reality?

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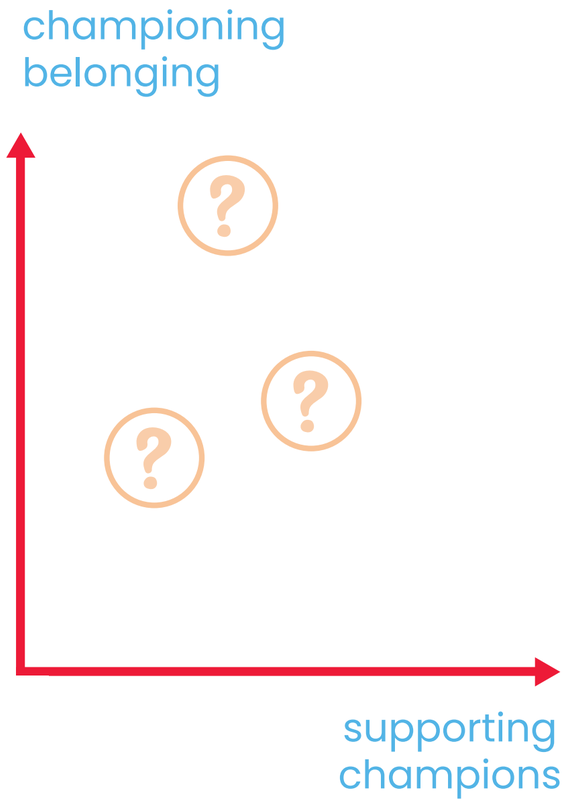
Design a Matrix



Strategy:

Provide support for those championing the work of belonging in the workplace, as they can face exhaustion and burnout

1. Identify two things at work in this strategy
2. Label your matrix
3. Where do you think your team members would place their dots?
4. How might you use this matrix to start a conversation with your team and ground the strategy in reality?

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Questions
Observations
Takeaways

Belonging as a Key Employee Retention Strategy

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