accenture

Better to Belong

Equitable experiences should happen every day, for every person.

Conversations around **systemic racism.**

An ongoing **global pandemic.**

A **labor market** in flux.

Creating an inclusive organization needs to be at the top of the CEO's agenda. If not, the talent gap will only continue to grow.

Leaders can unlock up to 5x more human potential by better managing peoples' everyday work experiences.

In doing so, leaders can go beyond inclusion and make everyone feel like they truly belong.

What does it mean to **belong?**

Belonging manifests across four categories: having influence over decisions, being respected by your peers and managers, feeling comfortable speaking up and receiving sponsorship from a senior leader who can help you advance and grow.

Diversity, Inclusion and Belonging are interrelated.

One does not happen **without the other.**

When the right people are at the table
(**Diversity**) and have access to equitable
experiences (**Inclusion**) all people will
experience a culture of **Belonging**.

Leaders leave people Net Better Off (NBO) by being curious about their unique situations and the external forces (such as economic inequality, racism and environmental disasters) that shape their work lives.

When leaders support people during moments that matter

- Onboarding
- Rewards
- Transferring
- Life Events
- Leaving

and—even better—support them every day, they leave them Net Better Off (NBO).

- Empowerment
- Communication
- Diversity
- Customer-Centric

When employees are left NBO, the right people are at the table **(diversity)**, have access to equitable experiences **(inclusion)** and will thrive in a culture of **belonging.**

Net Better Off

Emotional & Mental
Support the ongoing mental health and wellness of people.

Relational
Ensure a sense of belonging, no matter where people are working.

Physical
Adopt best practices that support peoples' physical well-being.

Purposeful
Evolve the organization's purpose to meet an enlightened workforce, customer and community.

Employable
Equip people with the right adjacent skillsets to transition into higher paying jobs and new roles.

Financial
Create reward and benefits packages that meet people's evolving needs.

Why belonging matters.

Why should you care? Because your customers do. Promoters of brands believe that the companies they shop with should leave them Net Better Off (NBO).

74%

of Black customers feel diverse representation within the companies they support is important **(vs. 63% Asian and 68% of Hispanic customers).**

69%

of Promoters feel that diverse representation within the companies they **support is important.**

54%

of Promoters feel companies they support should leave them **NBO (vs. 30% of Passives and 23% of Detractors).**

63%
of Gen Z customers feel diverse representation within the companies they support is important **(vs. 54% of Baby Boomers).**

What is the path **forward?**

We found **10 everyday experience levers** (**4 are essential**) that leaders must get right.

Essential People Skills

Organizational Factors

Individual Factors

Empowerment
Communication
Diversity
Customer-Centric

Skilling
Dependence
Governance
Technology

Self-Efficacy
Growth Mindset

10 everyday experience levers:

Empowerment   Making people feel that they have the autonomy to support advancement.

Communication   Sharing relevant information when people need it and delivering with empathy and transparency.

Diversity   Holding leaders accountable for welcoming, progressing and valuing the contributions all people at all levels.

Customer-Centric   Valuing and rewarding behaviors that drive positive customer experience.

Skilling   Providing opportunities for skill building to meet business objectives.

Dependence   Rules and processes that limit people's contribution to achieving desired outcomes.

Governance   Practices and processes that impede people's agility.

Technology   Providing the appropriate infrastructure and real-time digital support which keeps people connected.

Self-Efficacy   Believing in one's own ability to meet work demands.

Growth Mindset   Enabling people with greater ownership and influence over business outcomes.

When workers are NBO, they are **2x more** likely to feel like they belong...

unfortunately, **1/3** of employees feel they don't belong.

The good news? By getting the traditional moments that matter right, leaders can drive up NBO scores by up to

3.2x

Even better: When you get the day-to-day experiences right, you can increase NBO even more, by up to

5x

We still have a **long way** to go.

People in need of skilling, LGBTQ+, race and ethnic minorities and women have the longest runway to an equitable work experience. When everyday experiences are managed better, various levels of human potential can be unlocked. Women have the most to gain with the **opportunity to maximize their potential by 4.7x.**

Workers with less education
3.6x

Women
4.7x

Racial & Ethnic Minorities
4x

LGBTQ+
3.7x

Numbers refer to the uptick in NBO when the moments that matter and experience levers are maximized.

Leaders can begin to foster a sense of belonging by **focusing on the essential people skills.**

Give your people power

Change the narrative around work and recognize that today's workers need autonomy, not a task list.

Give people opportunities to succeed and agency over their outcomes. Our "Future of Work" research has shown that empowerment by way of autonomy increases overall well-being.

To feel empowered, people must be confident in their business acumen. Employ skilling efforts to train your people in hard and soft skills to make meaningful contributions in organizations.

Systemically embed diversity and inclusion

Be intentional about recruiting (for example, widen sourcing pools by inviting ERGs to participate in the process). This will create new opportunities to infuse DEI into every aspect of the business—from development to retention to growth and beyond.

Own where you are in the DEI journey, and implement actions (e.g., conduct parity studies at the intersection of gender and race) to create equitable advancement pathways for all talent.

Pull the experience levers that influence how much people feel they belong in the workplace. It's not just about having people from diverse backgrounds to meet quotas and goals, instead it's leveraging and valuing what your diverse talent can bring to the table.

Engage with empathy and transparency

Use tech-enabled engagement platforms to build community among all workers, including in-office, hybrid and remote workers. The goal is to break down barriers between workers to engender a sense of connection, trust and transparency.

When setting goals, don't be afraid to share your data. Be transparent with where your company is in the journey. This will not only open up a dialogue but reveal actions the company can take to bridge the gap.

Prioritize customer-centricity

Prioritize recruiting individuals with a customer-centric mindset. Building a workforce with the right mindset will sustain this mentality within the company culture.

Connect talent to customer outcomes by helping them see the human needs of those they are working to serve. Reward customer-centric behaviors.

For more information

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About the Research

Accenture Research interviewed 33 workers in May of 2020 and surveyed 6,998 workers and 3,520 customers between September and November 2020. Data was collected in 14 countries within four regions: North America, EMEA, Asia Pacific, and Latin America. The study includes responses from frontline and enablement workers and customers within seven industries which include: banking, insurance, healthcare, government, retail, telecommunications, and utilities. Factor analyses were used to determine the People Experience levers, while Linear Regression was used to determine their relationship worker outcomes.

About Accenture Research

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