2024 NONPROFIT LEADERSHIP CONFERENCE

May 8, 2024
Minneapolis
Thanks to our conference sponsors:
Belonging as a Key Employee Retention Strategy

MCN Leadership Conference • May 8, 2024
Think about the longest time you spent in a job.

What conditions contributed to your staying as long as you did?
Think about our opening question about the longest time you spent in a job.
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.
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
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
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.
Elena Aguilar

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

Do you trust your team?

Does your team trust you?
Can we measure belonging and trust?
Yes, we can measure belonging & trust!
Bringing awareness of informal networks to formal leadership

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

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 Kickhardt and Jeffrey R. Hanson
The Solution

Network maps reveal:

- Organizational silos
- Team connections
- Belonging and trust
<table>
<thead>
<tr>
<th>Identity Affirmation</th>
<th>Equity</th>
<th>Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will my complex <strong>identities</strong> be affirmed and valued?</td>
<td>Will I be treated fairly and with <strong>equity</strong> by you?</td>
<td>Will you support me by responding to my needs or bias when it shows up?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationships</th>
<th>Respect</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you value our <strong>relationship</strong>?</td>
<td>Do you <strong>respect</strong> my identities, lived experiences &amp; culture?</td>
<td>Can you honor &amp; uplift my sense of <strong>agency</strong>?</td>
</tr>
</tbody>
</table>
## Conditions for Belonging

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<th>Agency</th>
<th>BELONGING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fear</td>
<td>Oppression</td>
<td>Mistrust</td>
<td>Isolation</td>
<td>Resistance</td>
<td>Hopelessness</td>
<td>OTHERING</td>
</tr>
</tbody>
</table>
The Solution

Conditions for Belonging
- Identity & Affirmation
- Equity
- Responsiveness
- Relationships
- Respect
- Agency
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?
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?
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?
Belonging as a Key Employee Retention Strategy

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