



THE LINK BETWEEN WORKPLACE CULTURE & EMPLOYEE RETENTION: A RESPONSE TO THE GREAT RESIGNATION™

By GRACIE JOHNSON-LOPEZ,
PRESIDENT

Diversity & HR Solutions

The Changing Faces of Our Workforce



Gallup & SHRM Results

26% Americans Dread Coming to Work

1/3 Claim Managers Don't Lead Them

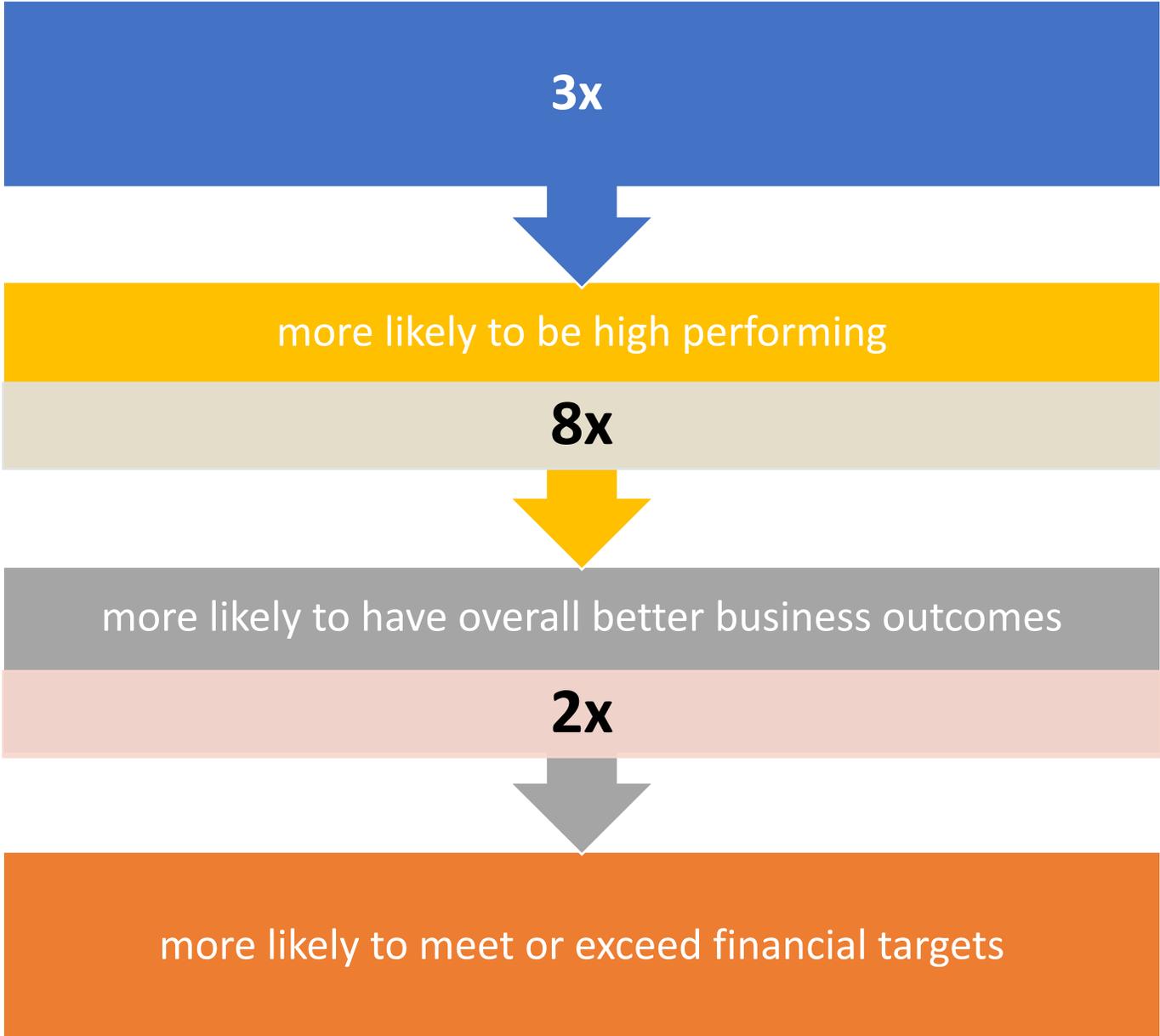
1/3 Do Not Trust Managers

50% is looking to leave

42% personal political bias

223 billion last 5 years = Turnover

The Business Case
Organizations with
inclusive cultures
are:



When talking openly about the DEI issues, we're just trying to prepare you for the inevitable.

Warning: if you don't start focusing on DEI now, one day you will wake up and be irrelevant....

The fear of irrelevance

Top Predictors of Attrition During the Great Resignation

Toxic Corporate Culture 10.4

Job insecurity and reorganization 3.5

High level of innovation 3.2

Failure to recognize employee performance

2.9

Poor response to Covid- 19 1.8

Diversity. Inclusion. Belonging.

- **Diversity + Inclusion:** bringing together people from different backgrounds in the workplace and including them in all levels of the organization.
- **Diversity + Inclusion + Belonging:** bringing together people from different backgrounds in the workplace, including them in all levels of the organization AND creating a sense of belonging.



Equality



It is assumed that everyone will benefit from the same supports. They are being treated **equally**.

Equity



Individuals are given different supports to make it possible for them to have equal access to the game. They are being treated **equitably**.

Justice



All three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier was removed.

Diversity is not going away

Gen Z is the first majority non-white generation

31% of Gen Z identifies as LGBTQ+ with the majority of that in the form of gender non-binary

One in four Americans have a disability with most of those being in non-apparent disabilities

A woman with blonde hair, wearing a red shirt, is sitting at a desk in an office cubicle. She is looking down at something on the desk. The cubicle walls are grey and have a grid pattern. There is a black office chair in front of the desk. On the desk, there is a white clock and some papers. The text "Why so many new hires are no-shows?" is overlaid in white on the image.

Why so many new hires are
no-shows?



A toxic corporate culture, for example, is 10.4 times more powerful than compensation in predicting a company's attrition rate compared with its industry.

Exclusionary Behaviors

- Where are you really from?
- Stop being bossy (to a woman).
- What are you?
- Let me explain that you (or you would not understand).
- What do you all speak in (country)?
- You don't act like a normal (BIPOC, woman, disability, LGBTQ+) person.
- I don't see you as a (BIPOC, woman, disability, LGBTQ+)
- You don't speak (language)?
- People think it's weird I listen to (music).
- You smell like (ethnic food).
- Can I touch your hair?
- Is that a (BIPOC) culture thing?
- Tell us what it is like to be (BIPOC, woman, disability, LGBTQ+)



INNOVATION: The Good & Bad

Failure to recognize performance



Poor response to COVID-19



Life after the
pandemic: what
is the “next
normal”?





Four Factors That Influence Employee Experience

- **People**
- **Place**
- **Product**
- **Process**

- What kinds of experiences have you had in relating to people whose backgrounds differ from your own? What did you learn from these experiences?
- What is your understanding of diversity, equity, inclusion, and justice? Why do you think they're important to this position?
- What actions have you taken to further your knowledge about diversity, equity, inclusion, and justice? How has your thinking about DEIJ-related issues changed over time?

Questions To Ask About Commitment to DEIJ

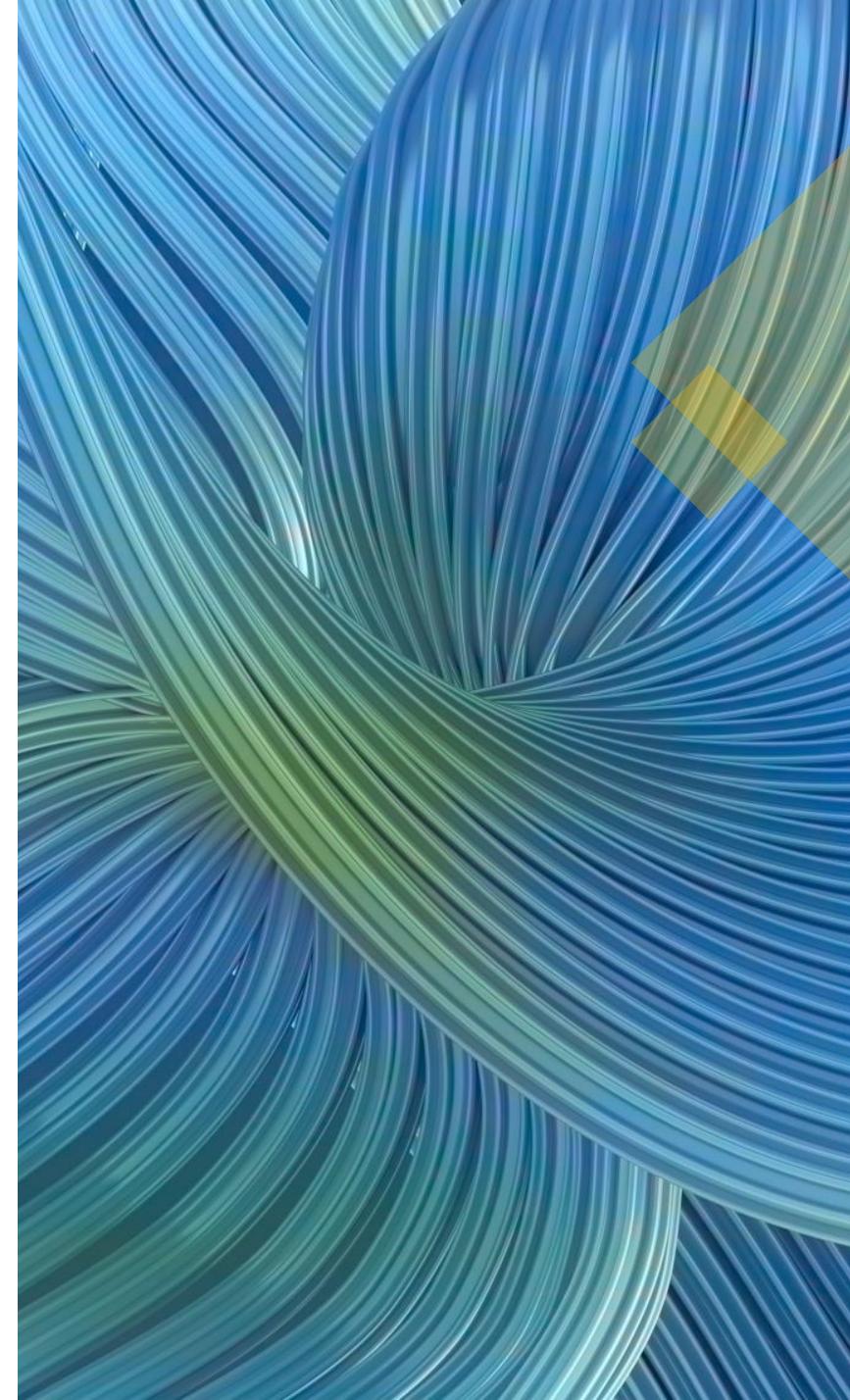
Organizational readiness and abilities needed by leadership at all levels to sponsor, support and lead in cultural-competent ways.

Listening & Leading With Authenticity

We don't know what we don't know so educating ourselves, having difficult conversations and listening to others' stories are needed to learn and better understand.

Open-minded transparency about organizational progress toward a clearly stated goal to measure diversity equity, equality and inclusion.

General awareness of issues. Learning what we don't know. Seeing from others perspectives. Practical tools to support individuals. Learning how to better facilitate change management within the organization. Reinforcing the principles ...be the change.



Keep Talking

Use your voice to
amplify the voices
of others

help people that
weren't seen or
heard be more
seen and heard



Navigating Uncomfortable Conversations

- Speak in private setting
- Establish guardrails
- Acknowledge your discomfort
- Listen to understand
- Keep a growth mindset
- Know your triggers
- Be open to learning and unlearning
- Understand and accept



Allyship

Allies always follow the lead of people different from them





Listen to personal issues
without inviting excuses.

Intent is how you think or feel; impact is how your actions make another person feel.

AM I LEADING INCLUSIVELY?

What is the experience for individuals who are the minority within the organization?

What barriers stand in the way of people with marginalized identities feeling a sense of welcome and belonging?

What don't we realize we are doing that is negatively impacting our new, more diverse, teams?

Empowering a Culture of Belonging



- Everyone desires respect.
- Everyone needs to be heard.
- Everyone has strengths.
- Judgments can wait.
- Partners share power.
- Partnership is a process.



Questions?