

Belonging & Inclusive Culture

Why It Matters At Work

NNAHRA 27th Annual Conference

Tuesday, September 26th, 2023



*We create thriving
communities* by activating
shared purpose.



Belonging & Inclusive Culture

Why It Matters At Work

Presented By:

About Me:

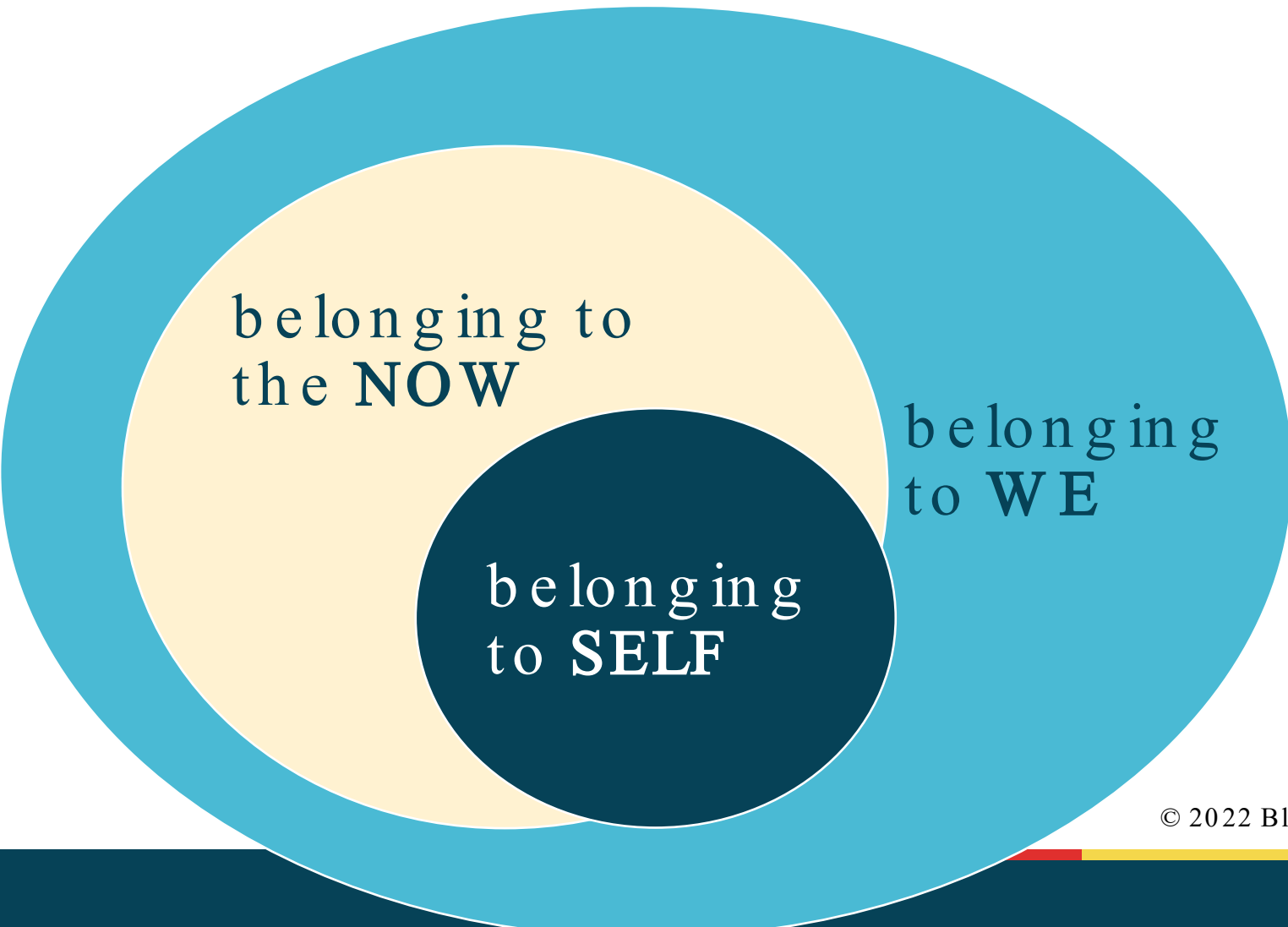


Hannah Bratterud

Purpose & Performance
GROUP

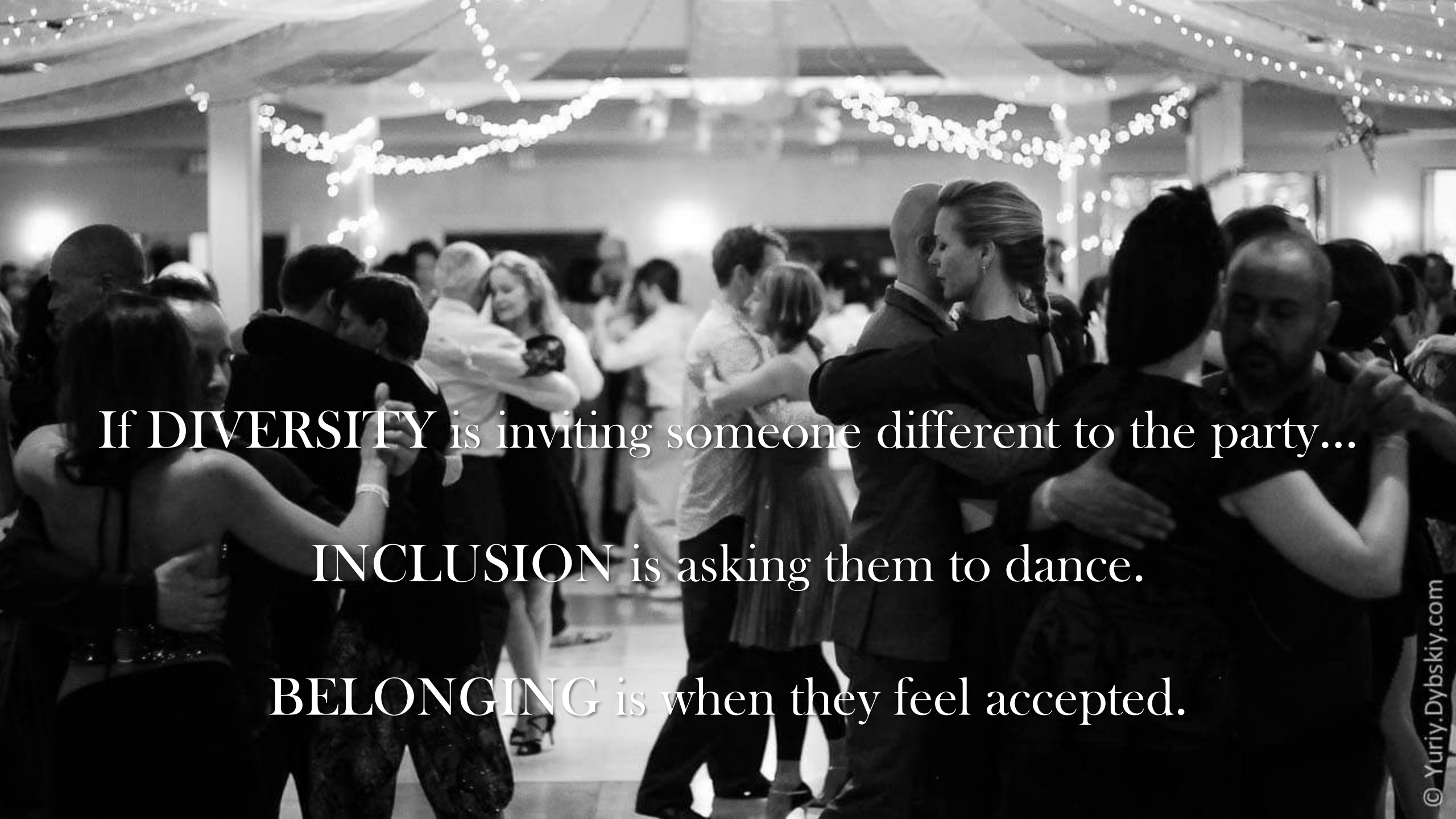
- **Passion:** Creating more human organizations.
- **Purpose:** Looking for light, bringing out the best in people.
- **Pursuits:** Re-rooted in Big Sky, MT. Originally from Oslo, Norway, and always love a good adventure!

The Layers of Belonging



WORKSHOP OUTCOMES

- Recognize why belonging matters
- Gain tools to meet belonging needs in your organization
- Explore the layers of belonging to *self*, to the *now*, and to the *we*
- Learn the Belonging Equation[®] to create intentional belonging
- Explore how to build belonging inside your community



If DIVERSITY is inviting someone different to the party...

INCLUSION is asking them to dance.

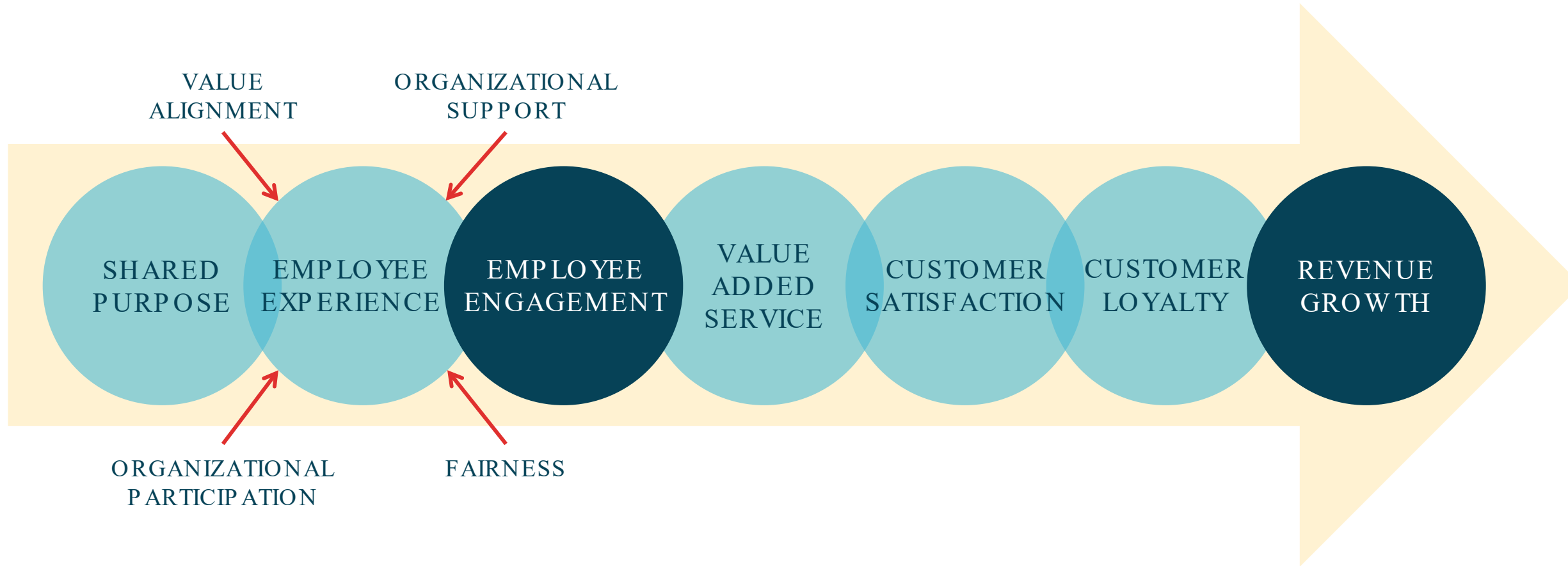
BELONGING is when they feel accepted.

When was a time you felt a strong sense of belonging?



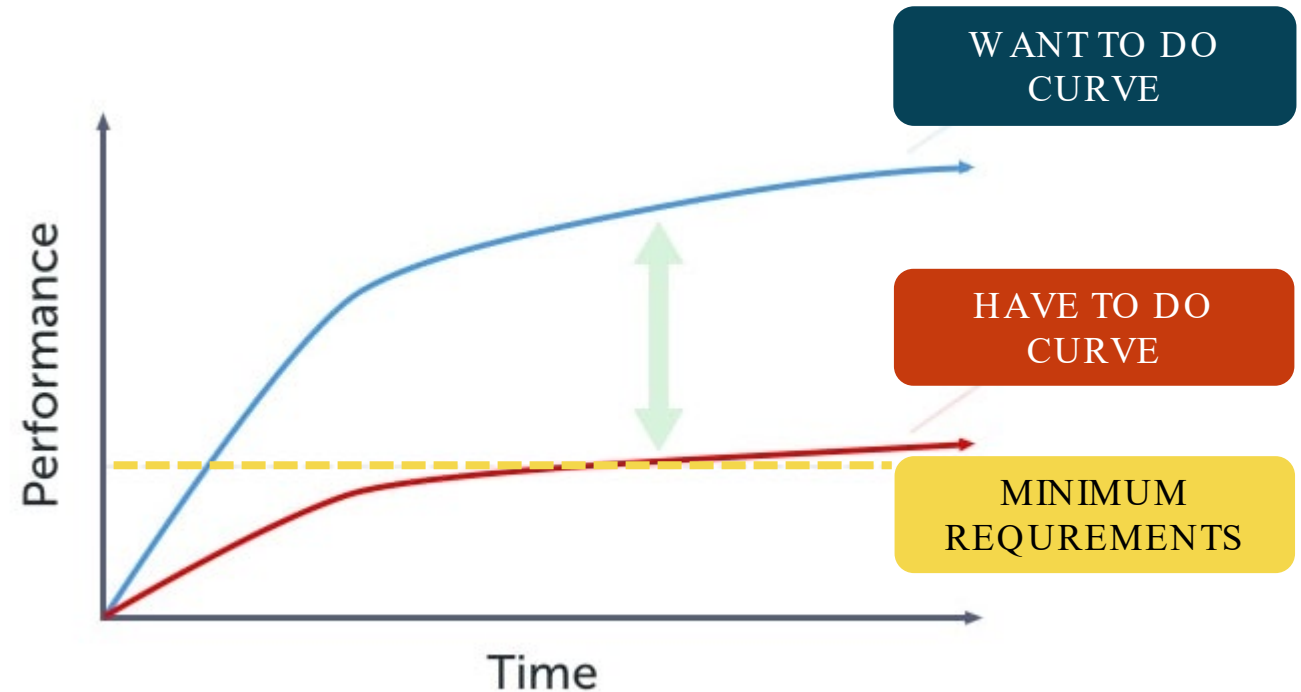
What Does Belonging Feel Like?

The Purpose to Profit Process™



Adapted from Heskett, Sasser & Wheeler, The Ownership Quotient: Putting the Service-Profit Chain to Work for Unbeatable Competitive Advantage, Harvard Business Press, 2008.

What Does Engagement Really Mean?



Discretionary Effort

Engagement Correlations

Business/work units with high engagement showed the following improvements in outcomes over units with low engagement:

81% Lower Absenteeism

41% Fewer Quality Defects

18% Lower Turnover (high-turnover orgs)

14% Higher Productivity (production)

43% Lower Turnover (low-turnover orgs)

18% Higher Productivity (sales)

64% Fewer Employee Safety Incidents

23% Higher Profitability

Why Belonging Matters

“Social belonging is a fundamental human need, hardwired into our DNA. And yet, 40% of people say that they feel isolated at work, and the result has been lower organizational commitment and engagement.

In a nutshell, companies are blowing it. U.S. businesses spend nearly 8 billion dollars each year on diversity and inclusion (D&I) trainings that miss the mark because they neglect our need to feel included.”

Why Belonging?

THE LONELINESS PANDEMIC STUDY

“We do not see evidence of an improvement in the prevalence of depression and other measures of mental health, despite marked improvement in the pandemic in the United States...”



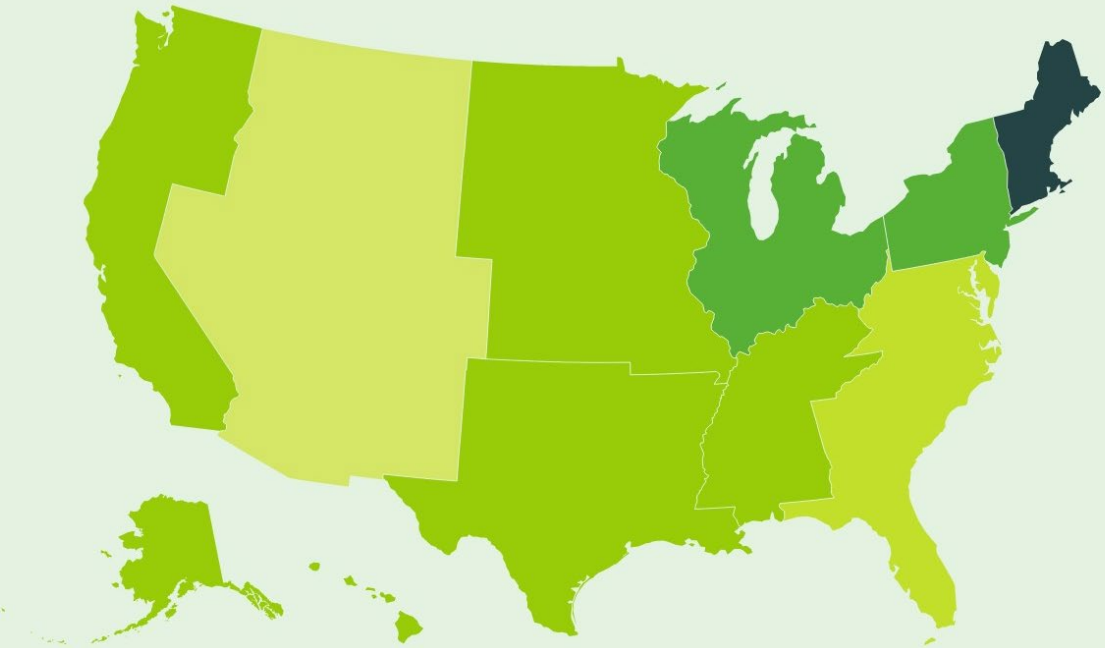
Northeastern University
Network Science Institute



Young Adults, Those From Lower-Income Households Are Most Likely to Be Lonely

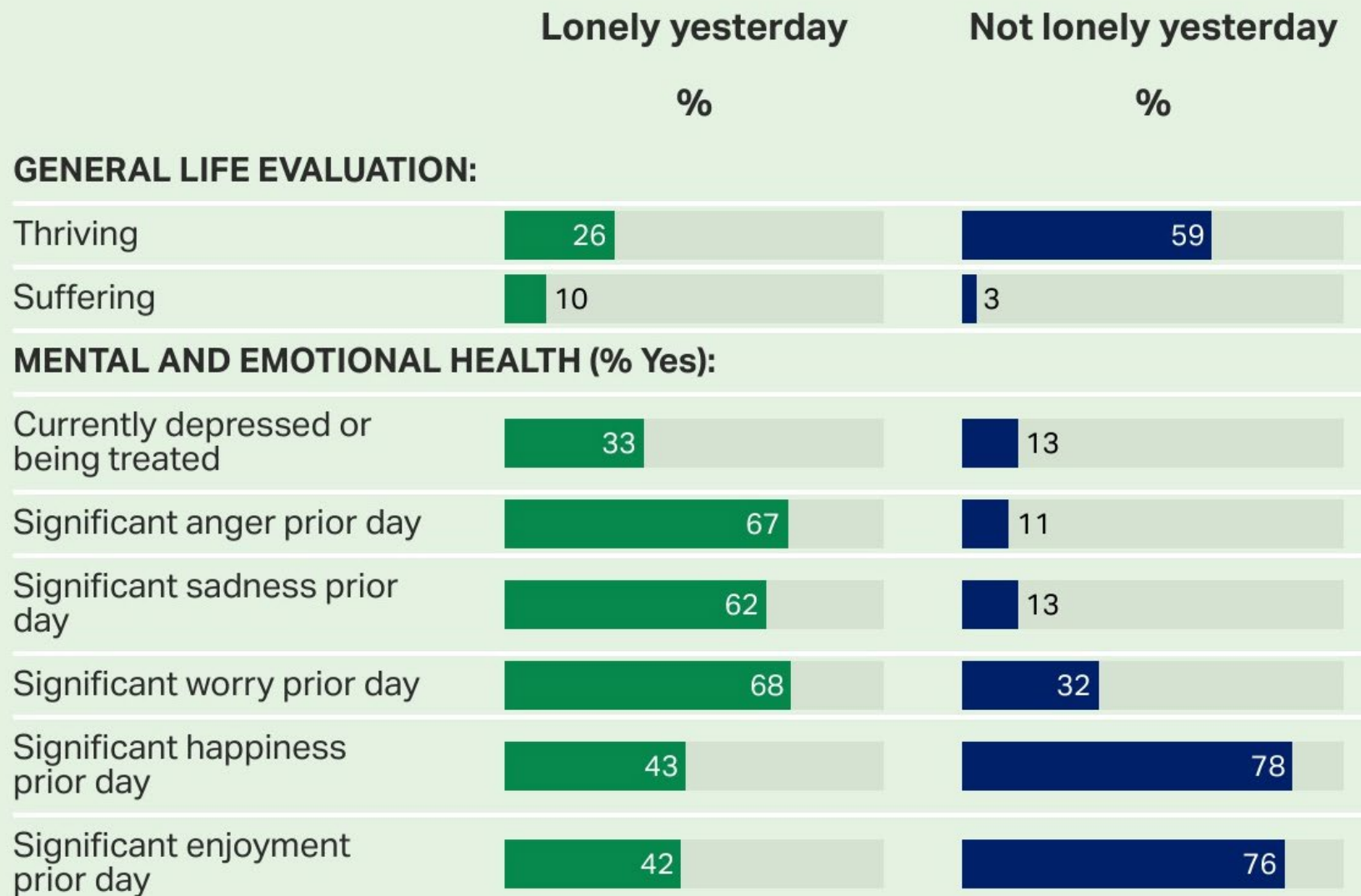
Did you experience feeling loneliness a lot of the day yesterday? (% Yes)

% Lonely Yesterday



February 2023

	%
All Adults	17
Aged 18-29	24
Aged 65+	13
<\$24,000 in Annual Household Income	27
\$180,000+ in Annual Household Income	10



February 2023

GALLUP®

Belonging & Social Needs

- *Belonging* is a core human need for interpersonal relationships, affiliating, connectedness, and being part of a group
- Examples of belonging needs include *friendship, intimacy, trust, acceptance, receiving and giving affection, and love*



Did Maslow Get It Wrong?



The Science of Belonging

- Our brains believe Belonging is vital to survival.
- The brain experiences social pain, like rejection or exclusion, just like physical pain.
- The closer we become with someone, the more intertwined our neural networks become.
- We experience greater empathy when we feel connected to others.



Cultivating Belonging

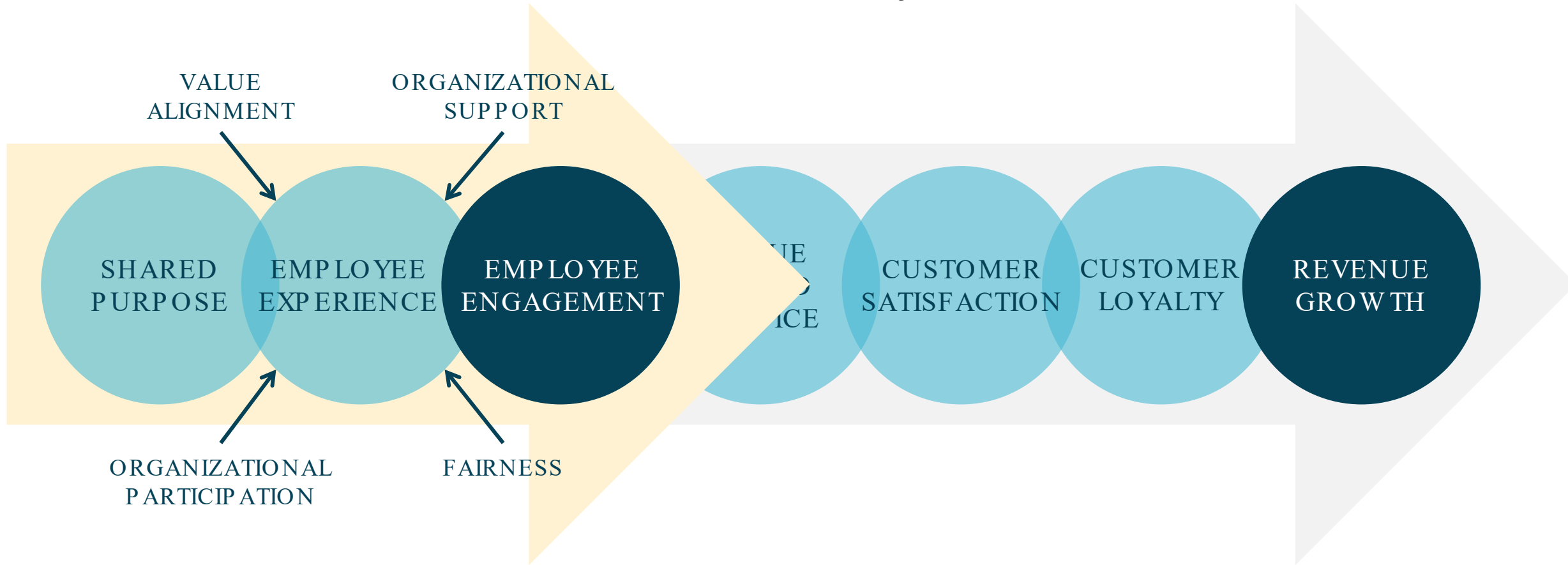
Makes DEI Real

The Purpose to Profit Process™



Where attention and intention goes, energy flows.

--James Redfield

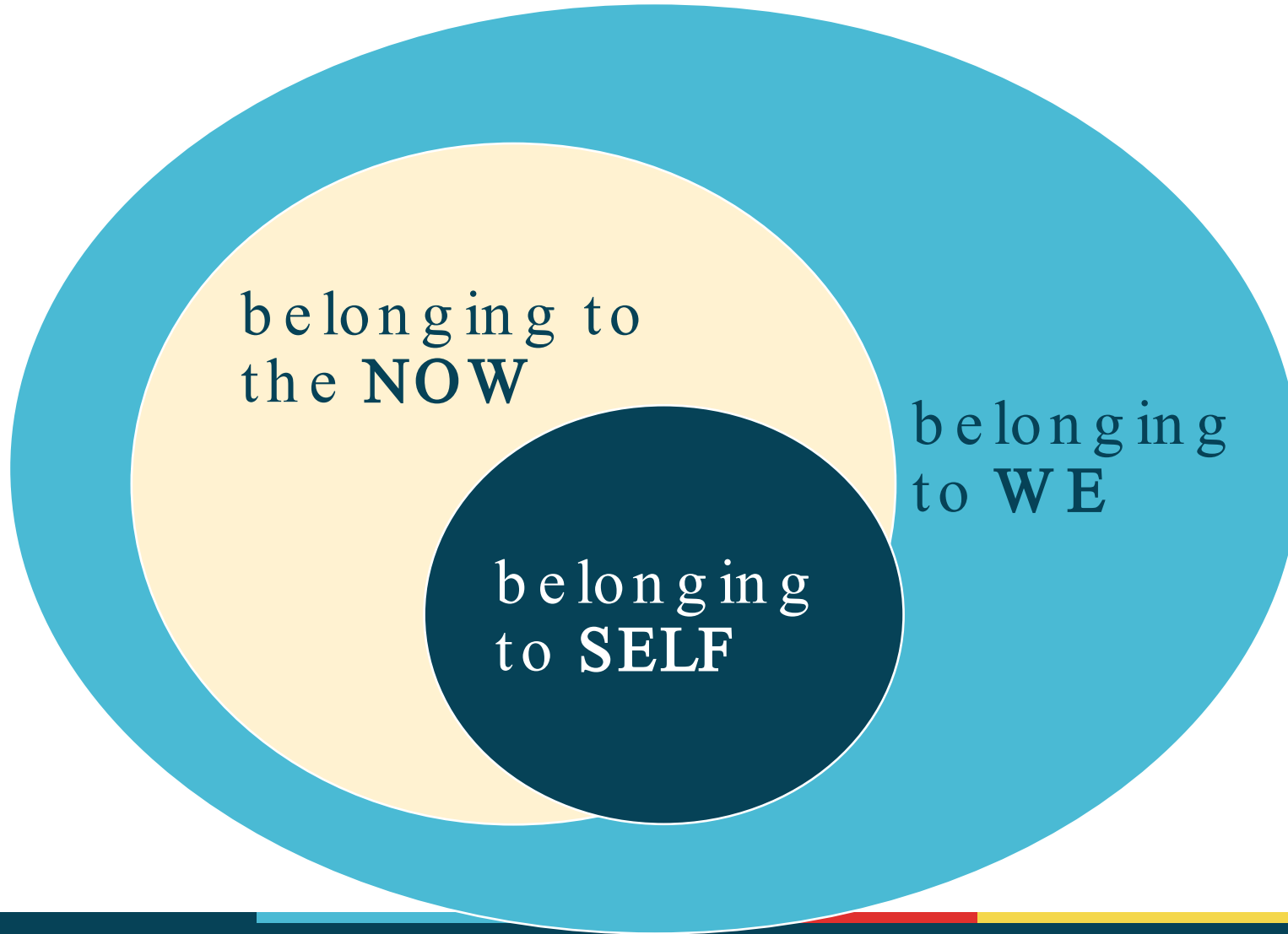


Adapted from Heskett, Sasser & Wheeler, The Ownership Quotient: Putting the Service-Profit Chain to Work for Unbeatable Competitive Advantage, Harvard Business Press, 2008.

Belonging is an Inside Job



Layers of Belonging



“To live a [purposeful] life we must first find the courage to enter into the desert of our loneliness and to change it by gentle and persistent efforts into a garden of solitude.”

—Henri Nouwen



belonging
to SELF

I BELONG TO MYSELF WHEN...

- I know myself
- I am safe with myself
- I am nurtured by myself
- I experience solitude rather than loneliness
- I act with clear purpose

What is your Personal Purpose?

How can you fulfill your
purpose through this event?

“The world is full of magical things patiently waiting for our wits to grow sharper.”

—Eden Phillpotts



belonging to
the NOW

belonging
to SELF

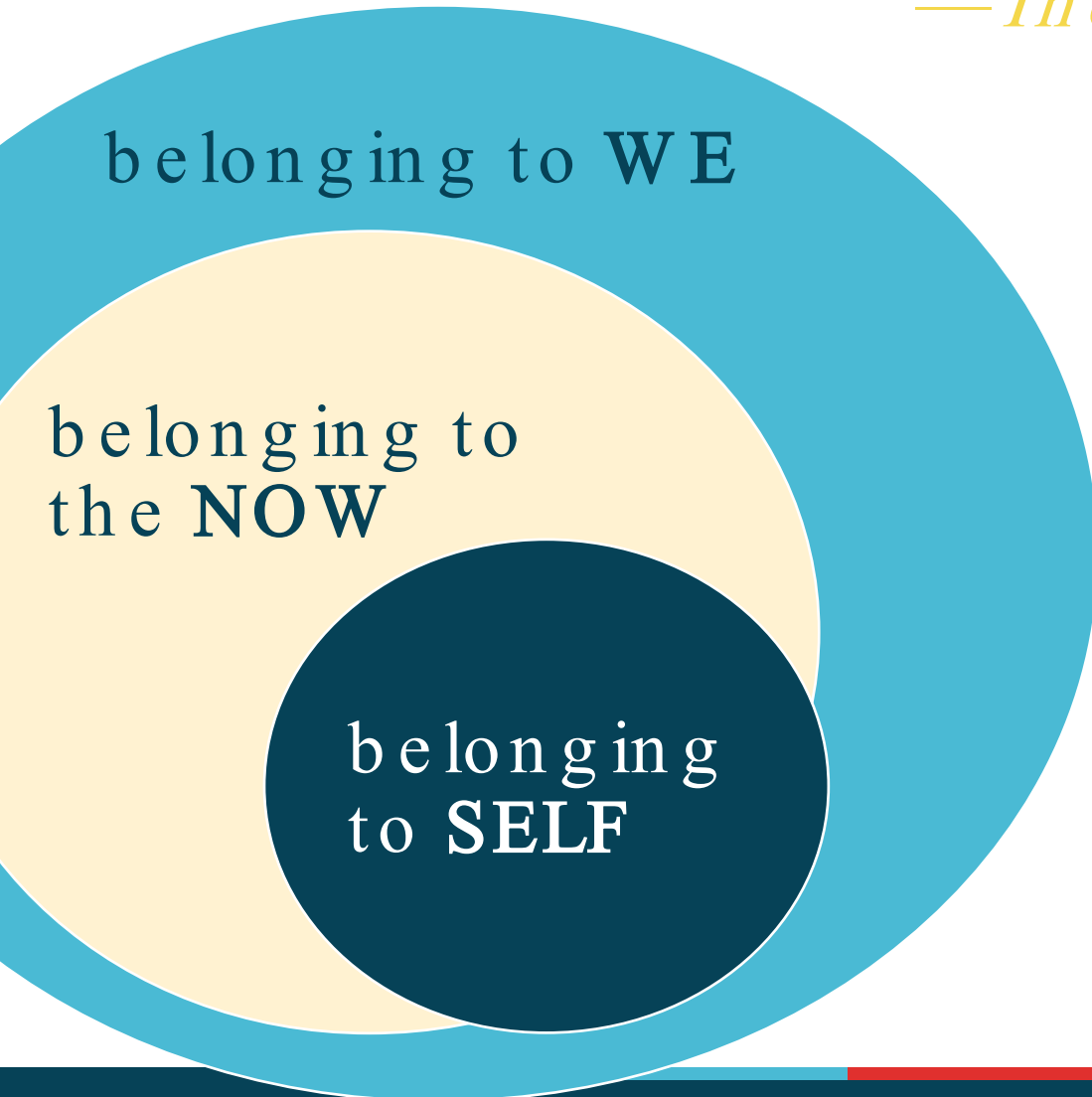
I BELONG TO THIS TIME AND SPACE WHEN...

- I am aware of my present context
- I am aware of my present experience
- I behave in alignment with my purpose
- I contribute or consume with intention

What are you bringing with you today?

What's your intent today?

*“Whenever I’m alone with you, you
make me feel like I am home again.”*
—*The Cure*



IBELONG TO OTHERS WHEN...

- I make myself vulnerable to others
- I give up ownership
- I join my purpose with others'
- My self is affirmed
- I have faith that we're better together

What do you need from
this community?

What do you want to contribute
to this community?

Creating Belonging



How does belonging make our work better?

Business community is an *exercise in belonging*.

- Create meaningful work
- Create resources for communities

How can we best cultivate belonging
at work?



The Belonging Equation

$$P + E = B$$

The Belonging Equation

$$\text{Person (P)} + \text{Environment (E)} = \text{Belonging (B)}$$

P

Am I connected to myself?

Can I connect to this “now”?

What does my experience tell me about this potential community?

E

How clear is the purpose & culture?

How big are the community’s blind spots?

How much consistency can leaders provide?

Do we intentionally create psychological safety?

The Belonging Equation

Person (P) + Environment (E) = Belonging (B)



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Tips for Cultivating Belonging

In The Workplace



Value Alignment

- Involve team members in developing and communicating organizational values.
- Demonstrate how the organization's values are put into practice in the workplace.
- Use storytelling to create a shared sense of purpose and meaning around the organization's values.



Organizational Support

- Provide training, resources, and technology to support team members.
- Create a culture that supports work-life balance, flexibility, and wellness.
- Value team member wellbeing as a key driver of organizational success.



Organizational Participation

- Involve team members in organizational activities and decision-making.
- Actively encourage team members to share their ideas and suggestions.
- Create opportunities for team members to connect and collaborate with one another.



Fairness

- Ensure fair compensation and promotion opportunities.
- Apply policies and practices consistently.
- Create a culture that values diversity and inclusion and actively works to eliminate bias and discrimination.

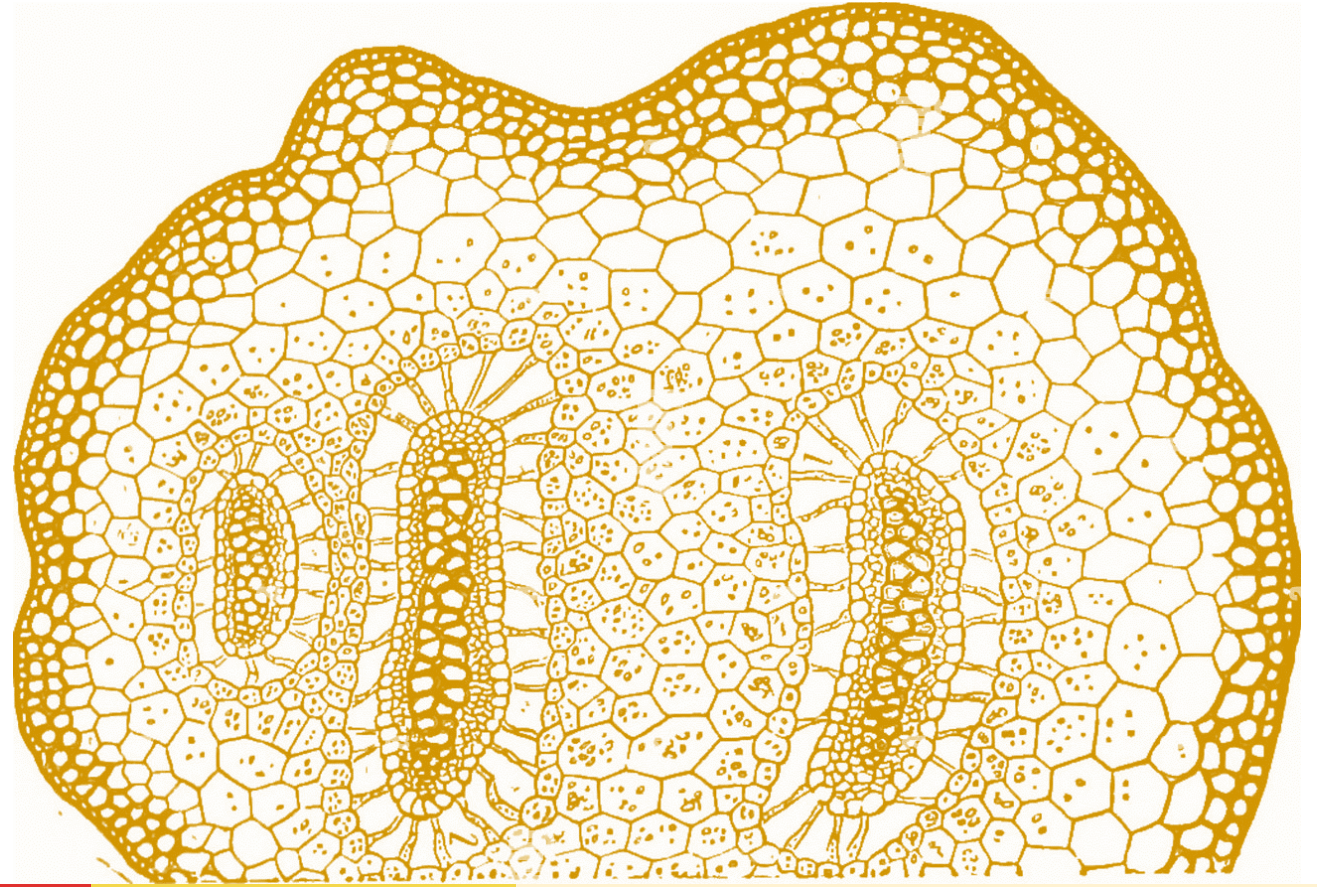


The Bottom Line for Belonging

$$\text{Person (P)} + \text{Environment (E)} = \text{Belonging (B)}$$

P Individuals with clear purpose and boundaries can most easily belong.

E Organizations with clear shared purpose and role clarity make belonging easy.



Reflection & Discussion

Belonging Toolkit

RESOURCES

[Ladder of Inference](#)

State of Mental Health in the US - Summer 2021

http://news.northeastern.edu/uploads/COVID-19_CONSORTIUM_REPORT_54_DEPRESSION-May2021.pdf

Depression and Belonging

https://www.ted.com/talks/johann_hari_this_could_be_why_you_re_depressed_or_anxious/transcript?language=en

BOOKS

Emotional Agility, Susan David

The 5 Habits, Mel Robbins

Drunk Tank Pink

WEB

[Organizational Culture](#)

ARTICLES

[Reduce Threats during Transition](#)
[Emotional Intelligence](#)

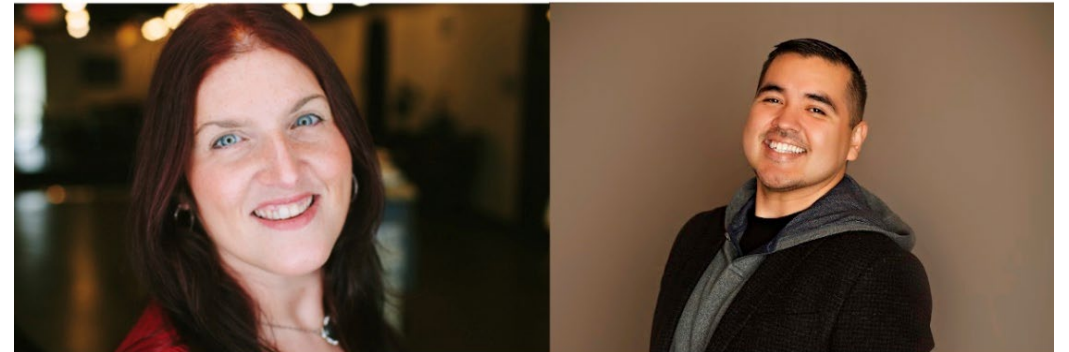
VIDEO

Susan David [Emotional Agility](#)

Join Us!
Thursday Sept 28th
12:30pm CT/10:30am PT

**Webinar: Three
Strategies to Ignite
Employee Motivation**

**W/Stephanie Licata &
Christopher Orozco**



Coaching Skills for Leaders

Live Virtual Leadership Communication Training

Starts October 18th!

"With effective coaching, we empower the employee. They become more productive and engaged in their jobs.

Happy employees means we retain employees." Program Participant (Senior Leader)



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Email me for a copy of today's slides.

hannah@purposeandperformancegroup.com

MAGIC IN THE ROOM

FOR INTENTIONAL LEADERS



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APPENDIX

NNAHRA 27th National Conference

September 26th, 2023



References

- "The Purpose to Profit Model" is Adapted from Heskett, Sasser & Wheeler, The Ownership Quotient: Putting the Service-Profit Chain to Work for Unbeatable Competitive Advantage, Harvard Business Press, 2008.
- The Relationship Between Engagement at Work and Organizational Outcomes | Gallup 2020 Q12® Meta-Analysis: 10th Edition
- Carr, Reece, Kellerman, Robichaux: The Value of Belonging at Work, HBR, December 16, 2019
- Value Alignment
 - Involve team members in developing and communicating organizational values. (Berg, Wrzesniewski, & Dutton, 2013)
 - Demonstrate how the organization's values are put into practice in the workplace. (Friedman, Christison-Lagay, et al., 2019)
 - Use storytelling to create a shared sense of purpose and meaning around the organization's values. (Denning, 2018)
- Organizational Support
 - Provide training, resources, and technology to support team members. (Eisenberger, Karagonlar, et al., 2010)
 - Create a culture that supports work-life balance, flexibility, and wellness. (Allen, 2017)
 - Value team member well-being as a key driver of organizational success. (Saks, 2011)
- Organizational Participation
 - Involve team members in organizational activities and decision-making. (Hakanen, Bakker, & Schaufeli, 2006)
 - Encourage team members to share their ideas and suggestions. (Ahearne, Lam, & Kraus, 2014)
 - Create opportunities for team members to connect and collaborate with one another. (Cross, Baker, & Parker, 2003)
- Fairness
 - Ensure fair compensation and promotion opportunities. (Cropanzano & Mitchell, 2005)
 - Apply policies and practices consistently. (Cohen-Charash & Spector, 2001)
 - Create a culture that values diversity and inclusion and actively works to eliminate bias and discrimination. (Kalev, Dobbin, & Kelly, 2006)

Hannah Bratterud

Principal

Purpose & Performance Group



- With a focus on leveraging science to create more human organizations, Hannah combines her educational background in organizational psychology and NeuroLeadership with over two decades of industry experience and a natural ability to let others feel genuinely seen and valued.
- Hannah's personal purpose is to bring out greatness in people, so she aims to amplify her clients' strategies, strengths, and success. She is passionate about cultivating more adaptive, resilient, and inclusive company cultures, where leaders at all levels understand the power of belonging and human connection.
- Originally from Oslo, Norway, Hannah re-rooted in the US. She earned her undergraduate degree in Organizational & Interpersonal Communication and studied Organizational Psychology at the graduate level. She holds a Certificate in the Foundations of NeuroLeadership from the NeuroLeadership Institute. Hannah loves a good adventure, whether it be in the great outdoors or traveling internationally. She lives and thrives in beautiful Big Sky, Montana.