

I Was Happy; Then I Went To Work: Creating a Culture of Belonging in the Workplace

Dr. William T. Lewis, Sr.

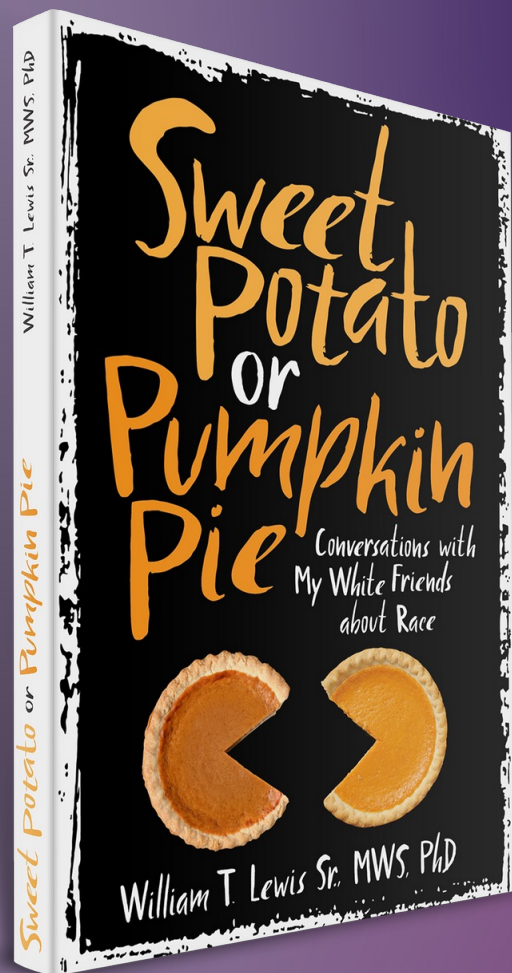




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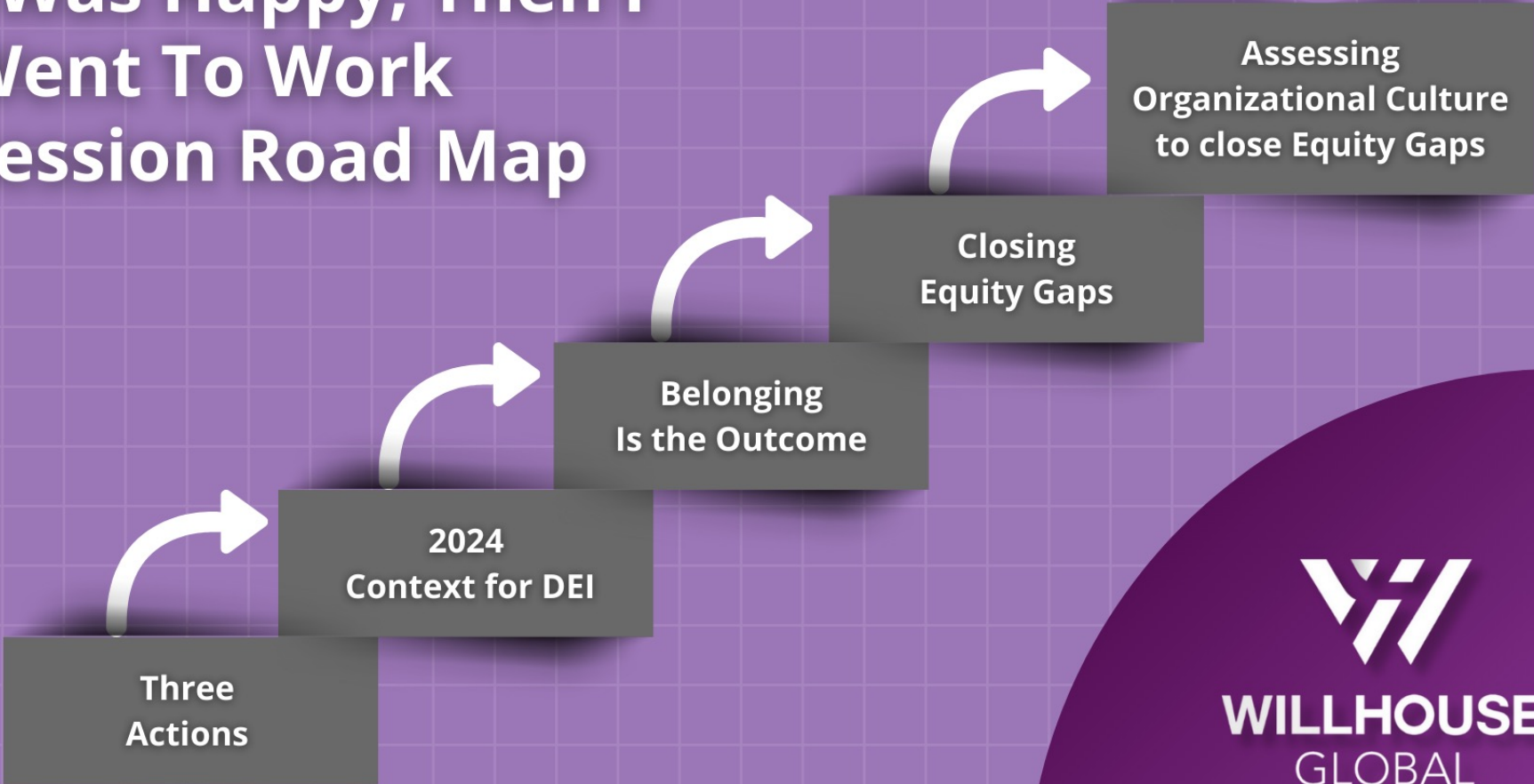
Get your copy of **Sweet Potato or Pumpkin Pie: Conversations with My White Friends about Race**



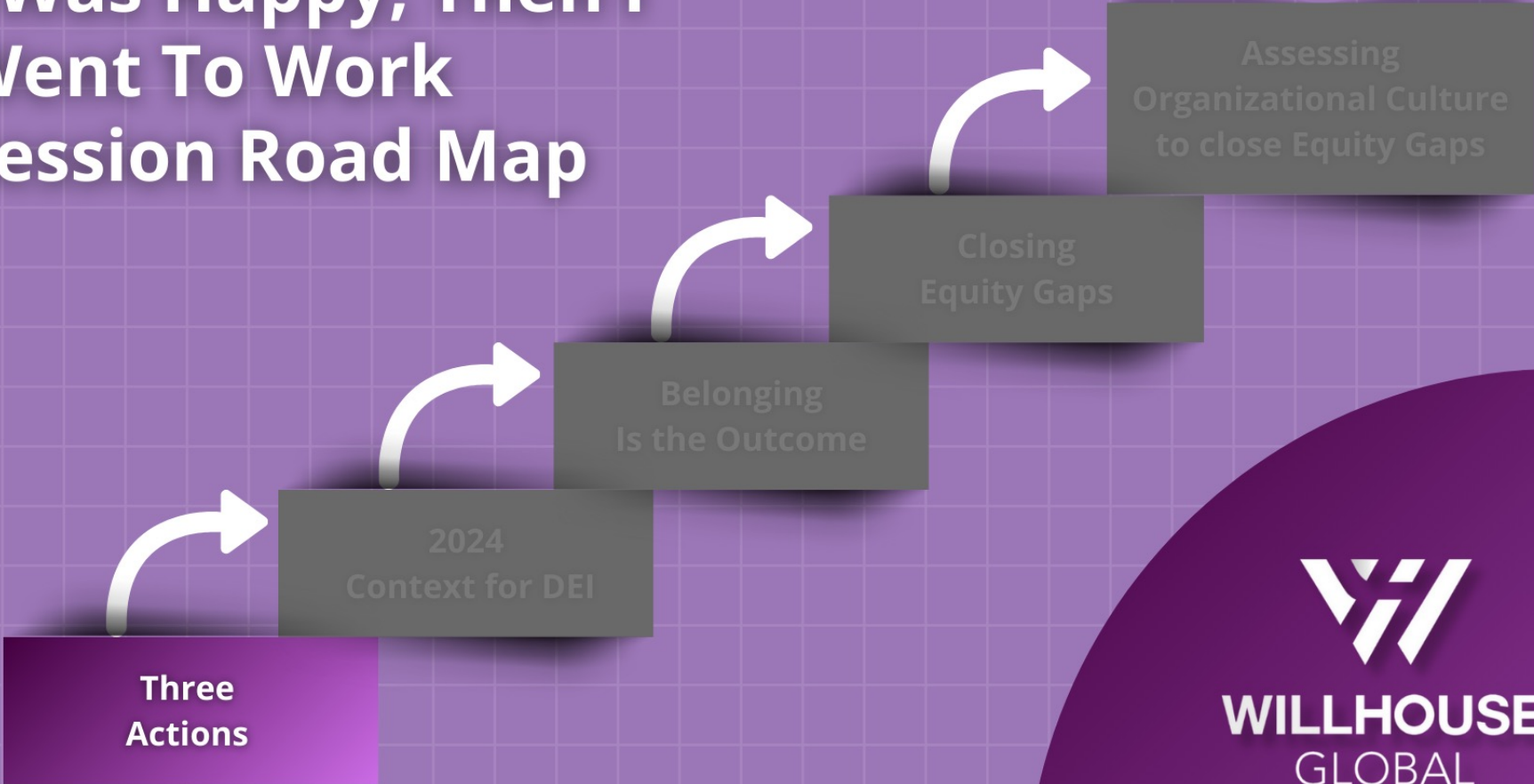
SCAN
ME!



I Was Happy; Then I Went To Work Session Road Map



I Was Happy; Then I Went To Work Session Road Map



Three Actions



**PLACE BELONGING
AS A STANDING
AGENDA ITEM FOR
ALL MEETINGS**

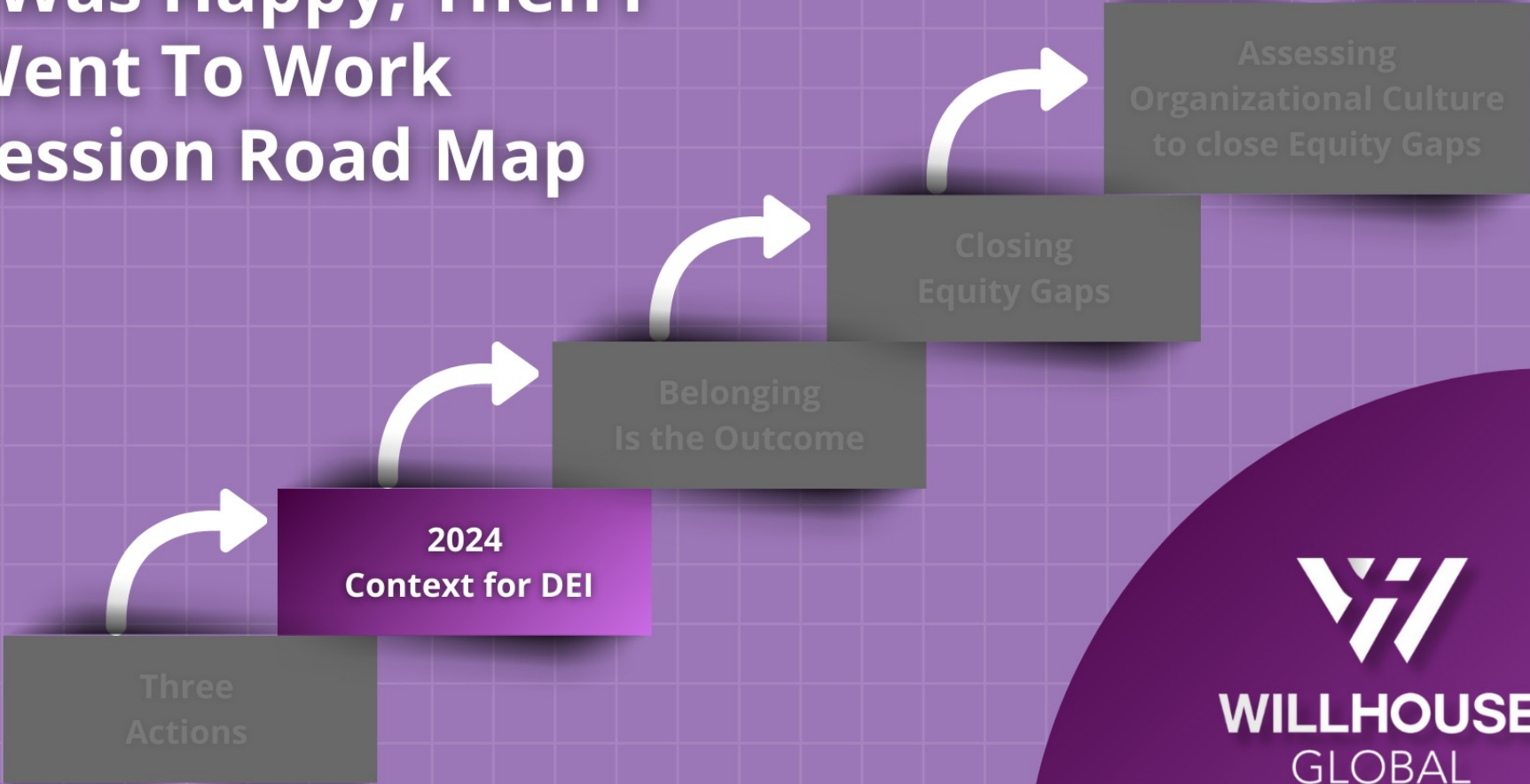


**INCLUDE BELONGING
AS PART OF THE
EMPLOYEE REVIEW
PROCESS**



**ALIGN BELONGING
WITH YOUR
ORGANIZATIONAL/TEAM VALUES**

I Was Happy; Then I Went To Work Session Road Map





Demographic Buying Power

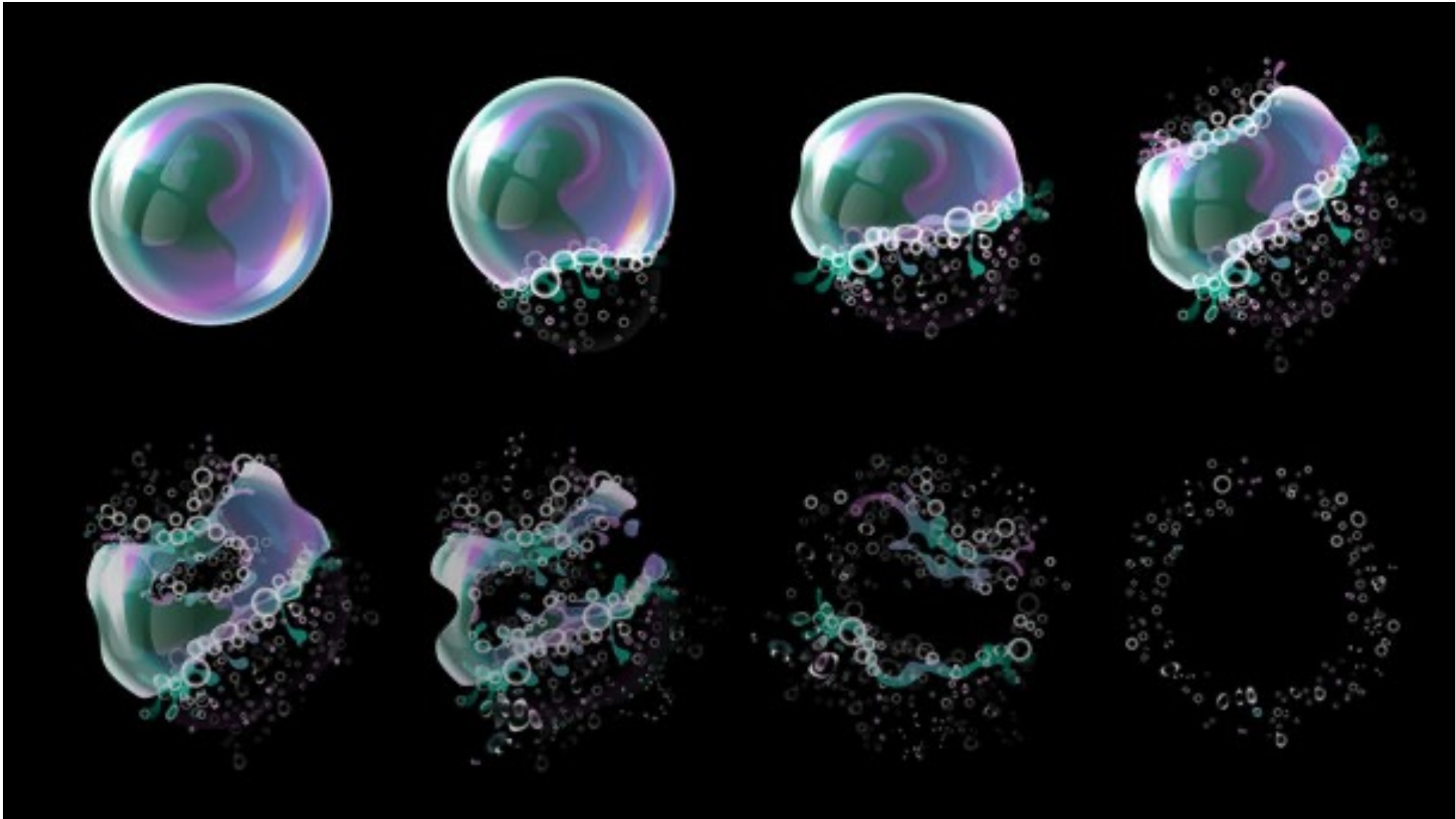
- Hispanic: \$1.9 trillion
- African Americans: \$1.6 trillion
- Asian Americans, including Native Hawaiians and Pacific Islanders: \$1.3 trillion
- Native Americans: \$140 billion
- Women: \$5-\$15 trillion (US)
- People with Disabilities: \$20 billion (US)
- LGBTQ: \$3.7 trillion globally





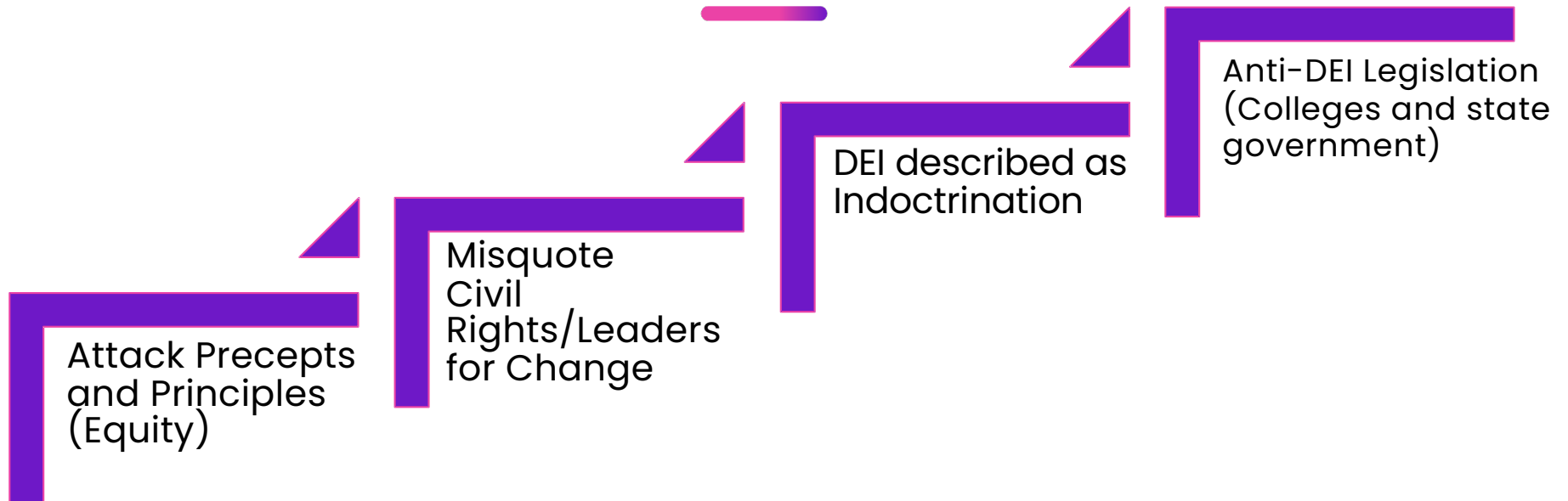
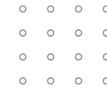
Fiscal Year 2022, the EEOC Workplace Reported Discrimination

- **Disability:** 22,843 or 37.2% of cases
- **Race:** 20,908 or 34.1% of cases
- **Sex:** 18,762 or 30.6% of cases
- **Age:** 12,965 or 21.1% of cases
- **National Origin:** 6,213 or 10.1% of cases
- **Color:** 3,516 or 5.7% of cases
- **Religion:** 2,111 or 3.4% of cases





Strategy to Dismantle DEI



Volunteer
Labor for Pay

Forced Labor to pay off a debt
or a crime
Indentured Servitude

Forced Labor without
pay
Slavery

1492

Colonization & Slavery

Jim
Crow



2024

ALL MEN ARE CREATED EQUAL
532 YEARS



1492

1619
Slavery

1705
Virginia
Slave Codes

1776
Declaration
of Independence

1863-1867
Civil War
13th, 14th, 15th
Amendments

-1946 Desegregation U.S. Military Federal Gov.
-1954 Brown v. Board of Education
-1961 Executive Order 10925 Affirmative Action

2020
Executive
Order
13950

2024

2021-
Present
Anti-DEI
Legislation

Colonization & Slavery

**Jim
Crow**



-1857 Dred Scott
-1896 Plessy v. Ferguson

-1963 March on Washington for Jobs & Freedom
-1965 Voting Rights Act

ALL MEN ARE CREATED EQUAL

532 YEARS





WILLHOUSE
GLOBAL



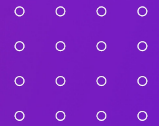
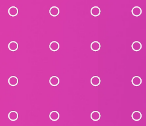
Anti-DEI Legislation

- 22 states
- 65 bills
 - Mandatory Diversity Training
 - Diversity Offices/Officers
 - Diversity Statements
 - Prohibits considering race, ethnicity sexual expression
 - College admissions and employment interviews





North Carolina SB 364

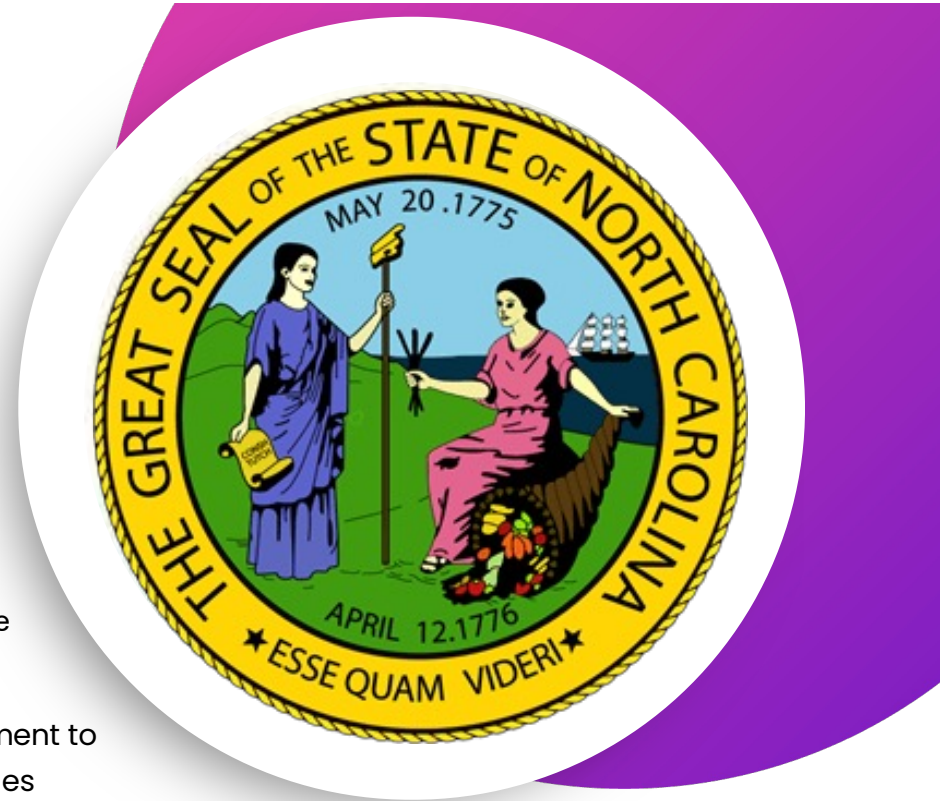


North Carolina SB 364

PART I. PROHIBIT STATE GOVERNMENT FROM COMPELLING CERTAIN FORMS OF EMPLOYEE SPEECH

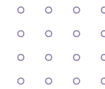
Each State agency, department, and institution shall comply with the following:

- Refrain from soliciting or requiring an applicant for employment to endorse or opine about beliefs, affiliations, ideals, or principles regarding matters of contemporary political debate or social action as a condition of employment.
- Refrain from soliciting or requiring an applicant for employment to describe the applicant's actions in support of, or in opposition to, the beliefs, affiliations, ideals, or principles identified in subdivision (1) of this subsection.





North Carolina SB 364



PART II. DIGNITY IN STATE GOVERNMENT WORKPLACES

The concepts listed in this subsection shall not be promoted in State government workplaces or included as part of any State employee training program:

- **One race or sex is inherently superior to another race or sex.**
- An individual, solely by virtue of his or her race or sex, is inherently racist, sexist, or oppressive.
- An individual should be discriminated against or receive adverse treatment solely or partly because of his or her race or sex.
- An individual's moral character is necessarily determined by his or her race or sex.
- **An individual, solely by virtue of his or her race or sex, bears responsibility for actions committed in the past by other members of the same race or sex.**
- **Any individual, solely by virtue of his or her race or sex, should feel discomfort, guilt, anguish, or any other form of psychological distress.**

First Enslaved Africans
1619

Virginia Slave Codes
1705

Indian Removal Act
1830 "Trail of Tears"
Cherokee Nation

RECONSTRUCTION
1865-1877
13th, 14th, & 15th Amendments

Executive Order
13950
2020

Dismantle DEI
2023

1492

Colonization & Slavery

Jim Crow



2024

Bacon's Rebellion
1676

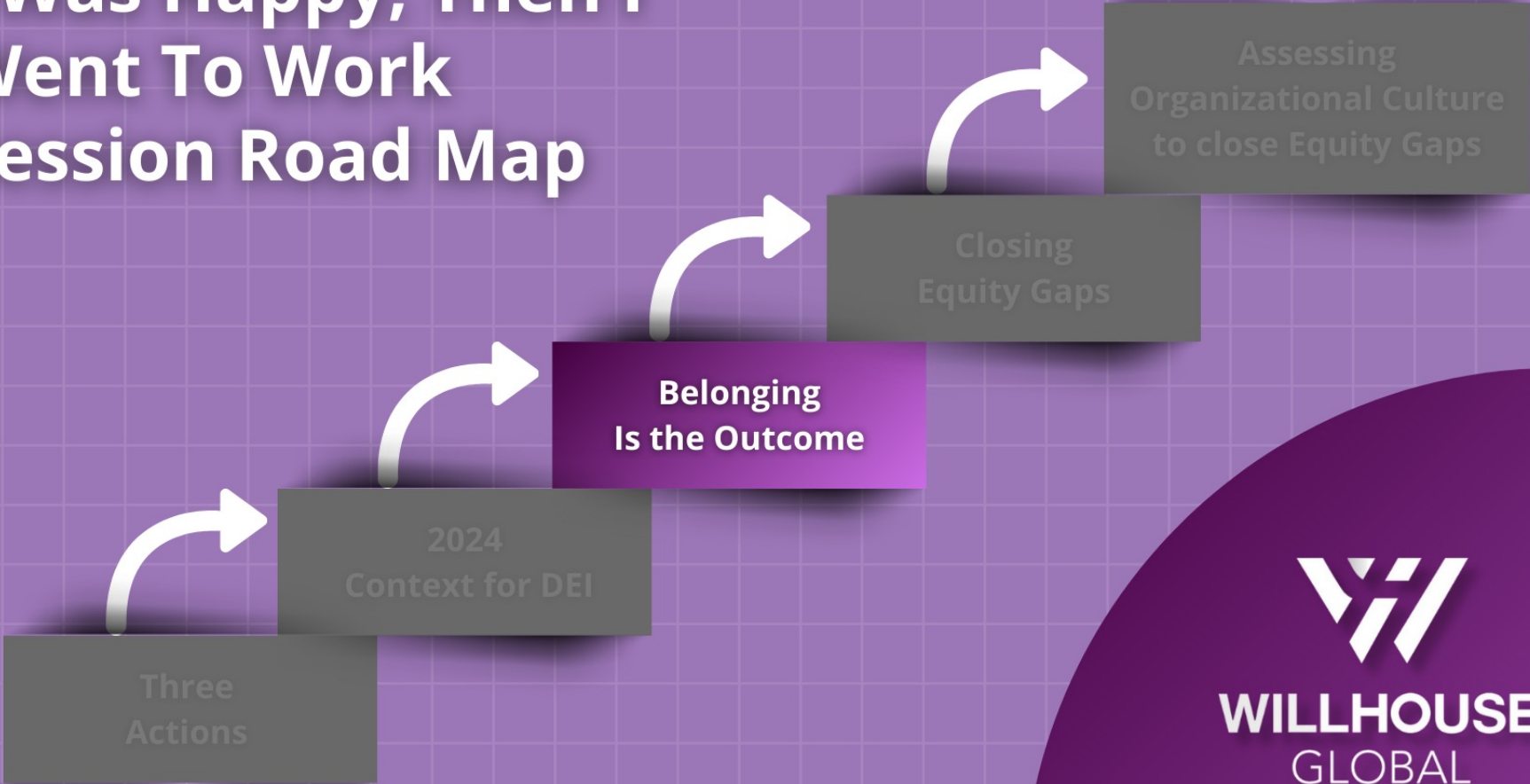
Declaration of Independence
1776

Voting Rights ACT
1965

ALL MEN ARE CREATED EQUAL
532 YEARS



I Was Happy; Then I Went To Work Session Road Map



“

**Belonging is for Everyone and
it is Everyone's responsibility**

”



**Belonging
is a
Universal
Human
Need**



Maslow's hierarchy of needs





**What
does it
feel like
to
belong?**



Unhappy Employees and Belonging



The Financial Impact to the Company



- Unhappy workers cost U.S. between **\$450** and **\$550** billion in lost productivity each year
- Turnover costs are estimated to be **100%-300%** of the base salary of the replaced employee



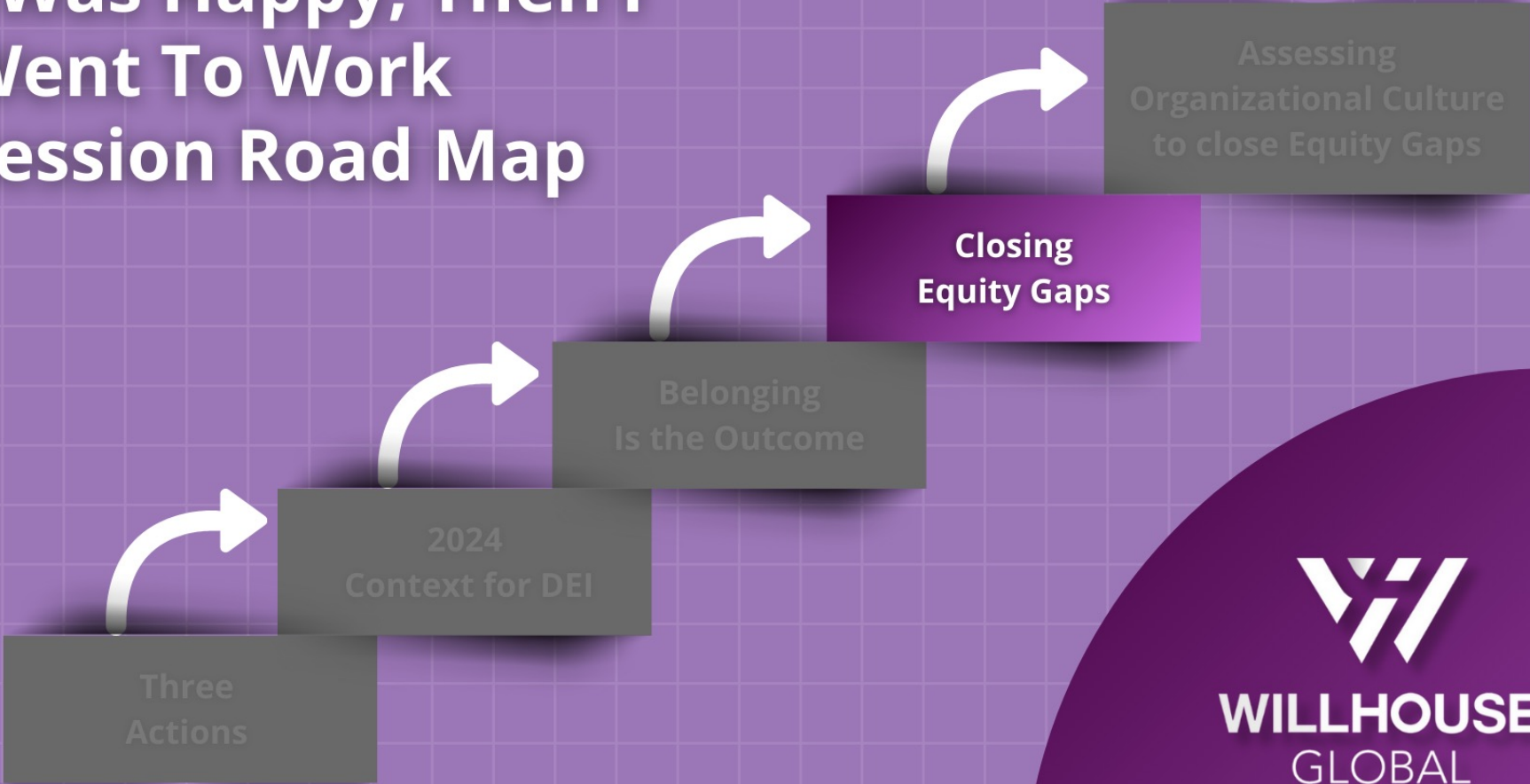
Deloitte's Human Capital Trends



- 'Belonging' as the top human capital issue that organizations face today.
- 73% responded stated that fostering a sense of belonging was important to their organization's success
- 93% agreeing that a sense of belonging drives organizational performance
- 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. (McKinsey and Company)



I Was Happy; Then I Went To Work Session Road Map



What is Equity?

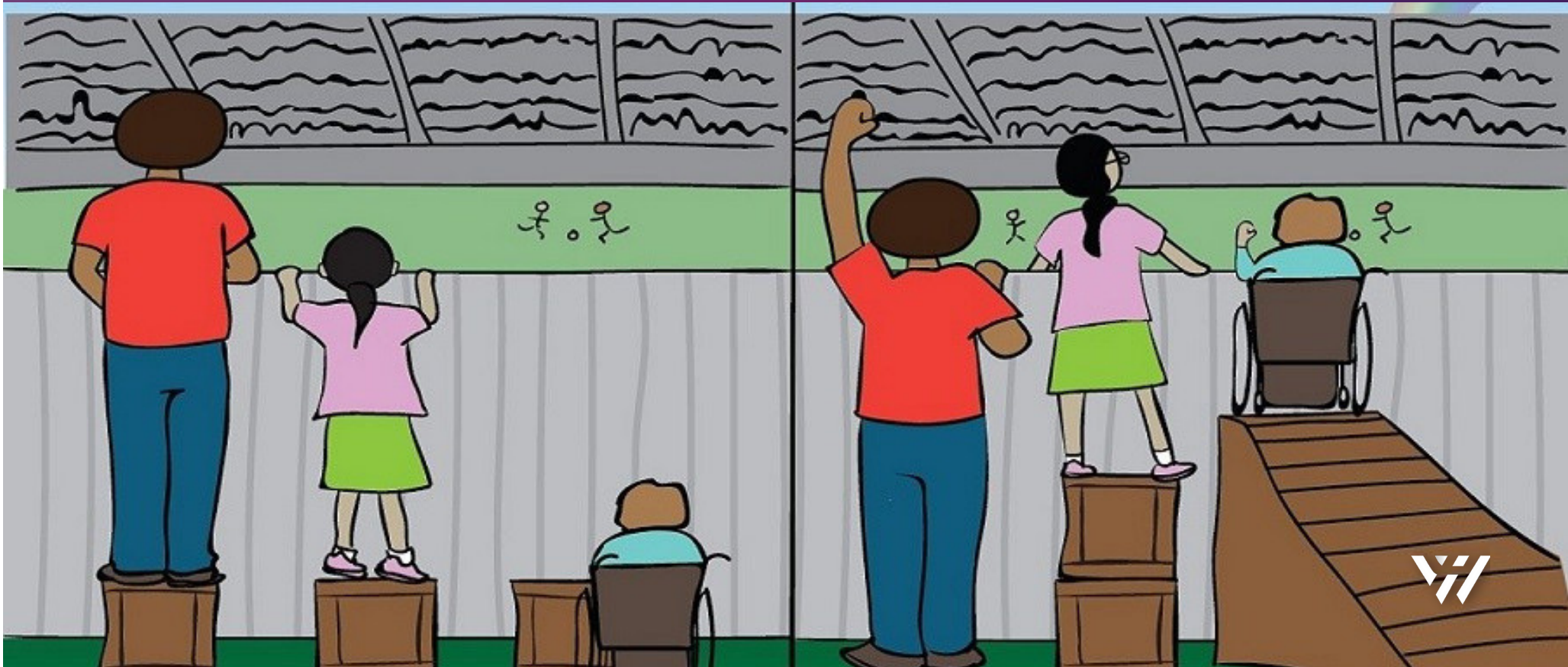


Refers to fairness and justice...

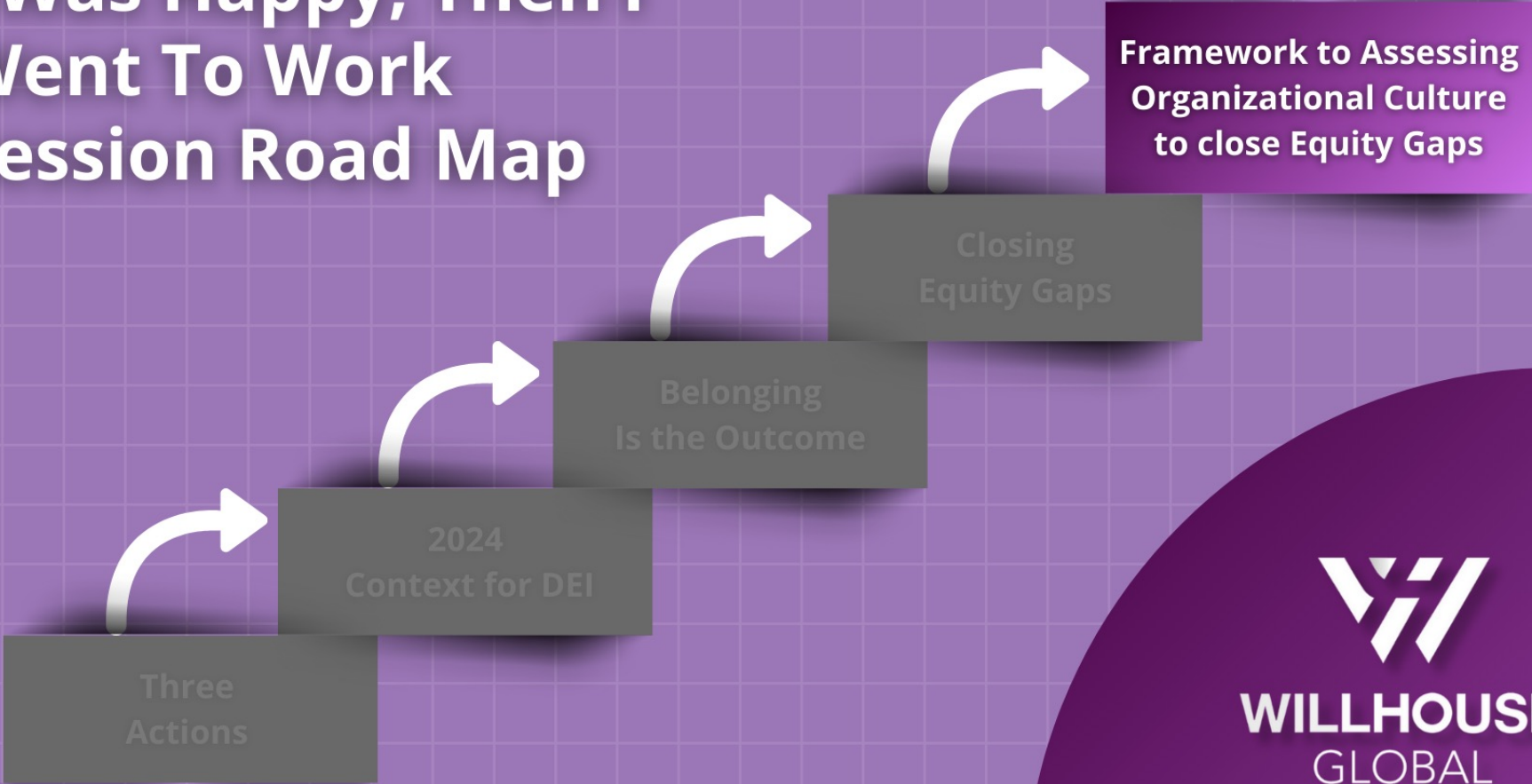
Equity means recognizing that we do not start from the same place and must acknowledge and make adjustments to the imbalances.

Equality

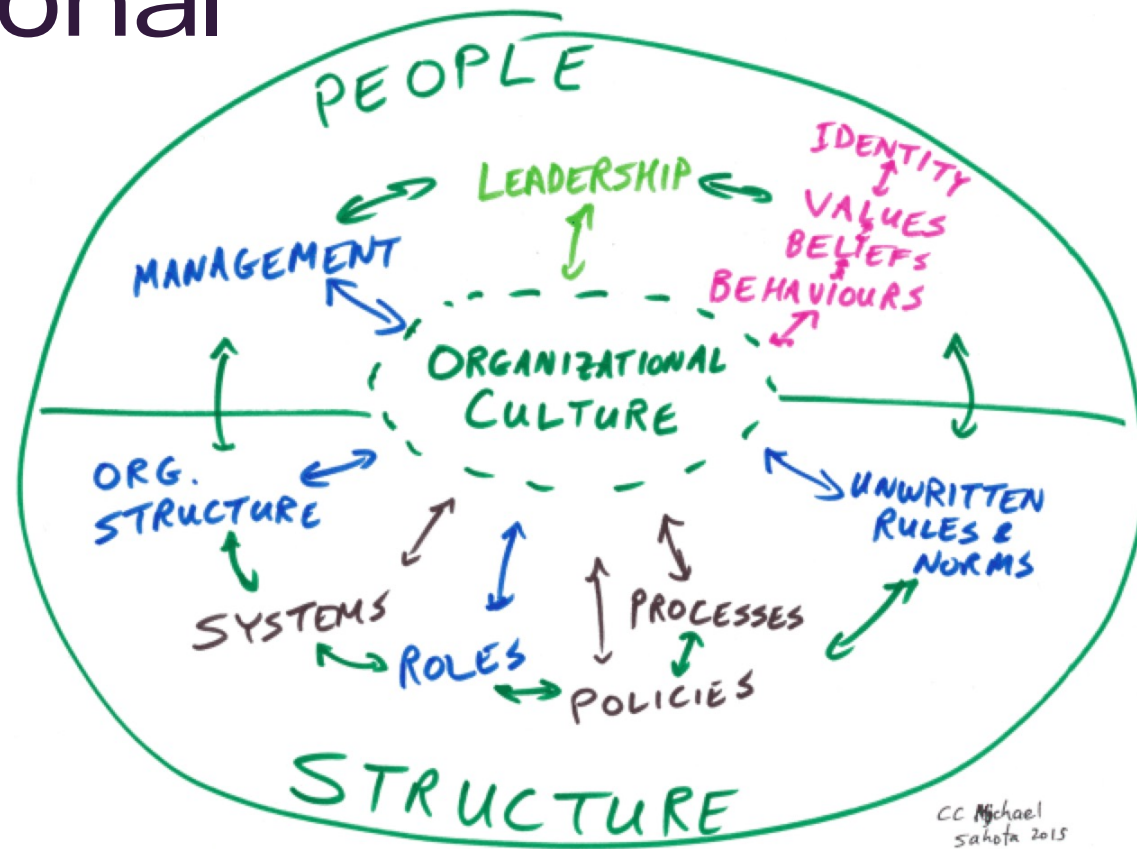
Equity



I Was Happy; Then I Went To Work Session Road Map



Organizational Culture



Culture of Belonging Framework



CULTURE OF BELONGING ASSESSMENT

Where is your organization on the continuum (Emerging, Developing, or Transforming)?



Assessment
will identify 3
Equity Gaps



To Identify Equity Gaps

- Performance Gaps
- Lived-Experience Gaps
- Resource Gaps

MATURITY MODEL OF DEI

Emerging



- > Compliance
Avoid lawsuits and sanctions
- > Workplace Representation
Focused Recruitment and Retention

Developing



- > DEI Training
Focused on DEI awareness
- > Programs and Activities
See DEI from a set of programs and activities

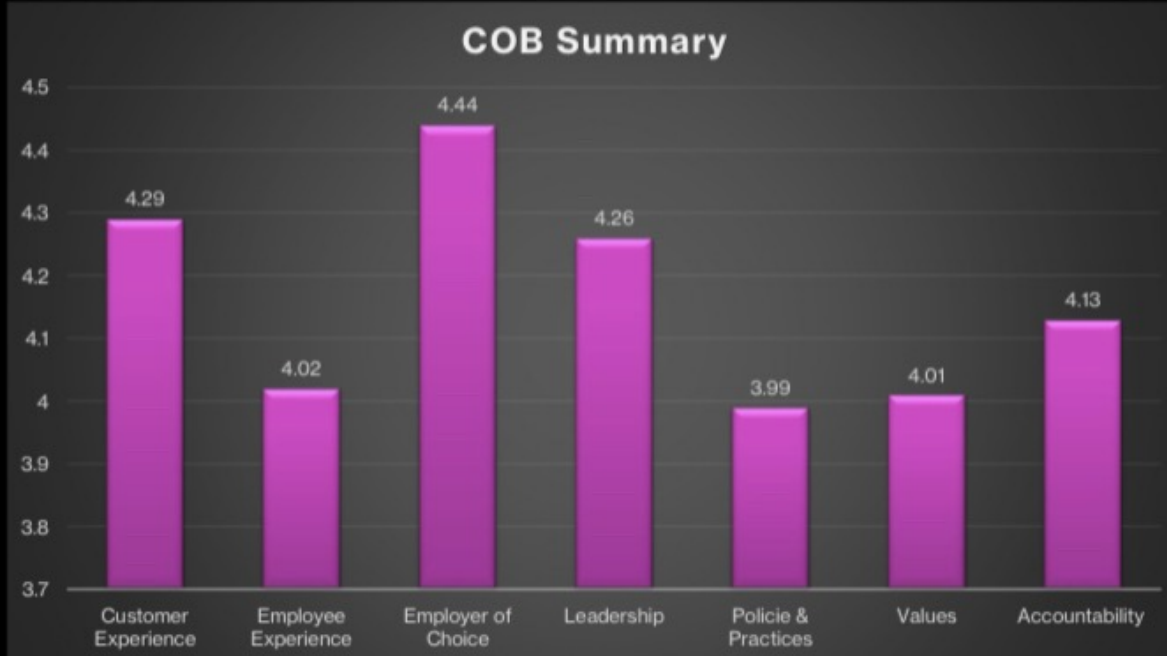
Transforming



- > Belonging is seen as the Outcome
Strategic Priority Enterprise Integration



WillHouse Client Overall COB Score

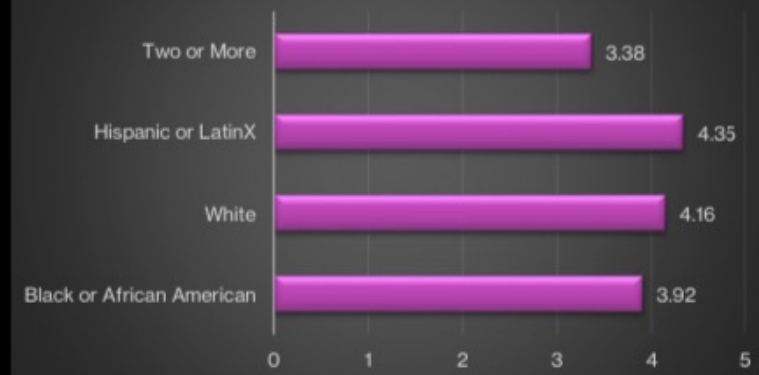


- The Overall Culture of Belonging Score for WillHouse Client is a **4.12** out of a total of 5.
- This classifies this client as a **Developing Organization.**
- The presented graph provides a mean score for each of the 7 COB pillars.

COB Experience by Race & Gender

- Those who identified as Hispanic or LatinX experienced the highest COB score
- Those who identified at Two or More Race experienced the lowest overall COB Score
- Those who identified Gender Diverse registered markedly lower COB score
- The COB score for those who identified as Male is considered to be extremely high
- Outcomes Report provides additional COB insights by all demographic measured.

COB by RACE



COB By Gender





Give feedback to Dr. William

Scan this QR code



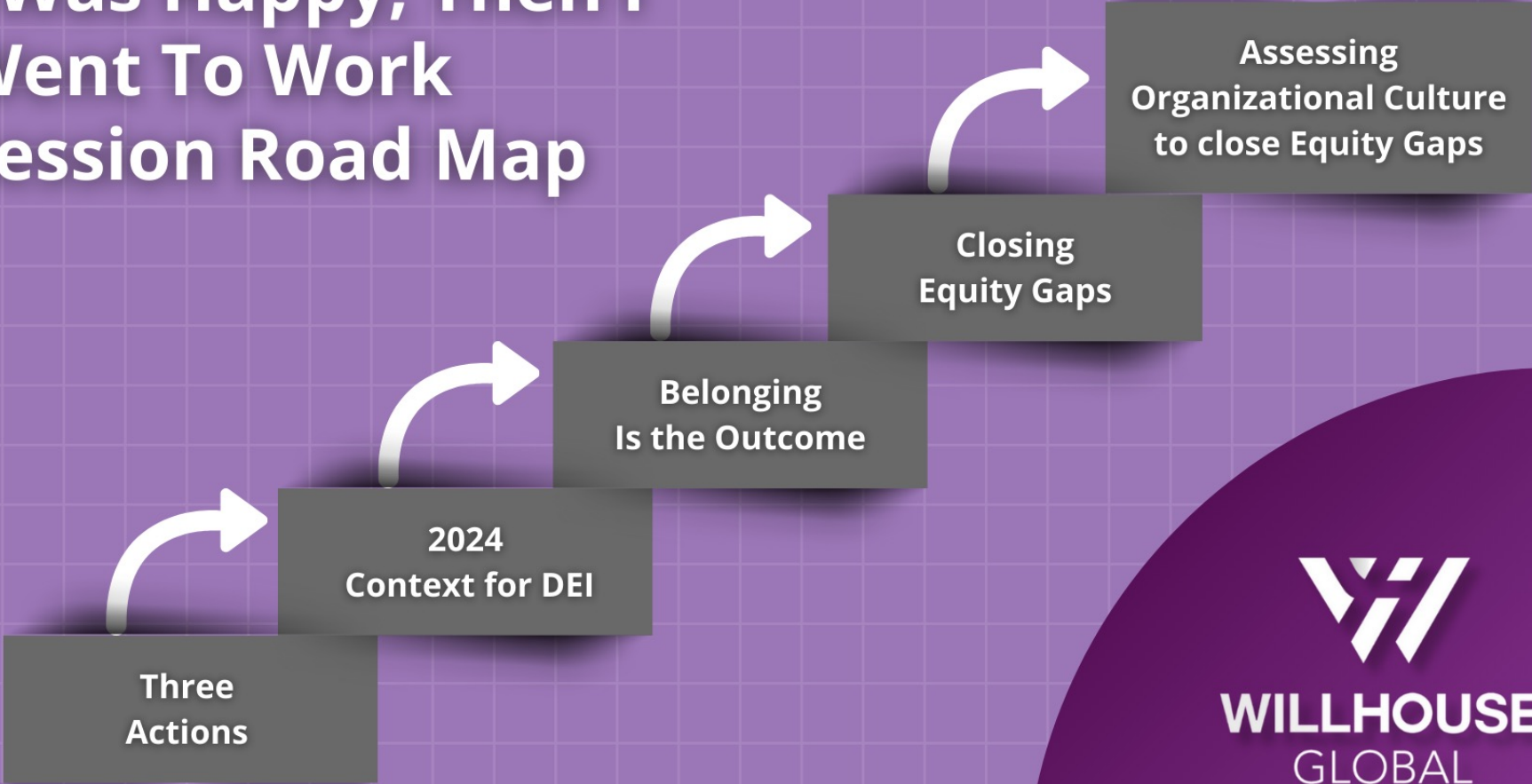
Or go to

<https://talk.ac/drwillewis>

and enter this code when prompted

VASHRMCONF

I Was Happy; Then I Went To Work Session Road Map



Gallup 2013

7 out of 10 workers aren't working at their full potential

- 70% disengaged
- 30% are engaged

80% of disengaged employees were dissatisfied with their direct managers

Engaged employees are 87% less likely to leave the organization than disengaged employees



Impact on Performance

Engaged employees outperform their disengaged counterparts.

- 31% higher productivity
- 37% higher sales
- 3x creativity



Impact on Employee Health



-
- Companies with higher degrees of engagement have nearly 50% fewer accidents
 - 75% decrease in sick days



Training without
application and
accountability is a
waste of money



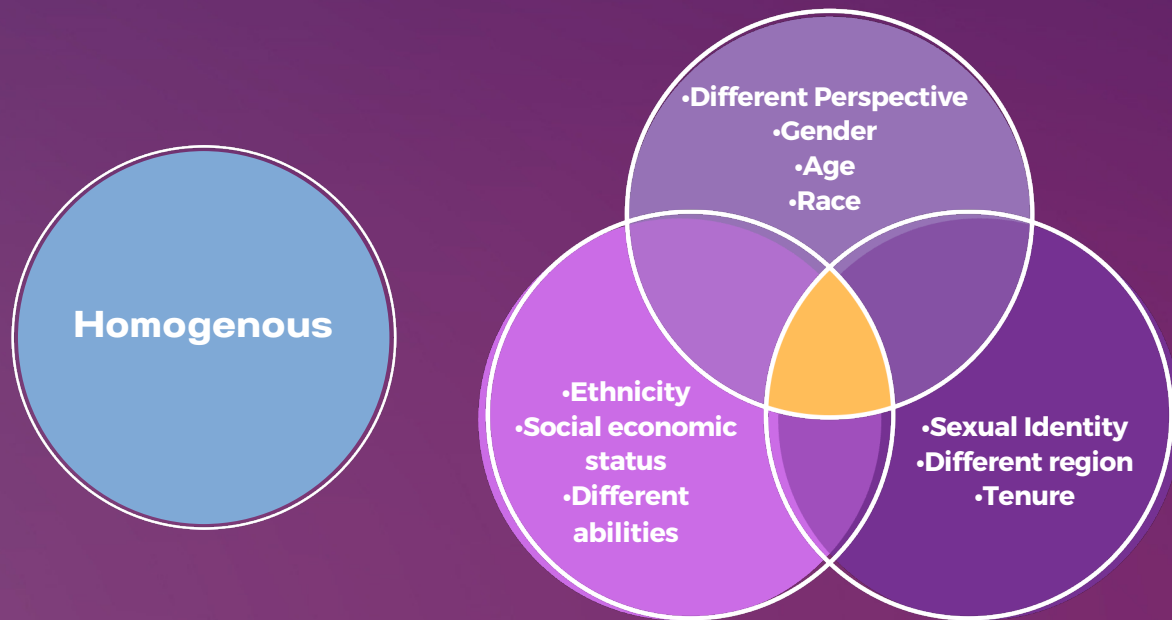


Diversity: A Puzzle With Strength



High Performing Teams

Non-Diverse Teams v. Diverse Teams



Ford Motor Company



“

Genius is at the
intersection of
Diversity

”



A Framework for Transformation

Culture of Belonging Framework



Culture of Belonging Maturity Model



Culture of Belonging Organizational Assessment



How Do We Identify Equity Gaps?

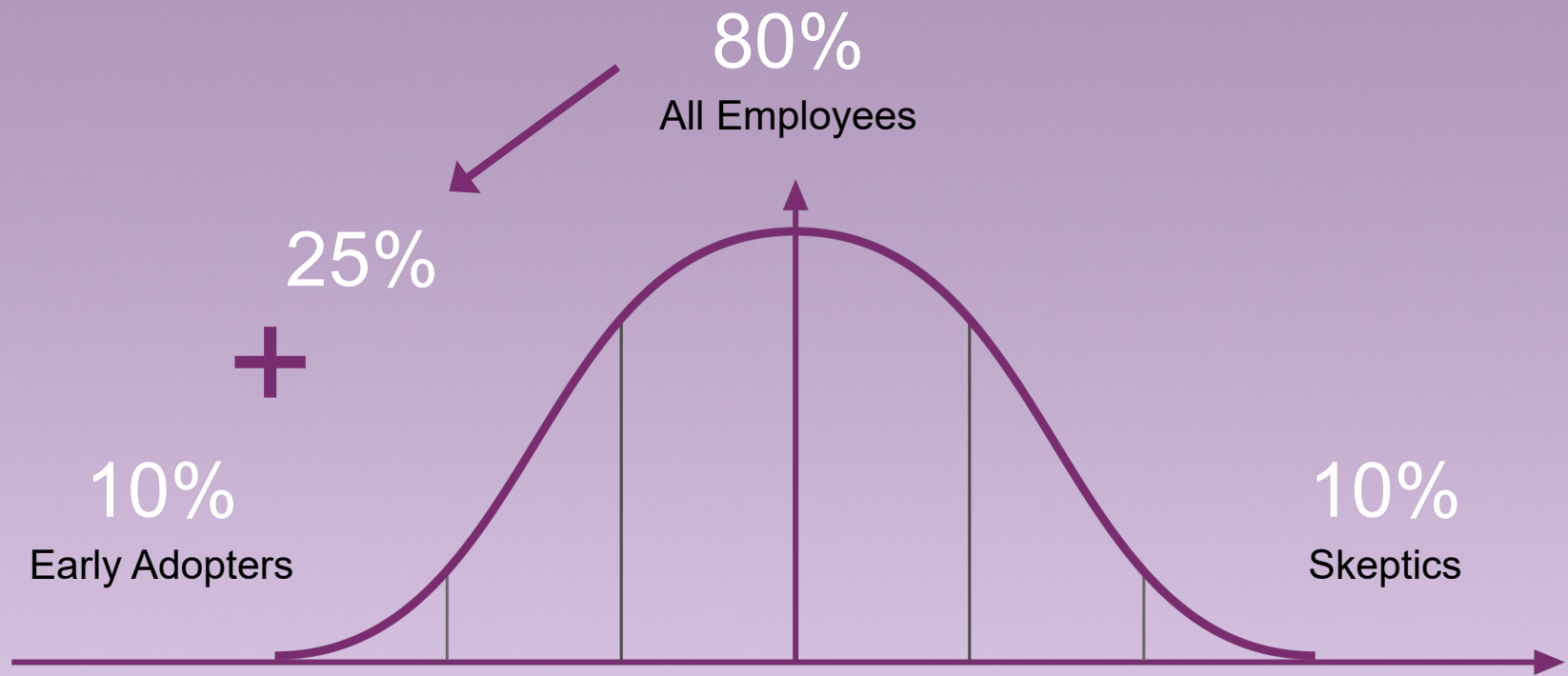
**Assess Your
Organizational
Performance**





Culture of Belonging Overall Score

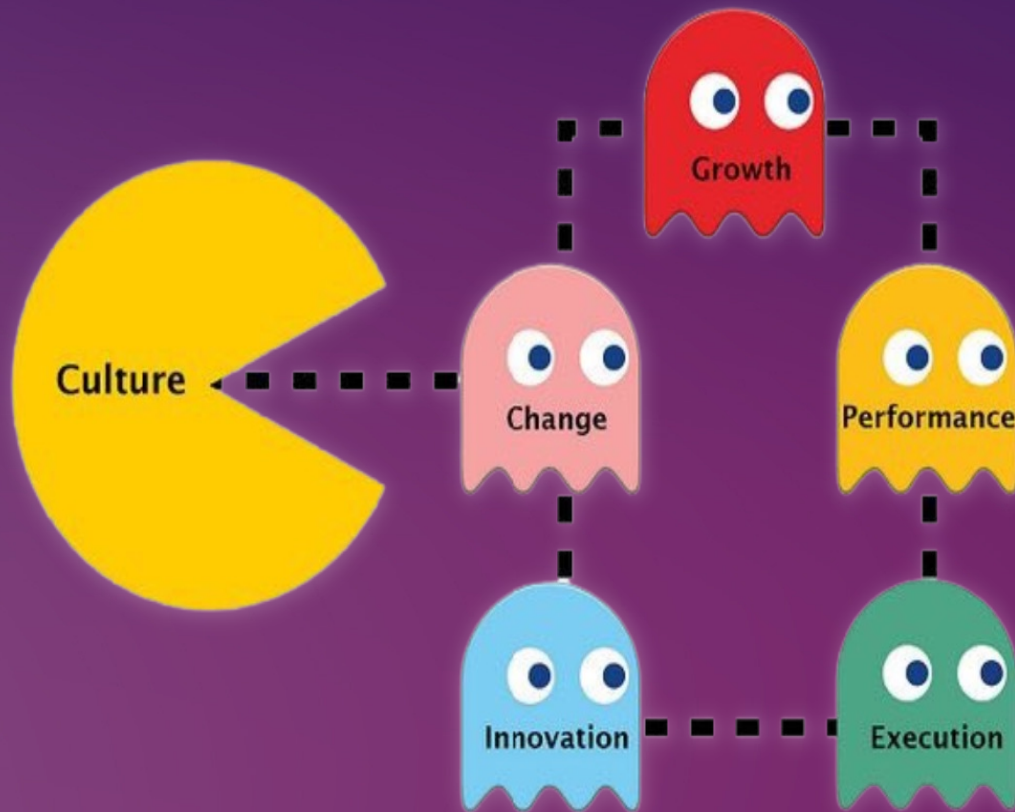
- The overall COB score is calculated by taking the sum of all responses, divided by the total number of questions to evaluate to an overall Culture of Belonging score for an organization.



35% = **CRITICAL MASS**



Organizational culture eats strategy for breakfast, lunch, and dinner







EXECUTIVE ORDERS

Executive Order on Combating Race and Sex Stereotyping

— LAW & JUSTICE

Issued on: September 22, 2020

★ ★ ★



ESG



ENVIRONMENTAL

Climate change strategy,
Biodiversity,
Water efficiency,
Energy efficiency,
Carbon intensity,
Environmental management system



SOCIAL

Equal opportunities,
Freedom of association,
Health and safety,
Human rights,
Customer & products responsibility,
Child labour



GOVERNANCE

Business ethics,
Compliance,
Board independence,
Executive compensation,
Shareholder democracy



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Inclusion



Planning the Dance Inclusion





WILLHOUSE 5-YEAR BELONGING PARTNERSHIP PLAN

YEAR 1: LEADERSHIP & ORGANIZATIONAL READINESS

- Assessment, Recommendations
- Diversity Council Capacity Building (in-person)
- C-Suite DEIB Capacity Building (in-person)
- Managers & Supervisors DEIB Capacity Building (virtual)
- Employee DEIB Capacity Building (virtual)

YEAR 2: LEARNING, ACCOUNTABILITY, TACTICAL PLAN

- 2nd Assessment
- Employee Culture of Belonging Certificate (virtual)
- Managers and Supervisors Learning Experience (virtual)
- Diversity Council Monthly Consultation (virtual)
- Accountability and Measure Protocols (virtual)
- Tactical Plan Implementation (pilot 1-3 programs)

YEAR 3: PILOT IMPLEMENTATION

- 3rd Assessment
- Continue tactical plan implementation (pilot)
- Manager Training—Specialty Training—virtual
- Employee Culture of Belonging Certificate (virtual)
- Diversity Council Monthly Consultation (virtual)

YEAR 5: TRANSFORMING -- ASSESS, MEASURE & PLAN

- 5th Assessment
- Employee Culture of Belonging Certificate (virtual)
- 5-year report
- Plan for years 6-10

YEAR 4: SCALE & SUSTAIN

- 4th Assessment
- Scale pilot
- Employee Culture of Belonging Certificate—virtual
- Managers refreshers—virtual

*"A Journey of Becoming an Irresistible
Company of Raving Fans"*

DEI Informs Belonging



Diversity + Equity + Inclusion = Belonging

