



Equality isn't Equity

A DEI lens on retention in the hybrid workplace

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About Bravely



A resource connecting employees to on-demand **professional coaching** for the moments that matter in their lives at work.

About Debra Turner Bailey



Debra Turner Bailey, **Bravely Pro**, is an inspirational leader who mobilizes people with a deep commitment to **inclusion, engagement, and empowerment.**



A workplace that doesn't work for everyone **doesn't work.**

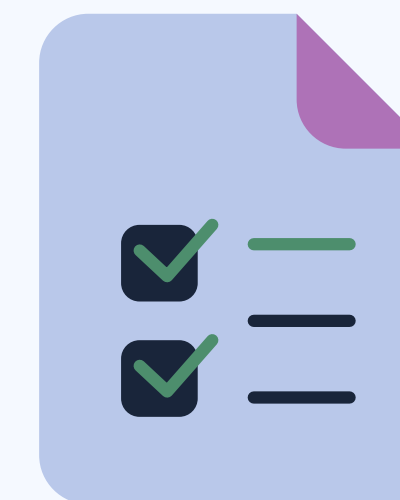


The state of hybrid work

What has changed and what hasn't?

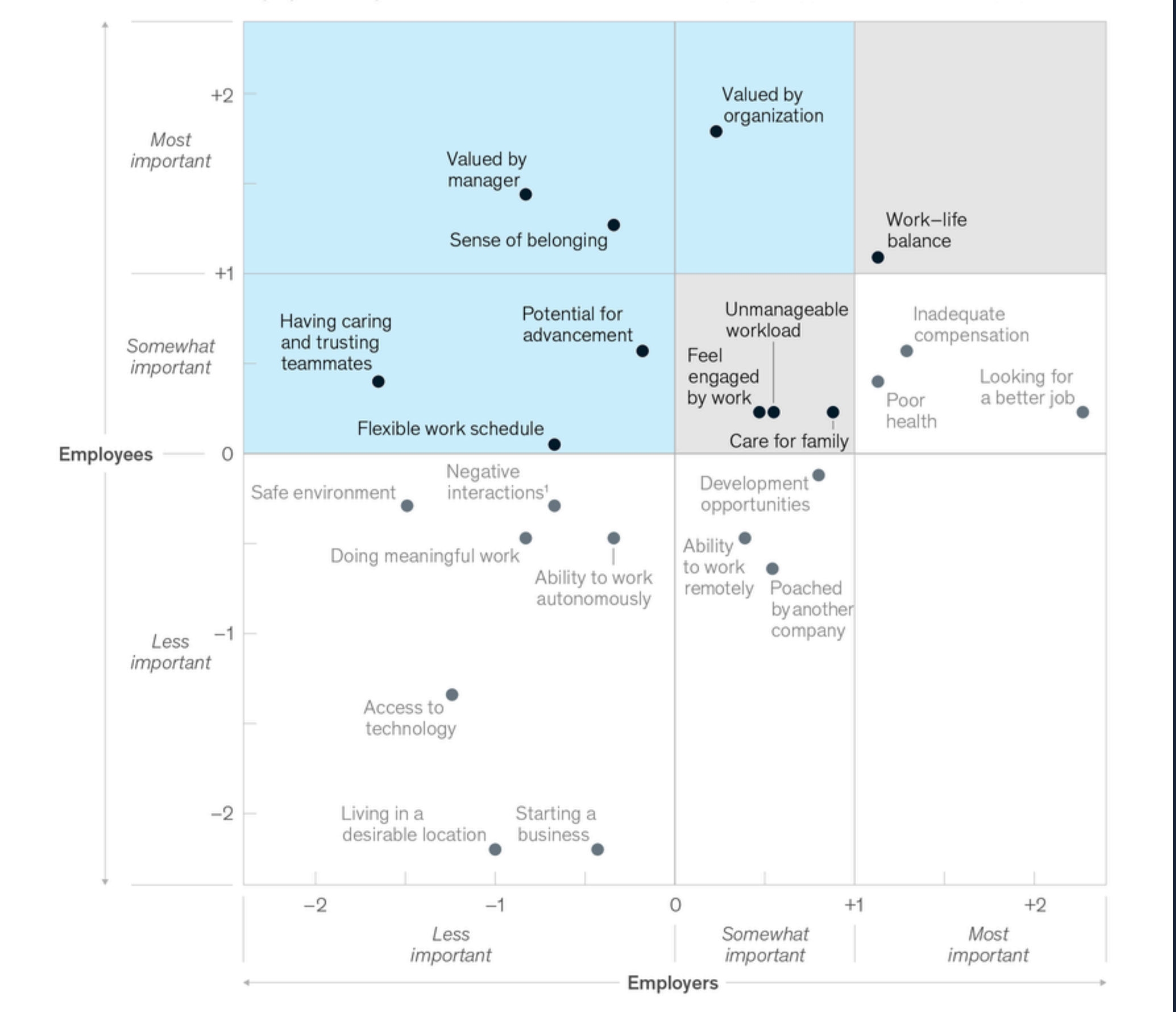


The state of hybrid work:



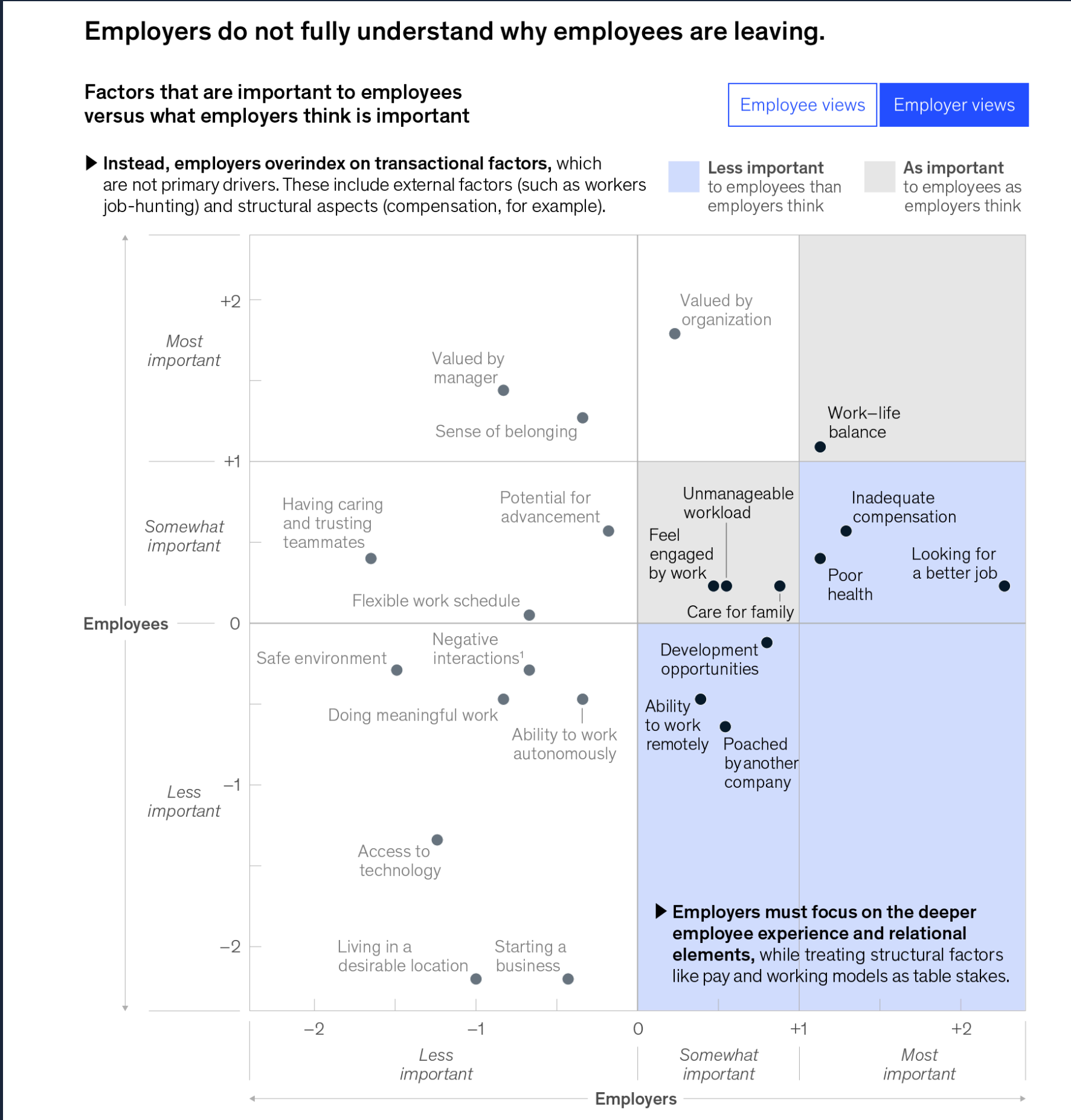
- ✔ What do employees want?
- ✔ What do employers “think” employees want?

The great attrition stems from a great disconnect*



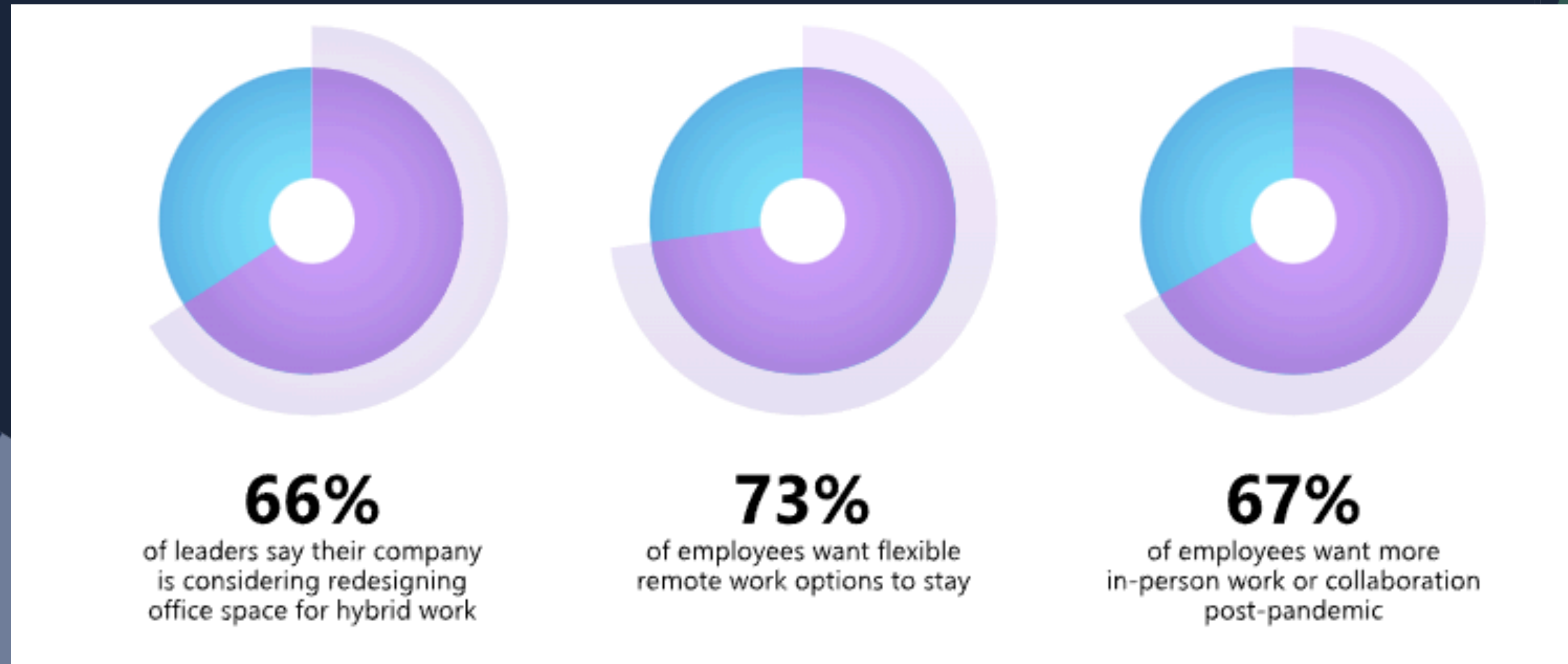
*McKinsey & Company

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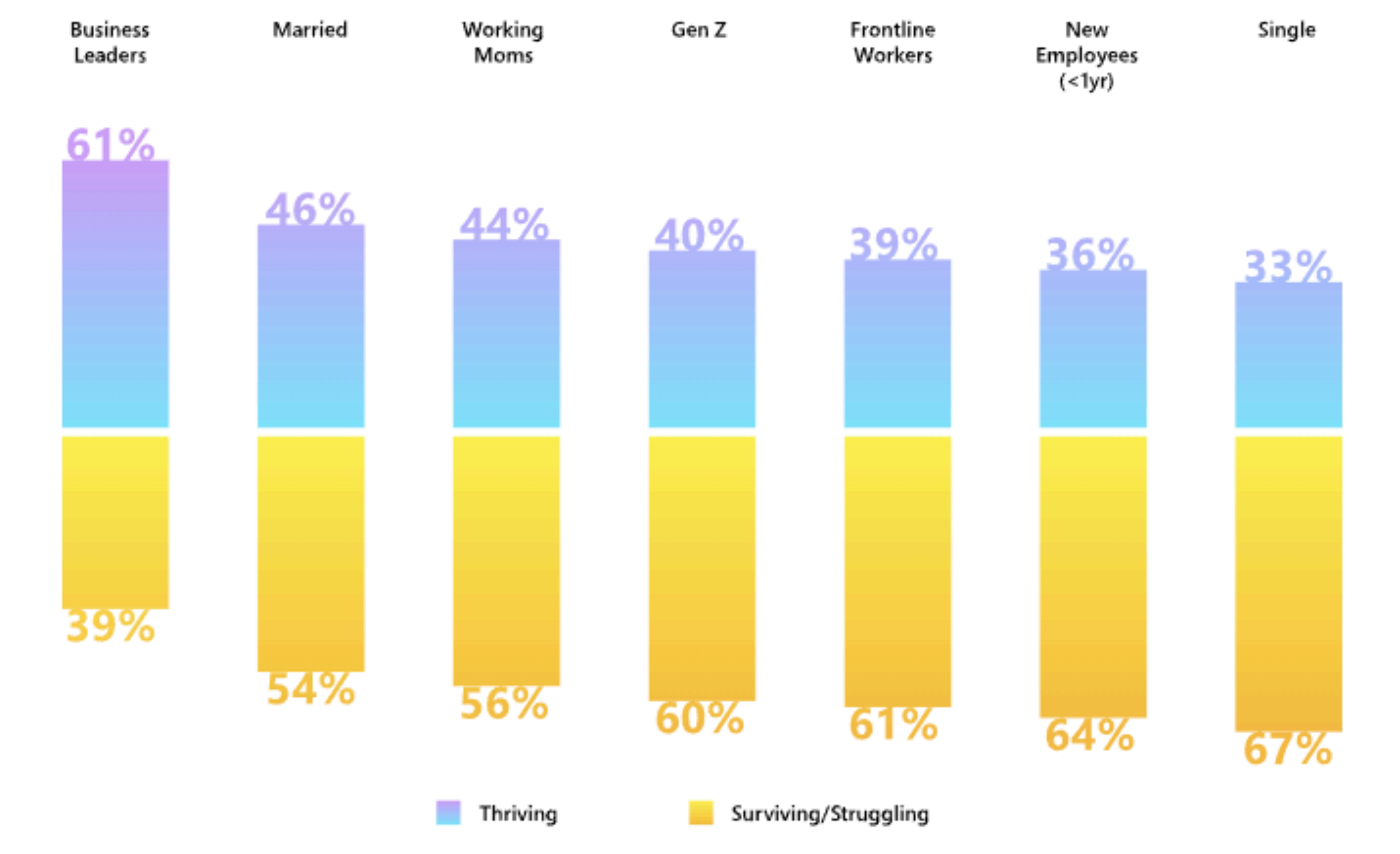
*McKinsey & Company

Hybrid work is here to stay*



*The Work Trends Index survey, Microsoft

But there are disparities in hybrid working struggles*



*The Work Trends Index survey, Microsoft

The state of hybrid work:



- ✔ What does that mean for a shift in how HR sees its role

Equality isn't equity



Equality isn't equity



- ✓ The difference matters: Why?
- ✓ Correlate the gaps and opportunities in your retention strategy

“90% of my coaching conversations with people are about **belonging**. Individualized support bridges the gap between belonging and not belonging”.

Maureen Crawford Hentz, Bravely Pro and Vice President of Human Resources at A.W. Chesteron Company

Managing 3 tensions



Tension #1

Managing the tension between allowing employees to work when they want and expecting them to be available all the time



- ✓ Boundaries and flexibility
- ✓ What do deadlines mean?
- ✓ Synchronous vs. asynchronous work

Tension #2

Managing the tension between employees feeling isolated when not working from an office *and* feeling invaded by communication technologies



- ✔ Words don't tell the whole story
- ✔ Did we have a relationship before?
- ✔ Who is the new reality working for?



Tension #3

Managing the tension between what practices are possible in a hybrid workplace *and* what is preferred and rewarded



- ✔ Face time vs. Quality Time
- ✔ What's the new measuring stick?
- ✔ What metrics make sense?

**Turning tension into
opportunities**



Turning tension into opportunity



- ✔ No such thing as a perfect middle ground outcome (equality)
- ✔ Allow for individual approaches across a diversity of needs and experiences (equity)
- ✔ Redefine fairness (it's not sameness)
- ✔ Balance compliance/regulations with engagement/experience

Individualized support at scale



Individualized support at scale



- ✓ Getting it right
- ✓ Not confusing equality with equity
- ✓ HR's role and Manager's role

