Inspiring Employee Trust Through DEI Communication
Implications of low employee trust

Risk of Attrition

40% of employees would consider leaving if they can’t trust the organization to fulfill its DEI commitments.

Source: Build Trust in Diversity, Equity and Inclusion Commitments, Deloitte.

Discretionary Effort

Only 25% of employees have high discretionary effort when they have low trust in the communications they receive from leaders.

Source: 2021 Gartner Workforce Resilience Employee Survey

n = 3,690 employees
Employees lack trust in leadership

Percentage of employees

- **37%** of employees agree that communications they receive from leaders are honest and open.
- **36%** of employees trust their organization’s leaders will try to act in their best interests.
- **40%** of employees agree that leaders at their organization respect employees.

n = 3,690 employees
Source: 2021 Gartner Workforce Resilience Employee Survey
Why Is There Low Trust in DEI?
Barriers to building trust

- Leaders are reluctant to engage in DEI conversations.
- DEI data is often restricted to the senior-most leaders.
- Open dialogue about DEI is not supported.
Leaders are fearful of mishandling sensitive issues

Percentage of business leaders who agree

35% of business leaders are concerned about damaging their reputation if they mishandle addressing sensitive issues.

n = 1,000 business leaders
Source: 2022 Gartner Leadership Success in the New Environment Leader Survey
DEI information is restricted
Percentage of D&I leaders

36% of D&I leaders state organizations don’t share progress against DEI goals and metrics with business unit leaders.

82% of D&I leaders state organizations don’t share progress against DEI goals and metrics with frontline employees.

n = 39 D&I Leaders
Source: 2021 Gartner Diversity, Equity and Inclusion Functional Benchmarking Survey
Open dialogue about DEI is discouraged

<table>
<thead>
<tr>
<th>33%</th>
<th>45%</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>All U.S. workers</td>
<td>Black workers</td>
<td>White workers</td>
</tr>
</tbody>
</table>

Say their workplace discourages discussion of racial justice issues

How Do We Fix It?
Inspiring employee trust through DEI communication

- Leaders are reluctant to engage in DEI conversations.
- DEI data is often restricted to the senior-most leaders.
- Open dialogue about DEI is not supported.

- Coach leaders on how to connect with employees on DEI issues.
- Remove barriers to transparent communication.
- Create space for open, two-way DEI-related dialogue.
Benefits of high organizational trust

- Team Innovation: +34%
- Intent to Stay: +11%
- Discretionary Effort: 6.35x
- Performance: +24%
- Engagement: +39%

n = 4,264 employees; 539 employees and managers
Source: 2021 Gartner Hybrid Work Employee Survey; 2021 Gartner Executive Leader Communications Survey
Note: This data shows the outcomes for employees with high trust relative to those with low trust. Results are based on a regression analysis controlling for employee age, gender, level, education, industry, function and region; 6.35x based on the proportion of respondents who scored in the top quartile on the discretionary effort index and are indexed to low trust in company.
Inspiring employee trust through DEI communication

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Coach leaders on how to connect with employees on DEI issues.

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Remove barriers to transparent communication.

Open dialogue about DEI is not supported.

Create space for open, two-way DEI-related dialogue.
Prime leaders for conversations about DEI

Broadridge’s reverse mentor program to expand mindsets

<table>
<thead>
<tr>
<th>Broadridge’s approach</th>
<th>Convince leaders with logic</th>
<th>Establish credibility</th>
<th>Expand leaders’ perspectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Prepare employees to do the teaching so leaders can focus on listening deeply.</td>
<td>Remove bias in the selection of mentorship groups by using targeted criteria.</td>
<td>Focus conversations on gradually more personal topics to build mutual trust.</td>
</tr>
</tbody>
</table>

Source: Adapted From Broadridge
Introduce personal topics to build trust

Moments to introduce personal topics

Conversation 1:
DEI efforts at Broadridge

- Find common ground with data
- Reflect together on why it matters
- Share why it matters personally

Conversation 2:
How microaggressions impact you

- Find common ground with data
- Reflect together on why it matters
- Share why it matters personally

Source: Adapted From Broadridge
# Build toward personal connection

Sample cascade to personal connection

<table>
<thead>
<tr>
<th>Find common ground (20 mins)</th>
<th>Reflect together (20 mins)</th>
<th>Share why it matters (20 mins)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Least personal</td>
<td>More personal</td>
<td>Most personal</td>
</tr>
</tbody>
</table>

**Topic: What is DEI?**

Only 36% of employees believe their leaders support DEI efforts. **How can this inform our work?**

**Topic: How can we build an inclusive culture?**

**What creates a sense of inclusion** for you at work?

**Topic: How does DEI impact you personally?**

Describe a time you felt you didn’t belong. How did it get in the way of **your full contribution?**

Source: Adapted From Broadridge
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Remove barriers to transparent communication.

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Create space for open, two-way DEI-related dialogue.
Addressing barriers to transparency

Challenges and tactical solutions

**Potential challenge**

- Environment is uncertain, unpredictable or shifting.
- Information is limited, sensitive or otherwise restricted.
- Universal, actionable recommendations are difficult.

**Tactics to surmount challenges**

- Share what you know to be true and acknowledge the dynamic environment.
- Share available information (inclusion scores, training offerings, policies, programs).
- Highlight regional efforts and progress so that all employees feel seen.

Source: Gartner
Communicate DEI commitment

Organizational example of DEI communication

• Position DEI messaging on internal and external pages and reinforce in town halls.

• Respond to social and political events.

• Highlight inclusive training offerings.

Source: Equality, Diversity and Inclusion Turns Our Workplace Into a Home, IKEA.
Communicate employee experience

Organizational example of DEI communication

• Share development and career pathing opportunities with employees.

• Communicate different benefits to appeal to diverse segments.

• Share employee experiences from a variety of perspectives.

Source: Equality and Inclusion, P&G.
Communicate DEI results

Organizational example of DEI communication

• Communicate metrics and progress over time.

• Highlight awards and achievements.

Source: Diversity, Equity and Inclusion, Nike.
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Go beyond the standard information cascade

Flow of information

Top-down flow of information + Bottom-up flow of information

 Quarterly Strategy Town Hall

 Coffee With Lars

 Lars Live
Managers give CEO employee voice insights

“Coffee With Lars” dialogue between midlevel leaders and the CEO

Managers from diverse areas of the company provide the CEO with a different perspective with which to identify or verify ideas to improve the business.

A small, informal setting provides managers a low-risk environment to respectfully raise challenges and give the CEO insight into priority topics.

Source: Adapted From Novo Nordisk
Open discourse creates scaled transparency

“Lars Live” all-company Q&A with the CEO

Source: Adapted From Novo Nordisk
Dialogue recommendations for leaders

What to do before and during a dialogue

**Anticipate the situation**

- Identify topics the audience will likely raise.
- Ascertain audience sentiment toward leadership.
- Commit to the event’s rules of engagement.

**Adapt to the situation**

- Respond to questions from diverse participants.
- Address tough topics that are important to the audience head-on.
- Ask the audience questions in return.
- Commit to returning to the conversation.

Source: Gartner
Key take-aways

- Coach leaders on how to connect with employees on DEI issues.
- Remove barriers to transparent communication.
- Create space for open, two-way DEI-related dialogue.
Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for HR leaders:

- **Research**
  - Improve the Leadership Representation of Black Women Employees
    - Understand the importance of intersectionality in the workspace to diversity the leadership bench and retain underrepresented talent.
    - Download Research
  - 3 Ways to Convert DEI Pushback Into Allyship
    - Learn how to mitigate pushback from dominant groups to make progress towards DEI goals.
    - Download Research
  - How Major Shocks Affect Employees – and How You Can Support Them
    - View actionable insights for HR leaders to support their employees during times of disruption.
    - Download Article

- **Playbook**
  - Increasing HR’s Strategic Impact
    - Adapt to changing business priorities and build an HR operating model for the future.
    - Download Playbook

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