



Conversations around **systemic** racism.

An ongoing global pandemic.





A **labor market** in flux.





Leaders can unlock

up to X more
human potential by
better managing
peoples' everyday
work experiences.

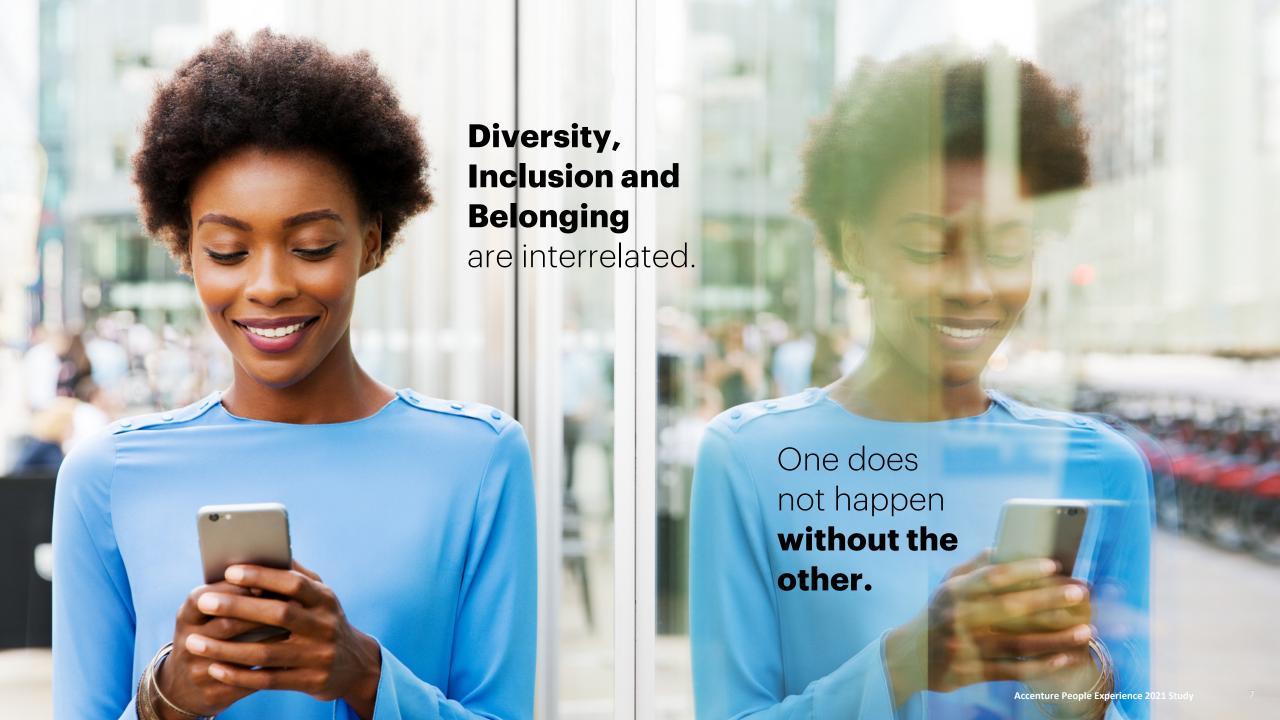
In doing so, leaders can go beyond inclusion and make everyone feel like they truly belong.





Belonging manifests across four categories:

having influence over decisions, being respected by your peers and managers, feeling comfortable speaking up and receiving sponsorship from a senior leader who can help you advance and grow.

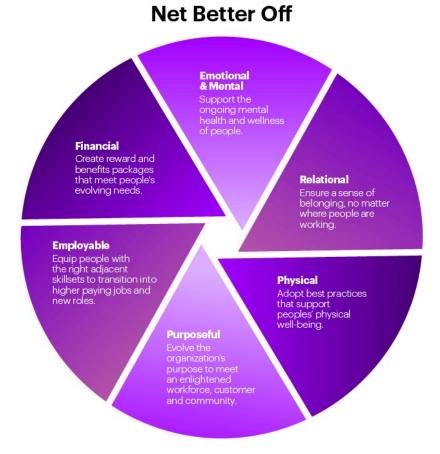




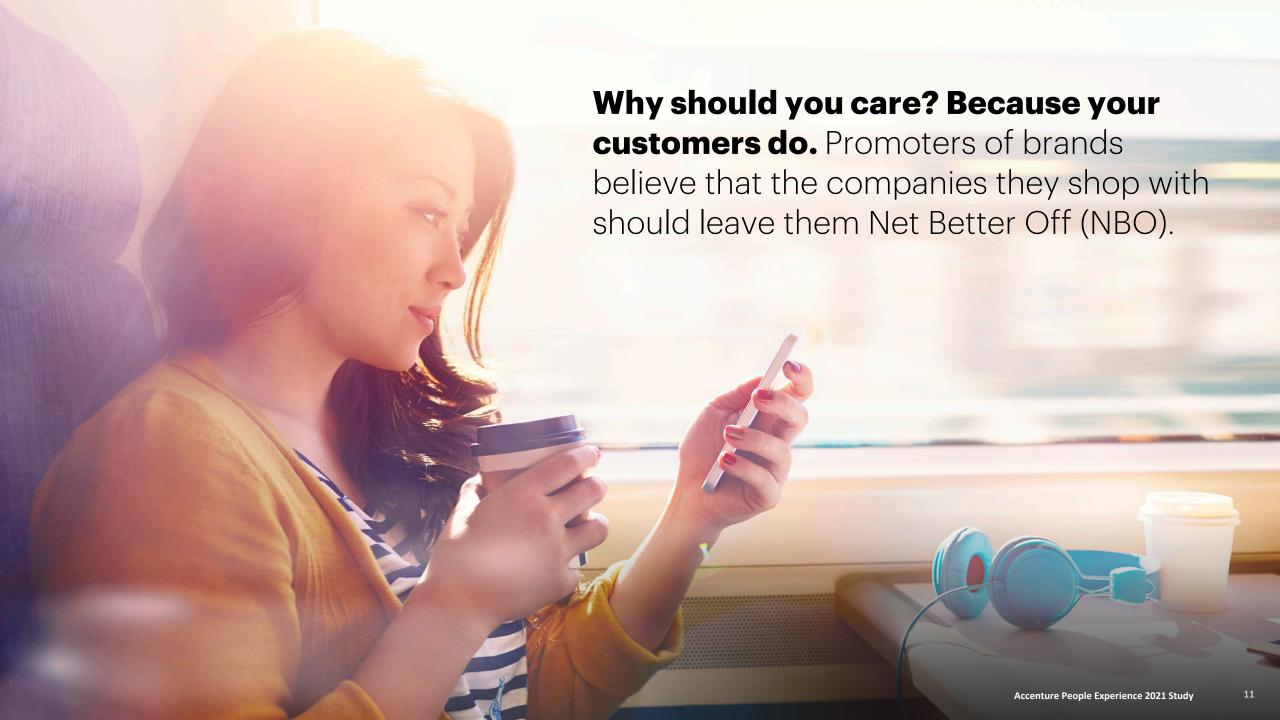
Leaders leave people Net Better Off (NBO) by being curious

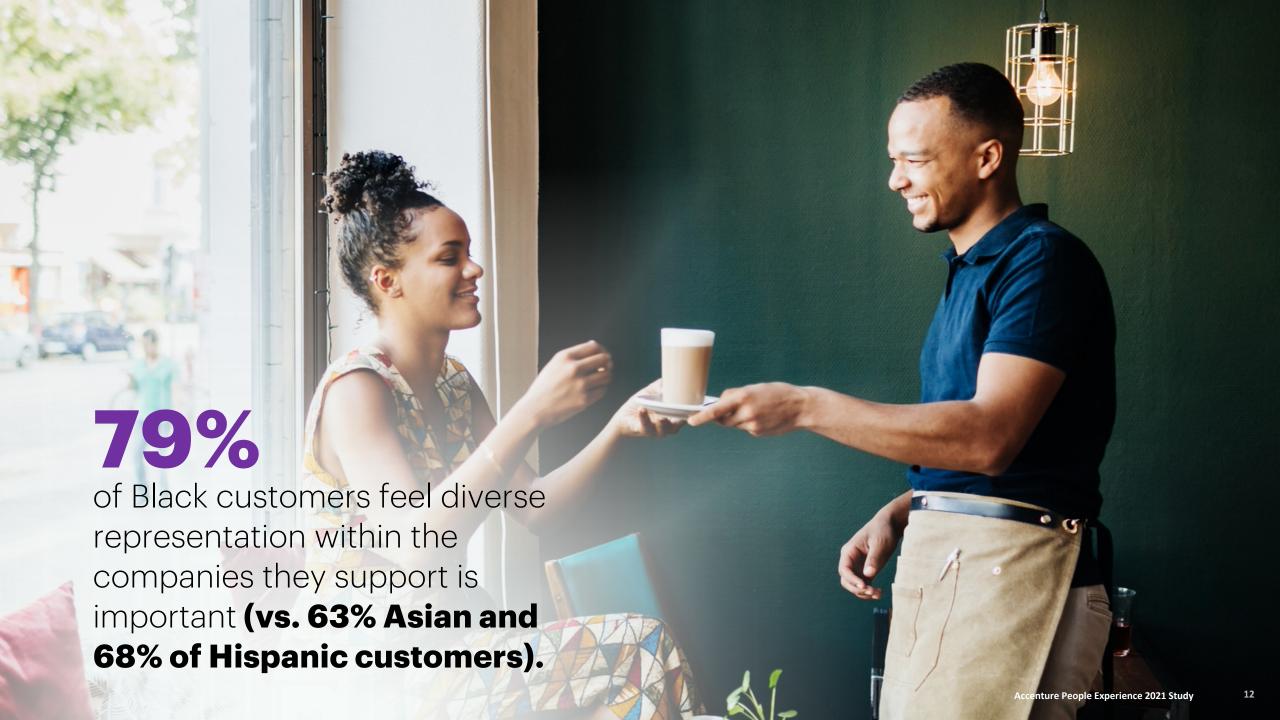
about their unique situations and the external forces (such as economic inequality, racism and environmental disasters) that shape their work lives.





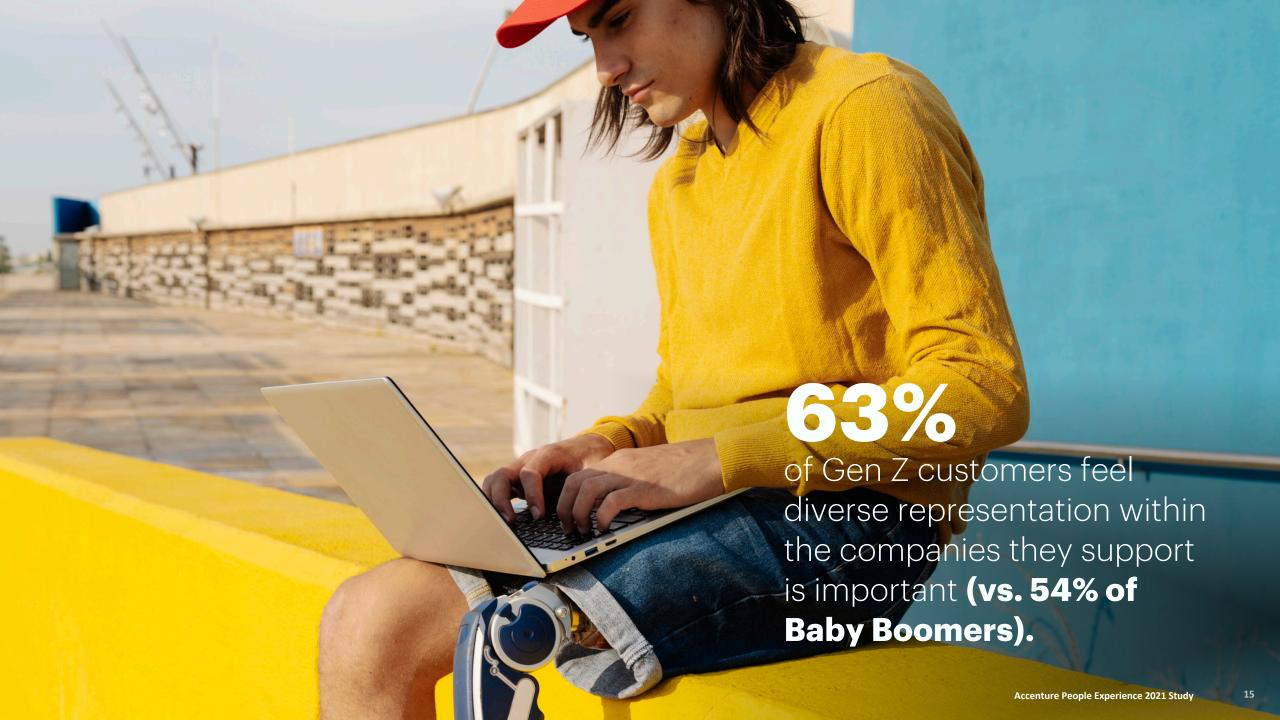












What is the path forward? Accenture People Experience 2021 Study

We found 10 everyday experience levers (4 are essential) that leaders must get right.

Essential People Skills

Empowerment
Communication
Diversity
Customer-Centric

Organizational Factors

Skilling
Dependence
Governance
Technology

Individual Factors

Self-Efficacy Growth Mindset

10 everyday experience levers:

Empowerment Making people feel that they have the autonomy to support advancement.

Communication Sharing relevant information when people need it and delivering with empathy

and transparency.

Diversity Holding leaders accountable for welcoming, progressing and valuing the

contributions all people at all levels.

Customer-Centric Valuing and rewarding behaviors that drive positive customer experience.

Skilling Providing opportunities for skill building to meet business objectives.

Dependence Rules and processes that limit people's contribution to achieving desired outcomes.

Governance Practices and processes that impede people's agility.

Technology Providing the appropriate infrastructure and real-time digital support which keeps

people connected.

Self-Efficacy Believing in one's own ability to meet work demands.

Growth Mindset Enabling people with greater ownership and influence over business outcomes.





The good news? By getting the traditional moments that matter right, leaders can drive up NBO scores by up to

3.2x

Even better: When you get the day-to-day experiences right, you can increase NBO even more, by up to

5x



People in need of skilling, LGBTQ+, race and ethnic minorities and women

have the longest runway to an equitable work experience. When everyday experiences are managed better, various levels of human potential can be unlocked. Women have the most to gain with the opportunity to maximize their potential by 4.7x.





Give your people power

Change the narrative around work and recognize that today's workers need autonomy, not a task list.

Give people opportunities to succeed and agency over their outcomes. Our "Future of Work" research has shown that empowerment by way of autonomy increases overall well-being.

To feel empowered, people must be confident in their business acumen. Employ skilling efforts to train your people in hard and soft skills to make meaningful contributions in organizations.



Systemically embed diversity and inclusion

Be intentional about recruiting (for example, widen sourcing pools by inviting ERGs to participate in the process). This will create new opportunities to infuse DEI into every aspect of the business—from development to retention to growth and beyond.

Own where you are in the DEI journey, and implement actions (e.g., conduct parity studies at the intersection of gender and race) to create equitable advancement pathways for all talent.

Pull the experience levers that influence how much people feel they belong in the workplace. It's not just about having people from diverse backgrounds to meet quotas and goals, instead it's leveraging and valuing what your diverse talent can bring to the table.

Engage with empathy and transparency

Use tech-enabled engagement platforms to build community among all workers, including in-office, hybrid and remote workers. The goal is to break down barriers between workers to engender a sense of connection, trust and transparency.

When setting goals, don't be afraid to share your data. Be transparent with where your company is in the journey. This will not only open up a dialogue but reveal actions the company can take to bridge the gap.

Prioritize customer-centricity

Prioritize recruiting individuals with a customer-centric mindset.
Building a workforce with the right mindset will sustain this mentality within the company culture.

Connect talent to customer outcomes by helping them see the human needs of those they are working to serve. Reward customercentric behaviors.



For more information



CHRISTIE SMITH
Senior Managing Director
Global Lead of Talent & Organization/
Human Potential



KRISTEN HINES

Managing Director

Talent & Organization—Human Potential,
Inclusion & Diversity North American Lead



DR. ELLA BELL
Professor of Management
The Tuck School of Business,
Dartmouth College

Acknowledgments

Research Lead: Tchicaya Ellis Robertson, Ph.D. Marketing Content Lead: Courtney Bonanno

Project team

Kelly Monahan, Reggie Romain, Corbin Lazier, Pragati Sharma, Juliana Azuero, Janet Krstevski, Nandini Nayak, Gail Strachan, Ryan Weeks, Issam Alanqar, Ilhan Scheer, Alex Schaper, Paige Walker, Justin Chatigny, Heather Spring, Karen Saverino, Tracey Seward, Marjorie Arnold, Noelani Kimura, Rachel Trignano, Harish Kumar, Melissa Wehmeyer, Group SJR

About the Research

Accenture Research interviewed 33 workers in May of 2020 and surveyed 6,998 workers and 3,520 customers between September and November 2020. Data was collected in 14 countries within four regions: North America, EMEA, Asia Pacific, and Latin America. The study includes responses from frontline and enablement workers and customers within seven industries which include: banking, insurance, healthcare, government, retail, telecommunications, and utilities. Factor analyses were used to determine the People Experience levers, while Linear Regression was used to determine their relationship worker outcomes.

About Accenture Research

Accenture Research shapes trends and creates data driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients' industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations, such as MIT and Harvard—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

For more information, visit www.accenture.com/research

About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Interactive, Technology and Operations services—all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 537,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities.

Visit us at www.accenture.com