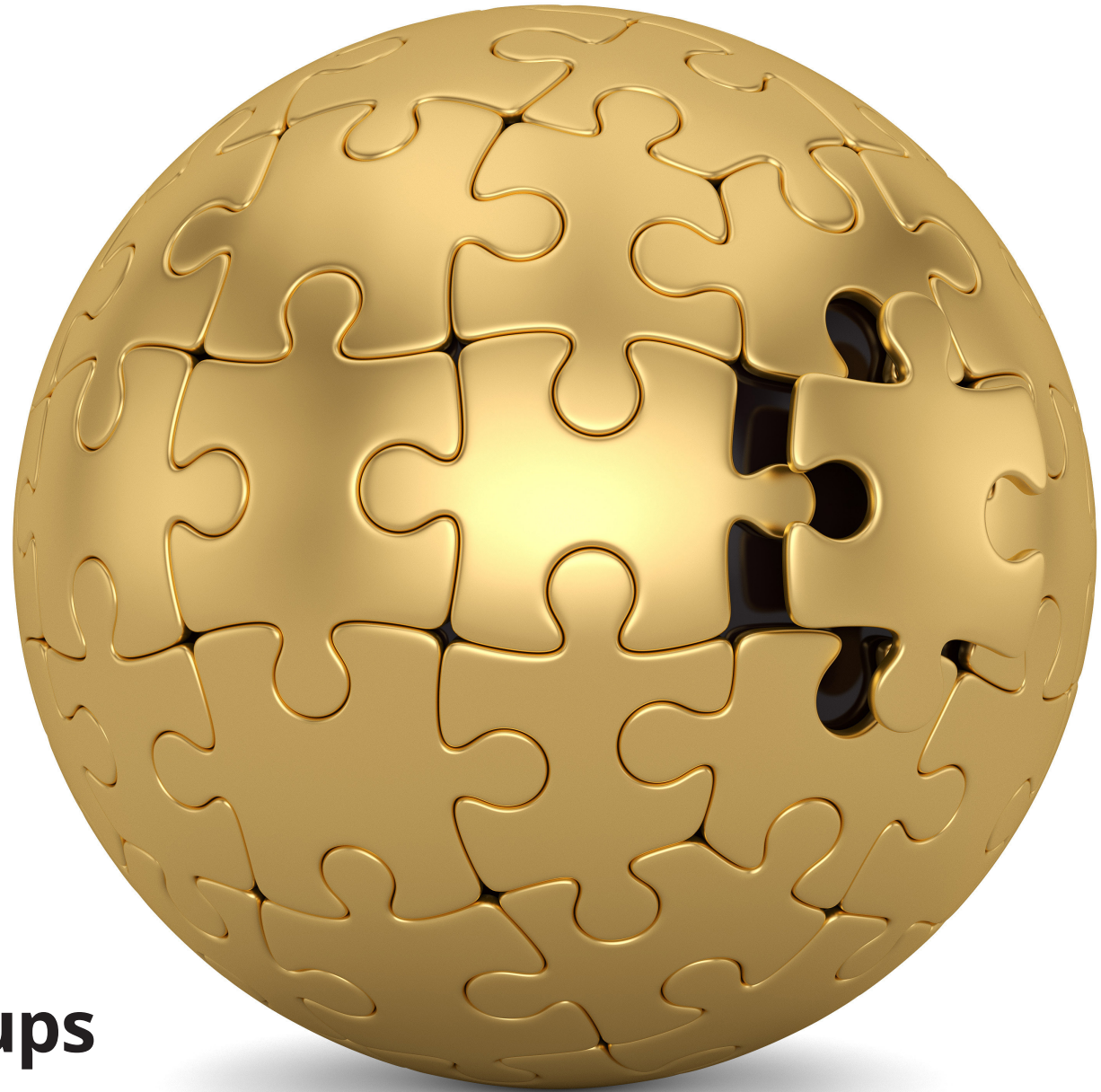


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Activating Resource Groups

An Optimized Solution for
Every Organization

The hidden strategic value of resource groups

As organizations continue to operate in a hybrid world, it has become particularly important that the workplace culture, talent retention strategies, and employee connection to the organization continues to be deepened to meet the needs of the workforce. Resource groups play a critical role in this.



Resource Groups are designed to provide employees with a forum to connect with colleagues with similar backgrounds, and to advance business and talent strategies with a diversity focus¹. This microcosm of employee experience, sentiment, challenges, and solutions are what leaders should continuously tap into for awareness and guidance as these groups can drive solutions to challenges like recruitment, culture, retention, and professional development. From a leadership perspective, they can also amplify leadership messaging, support succession planning, and drive tangible strategies at the ground level.

Deloitte's Human Capital Trends Report² revealed that 71% of respondents stated that focusing on small groups of

workers was the best place to cultivate an organization's culture, fluidity, agility and diversity which was important to the organization's success. However, executives ranked this as the most difficult trend to address. With the shift to prioritizing human sustainability - the degree to which the organization creates value for people as human beings - can drive not only better human outcomes, but better business outcomes as well. Today, these two outcomes (human outcomes x business outcomes) equate to human performance (defined as a mutually reinforcing cycle with compounding, shared value for workers, organizations, and society)³.

Resource groups are, by design, built to connect employees together (based in similar backgrounds) and create small communities with trusted leadership among the workforce.

With engagement between leaders and employees an ever-present component of workplace culture, resource groups act as the strategic touchpoint for leaders to actively pulse—without the need for surveys—the culture of the workforce and the temperament of talent. When leveraged in an optimal state, resource groups can act as a forcing function both upwards (to leadership) and downwards (to the workforce).

As an upward forcing function, resource groups are positioned to elevate employee sentiment helping to inform talent strategies, and policies that work towards an inclusive and equitable workplace (e.g., identifying talent retention gaps, optimizing workplace culture, accommodating employees with disabilities, etc.).

As a downward force, resource group should be included in leader discussions, lending their credibility to organizational changes and acting as a core component of information dissemination to the broader workforce.

While leaders cannot be in every room, resource groups are the strategic lever available to them— one that provides critical insight to leadership regarding the workforce, workplace, and work issues, but also as a trusted source to disseminate information, champion strategies, and provide ownership of organizational actions tasked to them.

The Resource Group Maturity Journey seeks to illustrate the transformation and growth potential of resource groups. The concept is to maximize the current position of resource groups, moving towards a state of full activation—where resource group leaders act as trusted advisors to leaders, providing true insight and value to the strategy planning process with leaders.

1 Deloitte's DEI Key terms and definitions

2 2024 Global Human Capital Trends Report.

3 Thriving beyond boundaries: Human Performance in a boundaryless world

The resource group maturity journey

Organizations have largely held resource groups in a passive state—only to bring diverse groups of people into a common space. However, more and more organizations are now looking towards these groups to drive tangible strategies and outcomes and enact real change.

In this phase, organizations may have existing Resource Groups with a defined governance, leadership structure, and communication in place, but can evolve with an active two-way feedback loop providing insights to leaders (upward) and driving strategy engagement to the workforce they represent (downward).



Optimizing resource groups at every level

Each phase represents the resource group's level of engagement with both the membership they represent, as well as the resource group's engagement with the broader organization – to influence and drive broad change.

Most resource groups operate in the Inviting phase; often fully engaged with their membership, creating programming and encouraging employee participation but are less likely to have consistency or ties to a greater talent strategy. However, at its most optimal level, a resource group is known to the organization as a Trusted Advisor (Activating

Phase). When here, leaders have a seat at the table and can provide direct insight about employee sentiment, market trends, and policies and programs in place; while also better understanding and influencing organizational strategy and overall business vision to communicate it back down to membership.

The strategic value of having RGs operate in activation phase can aid in overall improvement of organizational design and workforce planning, all while increasing employee morale. Moreover, successful management of RGs also provide the potential to drive an organization's talent investment strategy, focus and calibrate

Resource groups are, in general, used passively by organizations to bring people with similar backgrounds together. However, as organizations look to the future with shifting market trends and growing unknowns, the power of the resource groups should be leveraged to drive effective change, culture, engagement, and most importantly strategy

When properly activated, these groups can be optimized as a key tool to gauge talent engagement and performance management, along with recruitment and retention efforts.

The model consists of four levels of resource group maturation



leadership messaging, and identify the true pain points within the workforce.

73% of surveyed US workers agreed or strongly agreed that everyone should play a role in advancing equity within an organization.⁴ Allowing the resource group

leaders to own a part of the talent journey and act as change champions for the organization's current and future goals, creates an "organizational delegate" that is trusted amongst their peers.

How an optimized resource group benefits an organization's talent strategy:

Attract and retain talent

Provide collaboration opportunities

Increase inclusion and growth

Support well-being and work culture

⁴ The power of "I" in equity, 2024

Thank You

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