

**HOW TO USE  
INCLUSIVE AND  
EQUITABLE PRACTICES  
TO REDUCE TURNOVER,  
IMPROVE  
ENGAGEMENT, AND  
AVOID DISASTERS**

**RETAINING GREAT  
TALENT:**



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DISTILLING**



“I DON’T GROW FOOD.  
I TEND THE SOIL.”

# WHAT WE WILL COVER TODAY



## **The Business Case**

Creating a more inclusive and equitable culture isn't just the right thing to do.



## **Culture-Forward Strategies For Improving Engagement and Retention**

Five strategies for success.



## **The Importance of Assessment and Prevention**

Developing Goalposts and Guardrails



WHAT THE  
RESEARCH  
TELLS US



# THE BUSINESS CASE

# THE COST OF TURNOVER

The Center for Hospitality Research at Cornell University estimates that the cost of employee turnover averages around **\$5,864** per person for a typical front-line employee.

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3% Pre-departure: \$176

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20% Recruiting: \$1,173

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11% Selection: \$645

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14% Orientation & Training: \$821

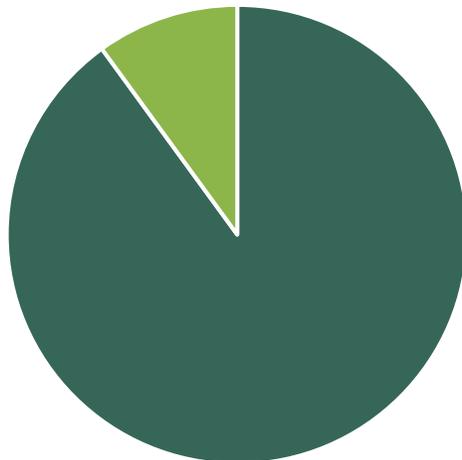
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52% Productivity Loss: \$3,049

# CULTURE IS AN EXPRESSION OF MISSION AND VALUES

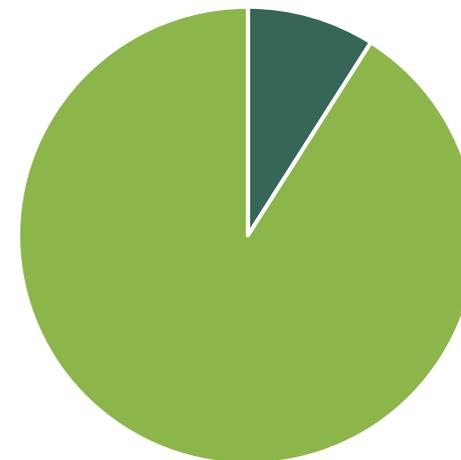
“Would you consider taking a pay cut to work at a company whose mission and values align with your own?”

**Ages 22 to 37**



■ Yes ■ No

**Ages 54 to 72**



■ Yes ■ No

# MILLENNIAL AND GEN-Z WORKERS

Employers who will prioritize:

- Financial Stability.
- Learning and Development Opportunities.
- Work/Life Balance.
- Physical and Mental Wellbeing.
- Purpose and Opportunities for Advocacy.



# BUSINESS AS EGO-SYSTEM

A view of organizations as systems of individual actors who must be managed, motivated, and maximized.





FIVE STRATEGIES  
FOR SUCCESS

CULTURE-FORWARD  
STRATEGIES FOR IMPROVING  
ENGAGEMENT AND  
RETENTION

# WHAT IS ORGANIZATIONAL CULTURE...REALLY



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“Culture encompasses what people do and how they get it done, but more importantly, it includes many of the reasons *why* people do what they do. And somewhat maddeningly, much of what constitutes a healthy or an unhealthy culture cannot be readily observed.”

# CULTURE CORRELATES WITH PERFORMANCE

Research demonstrates that:

- Organizations with healthy cultures are more **productive and profitable** organizations
- Positive cultures are **excellent differentiators** for employees and customers. They deliver value and are difficult to replicate
- Positive cultures are more **adaptable and resilient** so that they are better able to cope with change.

*Unhealthy cultures can lead to poor performance and much, much worse.*



# BUSINESS AS ECOSYSTEM

A view of organizations as interconnected and dynamic environments where individual actors may flourish, stagnate or struggle.



A photograph of a person pouring red wine from a bottle into a glass. The scene is outdoors, with a blurred background of people and greenery. The wine is being poured into a large, rounded glass. The person is wearing a blue, textured sweater. The background shows other people sitting at tables, suggesting a social gathering or event. The overall atmosphere is relaxed and social.

# CULTURALLY REGENERATIVE ORGANIZATION

## A CULTURALLY REGENERATIVE ORGANIZATION...

...embraces the potential inherent in the people, places, and products that make up an organization and creates an environment in which the many unique expressions of that inherent potential are welcomed, nurtured, and encouraged to flourish. Rather than being primarily extractive forces, culturally regenerative organizations **add value, health, and wealth** to the communities and environments that constitute the organization, the surrounding community, and its extended supply chain.

A group of people are shown from the chest down, standing in a circle with their hands stacked on top of each other. They are wearing backpacks, suggesting a hiking or outdoor activity. One person in the center is wearing a plaid shirt and a red backpack. Another person to the left is wearing a black t-shirt with 'JACK DANISH' and 'JENNIFER' visible. The background is a blurred outdoor setting.

# CROs ARE DIVERSE

THEY RELY UPON AND LEVERAGE  
THE PROVEN BENEFITS OF CULTURAL  
DIVERSITY.

# THE BENEFITS OF DIVERSE TALENT



VARIATION IN  
TALENTS, SKILLS,  
AND EXPERIENCES



GREATER  
INNOVATION



BETTER PROBLEM-  
SOLVING



KEYS TO OPEN  
MORE DOORS



LARGER TALENT  
POOL



CONNECTIONS TO  
THE COMMUNITY

STRATEGY #1:  
PRIORITIZE  
BELONGING

Make

Make Onboarding Count

- Consider a collaborative PDP (for example a 30-60-90 plan)
- Provide early opportunities for decision making

Embrace

Embrace the Value of difference In Teams

- Introduce guild-thinking as a means of solving problems and finding efficiency.

Be

Be Self-Reflexive

- Use three-step IEJ audit to evaluate practiced and policies on the fly.

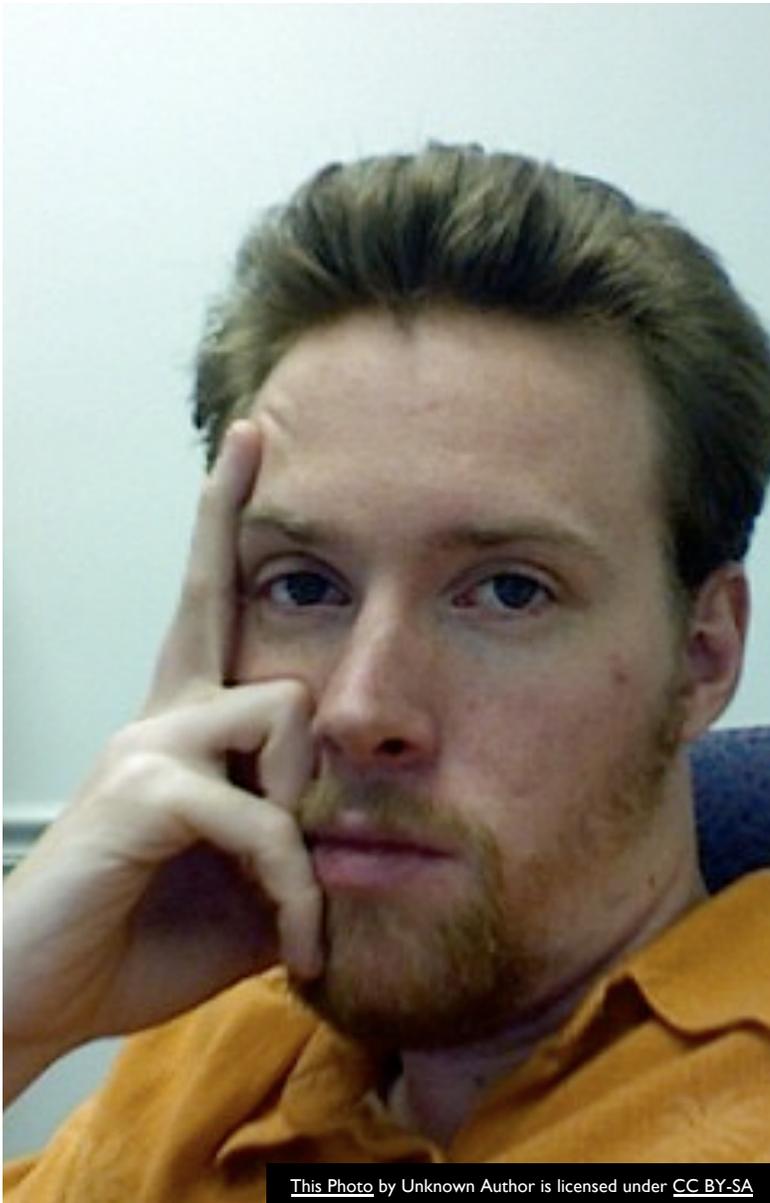
## CROs ARE ASSET-MINDED

THEY SEE THE INHERENT POTENTIAL IN PEOPLE, PLACES, AND PRODUCTS AS ASSETS THAT CAN CONTRIBUTE TO A DYNAMIC VISION OF A THRIVING ORGANIZATION.



## STRATEGY #2: PRIORITIZE PURPOSEFUL DEVELOPMENT

- Align job functions with:
  - Inherent skills and competencies
  - Personal learning goals
  - Organizational mission and purpose
- Make time to discover opportunities for contributions



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A photograph of a person's hands typing on a laptop in a cafe setting. The laptop is open on a wooden table, and the person's hands are positioned over the keyboard. In the background, there is a wire basket containing oranges and lemons, and a blurred bar area with various items. The lighting is warm and ambient.

# CROs ARE LOGODYNAMIC

THEY POSSESS ROBUST FEEDBACK  
MECHANISMS THAT ENCOURAGE  
ENGAGEMENT, EQUITY, AND AGILITY.

## STRATEGY #3: CULTIVATE A FEEDBACK CULTURE

- Provide multiple routes for providing feedback.
- Train team members on what productive feedback look likes.
- Establish realistic shared expectations around feedback.
- Establish procedures that define and regulate feedback situations, especially those that are:
  - High stakes (for example, promotion and recognition)
  - High uncertainty (for example, conflict resolution)
  - High sensitivity (for example, related to navigating perceived bias or harassment)
- Close the loop with feedback tracking.
- Celebrate feedback “wins”



A man with glasses and a grey polo shirt is laughing joyfully, his mouth wide open, in a social setting. He is wearing a grey crossbody bag. The background shows a large, ornate building with arches and columns, illuminated at night. Other people are visible in the background, some holding drinks. A sign in the bottom left corner partially reads "HAPPY".

## CROs ARE ANTI- ESSENTIALIST

THEY HONOR AND EMBRACE  
THE COMPLEXITY OF PEOPLE,  
PLACES, AND PRODUCTS.

## STRATEGY #4: EMBRACE AND LEARN FROM COMPLEXITY



Explore the complexity of employee needs and experiences to find ideas for nontraditional benefits.

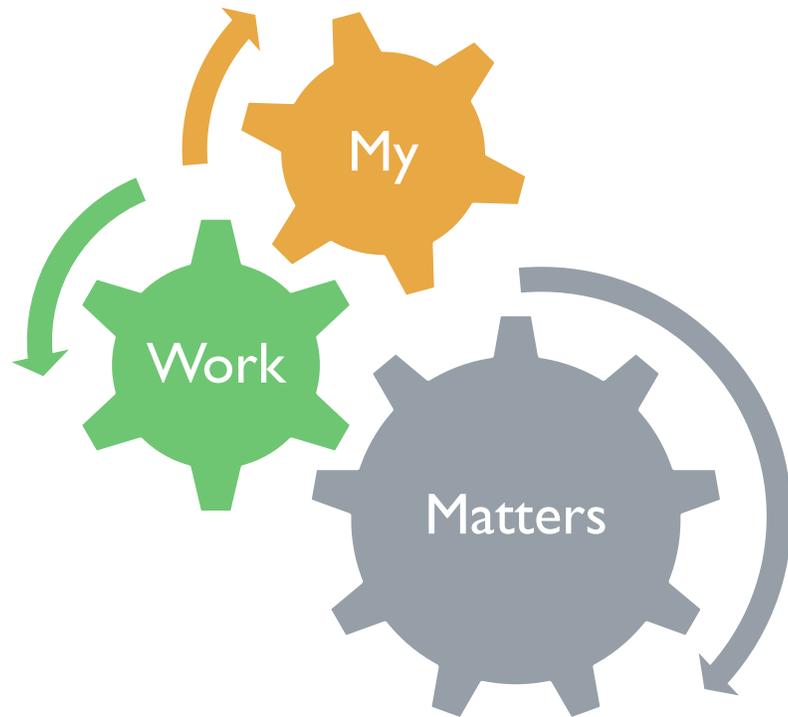
- Passes for public transit.
- CSA Box Shares
- Financial Planning and Education
- Leadership Development Opportunities
- Wellness Programs
- Philanthropic Opportunities

# CROs ARE IMPACT-DRIVEN

THEY PURSUE CLEARLY DEFINED  
GOALS TO MAKE A POSITIVE IMPACT



# USE IMPACT AS A FRAME FOR THE EMPLOYEE JOURNEY



Impact on Self

Impact on Organization

Impact on Supply Chain

Impact on Community

Impact on Environment



DEVELOPING  
GOALPOSTS AND  
GUARDRAILS



# THE IMPORTANCE OF ASSESSMENT AND PREVENTION

# GOALPOSTS

- Collectively determine what you are aiming for in employee experience.
- Establish realistic boundaries using benchmarks (these can be informal).
- Use goalposts in your decision-making, policies, and practices.



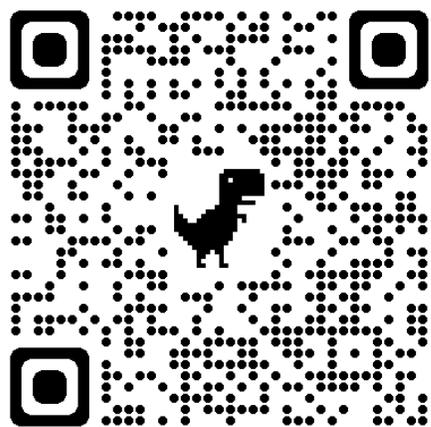
# GUARDRAILS

- Collectively determine what are your “no-gos” when it comes to employee experience.
  - THERE IS A DIFFERENCE BETWEEN LEGAL AND ETHICAL!
- Model compassionate accountability.



# YOU DON'T KNOW WHAT YOU DON'T KNOW.

- Gallup Q-12
- Crafted For All CRO-13





QUESTIONS?

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