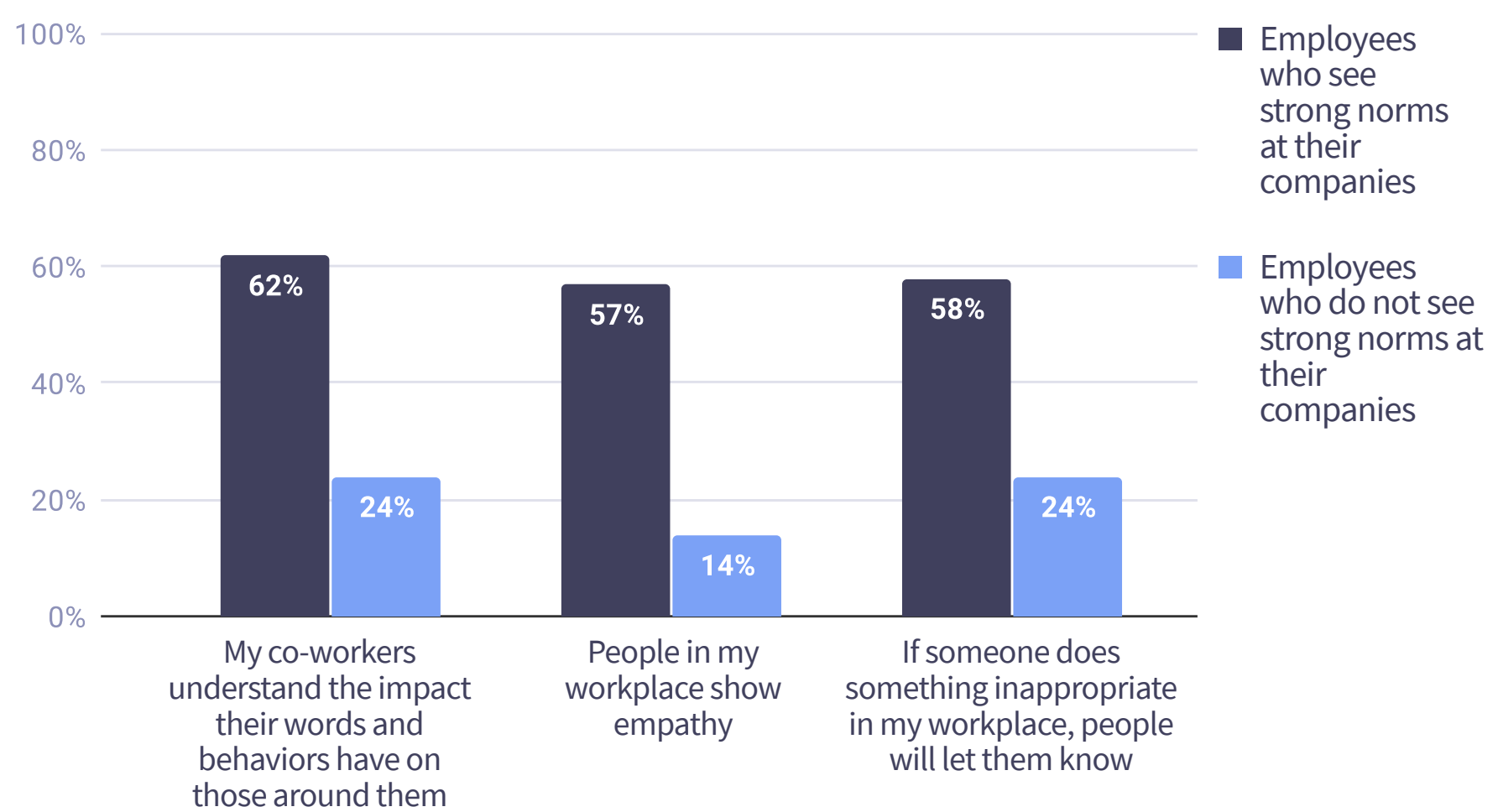


What drives these differences? It is not that companies with a greater percentage of out-group employees have greater in-group/out-group conflict. In fact, there is no correlation between the two.

We believe the differences are the result of deliberate company actions to establish healthy norms of behavior. Our data indicates that these norms enable some companies to better minimize the impact of in-group/out-group dynamics in their workplace versus other companies where the impact is felt more acutely.

### Strong company norms minimize the impact of In-group/Out-group dynamics

% of employees that strongly agree



Source: Emtrain Workplace Culture Report 2020, ©2020

## Questions to Ask?

- Which in-groups and out-groups exist in your organization? Which ones are perceived as powerful and which ones are perceived as lacking power?
- Are there successful teams comprised of both in-group and out-group members, and if so, can you identify the dynamics that enable or support their success?
- Can you share stories of out-group members with the workforce to build empathy for out-group employees and support inclusion?
- Can you increase focus on achieving the mission so that achieving the mission is the “true north” and minimizes the impact of in-group/out-group dynamics?