



# Workplace Social Indicators™

The Workplace Social Indicators™ are a set of sixteen metrics that describe the social dynamics present within every organizational culture. These indicators answer the question, “How well do we work together?” When co-workers’ professional relationships are unhealthy, Workplace Social Indicators™ will help you identify and address areas of conflict, stress, and crisis. When relationships are productive, our indicators will help you identify and promote areas of innovation, resilience, inclusion, and diversity. Indicators measure health at both individual and organizational levels.

Workplace Social Indicators™ roll up to three competencies or foundational pillars: Respect, Ethics, and Inclusion. Taken together, these three competencies distinguish healthy cultures from unhealthy ones. Our research shows that these competencies and their underlying indicators can differentiate between high- and low- performing organizations, and that they are predictive of risk associated with employee relations claims.





# Ethics

| Indicator                        | Definition   | Why It Matters  | Impacts on the Organization   |
|----------------------------------|--|---|---|
| <b>Trust</b>                     | Confidence that people and processes in the organization can be relied upon  | <ul style="list-style-type: none"> <li>Provides a foundation for social cohesion<br/>Builds alignment with organizational norms and practices</li> <li>Creates efficiency because people don't have to "work around" the system</li> </ul>  | <b>Increases alignment and productivity;</b> productivity increases as trust decreases cognitive load, enabling better coordination and specialization  |
| <b>Decision-Making Processes</b> | A structure for making decisions that is fair and consistently used          | <ul style="list-style-type: none"> <li>Structured processes reduce risk based on errors in judgment; increase coordinated actions between groups</li> <li>Sets clear expectations and steps for escalating errors, preventing security breaches, expense approvals, etc.</li> </ul> | <b>Increases credibility of leadership</b> by decreasing the likelihood of errors; <b>saves money and time</b>  |
| <b>Norms &amp; Practices</b>     | Intentional standards of conduct that promote prosocial behaviors            | <ul style="list-style-type: none"> <li>Prosocial patterns of organizational behavior promote a healthy and productive culture</li> <li>Organizational norms increase efficiency, productivity, and mitigate risk</li> <li>Strong norms deter acts of self-interest</li> </ul>       | <b>Reduces risk by creating resilience in people and the system.</b> It does this by correcting the negative behaviors associated with bias, power distance, in-group/out-group conflict, and low social aptitude |
| <b>Accountability</b>            | When people hold themselves responsible for meeting organizational standards | <ul style="list-style-type: none"> <li>Establishes a shared expectation of behavior for people across the organization</li> <li>Strengthens trust and confidence for better collaboration and productivity</li> <li>Empowers people to speak up about concerns</li> </ul>           | <b>Improves productivity and problem resolution</b> when ownership and role responsibilities are clear  |

# Respect

| Indicator                          | Definition  | Why It Matters   | Impacts on the Organization   |
|------------------------------------|---|--|---|
| <b>In-Group/Out-Group Dynamics</b> | How 'us vs. them' behaviors shape employee experience, engagement, and opportunity            | <ul style="list-style-type: none"> <li>• Some groups have drastically different experiences in the workplace; the In-Group is often unaware of this</li> <li>• Ensuring people in the Out-Group get equitable treatment helps create a more level playing field</li> </ul> | Demographic differences may limit the contributions of members of social or organizational groups, which <b>diminishes collaboration and productivity</b>   |
| <b>Power Dynamics</b>              | How hierarchy and authority shape workplace interactions and influence employee contributions | <ul style="list-style-type: none"> <li>• Leadership behaviors can negatively influence communication, engagement, and loyalty</li> <li>• Employees are afraid to speak up, even when they should do so</li> </ul>  | When power imbalances block healthy feedback, bad behavior goes unchecked and <b>creates risk for violations, lawsuits and disengaged employees</b>   |
| <b>Unconscious Bias</b>            | The way in which cognitive errors impact decisions about people                               | <ul style="list-style-type: none"> <li>• Cognitive errors reduce the effectiveness of an organization</li> <li>• Minimizes the importance of the issues that influence employee experience</li> </ul>  | <ul style="list-style-type: none"> <li>• Creates a culture of underperformance; increases risks associated with <b>misallocation and underutilization of talent</b>; can escalate to <b>discrimination claims</b></li> <li>• Advocates and upstanders can create more equitable employee experiences, and create practices to enhance <b>recruitment and retention</b></li> </ul> |
| <b>Social Aptitude</b>             | How individuals sense and adapt to the needs of others  | <ul style="list-style-type: none"> <li>• People who have developed their Social</li> <li>• Aptitude resolve conflict effectively and create greater engagement and cohesion</li> </ul>   | <ul style="list-style-type: none"> <li>• Social aptitude is <b>required for management and leadership effectiveness</b></li> <li>• <b>Foundational to building inclusion</b></li> </ul>   |
| <b>Pre-Existing Mindsets</b>       | How past experiences shape the expectations, beliefs, and behaviors of a workforce            | Understanding Pre-Existing Mindsets helps explain gaps between desired and actual behavior   | <b>Influences the effectiveness of change management strategies</b> ; failures stem from a lack of knowledge about differences in Pre-existing Mindsets and how to address and integrate them   |
| <b>Norms &amp; Practices</b>       | Intentional standards of conduct that promote prosocial behaviors                             | Organizational norms help employees align and conduct themselves and their professional activities according to high standards   | <b>Reduces risk by creating resilience in people and the system.</b> Counteracts the negative impacts of bias, power abuses, In-Group/Out-Group conflict, and low Social Aptitude   |



# Inclusion

| Indicator                           | Definition  | Why It Matters  | Impacts on the Organization  |
|-------------------------------------|---|---|--|
| <b>Decision-Making Processes</b>    | A structure for making decisions that is fair and consistently used   | <ul style="list-style-type: none"> <li>• Structured processes reduce errors</li> <li>• Enables diversity of candidates in recruiting and promotion</li> <li>• Increases inclusion and engagement in meetings and fairness in task allocation</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Decreases operational costs</b> due to errors and inefficiencies</li> <li>• Increases participation from key stakeholders which <b>creates alignment and efficiency</b></li> </ul>   |
| <b>Valuing Differences</b>          | The awareness, acknowledgement, and appreciation of differences   | <ul style="list-style-type: none"> <li>• Enhances innovation by capturing the advantage of diverse perspectives and ideas</li> <li>• Explaining and/or debating diverse perspectives leads to more robust dialogue and risk discovery/management</li> </ul>   | <p><b>Decreases operational risk</b> due to “blind spots”</p> <p>Increases innovation, which <b>increases revenue</b></p>  |
| <b>Allyship</b>                     | Behaviors that create social equity, access, and opportunity for those who wouldn't otherwise have it             | <ul style="list-style-type: none"> <li>• Allies help ensure that people who are underrepresented in the organization are appreciated and developed</li> <li>• Allyship increases the likelihood that the organization will benefit from its diverse talent</li> </ul>   | <ul style="list-style-type: none"> <li>• Increases retention of women and underrepresented communities; <b>decreases recruiting costs</b></li> <li>• <b>Mitigates</b> perceptions of bias, which can <b>damage the organization's reputation and identity</b></li> </ul> |
| <b>Demographic Experience</b>       | The experience gained by interacting with people of different race, gender, age, class, and other characteristics | <ul style="list-style-type: none"> <li>• Deeper knowledge of all the people around us broadens our perspective, makes us stronger problem solvers, and better team members</li> <li>• People who have meaningful experiences with people of different demographics don't rely as heavily on negative stereotypes as others</li> </ul> | Improves an organization's ability to reach, both directly through outreach and indirectly through innovation, the <b>total available market</b> for its products and services   |
| <b>Curiosity &amp; Empathy</b>      | The practices of listening and learning about others without negative judgment                                    | <ul style="list-style-type: none"> <li>• These skills build high quality relationships, a foundation for openness, and ease conflict &amp; tensions</li> <li>• Creates agility to adapt to new people and processes, greater responsiveness to problem-solving and organizational change</li> </ul>                                   | <b>Improves management effectiveness</b> at all levels by reducing unnecessary escalations and improving problem solving capacity  |
| <b>Authenticity &amp; Belonging</b> | The condition of social well-being where you can express yourself and feel accepted                               | <ul style="list-style-type: none"> <li>• Relieves the mental burden of pretending to be someone you are not</li> <li>• Helps people to focus on their work and to express the range of their professional opinions and concerns</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Increases productive contributions by all people</b> in the organization</li> <li>• <b>Reduces</b> employee relations complaints and <b>risk of lawsuits</b></li> </ul>  |