

IN THE WORKPLACE,

Managers make the most powerful allies

Who are the most effective allies, and what do they do to create a culture of belonging in the workplace?

According to our research, the person with the greatest impact on workers' feelings of belonging is their manager. Because under-represented groups can face greater challenges to organizational entry, advancement and promotion, managers can play a critical role in support of early careers.

Managerial allyship can encompass a range of behaviors. The highest impact ones include building relationships, self-educating, being self-aware, actively listening, speaking up and standing up.

This past June, we surveyed over 3,000 Gen Y and Gen Z individual contributors in the US. Here's what we learned, both from overall respondents and individual groups.

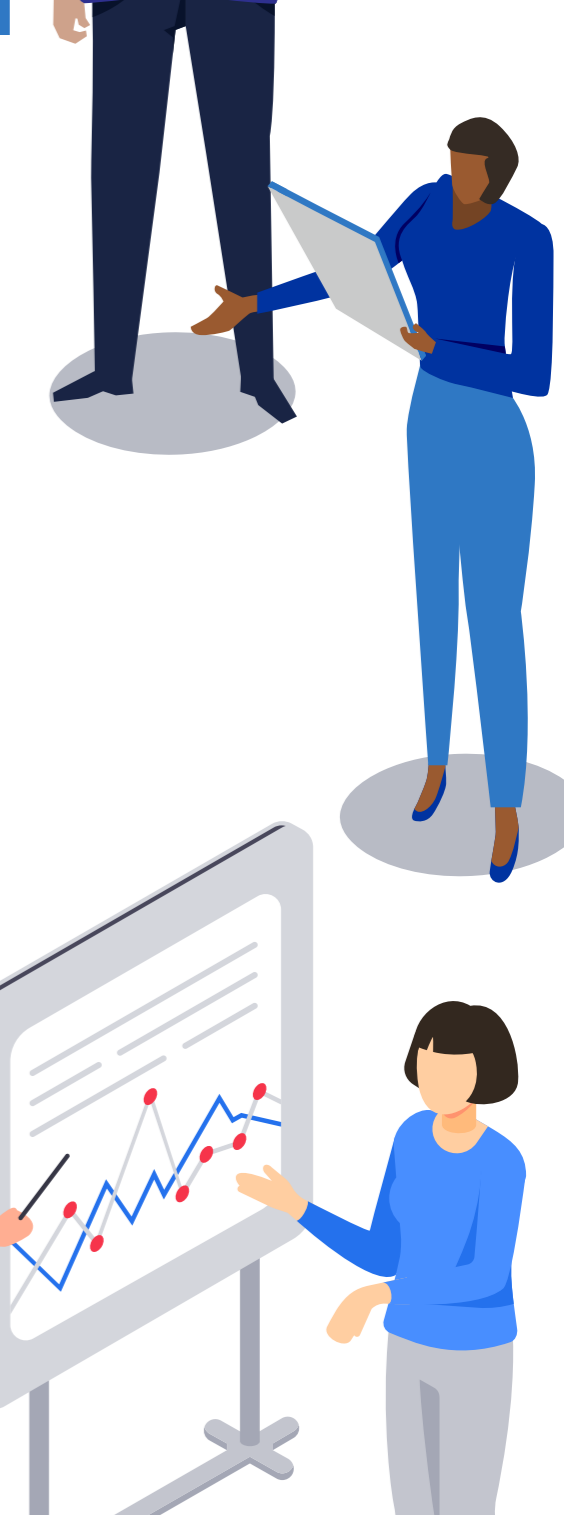
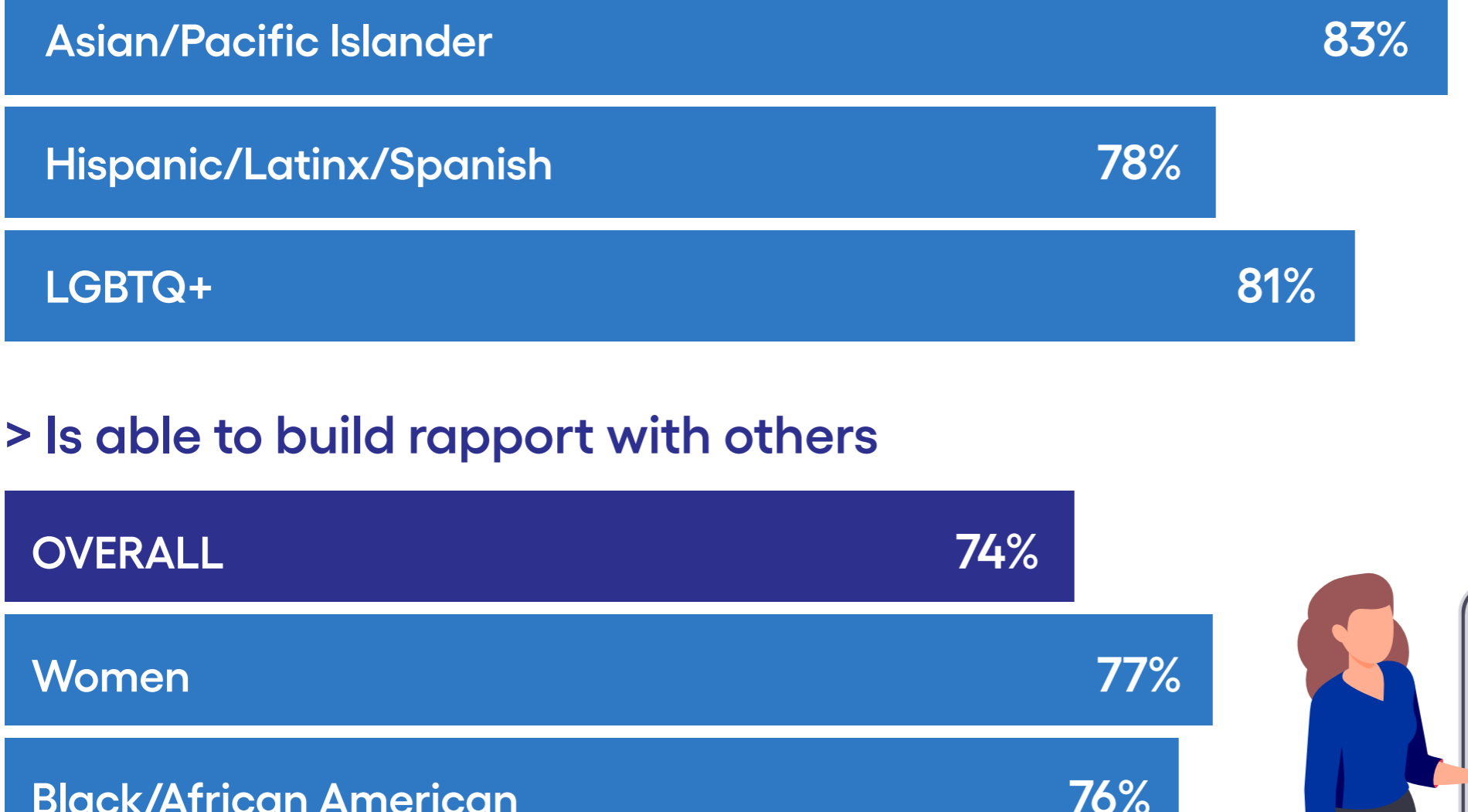
IMPORTANCE TO FEELINGS OF BELONGING AT WORK

1 A Manager Ally ... Builds relationships

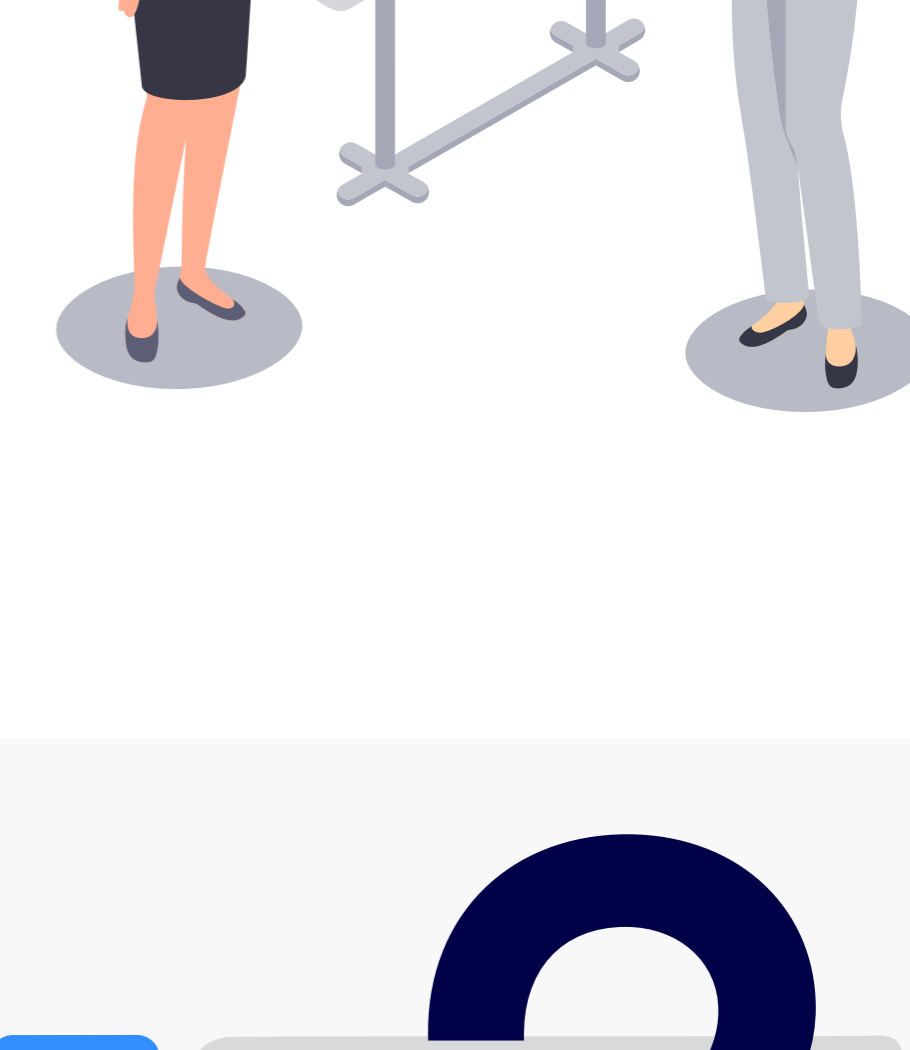
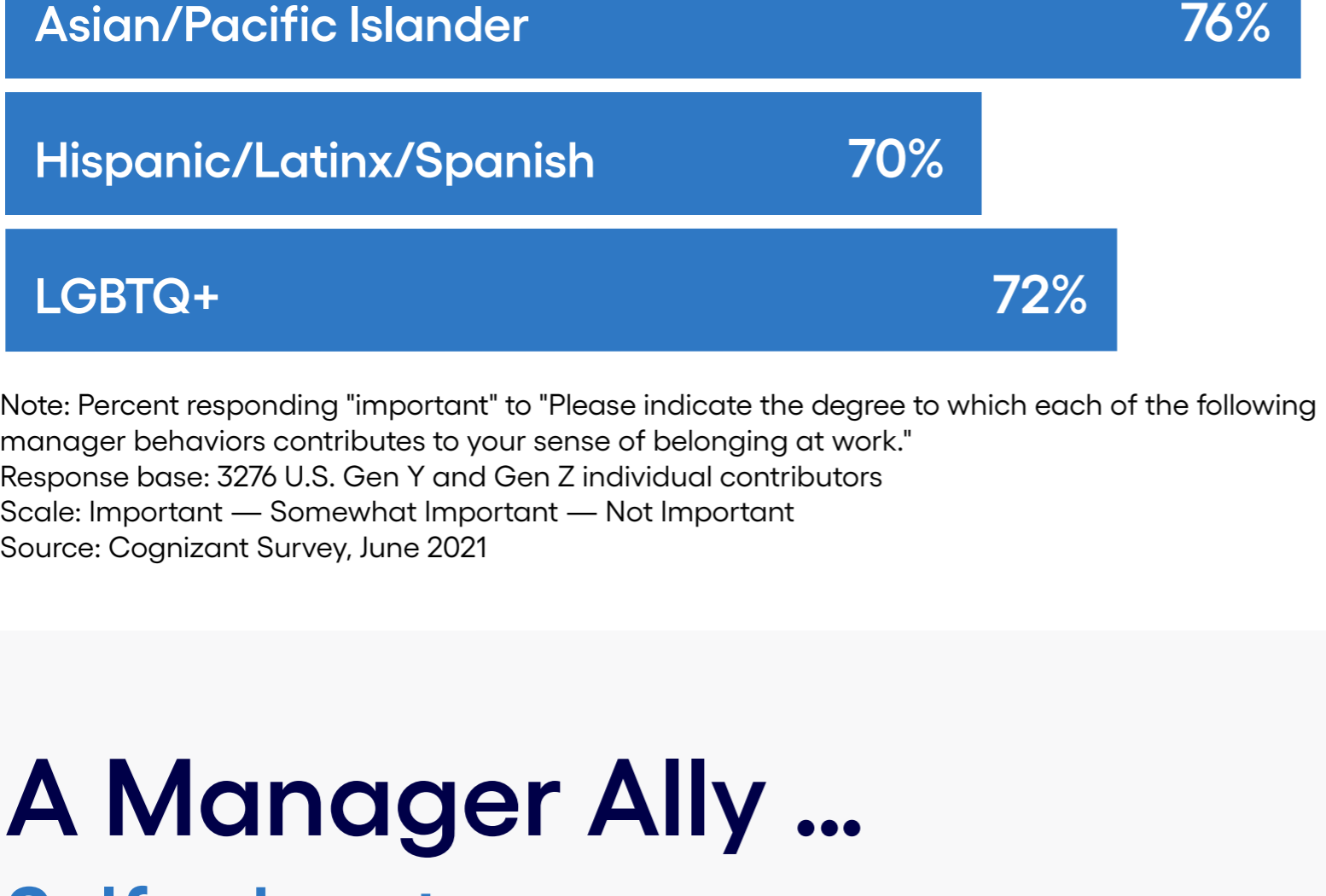
Being an ally involves putting others at ease by building rapport, listening, sharing and understanding. And it means following through on commitments to team members.



> Is authentic and trustworthy



> Is able to build rapport with others

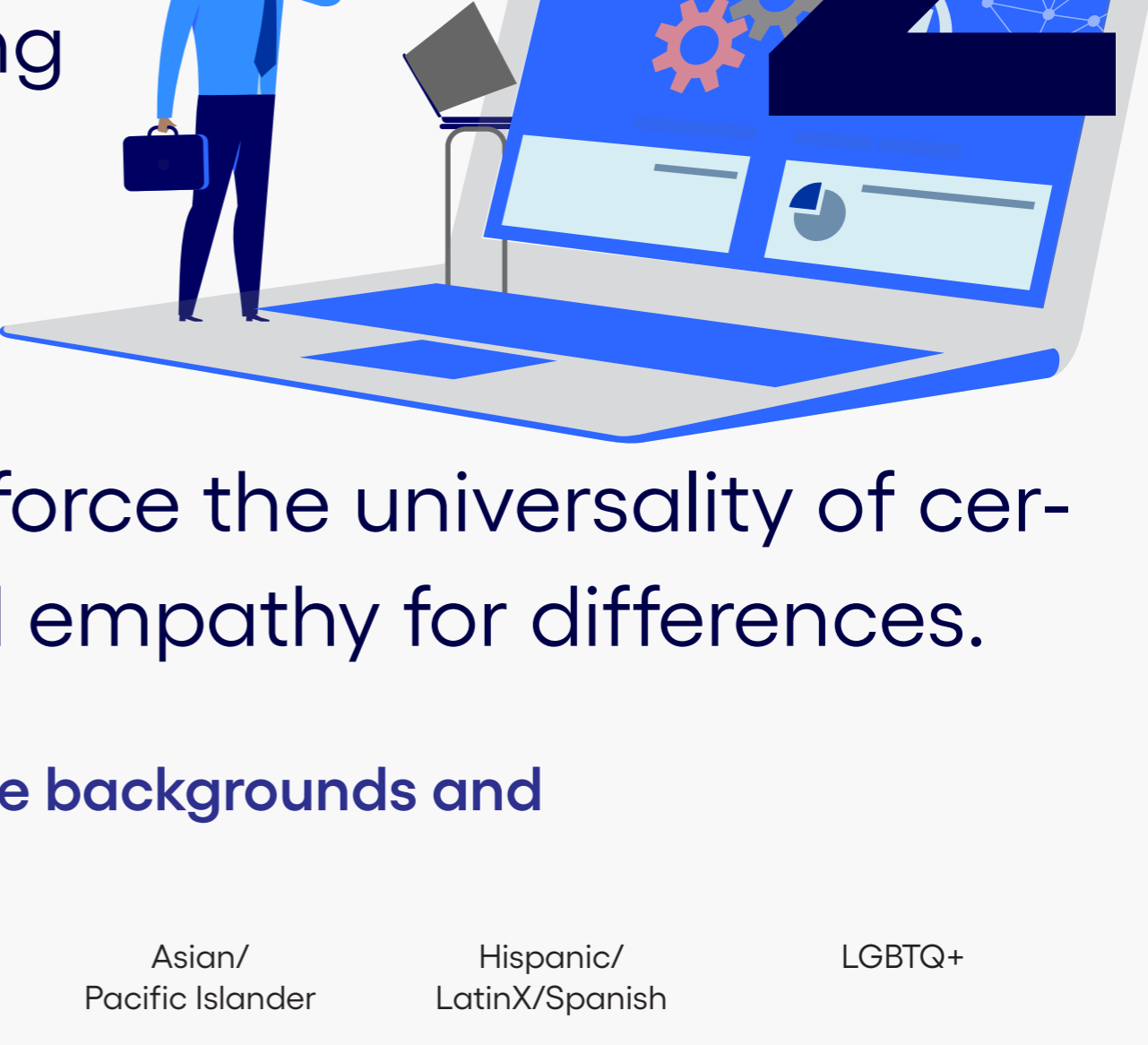


Note: Percent responding "important" to "Please indicate the degree to which each of the following manager behaviors contributes to your sense of belonging at work." Response base: 3276 U.S. Gen Y and Gen Z individual contributors. Scale: Important — Somewhat Important — Not Important. Source: Cognizant Survey, June 2021.

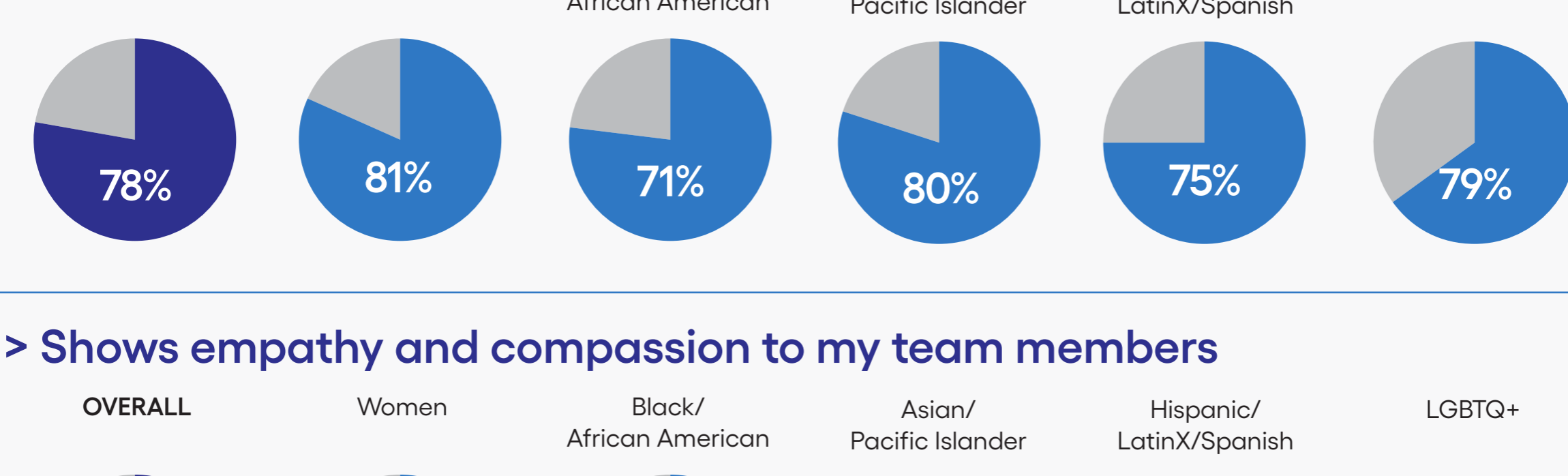
2 A Manager Ally ... Self-educates

A managerial ally takes time to deepen their understanding of others' background, experiences and the difficulties they face.

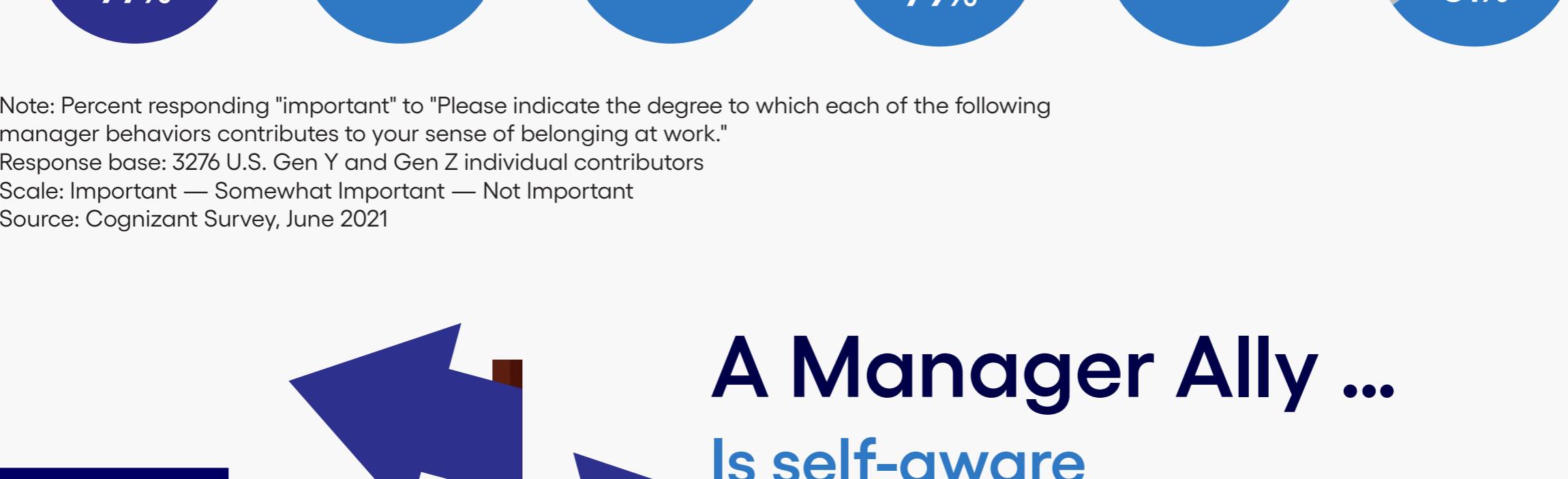
Shared stories help to reinforce the universality of certain experiences and build empathy for differences.



> Shows interest in learning about the backgrounds and experiences of others



> Shows interest in understanding the difficulties we face



> Shows empathy and compassion to my team members

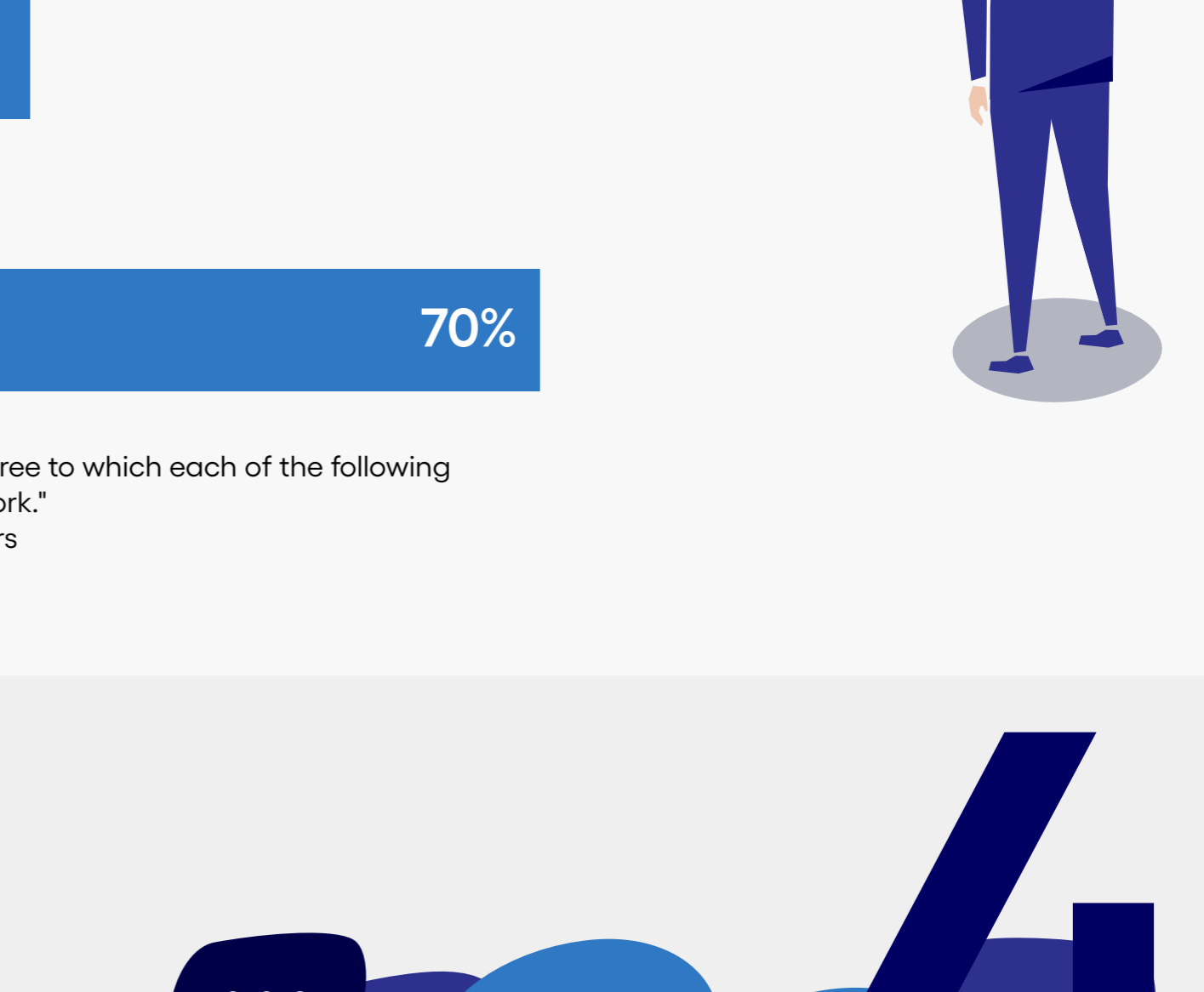
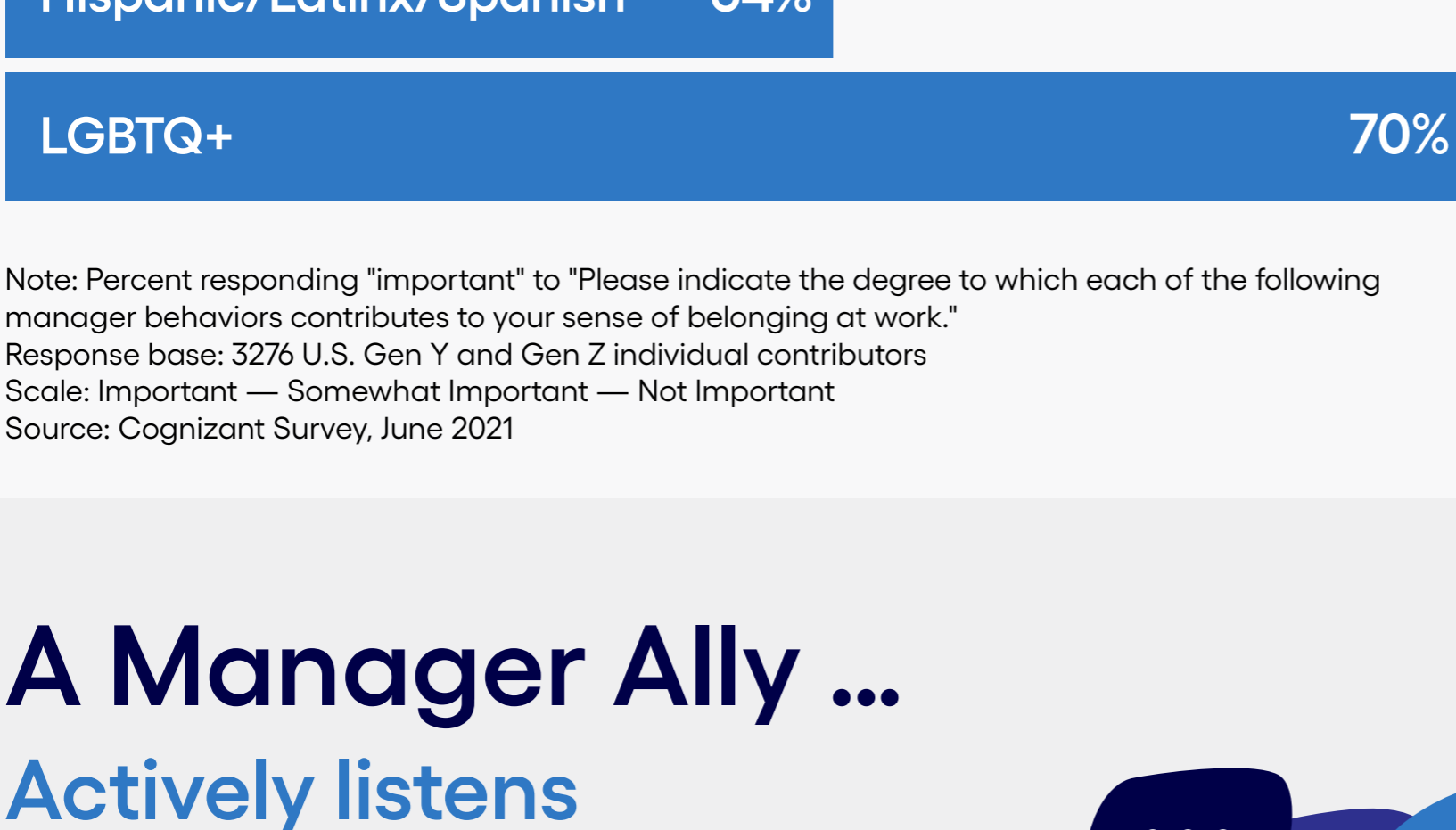


Note: Percent responding "important" to "Please indicate the degree to which each of the following manager behaviors contributes to your sense of belonging at work." Response base: 3276 U.S. Gen Y and Gen Z individual contributors. Scale: Important — Somewhat Important — Not Important. Source: Cognizant Survey, June 2021.

3 A Manager Ally ... Is self-aware

To be effective, managerial allies need direct and immediate feedback about their workplace behavior.

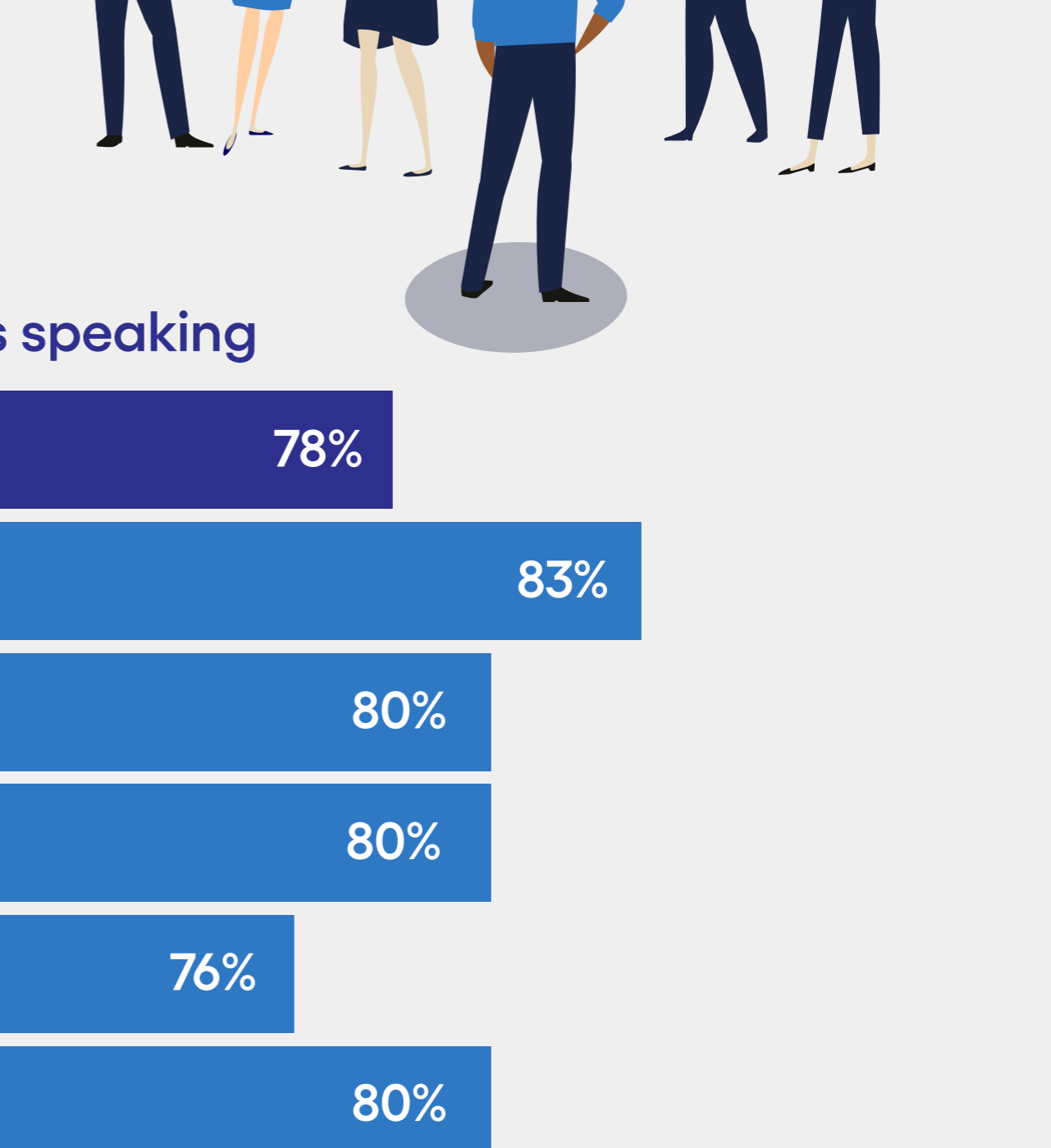
> Catches self when making assumptions about others



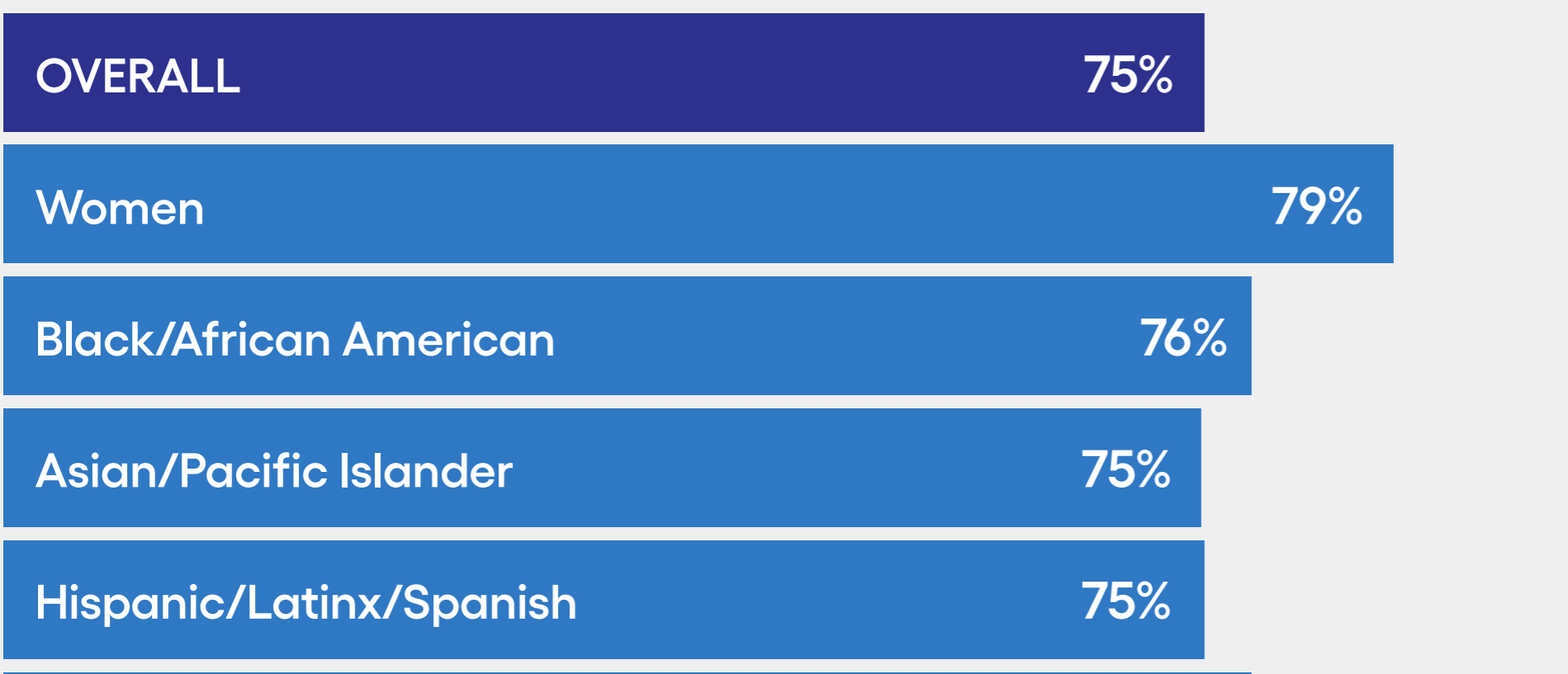
Note: Percent responding "important" to "Please indicate the degree to which each of the following manager behaviors contributes to your sense of belonging at work." Response base: 3276 U.S. Gen Y and Gen Z individual contributors. Scale: Important — Somewhat Important — Not Important. Source: Cognizant Survey, June 2021.

4 A Manager Ally ... Actively listens

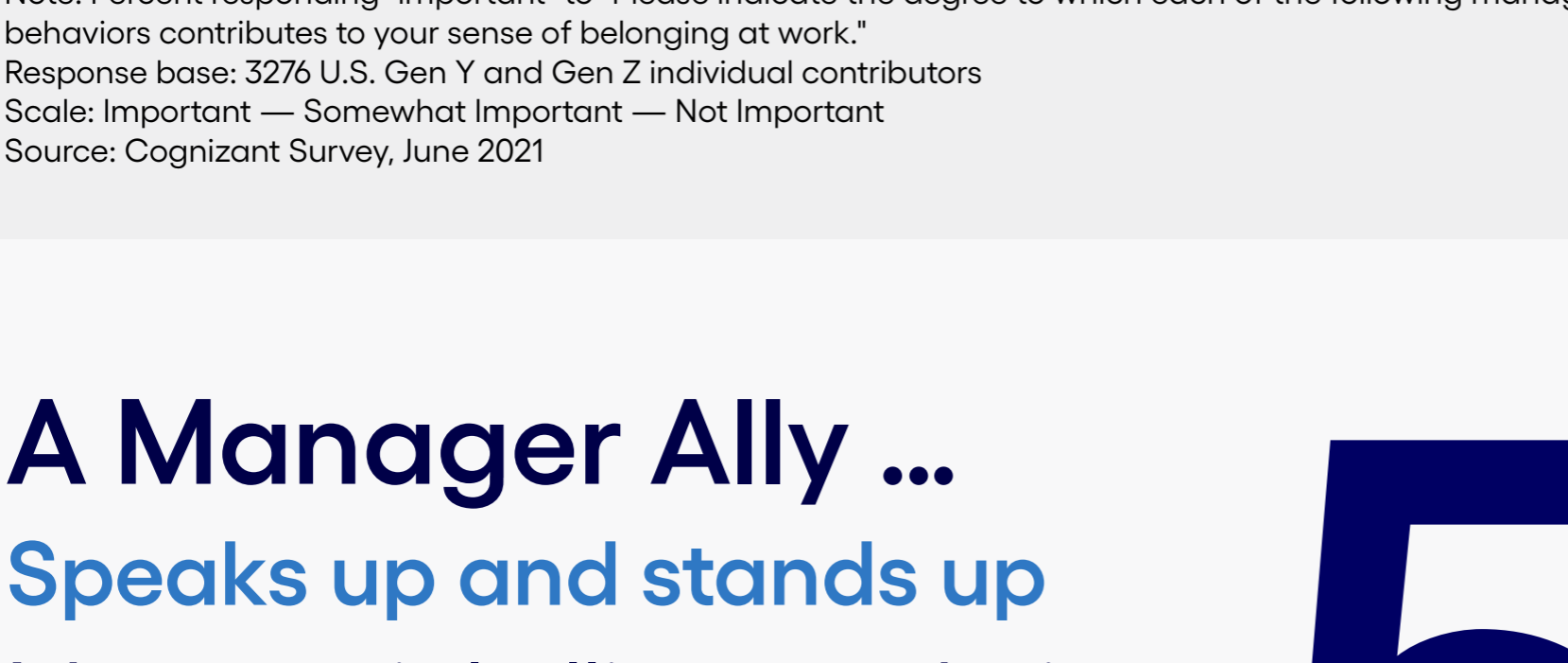
Managerial allies listen more than they talk. They see differences as assets that lead to better decisions and drive team innovation and performance.



> Actively listens regardless of who is speaking



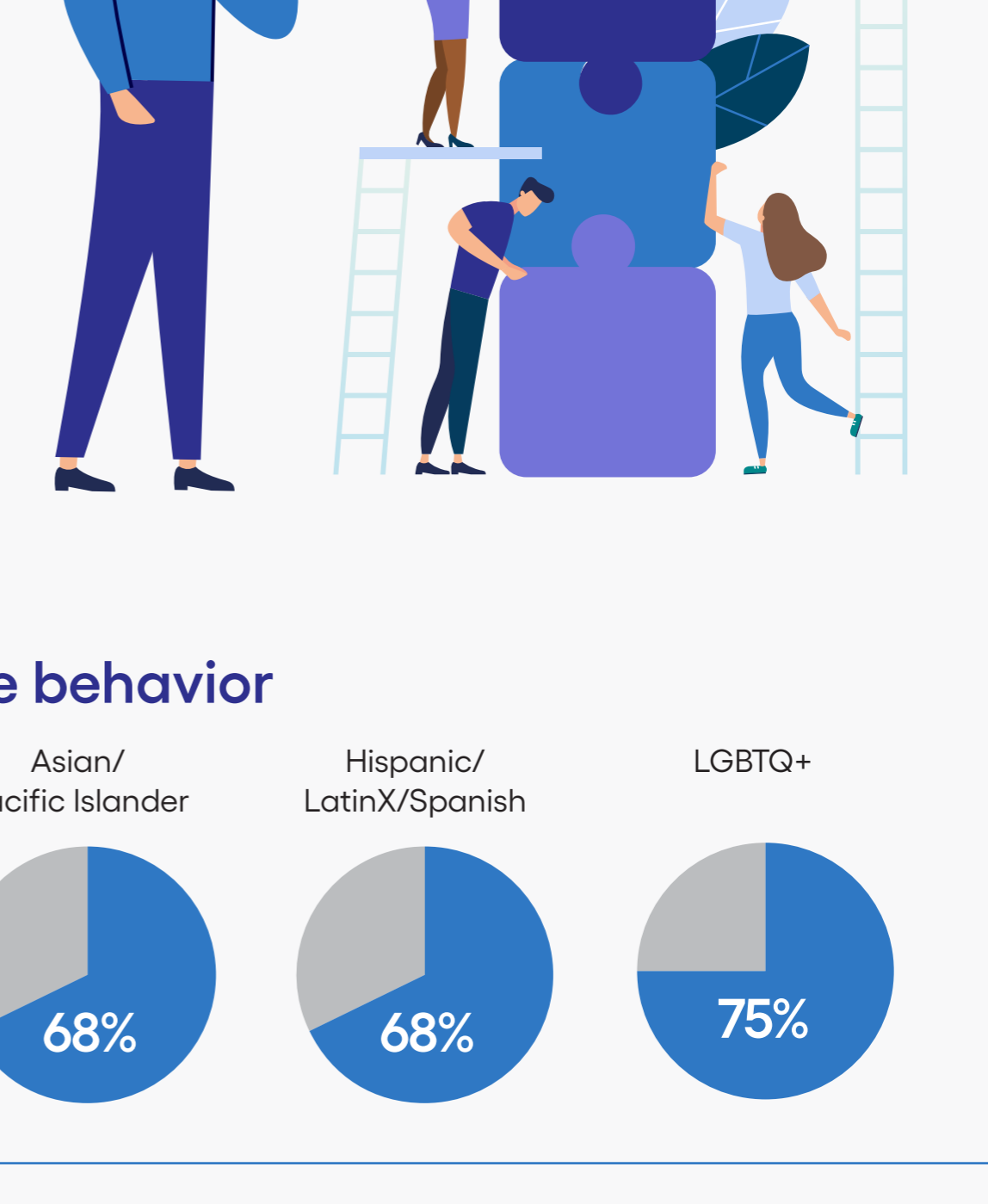
> Considers different points of view when making decisions



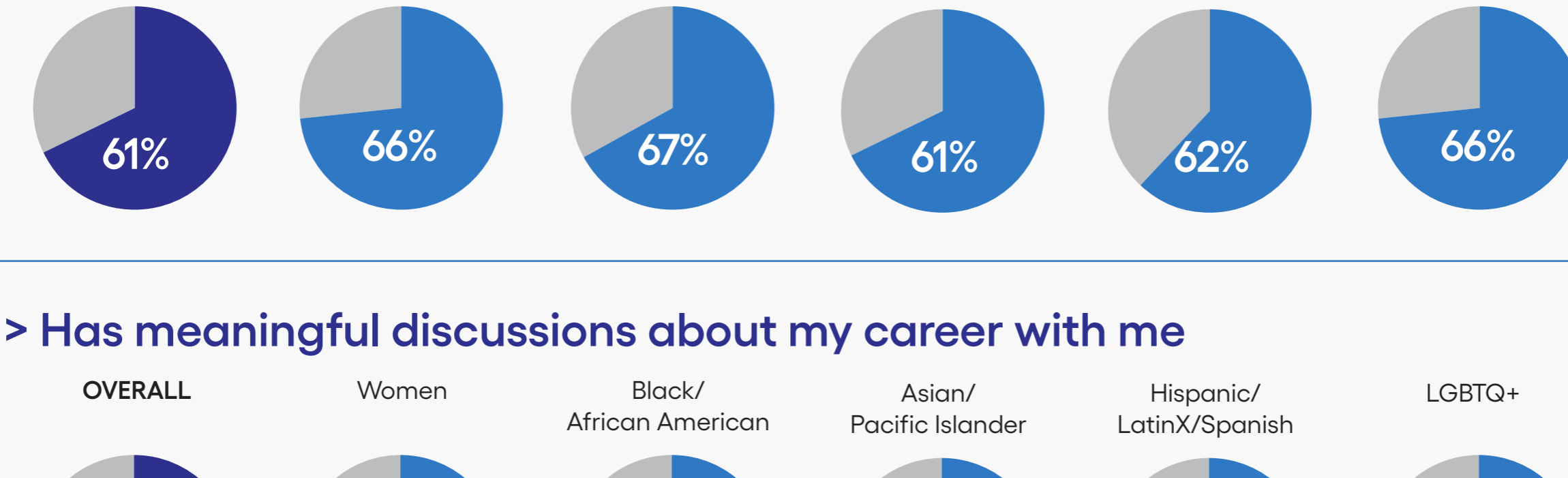
Note: Percent responding "important" to "Please indicate the degree to which each of the following manager behaviors contributes to your sense of belonging at work." Response base: 3276 U.S. Gen Y and Gen Z individual contributors. Scale: Important — Somewhat Important — Not Important. Source: Cognizant Survey, June 2021.

5 A Manager Ally ... Speaks up and stands up

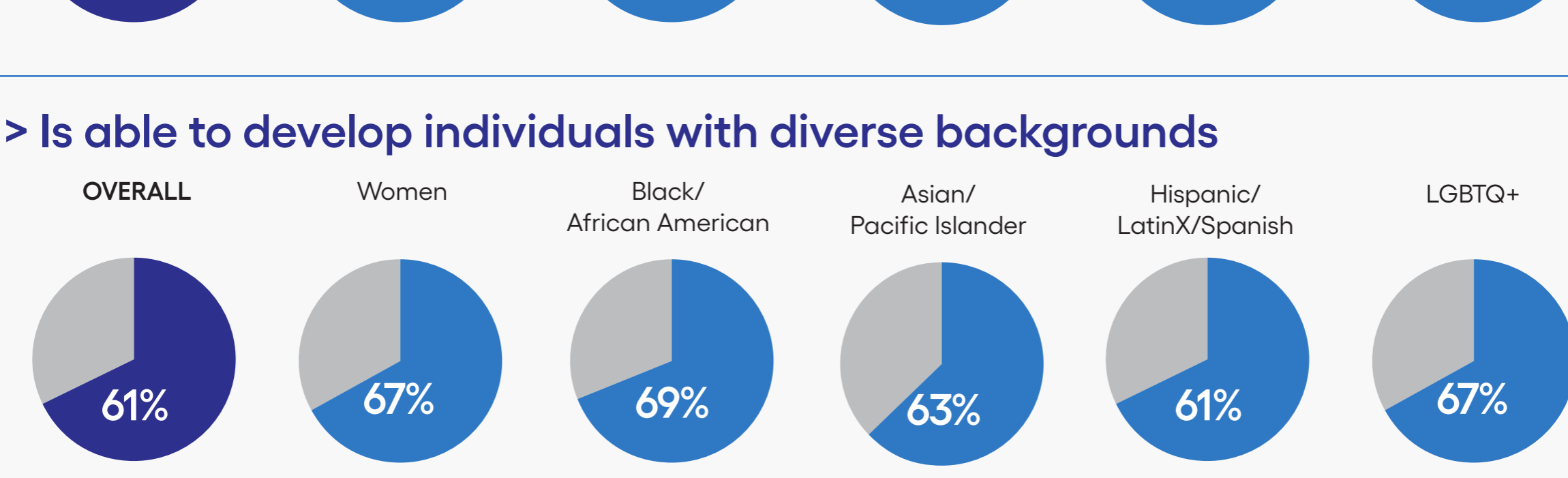
Managerial allies use their social capital to advocate for others. They promote inclusive practices and actively campaign for individuals through career processes.



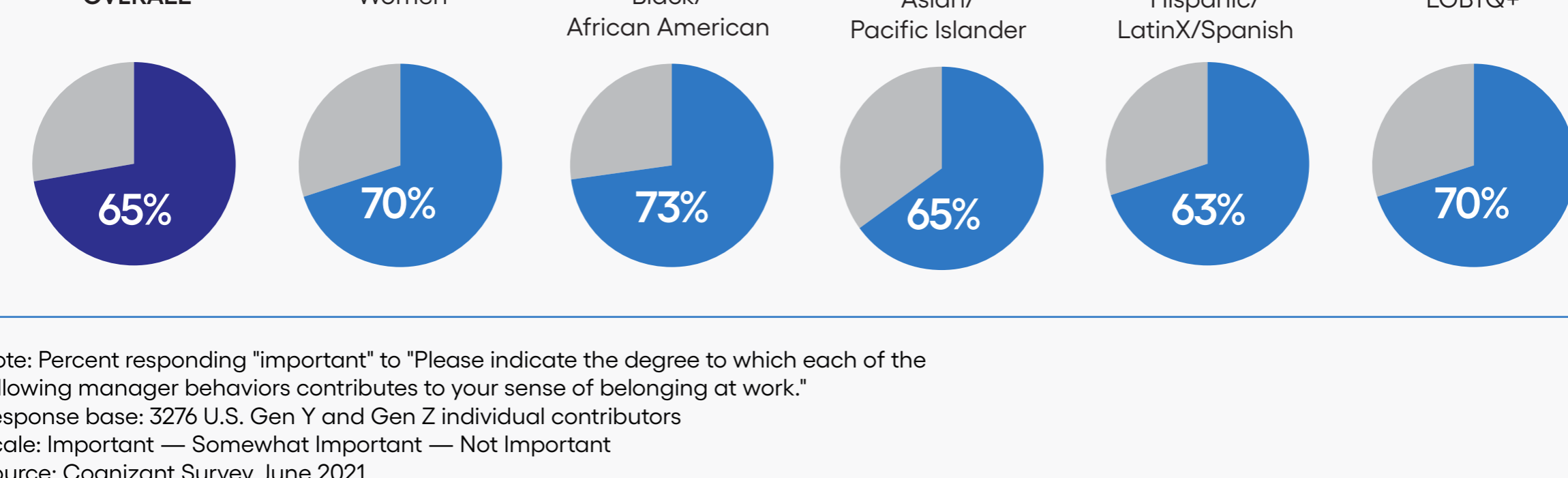
> Speaks up when observes non-inclusive behavior



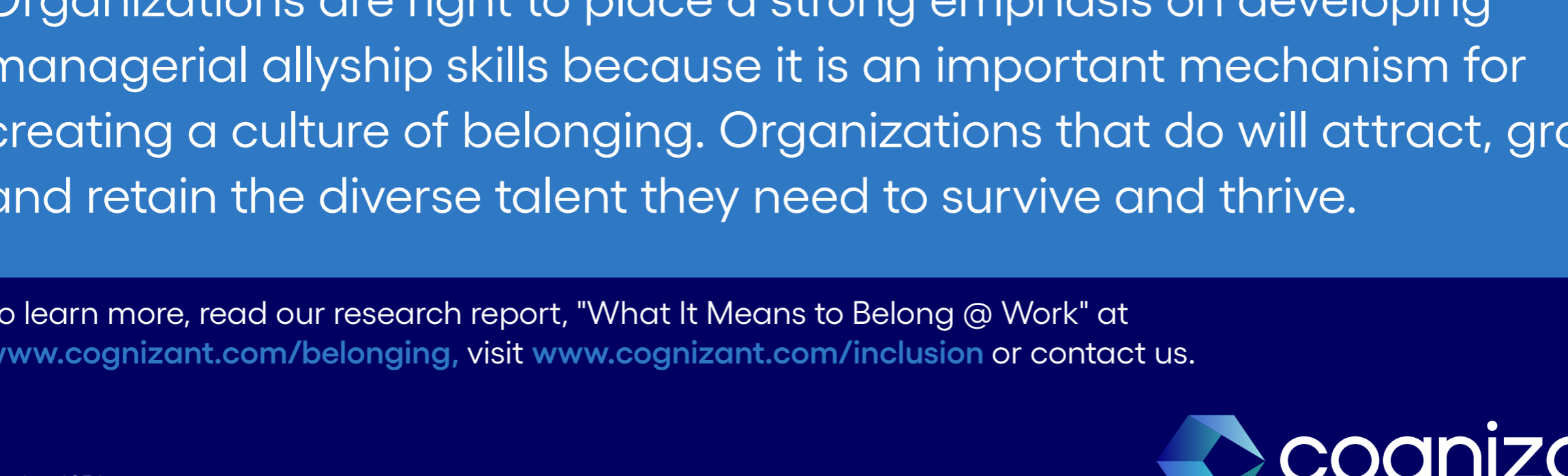
> Is able to attract individuals with diverse backgrounds



> Has meaningful discussions about my career with me



> Is able to develop individuals with diverse backgrounds



> Is able to promote individuals with diverse backgrounds

Note: Percent responding "important" to "Please indicate the degree to which each of the following manager behaviors contributes to your sense of belonging at work." Response base: 3276 U.S. Gen Y and Gen Z individual contributors. Scale: Important — Somewhat Important — Not Important. Source: Cognizant Survey, June 2021.

Organizations are right to place a strong emphasis on developing managerial allyship skills because it is an important mechanism for creating a culture of belonging. Organizations that do will attract, grow and retain the diverse talent they need to survive and thrive.

To learn more, read our research report, "What It Means to Belong @ Work" at www.cognizant.com/belonging, visit www.cognizant.com/inclusion or contact us.