USTEN, JEARN, SUEAD

The Importance of Workplaces as Learning Communities

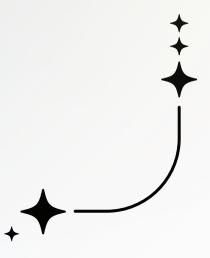


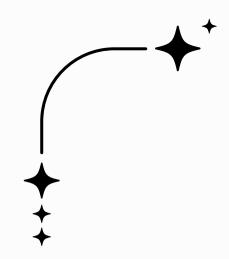


Marina Delgado

Mimi Garcia

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Presentation of Problem

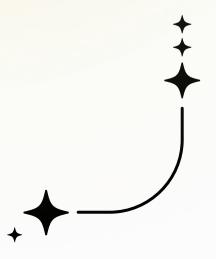
Survey Methodology

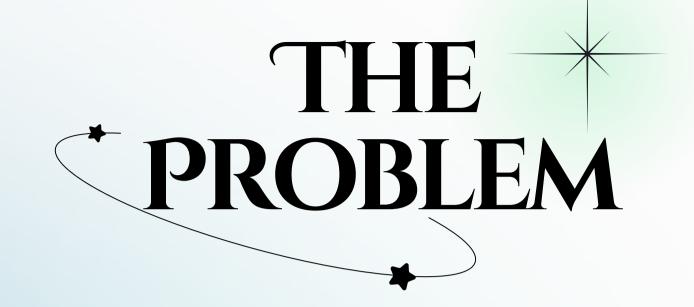
Findings

Recommendations

Suggested Framework: Developing a Learning Community







Employee burnout is a major problem among nonprofits.



A 2024 survey by The Circle of Philanthropy found that $\underline{60\%}$ of respondents said they were struggling with staff burnout or attrition.

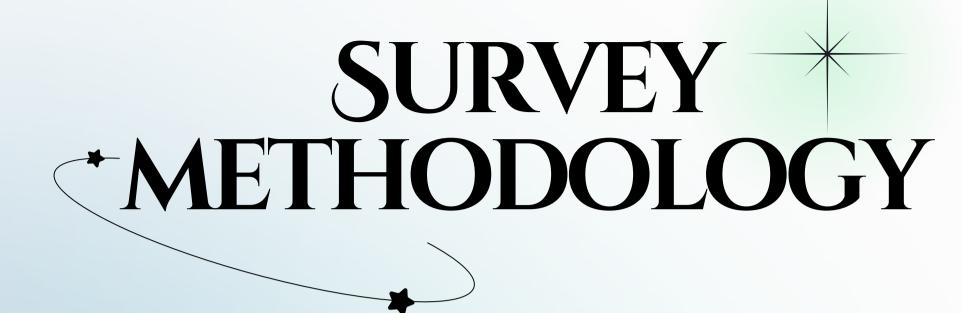
A <u>2019 American Psychlogical Association survey</u> found that employees who report feeling "tense" or "stressed" during the workday are ______as likely to say they intend to find a new job in the next year.

A study conducted by Nonprofit HR in 2019 found that nonprofits: have a 21% average turnover rate, and in 2022 found that 36% of voluntary turnover was due to dissatisfaction with organizational culture.

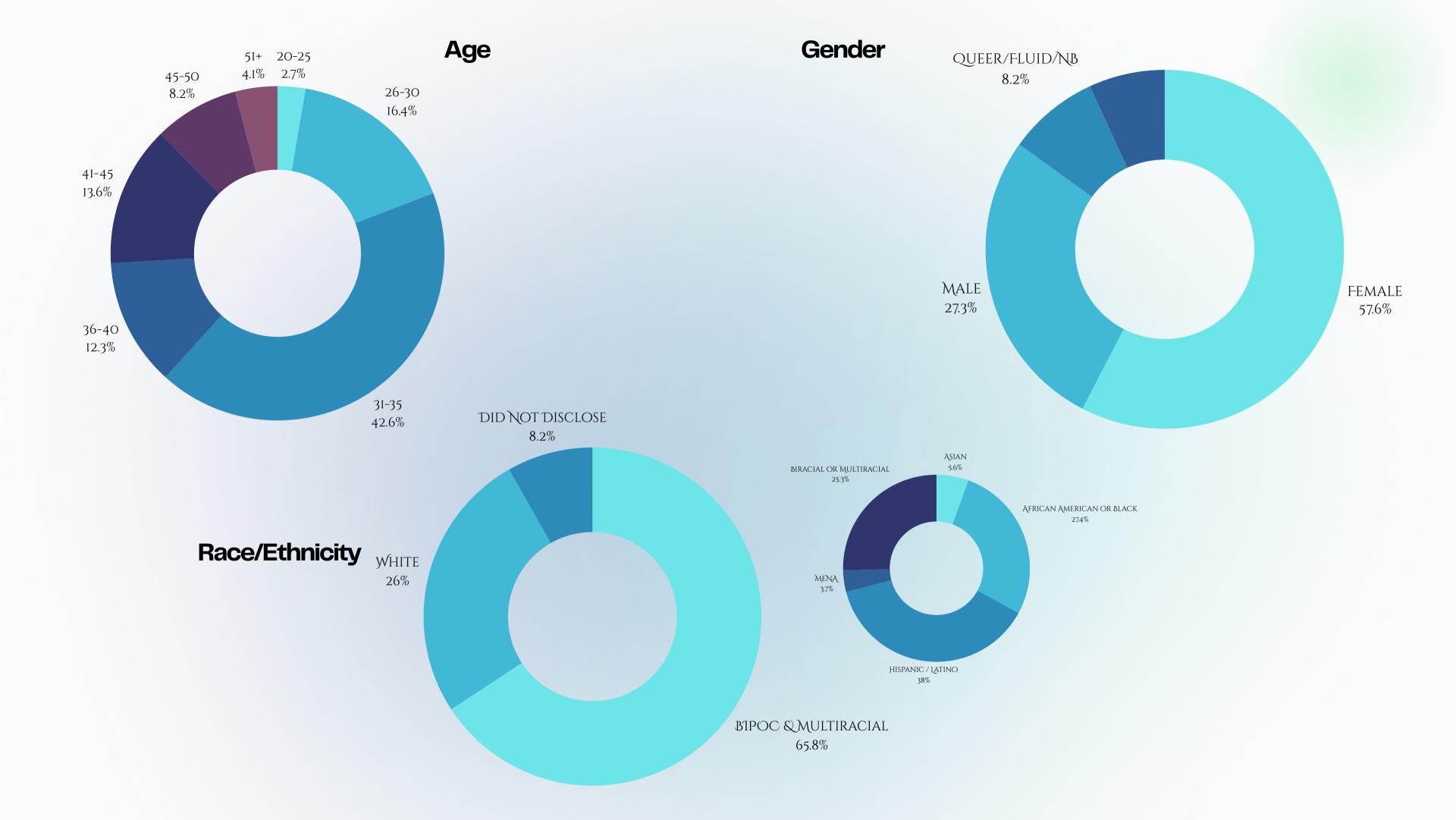


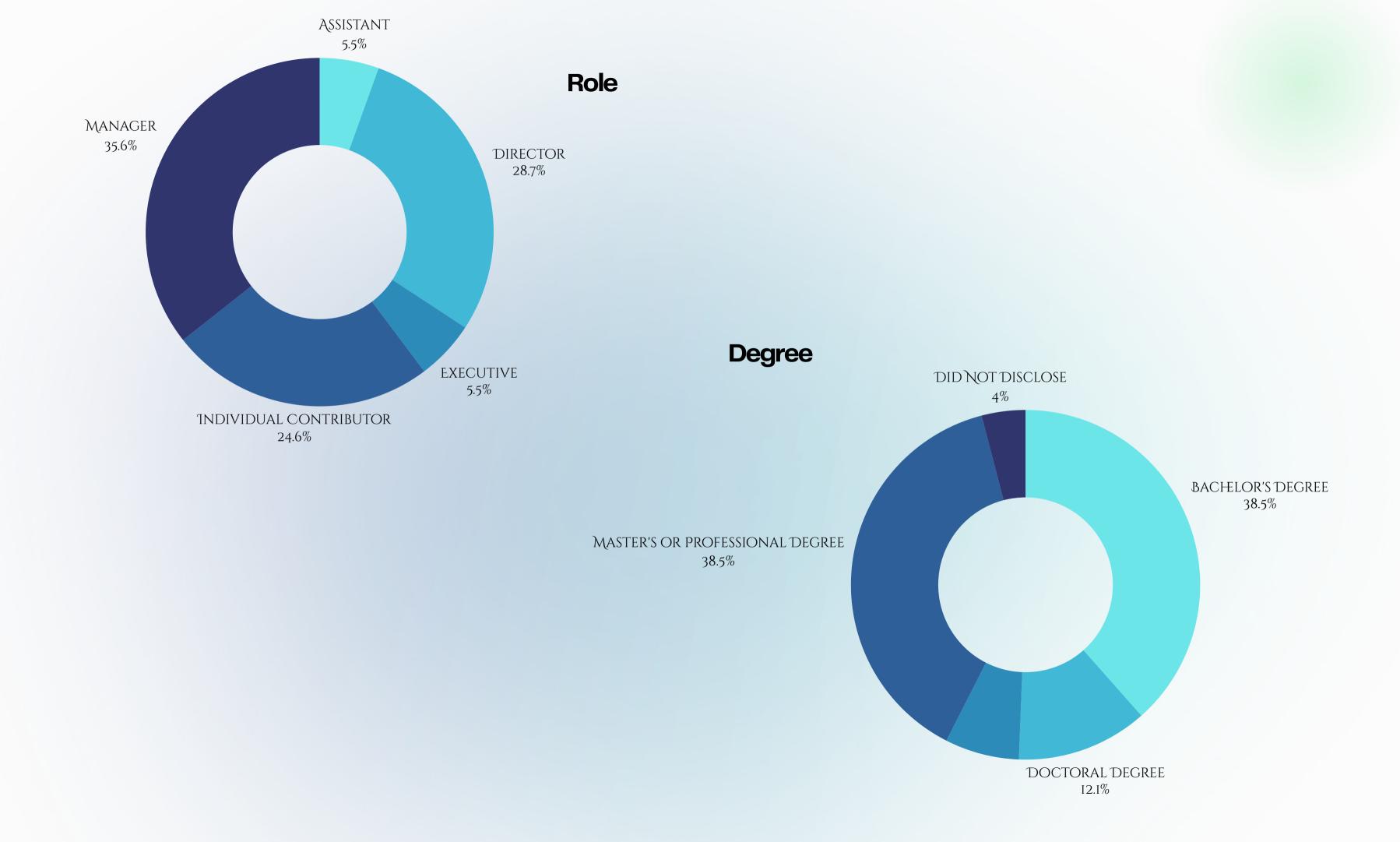
What is the relationship between management style and employee turnover?

How can managers improve workplace culture and satisfaction among their employees?



We surveyed 73 nonprofit employees from youth development organizations across New York City.





Respondents were asked to:

- Rank factors that keep them at their current organization
- Evaluate their managers and the impact management has on their workplace satisfaction
- Reflect on their own management style and areas of growth*

Effective management is linked to higher response rates of job satisfaction and lower rates of burnout and job hunting

Job-seeking employees ranked their managers' effectiveness a full point lower than their peers*

90% of employees who rarely or never feel burned out <u>didn't job-hunt this year.</u>

45% of employees who usually or always feel burned out <u>looked for a job this year</u>.

77% of our respondents at all levels agree or highly agree that their managers are effective.



open communication

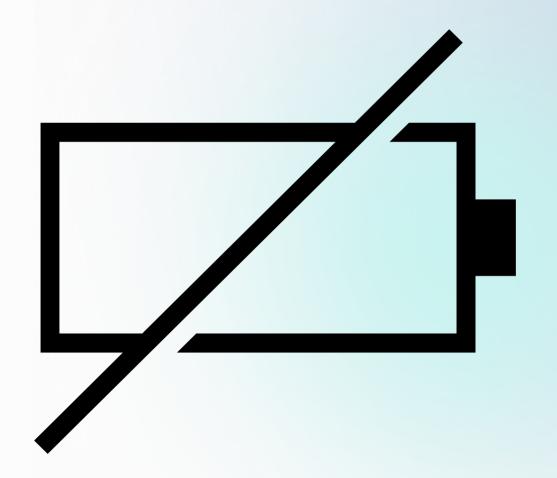


clear expectations

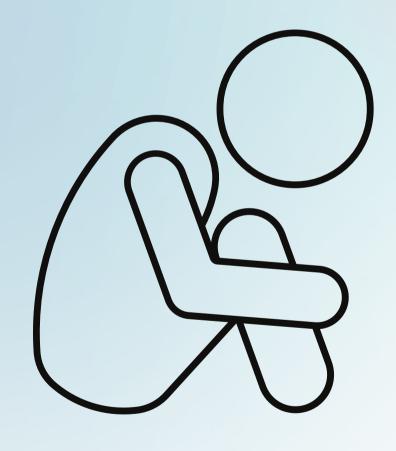
"Yes, many times during our check in meetings it's asked if how my manager can better accommodate me to better succeed at my goals we set out. Usually there's an immediate acknowledgement of the issue and responds fairly quickly and usually well and willing to adjust."

"Yes, open two way conversation, on a regular basis, at least 2 x per month during 1 x 1s, sometimes more often. I have no hesitancy to give feedback to my manager outside of those times."

EMPLOYEES AGREE...

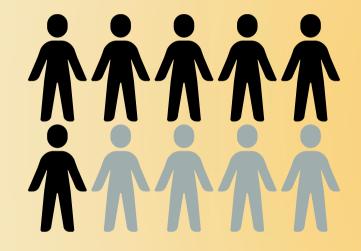


Burn out



Lack of belonging / poor org culture

WHAT SUPPORTS YOU IN BEING AN EFFECTIVE MANAGER?

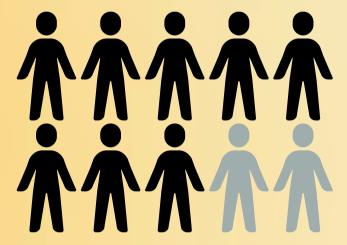


64.3% (EACH)

Belonging

Professional development

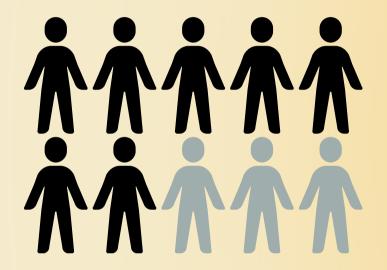
Feeling supported by manager



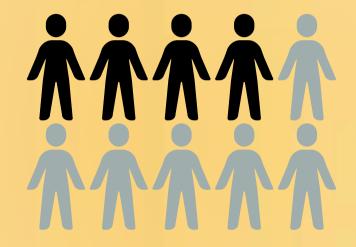
78.6%

Strong peer support network

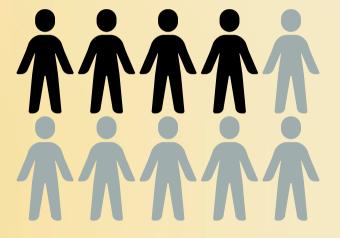
WHAT ARE YOUR BARRIERS TO BEING AN EFFECTIVE MANAGER?



74.4%
Overworked or not enough time

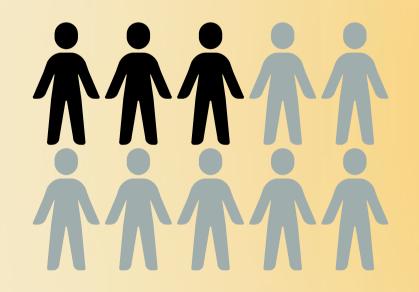


23.3%
Unsupported by upper management

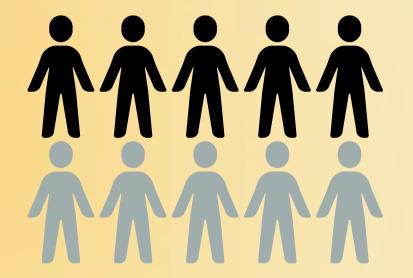


37.2%

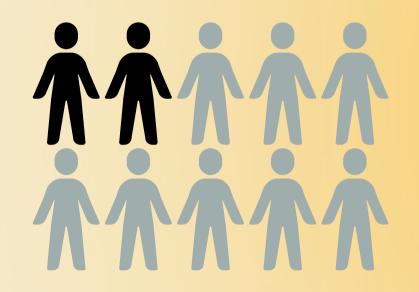
Need additional training



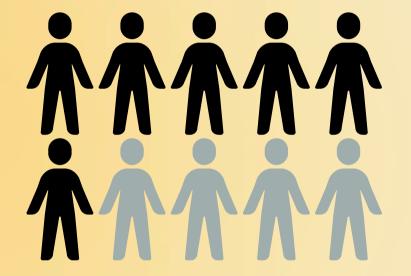




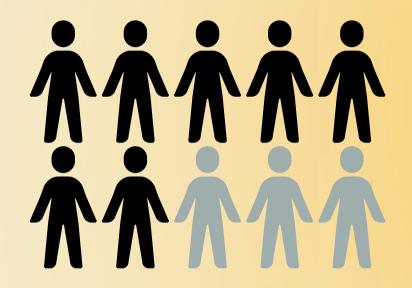
51% OF MANAGERS REPORT OBSERVING THEIR STAFF FEELING INSPIRED MOST OR ALL OF THE TIME



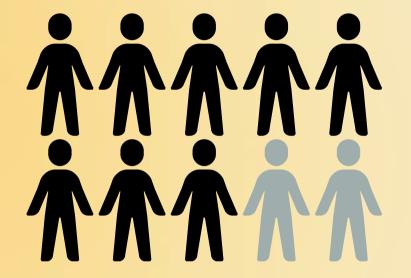
24% OF STAFF REPORT FEELING EXCITED BY THEIR WORK MOST OR ALL OF THE TIME



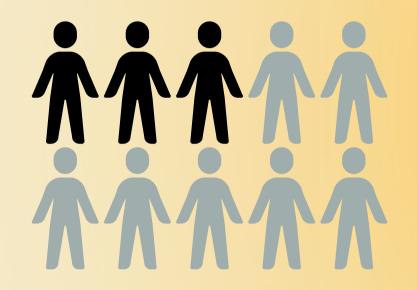
58% OF MANAGERS REPORT OBSERVING THEIR STAFF SEEMING EXCITED MOST OR ALL OF THE TIME



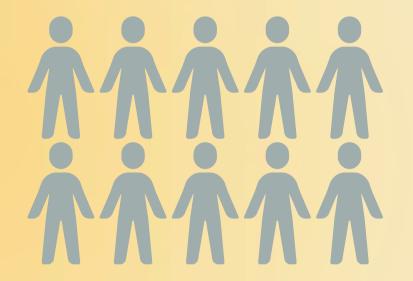
67% OF STAFF REPORT FEELING COMMITTED TO THEIR WORK MOST OR ALL OF THE TIME



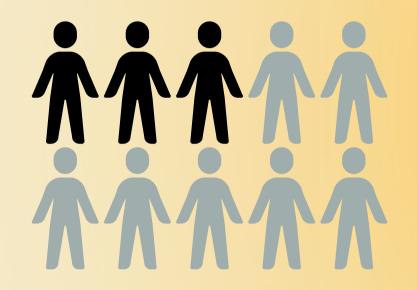
81% OF MANAGERS REPORT OBSERVING THEIR STAFF FEELING/SEEMING COMMITTED MOST OR ALL OF THE TIME



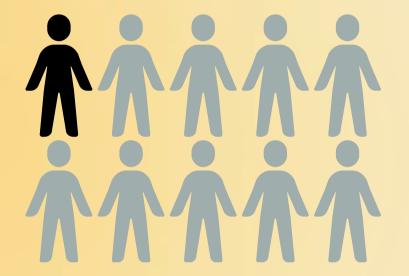
30% OF STAFF REPORT FEELING DISENGAGED TO THEIR WORK MOST OR ALL OF THE TIME



2% OF MANAGERS REPORT
OBSERVING THEIR STAFF
FEELING/SEEMING DISENGAGED
MOST OR ALL OF THE TIME



33% OF STAFF REPORT FEELING BURNED OUT TO THEIR WORK MOST OR ALL OF THE TIME



10% OF MANAGERS REPORT
OBSERVING THEIR STAFF
FEELING/SEEMING BURNED OUT
MOST OR ALL OF THE TIME

LEARNING COMUNITIES

COMMUNITY

PRACTICE DOMAIN

A "Learning Community," or "Community of Practice," is is a group of individuals who engage in a process of collective learning within a shared domain of interest.

By **practicing** their **domain** in **community** with each other, an LC continuously learns how to do their work more effectively through regular interaction and mutual support.

HOWCANA JEARNING COMMUNITY HELP?

Consists of:

- Collaborative learning
- Shared goals
- Collective inquiry
- Open communication
- Leadership support

<u>How it plays out</u>

- Cross functional teamwork
- Continuous learning
- Mentorship

OTHER SOLUTIONS

- Ensure equitable distribution of workload
- Flexible Schedules
- Team bonding and building
- Maintain ongoing, open communication between management and ALL staff
- Provide opportunities for professional growth
- Foster receptiveness to constructive criticism and demonstrate tangible changes
- Consistent and honest reassesment of the culture
- Improve compensation and benefits
- Advocate for systemic change

RESOURCES



New York Council of Nonprofits: provides a full range of business and capacity building services including accessible, expert consulting and customized training through seasoned nonprofit staff specialists and attorneys. FREE online trainings, policy reports, and discounts on popular tools, seminars, and publications, along with affordable pricing on choice employee benefit plans, a members-only Directors and Officers liability policy, and more.

Candid.

The information you need to do good.

Candid is a nonprofit that provides the most comprehensive data and insights about the social sector.



The Great Place To Work Model: Trust is the core

Trust forms the heart of an exceptional workplace, as captured by our Great Place To Work Model. According to our research and model, a great workplace is defined by four qualities: Employees trust the people they work for, take genuine pride in their work; enjoy collaborating with their colleagues; and experience a consistent workplace atmosphere, irrespective of their role, identity, or position within the organization. Businesses rooted in trust not only attract the best talent but also achieve significant long-term financial success.

-Greatplacetowork.com

NONPROFIT A relentless, collective force for good.

Nonprofit New York champions and strengthens nonprofits through capacity building and advocacy to cultivate a unified, just, and powerful sector.

Nonprofitee

"From HR and diversity, equity, inclusion, and belonging (DEIB) assessments to crafting strategies and programs for performance management, learning and development, and career pathing, we offer a full range of solutions that cover ever aspect of attracting, growing, and developing your people."

ADDITIONAL RESOURCES:

Management Center

Offers intensive coaching services for executive directors and their senior leadership teams; management training courses that equip managers and leaders with skills, practices, and tools they can put to work immediately; and an array of curated resources on effective (equitable, sustainable, and results-driven) management.

RESOURCES:

- New York Council of Nonprofits (NYCON): Website:
 - https://www.nyf.org/
- Candid (formerly The Foundation Center): Website: https://candid.org/
- The Center for Nonprofit Leadership at Columbia University
 Website: https://www.gsb.columbia.edu/faculty-research/academiccenters/center-nonprofit-leadership
- Nonprofit New York: Website: https://www.nonprofitnewyork.org/
- Nonprofit Coordinating Committee of New York (NPCC): Website:
 - https://www.npccny.org/
- The Management Center: https://www.managementcenter.org/
- Information on Feedback Material, Examples attached:
 - https://www.managementcenter.org/resources/2x2-feedback-form/



THANK YOU