



THE **SIGNAL** *indicator*

An Action Sheet for Turning ERG
Insight into Organizational Action



Send your questions to pro@fortefoundation.org

Organizations don't struggle to understand why women leave. They struggle to decide what to do with what they already know.

For years, ERGs and other listening spaces have surfaced consistent patterns about opportunity, advancement, and culture. What's been far less consistent is whether those insights are integrated into decisions and organizational change.

This Action Sheet focuses on how ERGs and organizations can protect early signals and ensure they don't stall out as narrative. It outlines practical ways to create ownership, pathways, and follow-through so insight informs action before it turns into outcomes.

THE FRAMING INSIGHT

Retention problems rarely start as surprises.
They start as patterns that were named,
acknowledged, and set aside.

HOW TO ACTIVATE THIS WORK

ERG Practices

01. TRACK PATTERNS, NOT INDIVIDUAL STORIES

What: Focus on what repeats across conversations, events, and time periods.

How: Keep a simple "Pattern Log" after each ERG touchpoint. Three columns: Theme, Where it showed up, Who it affects. Review monthly and look for repeats.

02. TRANSLATE EXPERIENCE INTO RISK

What: Frame insights in terms of where they affect advancement, engagement, or retention.

How: Use a one-sentence translation template: "We're hearing X repeatedly. If it continues, it may show up as Y (pipeline/retention/engagement)."

Example: "We're hearing that promotion criteria are unclear. If it continues, we expect lower application rates for stretch roles and higher mid-level attrition."

03. SHARE INSIGHT ON A CADENCE

What: Align insight-sharing with planning or review cycles, not ad hoc moments.

How: Set a recurring quarterly 30-minute "ERG Signal Review" with your HR partner/sponsor and bring only: top 3 patterns, 1 example each, and 1 recommended next step per pattern.

HR & Leadership Partnership Practices



Assign Ownership Before Sharing Insight

What: Decide who is responsible for reviewing and responding to patterns raised through ERGs.

How: Before escalating insight, confirm a named owner who can either act or route it forward. Insight without ownership rarely moves.



Close the Loop

What: Communicate what was heard, what was acted on, and what will not change yet.

How: After decisions are made, share a short update back to the ERG that answers three questions: What we heard, What we're doing, What's still under review.



Define Where Insight Is Considered

What: Clarify which forums include ERG-surfaced patterns as inputs.

How: Identify one or two existing decision forums (such as talent reviews or workforce planning discussions) where ERG insights will be reviewed alongside other inputs

Metrics That Matter

Category	Measure	Why It Matters
Integration	% of ERG insights reviewed in decision forums	Shows signal is landing
Responsiveness	Time from insight to response	Measures urgency
Follow-Through	% of patterns with documented outcome	Prevents signal decay
Retention	Attrition trends where signals surfaced	Connects insight to outcomes
Trust	"Leadership acts on employee input"	Reflects credibility

Quick-Start Checklist

Action	Owner	Status
Identify 3 recurring ERG patterns	ERG Leads	
Confirm where insights are reviewed	HR Partner	
Assign a response owner	Sponsor	
Share outcomes back to ERG	Leadership	
Revisit patterns next cycle	ERG + HR	

Reflection Prompts

What insights feel familiar but uncomfortable to act on, and why?



What decisions might look different if these patterns were weighted alongside other business inputs?

What would it signal to employees if recurring concerns were treated as early warnings rather than background context?

