

**THE HUMAN-CENTERED
WORKPLACE: ESTABLISHING
BELONGING THROUGH
AUTHENTICITY,
COLLABORATION, AND RESPECT**

Building A Culture That Thrives



TODAY IS
THE BIG DAY

THE TWO APPRECIATIONS

- ✓ **One Thing I FEEL GOOD about my life right now...**
- ✓ **One Thing I am Enthusiastic about work...**



OUR FOCUS

- **Gain new insights into how to create, sustain, and change culture**
- **Discover which traits in your existing culture help and hinder it**
- **The specific actions necessary to create a culture of connection and belonging**





**how
things
have
changed.**

A black and white photograph showing two hands, palms up, holding the word "CRISIS" in large, bold, black capital letters. The hands are positioned on either side of the text, with fingers slightly curled. The background is a light, neutral color.

CRISIS



TOP 20 HAPPIEST COUNTRIES IN 2024

- 
- | | |
|----------------|--------------------|
| 1. FINLAND | 11. NEW ZEALAND |
| 2. DENMARK | 12. COSTA RICA |
| 3. ICELAND | 13. KUWAIT |
| 4. SWEDEN | 14. AUSTRIA |
| 5. ISRAEL | 15. CANADA |
| 6. NETHERLANDS | 16. BELGIUM |
| 7. NORWAY | 17. IRELAND |
| 8. LUXEMBOURG | 18. CZECH REPUBLIC |
| 9. SWITZERLAND | 19. LITHUANIA |
| 10. AUSTRALIA | 20. UNITED KINGDOM |

23. UNITED STATES OF AMERICA

Source: World Happiness Report



LONELINESS IN AMERICA

46%

**SOMETIMES OR
ALWAYS FEEL ALONE**

- GEN Z (adults ages 18-22)
is the loneliest generation

SOURCE: CIGNA



**THE UK ELECTED A MINISTER OF LONELINESS
TO SOLVE THE PROBLEM**





How are you doing?

How are you
...really?

- A. I'm doing really great, no concerns**
- B. I'm doing ok as long as I keep moving**
- C. I'm not doing ok but I just do what I need to do**
- D. I'm really not ok and I could use some additional help**



JOURNALING

- ✓ **1-1-1 Method:** Every single evening, write down one win from the day, one point of tension, anxiety, or stress, and one point of gratitude.
- ✓ **The whole process takes about 5 minutes and leaves you with a sense of calm before bed.**

the new
normal



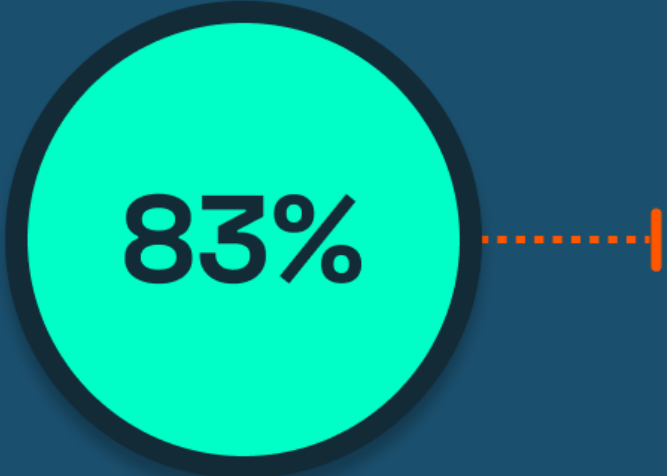
GALLUP

75%



EXCLUDED @ WORK

(E&Y, 2023)



83%

The infographic features a large teal circle with a black border on a dark blue background. A dotted orange line extends from the right side of the circle to a vertical orange bar, which then points to the explanatory text.

83% of US workers suffer from work-related stress.

US EMPLOYEES ARE THE UNHAPPIEST THEY'VE BEEN SINCE THE START OF 2020

- ✓ **Of the 57,000 workers across 1,600 companies polled by BambooHR, employee sentiment dropped 10x faster since January 2024 than in the previous four years.**

WHY ARE WORKERS SO BUMMED?

- ✓ **BambooHR's report points to lingering health and economic impacts of Covid, layoffs, and return-to-office mandates.**



COFFEE BADGING

A recent survey from Owl Lab shows that 58% of nearly 2,000 employees on a hybrid work model admitted to coffee badging

A man with dark hair, wearing a white long-sleeved shirt and dark trousers, is sitting in a black office chair. He is leaning back, resting his head on his hands, which are clasped behind his head. He is wearing a watch on his left wrist. His legs are crossed at the ankles. He is looking out a large window at a city skyline. The text "QUIET QUITTING" is overlaid in white on a dark horizontal band across the middle of the image.

QUIET QUITTING

QUIET VACATIONING





SURVEY OF 2,000 AMERICANS

Daily Job Moods at Work



Monday



Tuesday



Wednesday



Thursday



Friday



Saturday



Sunday



Sunday Night...

EMPLOYEE ENGAGEMENT

Three Types of Employees

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the company forward.

.....

NOT ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time - but not energy or passion - into their work.

.....

ACTIVELY DISENGAGED employees aren't just unhappy at work. They're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

- @Gallup

Engaged

Not Engaged

**Actively
Disengaged**



Gallup survey of 230,000 employees, 142 countries

50% 18% 32%

Engaged

Not Engaged

**Actively
Disengaged**



Gallup survey of 230,000 employees, 142 countries

50% 18% 32%

Engaged

32%

Not Engaged

50%

**Actively
Disengaged**

18%



Gallup survey of 230,000 employees, 142 countries

GALLUP EMPLOYEE ENGAGEMENT CATEGORIES

1 **Engaged** employees work with passion and feel a profound connection to their company.

They drive innovation and move the organization forward.

2 **Not Engaged** employees are essentially “checked out.” They’re sleepwalking through their workday, putting time — but not energy or passion — into their work.

3 **Actively Disengaged** employees aren’t just unhappy at work; they’re busy acting out their unhappiness.

Every day, these workers undermine what their engaged coworkers accomplish.

GALLUP

Actively Disengaged employees aren’t just **UNHAPPY**; they’re busy acting out their unhappiness to **undermine others...**

▶ **ACTIVELY DISENGAGED EMPLOYEES CONTINUE TO OUTNUMBER ENGAGED EMPLOYEES BY NEARLY 2-TO-1.**

GALLUP



**Earlier this year, I
was asked,
“What is the
most important
job of a leader
right now?”**

***“To eliminate
fear from the
workplace”***

CHAT!

**New Deloitte Study
Finds That
Employees Are
'Covering' Their True
Identities In The
Workplace More
Than Ever**



Let's Talk About 'Covering'

- ✓ **A woman does her best to lose her Southern accent to not be judged for growing up in Mississippi.**
- ✓ **The father of a child with autism is offended but remains silent when he overhears a colleague making a derogatory remark about children with special needs.**
- ✓ **The single mother who keeps quiet about her childcare responsibilities so she doesn't appear less committed to the job.**

These are examples of “covering,” a strategy in which people modulate or edit their identities in order to blend into the mainstream

Can People on Your Team Be THEMSELVES at Work?



“Which have you heard...?”

What Is Your Agenda?

Don't Rock the Boat

Do You Need Some Work To Do?

Your Inexperience is Showing

Don't Make Waves

If It Ain't Broke...

Slow Your Roll

Take a Chill Pill

Don't Upset the Apple Cart

Not How We Do It

Save It...

Been There Done That

Tried That Before

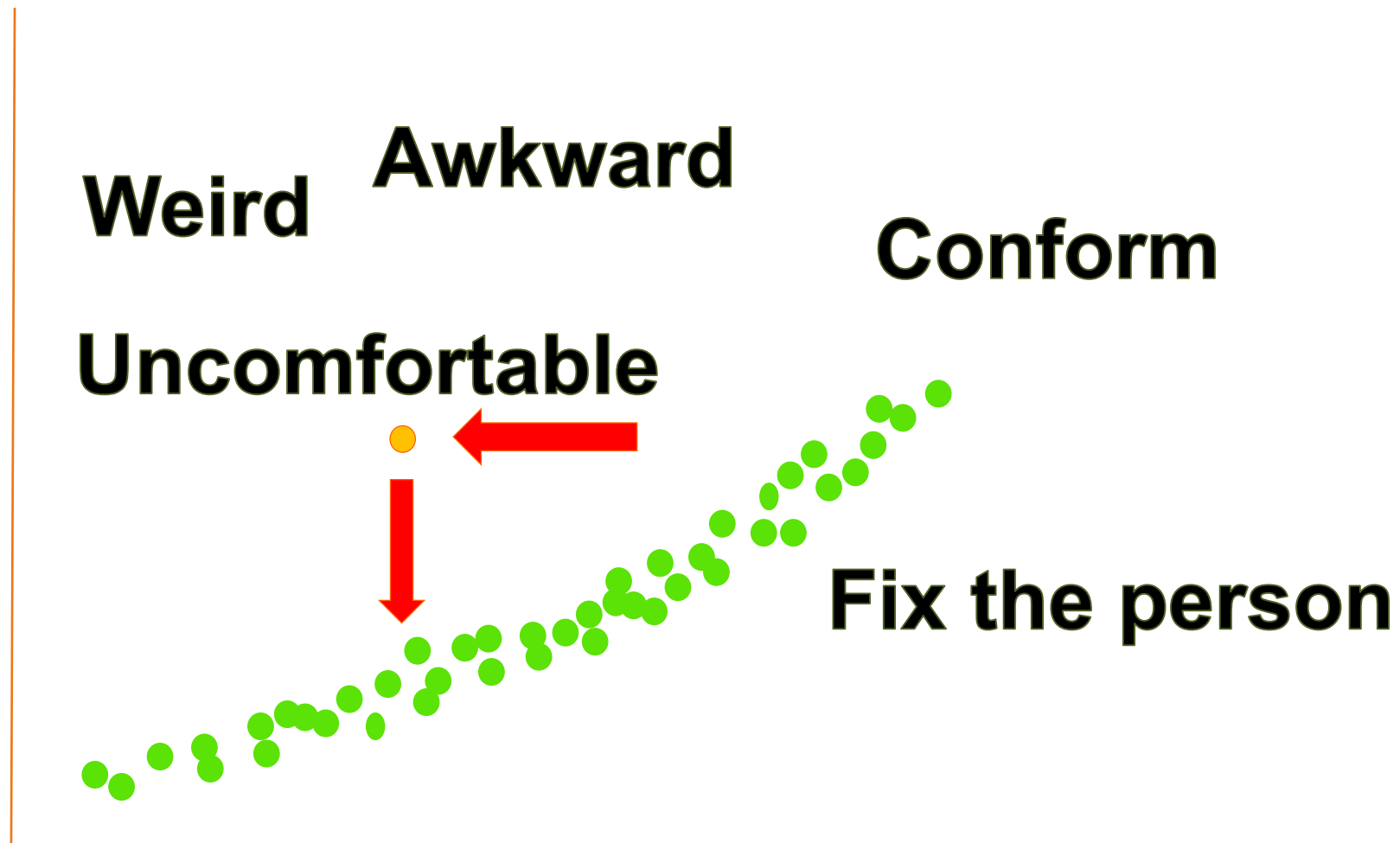
Stay in your lane...

Always Done It This Way

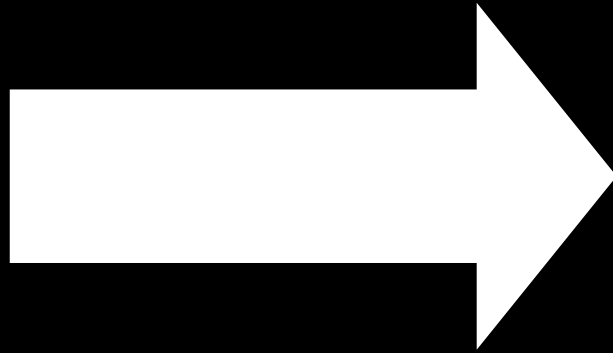
Cool Your Jets

That's Not Professional

Not Here To Make Friends



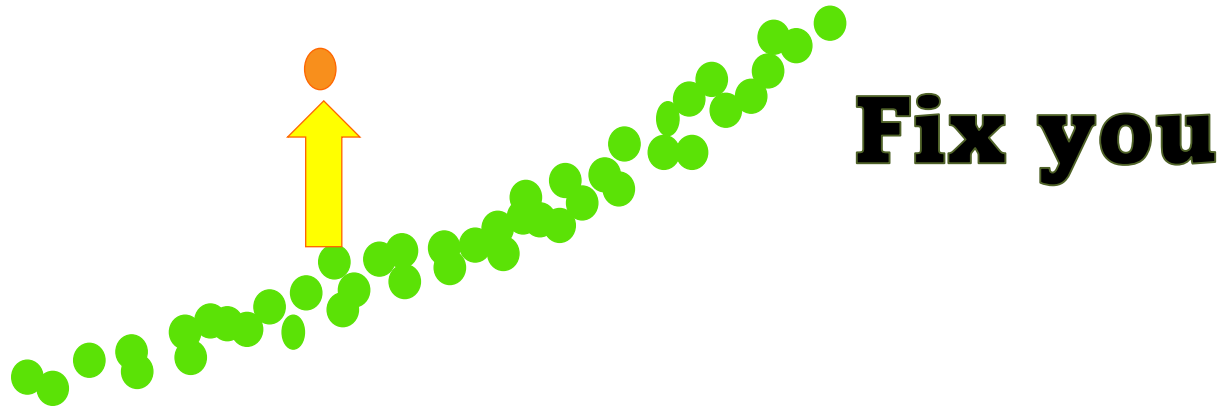
Less
Fear



*More
what?*

Belonging!

Weird Awkward
Uncomfortable
Conform





THREE VITAL ELEMENTS OF HEALTHY WORKPLACE CULTURES

- ✓ **Belonging:** “We are close”
- ✓ **Psychological Safety:** “We feel safe”
- ✓ **Alignment:** “We share a future”



FIVE GENERATIONS





The Silent Generation

Born between 1928 and 1945

- Not familiar with technology
- Personal interactions
- Managerial experience
- Pension plans are a priority

Baby Boomers

Born between 1946 and 1964

- Traditional recruiting process
- Face to face interactions
- Do not like changing jobs
- Prefer mentoring younger groups

Generation X

Born between 1965 and 1980

- Can adapt to technologies to some extent
- Usually proud of their industry experience
- Financially responsible
- Self-reliant

Millennials

Born between 1981 and 1996

- Tech friendly
- Want to lead
- Value deeper purpose and philosophy at workplace
- Want to be judged by the quality of work and not the hours of work

Generation Z

Born between 1997 and 2012

- Extremely comfortable with the latest tech
- Looking for stability
- Prefer flexible working hours
- Prefer diverse workplaces



100 INTERVIEWS WERE REVEALING

“Tell me about a time when you felt afraid at work.”

“Tell me about a time when you felt a sense of belonging at work.”

**FEAR IS
DAMAGING**



**BELONGING CREATES
THE CONDITIONS
FOR US TO BE, DO,
AND GIVE OUR BEST**



**Estimated that without a culture of belonging,
employee loneliness can flourish...**

COST \$400 - \$500 BILLION

per year!

Question:

**How big does this “Belonging” thing have to be...
to be an organizational *issue*...?**

BUILDING A CULTURE OF BELONGING



**WHAT IS
CULTURE?**

HOW DO WE
TRANSFORM IT?

HOW DO WE
SUSTAIN IT?

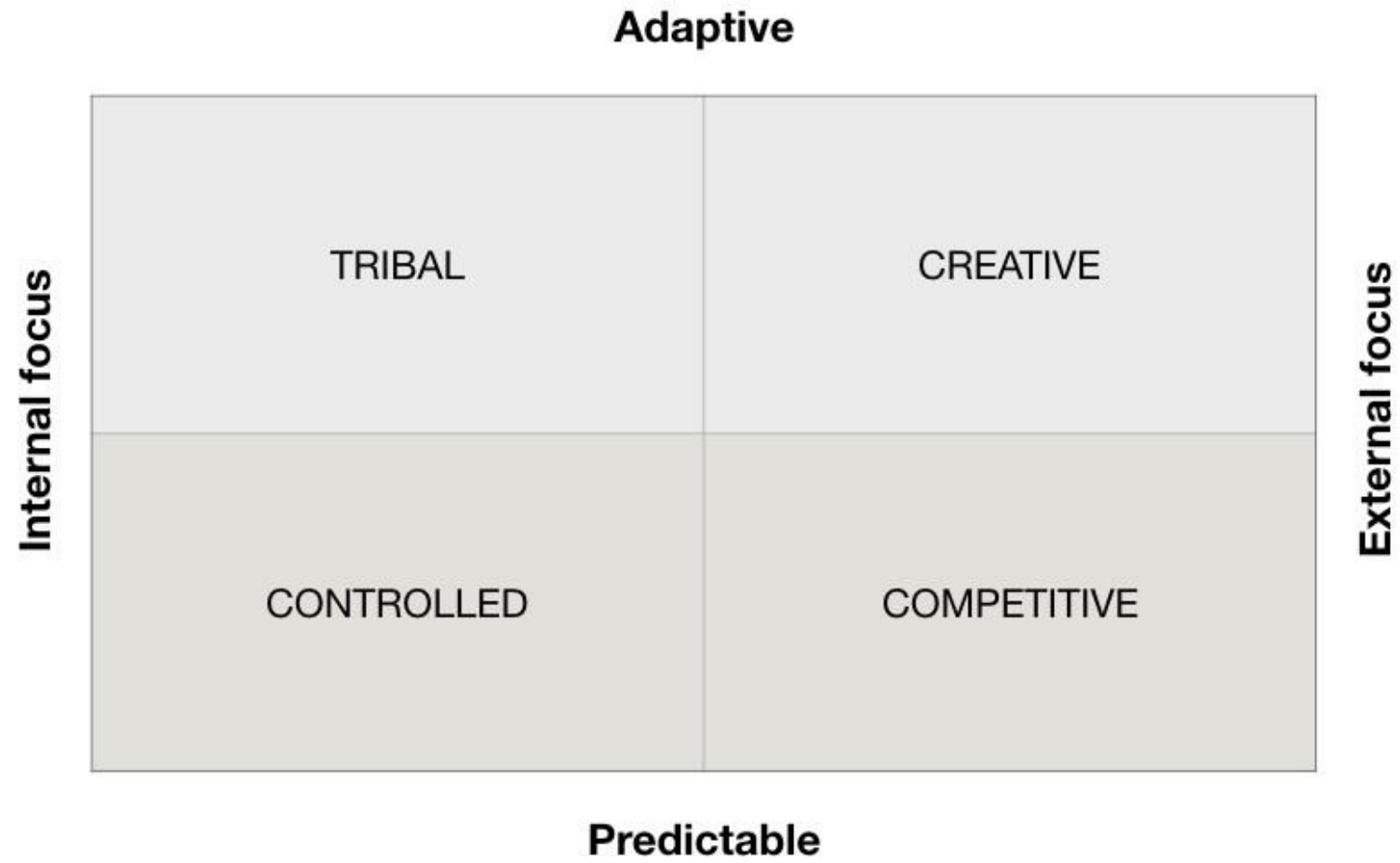
TOOLS

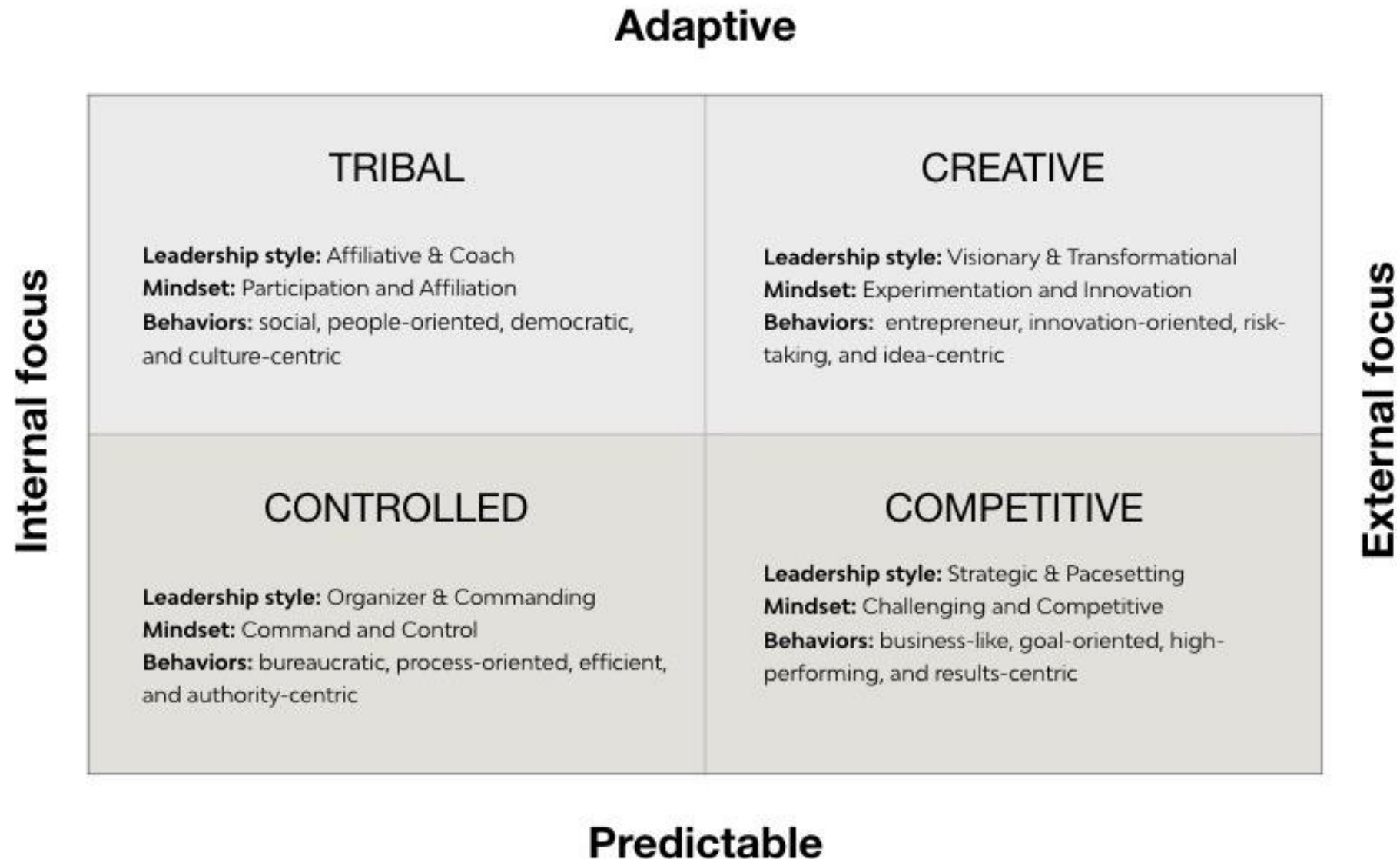


**“Culture results from
the messages we
receive about “what
is really valued
around here and
what is not.”**

Defining Organizational Culture

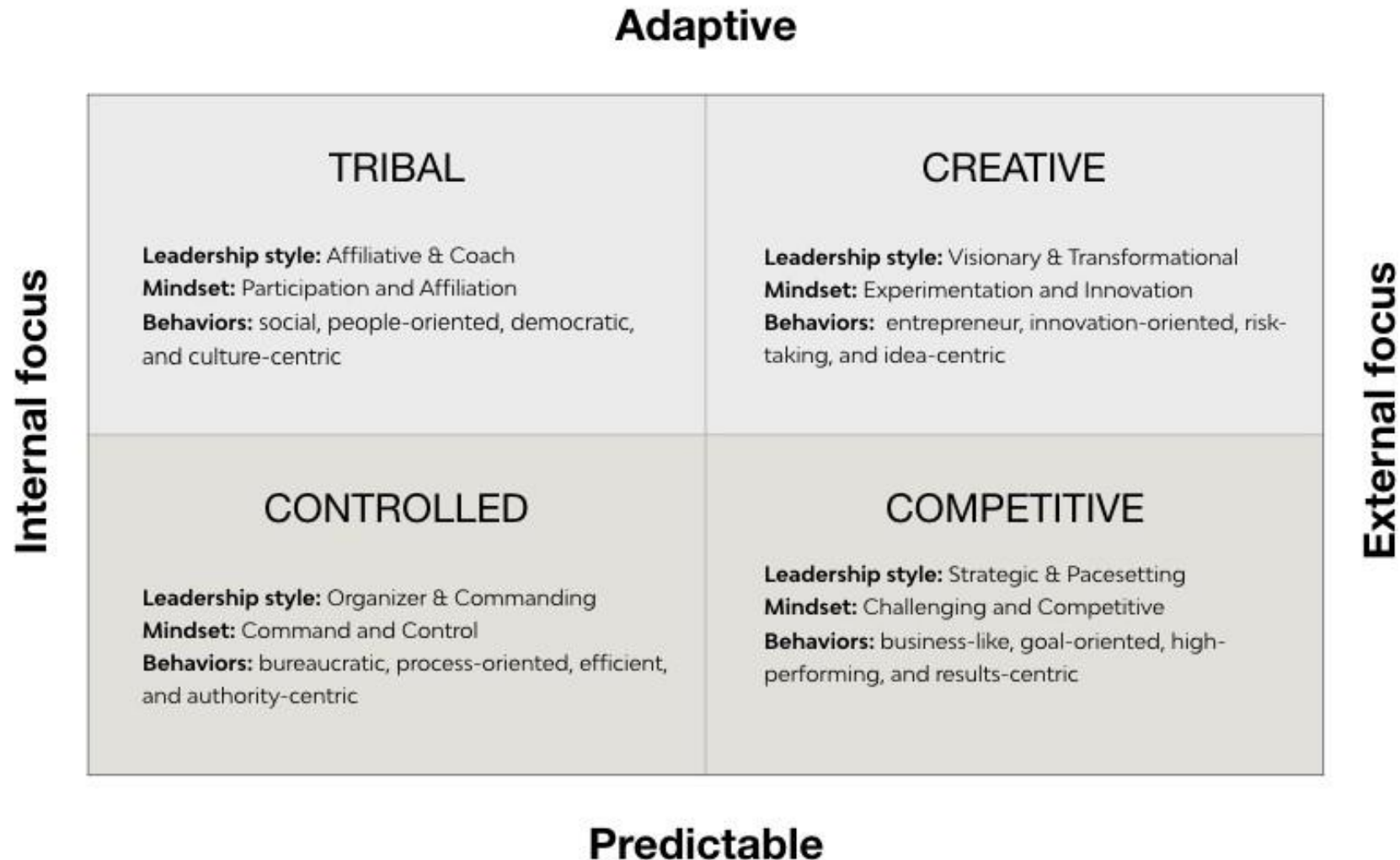








Four Types of Organizational Culture



WHY LEADERS MUST TURN CULTURE INTO A TOP ORGANIZATIONAL PRIORITY



A strong culture increases performance by 30%–200%



Culture attracts the *right* talent



Culture retains the *right* talent



A thriving culture requires fewer rules



A positive culture brings out the best in people

A group of people are gathered around a large, bright campfire at night. The fire is made of sticks and branches, with many sparks flying upwards into the dark sky. In the foreground, three people are visible. On the left, a woman with dark hair is smiling and looking towards the camera. In the center, a woman with blonde hair and glasses is holding a smartphone and looking at it. On the right, a man is holding a piece of paper and looking at it. There are other people in the background, but they are less distinct. The overall atmosphere is warm and communal.

**CAN A HEALTHY WORKPLACE CULTURE BE
DESIGNED?**

1. Define the new culture:
cultural traits &
business
imperative

2. Assess the current culture:
diagnose &
analyse

3. Identify the gap: prioritise
key areas for
improvement

**4. Build mindset,
behaviours,
symbols and
systems to
support the new
culture**

**5. Measure
progress & refine
culture plan** for
ongoing
improvement

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:

Date:

DECISION-MAKING

How is authority distributed?
What methods do we use to make decisions?

PRIORITIES

Select the top three cultural priorities using even over statements

RITUALS

How do we celebrate our people,
culture, and work?

PURPOSE

Why do we exist?

MEETINGS

How do we convene and collaborate?

FEEDBACK

How do we help each other learn and grow?

VALUES

What do we believe in?

NORMS & RULES

How do we clarify expected behaviors
without hindering autonomy?

BEHAVIORS

What behaviors do we punish?

What behaviors do we reward?

PSYCHOLOGICAL SAFETY

How do we encourage everyone to speak up?
How do we promote participation and candor?

GOOGLE



THE EFFECT OF PSYCHOLOGICAL SAFETY

Research tells us that when psychological safety is high,

- ✓ **employees speak up about errors more often.**
- ✓ **people are more committed to the organization and to client outcomes.**
- ✓ **there is a reduction in work-arounds.**
- ✓ **team-based learning in is more likely to happen.**
- ✓ **engagement and performance is more likely to be high.**
- ✓ **organizations are more able to learn from failure.**





When it works

THANK
YOU
IN SH



When it doesn't work

9 signs your team has low psychological safety:

- 1. Employees don't know one another personally, just professionally.**
- 2. Employees don't ask many questions during meetings.**
- 3. Employees don't feel comfortable owning up to mistakes or place blame on others when mistakes are made.**
- 4. The team avoids difficult conversations and hot-button topics.**
- 5. Executives and team leaders tend to dominate meeting discussions.**
- 6. Feedback is not frequently given or requested.**
- 7. Employees don't often venture outside of their job descriptions to support other teammates.**
- 8. There are hardly any disagreements or differing points of view.**
- 9. Employees don't ask one another for help when they need it.**

A photograph of three healthcare professionals standing in a modern hospital hallway. On the left is a woman with dark hair, wearing teal scrubs. In the center is a man with short dark hair, wearing a blue button-down shirt and a striped tie, with his arms crossed. On the right is a man with a beard and short brown hair, wearing a white lab coat over a light blue shirt and a dark tie, also with his arms crossed. The background shows a brightly lit hallway with large windows and glass doors.

**WHAT CAN YOU DO TO CREATE
MORE PSYCHOLOGICAL SAFETY?**



UK STUDY





What was this magic stimulus?

**Please take
responsibility for the
energy you bring into
this space.**

Your words matter. Your behaviors
matter. Our patients and our teams
matter.

Take a slow, deep breath and make sure
your energy is in check before entering.

Thank you.



Indiana University Health

FACILITATE A CHECK-IN ROUND TO BUILD TRUST



- ✓ **The mindset that a team brings to a meeting will shape the outcome.**
- ✓ **You can't expect people to put their emotions aside; addressing them will help people feel safe and focused.**
- ✓ **"How you enter a space and how you leave a space is as important as what happens in the space."**

CONVERSATIONAL TURN-TAKING

- ✓ In most organizations, 80% of the conversations are dominated by only 20% of the participants.
- ✓ *Psychological Safety is not just about helping people feel safe but also about encouraging participation—all voices must be heard.*
- ✓ Conversational turn-taking is a useful practice to ensure that everyone gets their air time. Most importantly, you want to give more room to the quiet voices over the louder ones.
- ✓ When participants speak one-at-a-time in alternating turns, you can avoid interruptions and groupthink.
- ✓ **Senior leaders get to talk last, so they don't influence or intimidate others.**

CELEBRATE THE MESSENGER!

- ✓ **Leaders (at all levels) must increase their bad news tolerance. Divergent, dissident voices are crucial to driving innovation and growth.**
- ✓ **Leaders must show appreciation and respect when someone steps forward with truth.**
- ✓ **Don't kill the messenger because you don't like the news; be thankful because they are bringing valuable information. As OpenTable former's CEO, Christa Quarles, said, "No amount of ugly truth scares me. It's just information to make a decision."**

Celebrate the messenger instead of demonizing those who bring issues forward.

- ✓ **It's the invention of NixonMcInnes, a 15-person social-media consultancy in Brighton, England.**
- ✓ **It's a monthly ritual.**
- ✓ **The CEO or someone else--invites people to stand and confess their mistakes.**
- ✓ **Some blunders are small, such as a dispute with a colleague. Others are more significant: an error that cost the business money or annoyed a client.**
- ✓ **Employees must describe how they dealt with the situation and say what they will do differently next time.**
- ✓ **The focus is not on what they lost but rather on what they learned...**



TRUST

- ✓ **Trust is the critical component for the success of Psych Safety. Sharing authentically with your team can build trust.**
- ✓ **When your team members know who you are, they know what to expect.**

THE POWER OF CRUCIBLE STORIES

- ✓ **Crucible stories are those challenging personal and professional experiences that lead to a leader's transformative growth.**
- ✓ **Your crucible tests you to the core of your being.**
- ✓ **View in retrospect, your crucible may become the defining experience in your life, even if you do not recognize it when you are in the middle of the experience...**
- ✓ **Sharing personally defining experiences with your team that have helped you grow as a leader is a robust activity that can build understanding, trust, and connection.**

WHAT IS YOUR CRUCIBLE STORY?



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STAY IN TOUCH!

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Devin C. Hughes

Award Winning Keynote
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