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 <u>FEEL GOOD</u> about my life right now...**

✓ **One Thing I am <u>Enthusiastic</u> about work...**

2

CHAT!

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.

TOP 20 HAPPIEST COUNTRIES IN 2024

1. FINLAND
2. DENMARK
3. ICELAND
4. SWEDEN
5. ISRAEL
6. NETHERLANDS
7. NORWAY
8. LUXEMBOURG
9. SWITZERLAND
10. AUSTRALIA

11. NEW ZEALAND
12. COSTA RICA
13. KUWAIT
14. AUSTRIA
15. CANADA
16. BELGIUM
17. IRELAND
18. CZECH REPUBLIC
19. LITHUANIA
20. UNITED KINGDOM

23. UNITED STATES OF AMERICA

abc NEWS

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

THE 'HAPPY TO CHAT' BENCH

SIT HERE IF YOU DON'T MIND SOMEONE STOPPING TO SAY HELLO

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

CHAT!

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

4% Never

7% Always

20% Rarely

21% Very often

76%

of employees experience burnout on the job at least sometimes

48% Sometimes

GALLUP

EXCLUDED @ WORK

(E&Y, 2023)

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.**

(Source: BambooHR 2024)

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

QUIET QUITTING

QUIET VACATIONING

SURVEY OF 2,000 AMERICANS

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

30

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

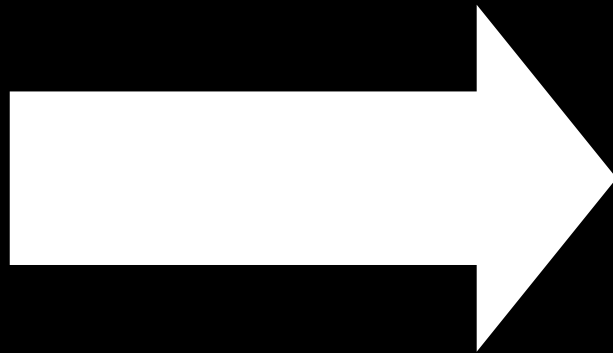Stay in your lane…

Always Done It This Way

Cool Your Jets

That's Not Professional

Not Here To Make Friends
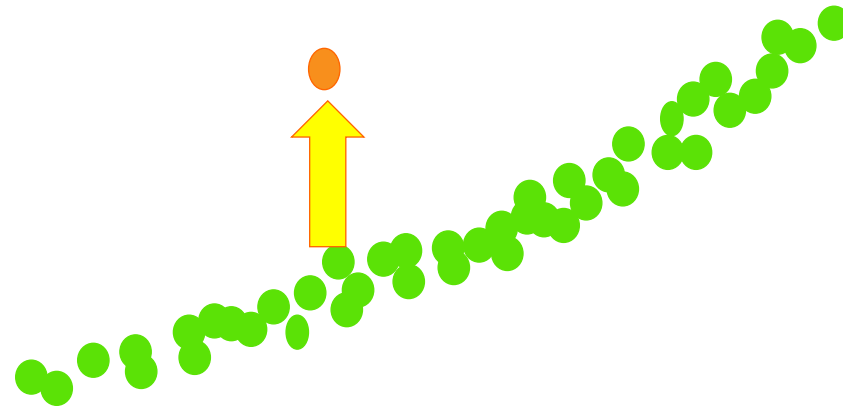
Belonging!

3

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

Millenials

Born between 1981 and 1996

- Tech friendly
- Want to lead
- Value deeper purpose and phylosohpy 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."
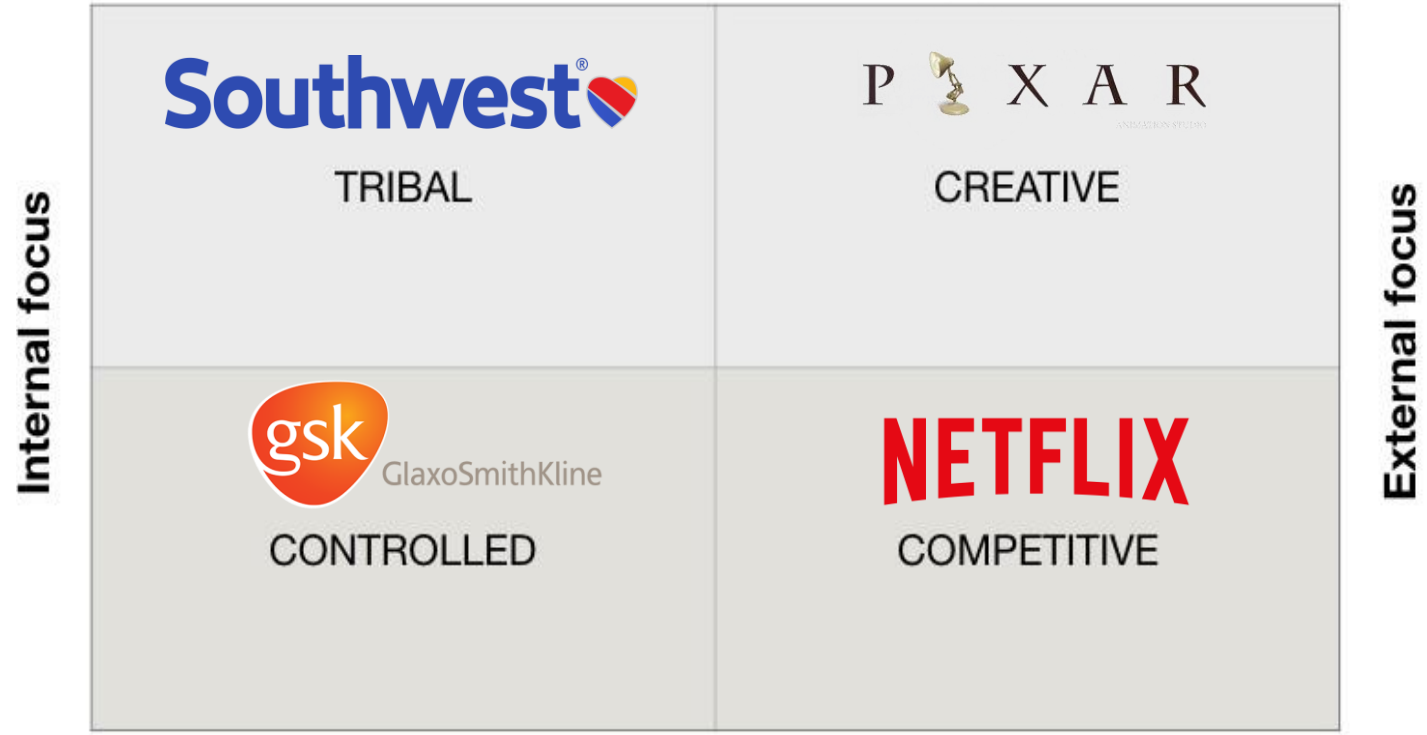
Defining Organizational Culture

Adaptive

Internal focus

TRIBAL

Leadership style: Affiliative & Coach
Mindset: Participation and Affiliation
Behaviors: social, people-oriented, democratic, and culture-centric

CREATIVE

Leadership style: Visionary & Transformational
Mindset: Experimentation and Innovation
Behaviors: entrepreneur, innovation-oriented, risk-taking, and idea-centric

CONTROLLED

Leadership style: Organizer & Commanding
Mindset: Command and Control
Behaviors: bureaucratic, process-oriented, efficient, and authority-centric

COMPETITIVE

Leadership style: Strategic & Pacesetting
Mindset: Challenging and Competitive
Behaviors: business-like, goal-oriented, high-performing, and results-centric

External focus

Predictable

Four Types of Organizational Culture

Adaptive

Internal focus

External focus

TRIBAL

Leadership style: Affiliative & Coach
Mindset: Participation and Affiliation
Behaviors: social, people-oriented, democratic, and culture-centric

CREATIVE

Leadership style: Visionary & Transformational
Mindset: Experimentation and Innovation
Behaviors: entrepreneur, innovation-oriented, risk-taking, and idea-centric

CONTROLLED

Leadership style: Organizer & Commanding
Mindset: Command and Control
Behaviors: bureaucratic, process-oriented, efficient, and authority-centric

COMPETITIVE

Leadership style: Strategic & Pacesetting
Mindset: Challenging and Competitive
Behaviors: business-like, goal-oriented, high-performing, and results-centric

Predictable

CHAT!

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

(*Source: McKinsey's Organizational Health Index)

CAN A HEALTHY WORKPLACE CULTURE BE DESIGNED?

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?
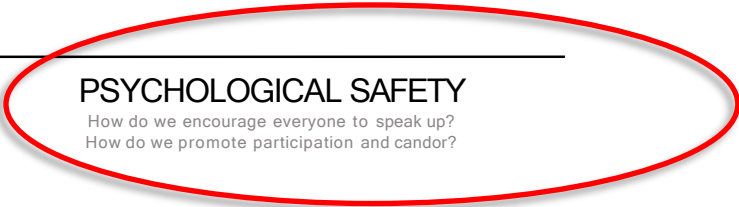
GOOGLE

1 **Psychological Safety**
Team members feel safe to take risks and be vulnerable in front of each other.

2 **Dependability**
Team members get things done on time and meet Google's high bar for excellence.

3 **Structure & Clarity**
Team members have clear roles, plans, and goals.

4 **Meaning**
Work is personally important to team members.

5 **Impact**
Team members think their work matters and creates change.

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.

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.

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.

IU HEALTH 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?

THREE VITAL ELEMENTS OF HEALTHY WORKPLACE CULTURES

- ✓ **Belonging:** "We are close"

- ✓ **Psychological Safety:** "We feel safe"

- ✓ **Alignment:** "We share a future"

STAY IN TOUCH!

- ✓ **www.devinchughes.com**
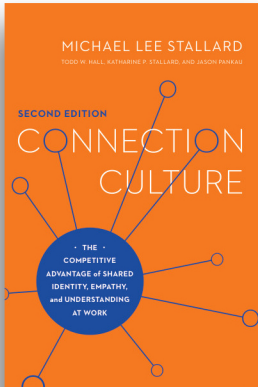- ✓ **info@devinchughes.com**
- ✓ **@devinchughes**

Devin C. Hughes
Award Winning Keynote
Speaker | Best-Selling Author |...

Further Resources

Connection Culture

Creating a thriving organization where employees feel valued, the environment is energized, and high productivity and innovation are the norm requires a new kind of leader who fosters a culture of connection within the organization. Connection Culture, 2nd Edition, is your game-changing opportunity to become that leader and to begin fostering a connection culture in your organization. Stop undermining performance and take the first step toward change that will give your organization, your team, and everyone you lead a true competitive advantage.

Conscious Accountability

Results and relationships—managers and leaders no longer have to prioritize one over the other to build a culture of exceptional accountability. In Conscious Accountability, Yale faculty, psychologists, and leadership consultants David C. Tate, Marianne S. Pantalon, and Daryn H. David invite you to think about yourself and your working relationships more completely and integrate a practice of conscious accountability in your daily life. A forward-thinking approach to realizing organizational and team goals, conscious accountability can help you move beyond traditional ways of engaging with your employees, team members, and peers. The impact will be transformative. This book introduces a straightforward and powerful CONNECT framework that gives you the tools you need to better relate to everyone in your professional (and personal) life, build trust, and motivate yourself and your colleagues for greater outcomes.
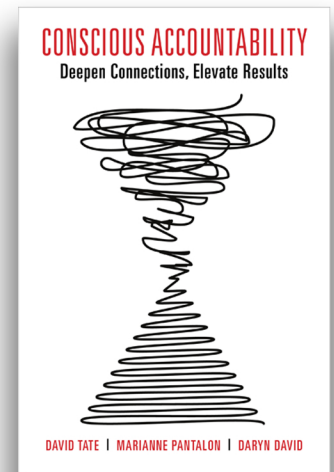
A Best Practice Guide to Healthcare Development

Healthcare workers face numerous challenges both inside and outside of their healthcare organizations. That is even more so the case since the 2020 COVID-19 pandemic. But talent development professionals play a critical role in equipping healthcare workers with the training and development to help them manage the pressures they face. This TD at Work collection provides step-by-step processes and tools to help you train, develop, and engage healthcare workers. In "A Best Practices Guide to Healthcare Development," you'll receive job aids that help you:

• Start interprofessional education in your organization.
• Provide a template for healthcare workers to identify their personal and social competence.
• Provide coaching and reduce it from complex to creative.
• Implement employee engagement efforts.
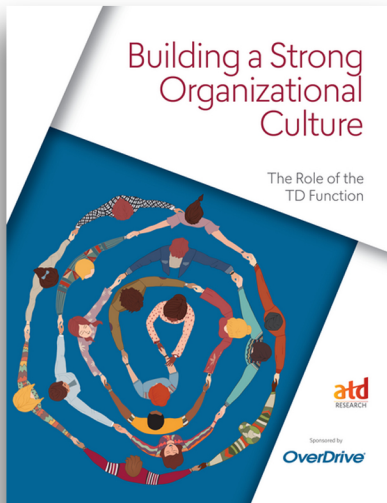
Building a Strong Organizational Culture

Organizational culture encompasses the values and behaviors that contribute to the social and psychological environment of a business and is reflected in every aspect of operations. Having a strong organizational culture is often considered a competitive advantage. A strong culture can help create engaged employees, attract and retain top talent, and foster innovation. Building a Strong Organizational Culture: The Role of the TD Function draws on a sample of 439 organizations to investigate key questions around organizational culture, provide benchmarking data, and highlight best practices. To add context to the findings and make these results more actionable, this report provides examples and insights from other organizations and TD professionals.

PDF Whitepaper. May 2023.

ORGDEV Conference 2024

Join us this year to discover strategies and guidelines for organization development programs with award-winning OD insights and practitioners at ATD's OrgDev conference. Learn from leading experts in culture and belonging, talent strategy and management, leadership and employee development, human resources, and gain insight to bridge organizational gaps and build strategic business partnerships.

Explore all the ways you can make the most of your OrgDev experience:

- Assess your current organizational structures. Sessions in this event are rooted in reflection to help you consider what's working and what's not within your current programs.
- Build programs that are intentional and tied in with your organization's goals and visions. Everything you experience at this event will lead you to practical applications in your work.
- Connect through networking with hundreds of peers. There's no better place to exchange new ideas with the colleagues you meet at OrgDev 2024.

Healthcare Workers Seek Infusion of Positive Workplace Culture

Healthcare workers have certainly been taxed in recent years. That strain, according to an AMN Healthcare survey, is leading workers—especially younger nurses—to leave the profession in droves. Pandemic-related stress, nurse shortages, burnout, and workplace culture are a few of the factors. Many healthcare organizations are taking steps to increase clinician well-being and satisfaction. Talent development professionals are well positioned to be involved, and it starts by listening to staff.

Online article from TD magazine.

Resource Links

[Connection Culture](#). By Michael Lee Stallard

[Conscious Accountability](#). By David Tate, Marianne Pantalone, and Daryn David.

[A Best Practice Guide to Healthcare Development](#). ATD TD@Work.

[Building a Strong Organizational Culture](#). ATD Research Report.

[ORGDEV Conference 2024](#).

[Healthcare Workers Seek Infusion of Positive Workplace Culture](#). TD Magazine article.