Leading the Way to a Thriving Workplace

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“The truth is that our finest moments are most likely to occur when we are feeling deeply uncomfortable... For it is only in such moments, propelled by our discomfort, that we are likely to step out of our ruts and start searching for different ways or truer answers.”

M. Scott Peck
Belief vs. Evidence
2 Types of Challenges

• Technical

• Adaptive

Mismatched Solutions

Trying to apply Technical Fixes/Solutions to an Adaptive Challenge

“The single biggest failure of leadership is to treat adaptive challenges like technical problems.”

~Heifetz and Linksy
(Cambridge Leadership Associates)

The Old Paradigm:
Understanding the Roots of Our Stuckness
The *Stuckness*: The Old Paradigm

**Worldview** — Mechanistic

**Science** — Reductionist
(Whole = sum of its parts)

**Culture** — Control oriented
(hierarchy, patriarchal)

**Health** — Biomedical
(fix the machine)

Traditional Approaches to Change

Extrinsic (controlled) Motivation

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Desire For & Illusion of Control

Employee Wellbeing

Organizational Wellbeing

Behavior Change

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**Stuck Organizational Wellbeing**

a.k.a. Control the Machine

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**Stuck Employee Wellbeing**

“Health Risk Management” (control the machine)

- Measure & Quantify
- Reduce & Analyze
- Scare, Pressure, Persuade
- Behavior Modification


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What Wellness Has Become...

- Pry
- Poke
- Prod
- Punish

“Wellness or Else!”

It Doesn’t Work!

“In wellness, you don’t have to challenge the data to invalidate it. You simply have to read the data. It will invalidate itself.”
Tying Health Outcomes to Insurance Premiums

Unaware of any insurance data that convincingly demonstrates charging higher insurance premiums results in lifestyle behavior change.


Employees’ Perspective of “Wellness or Else”

• **62%** - believe it is inappropriate to require workers to pay higher health insurance premiums if they do not participate in wellness programs

• **75%** - believe it is inappropriate to require workers to pay higher premiums if they are unable to meet certain health goals

**Stuck Behavior Change**

The Frame

Source: Paul Bernabei (www.top20training.com)
Rethinking Motivation

Why Workplace Culture Matters

The Critical Link to Wellbeing
Culture or Climate/Environment?

- Your organization provides anti-fatigue mats, sit-to-stand workstations for everyone (in the office), ergonomic evaluations and has onsite fitness classes.
- Fresh fruits and veggies are delivered 2x/week and your organization has a healthy food policy for sponsored events.
- The management team is expected to promote safety & wellness programs and participate in events.
- Flexible work schedules allow for supporting work-life integration.
Organizational Wellbeing

“An organization is healthy when it is whole, consistent, and complete, that is, **when its management, operations, strategy and culture fit together and make sense.**

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover


What Is Being Assessed?

1. Would you describe your work as monotonous?
2. How satisfied are you with your job?
3. How tense or anxious have you been in the past week?

These three questions are part of a screening that is more than **80% accurate** at predicting what?
Consequences of Poor Leadership

- Reduced productivity and commitment to their employer
- **Heightened depression, anxiety, anger, irritability, and burnout**
- Difficulty concentrating at work
- Sleep disturbances
- Reduced job satisfaction

Employee Wellbeing

5 Universal, Interconnected Elements:

- Career Wellbeing
- Social Wellbeing
- Financial Wellbeing
- Physical Wellbeing
  - Emotional Wellbeing
- Community Wellbeing
Cholesterol
Glucose
Triglycerides
Depression/Anxiety
Workplace Injuries

Employee Engagement


A Humanity Crisis

7 out of 8 people in the American workforce work for an organization that doesn’t care for them, contributing to broken marriages, broken families and broken lives

~Bob Champan (CEO, Barry-Wehmiller)

https://www.youtube.com/watch?v=XLwS7vh9ybY

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De-Humanized Workplaces

Alignment is Key!
The Realities of the Future of Work
What it Takes to Thrive

The Future of Business
The “VUCA” World

- Demographic Upheavals
- Digital Technology
- Social Media
- Rate of Change
- New Social Contract

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New Era: The Big Shift

“Business and HR leaders can no longer continue to operate according to old paradigms. They must now embrace new ways of thinking about their companies, their talent and their role in global social issues”

Forces for Change

Driven by the Digital Revolution:
• Accelerating rate of change
• Employees & organizations are more overwhelmed than ever
• Companies need to facilitate both individual and organizational reinvention

New Economic Era

• Driven by connecting people to their purpose.

• Value Created by:
  o Establishing purpose for employees & customers
  o Enabling personal growth
  o Building community

“The future of great workplaces lies in helping employees fuse their personal and professional lives in ways that position them to deliver their best work.”
When workers agree their company has a human work culture they are:

- 2x As likely to love their job (83% vs. 41%)
- 5x As likely to have a very positive experience with human work culture
- 112% More likely to feel appreciated for the work they do

Source: WorkHuman Research Institute

Embracing The New Paradigm
Leveraging Scientific Advances
PEOPLE...Not Machines!

Scientific Advances...

• Psychoneuroimmunology (PNI)
• Quantum Physics
• Chaos and Complexity Theories
• Neuroscience
Understanding Living Systems

“We can never direct a living system – we can only hope to get its attention. Life accepts only partners, not bosses because self-determination is its very root of being.”

The New Paradigm

Worldview — Organic-Living

Science — Holistic
(Whole > sum of its parts)

Culture — Relationship-oriented
(equalitarian)

Health — Bio-psycho-social-spiritual
(holistic, ecological)

Re-Thinking Approaches to Change
Intrinsic (autonomous) Motivation
Creating a Thriving Workplace Culture

Examples in Action

Conscious Capitalism

Purpose
Culture
Conscious Business
Stakeholder
Leadership

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Widely Loved Brands

Widespread Love Brands

- Starbucks
- Walt Disney Company
- Patagonia
- Trader Joe’s
- Southwest Airlines
- TOMS
- L.L.Bean
- UPS
- Harley-Davidson
- Google
- New Balance
- Nordstrom
- Whole Foods

Firms of Endearment (FoEs)

- 28 widely loved companies
- Humanistic (value for ALL stakeholders)
- Company culture is biggest competitive advantage

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**FoEs vs. S&P 500**

Investor return over 10 years

<table>
<thead>
<tr>
<th>S&amp;P 500</th>
<th>FoEs</th>
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</thead>
<tbody>
<tr>
<td>122%</td>
<td>1026%</td>
</tr>
</tbody>
</table>

More than an 8-to-1 ratio!

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**Focusing on Human Development**

**Deliberately Developmental Organizations**

- Work is essential context for personal growth – **for EVERYONE**
- Adaptive change work is **expected**
- **Intentionally & continuously nurture a culture that fuses business and individual development**

DDO Results

• Increased profitability
• Increased employee retention
• Better error detection
• Reduction in employee disengagement
• More creative solutions to problems

PEOPLE > Machines

“Machinery can increase productivity in measurable increments, and new processes can create significant efficiencies. However, only people can stun you with quantum leaps.”

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**PEOPLE > Numbers**

“The numbers prove it... people-focused companies outperform numbers-focused companies over the long-term DRAMATICALLY... and they operate completely counter to what we consider to be ‘normal business practices’ of the day.”

Source: Simon Sinek (July 29, 2016) https://www.youtube.com/watch?v=3VqM9Nw7Q

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**The 7 Points of Transformation**

A Blueprint for Re-Humanizing the Workplace
POT #1: Survey the Land

Data Collection & Analysis

"Boiled Frog" Learning Disability


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POT #2: Create the Blueprint

Strategic and Annual Planning

POT #3: Pour a Solid Foundation

Develop Quality Leaders
Redefining Leadership

“Leadership is about becoming the best version of yourself in order to maximize your positive impact on the world.”

Leadership is a BEHAVIOR, Not a Title
Sustainability: Developing a Leadership Mindset in EVERYONE!

POT #4: Frame the House

Create a Supportive Climate
The Power of WHY

- Great leaders inspire people to act by providing a sense of purpose or belonging.
- People act for the good of the whole because they want to, not because they’ve been manipulated using fear, peer pressure or incentives.
- Great leaders start with WHY.

The Golden Circle

- Clarity of WHY
  - Your purpose, cause or belief
- Discipline of HOW
  - The things that set you apart from others who do about the same thing you do; your Core Values
- Consistency of WHAT
  - Products sold, services offered or your role at work

Source: Simon Sinek (2009), Start With Why
POT #5: Wire the House

Rethink Change

Thinking > Behaviors

- Humans are *thinking* beings capable of *self-direction*
- Golden Rule principles
- More structure = against grain of human nature
- **Shape the culture that shapes the thinking**
POT #6: Decorate the House

Deploy QUALITY, Evidence-Based Programs and Resources

A Litmus Test...

Autonomy
Purpose
Mastery
EthicalWellness.org

- Endorse & comment on the **Code of Conduct**
- Bringing sanity, humanity and ethics back to Health & Wellness efforts

**POT #7: Maintain the House**

**Continuous Quality Improvement**
## Wellbeing Dashboard

<table>
<thead>
<tr>
<th>Metrics</th>
<th>Organizational</th>
<th>Career</th>
<th>Financial</th>
<th>Social</th>
<th>Physical</th>
<th>Emotional</th>
<th>Community</th>
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</thead>
<tbody>
<tr>
<td>TWCS™ Strength of Culture Score</td>
<td>TWCS™ Response to Job, Career or Calling</td>
<td>TWCS™ Satisfaction reporting</td>
<td>TWCS™ Satisfaction reporting</td>
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<tr>
<td>TWCS™ Alignment of Culture Score</td>
<td>TWCS™ Satisfaction</td>
<td>% of employees contributing to 401(k)</td>
<td>Average unused PTO balance at year-end</td>
<td>Low back and musculoskeletal injuries (both Work Comp and medical claims)</td>
<td>Rx report for anxiety &amp; depression medications</td>
<td>% of employees taking advantage of volunteer hours benefit</td>
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<tr>
<td>TWCS™ Cultural Fusion Score</td>
<td>Retention of Millennial employees</td>
<td>Average % of contribution per employee to 401(k)</td>
<td>% of employees that participate in ORB social activities</td>
<td>Mental health related disability claims</td>
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<td>TWCS™ Leadership Score</td>
<td>Glassdoor ratings</td>
<td>Number of loans and early withdrawals against 401(k) plan</td>
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### O'Reilly Brothers Home Builders Wellbeing Dashboard

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<th>Change in Past 12 months</th>
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<td>Average % of Non-Wage Compensation</td>
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<td>ORB Social Event Participation (average)</td>
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<td>% of Employees Utilizing Volunteer Benefit</td>
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Leading a Thriving Future for Your Organization

Stop doing what does not work!
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