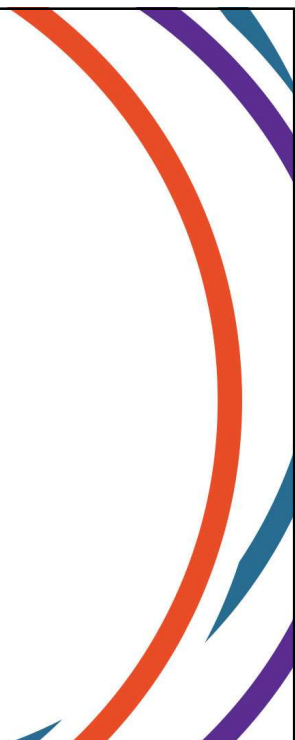




Leading the Way to a Thriving Workplace

Rosie Ward, PhD, MPH, MCHES, BCC, CIC®, CVS-FR

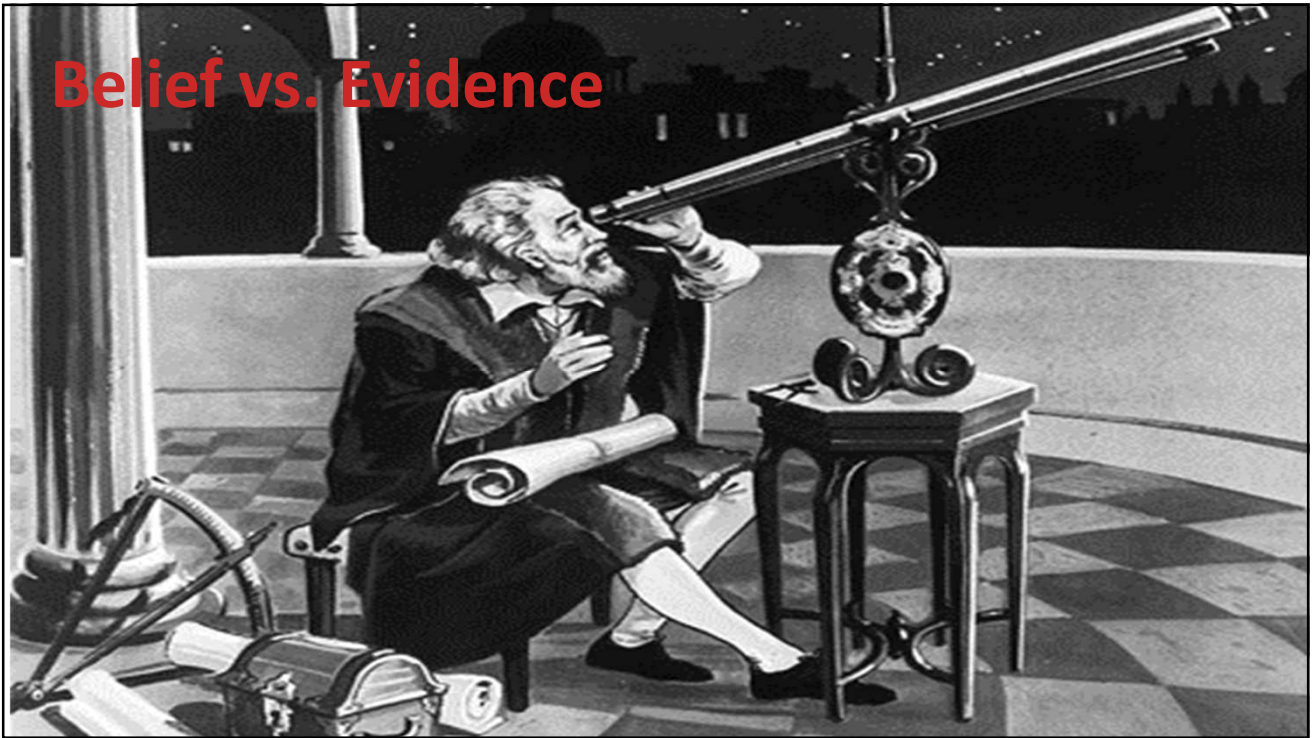


“The truth is that our finest moments are most likely to occur when we are feeling **deeply uncomfortable...**

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

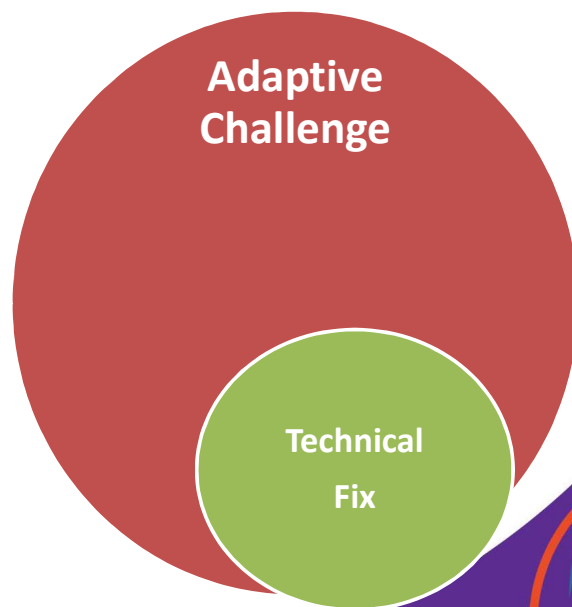
- Technical
- Adaptive



Source: Ronald A. Heifetz & Donald L. Laurie (December 2001). The Work of Leadership. *Harvard Business Review*, p. 131-141

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 Linsky
(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

Desire For & Illusion of Control



Employee Wellbeing



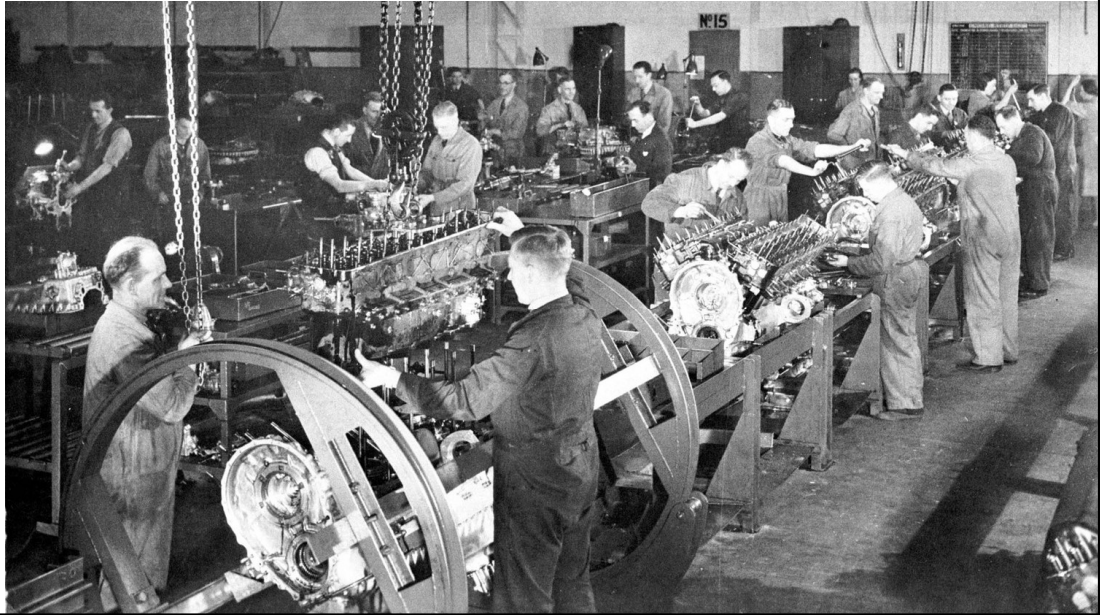
Organizational Wellbeing



Behavior Change

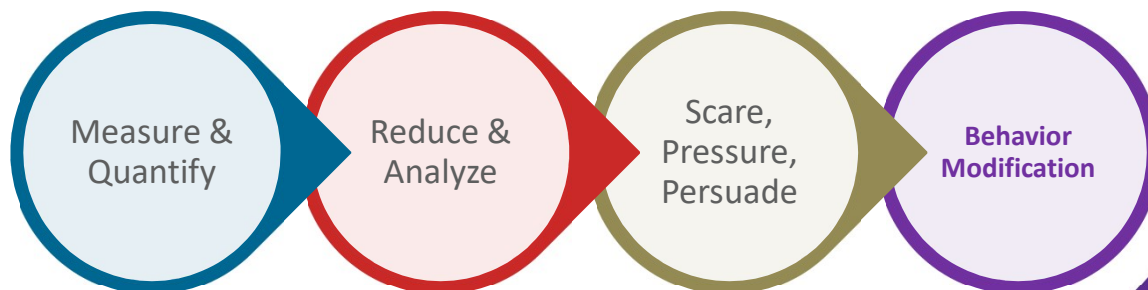
Stuck Organizational Wellbeing

**a.k.a.
Control
the
Machine**



Stuck Employee Wellbeing

“Health Risk Management”(control the machine)

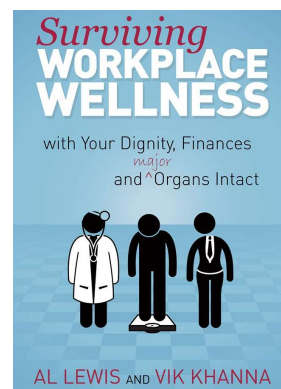
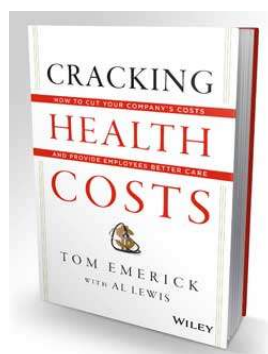
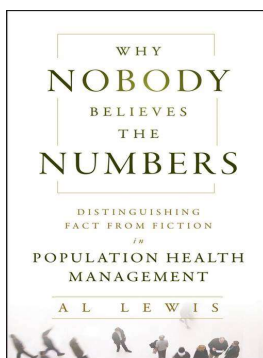


Source: Dr. Malcolm Kendrick (2014). *Doctoring Data: How to sort out medical advice from medical nonsense*. Chapter 5 – Reducing Numbers does not equal reducing risk: pp 91-116.

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



Source: Volpp, et. Al, Redesigning Employee Health Incentives, NEJM 2011;365:388-390

Employees' Perspective of "Wellness or Else"

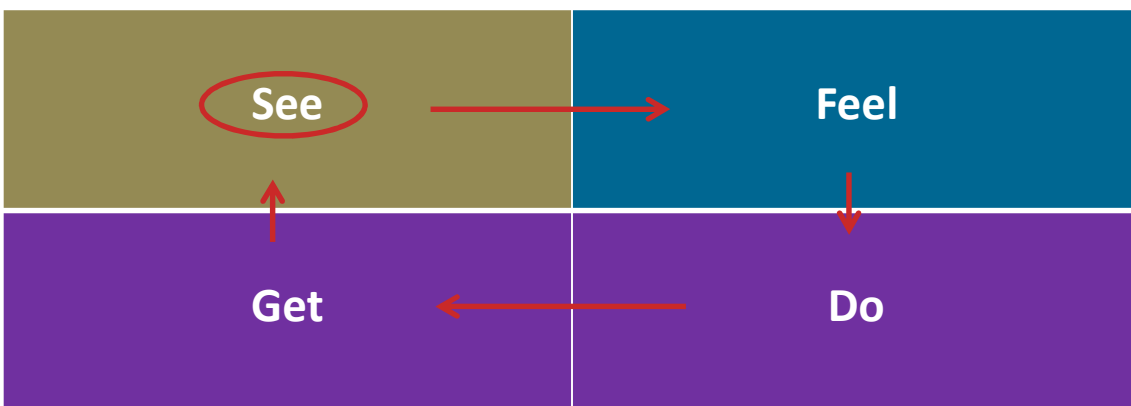
- **62%** - believe it is inappropriate to require workers to pay higher health insurance premiums if they do not participate in wellness programs
- **75%** - believe it is inappropriate to require workers to pay higher premiums if they are unable to meet certain health goals

Source: Princeton Survey Research Associates International (8/8/2014). The Debate on Employee-Sponsored Wellness Programs.
<http://www.firstreportnow.com/articles/debate-employer-sponsored-wellness-programs>

***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



Source: Patrick Lencioni, *The Advantage* (2012)

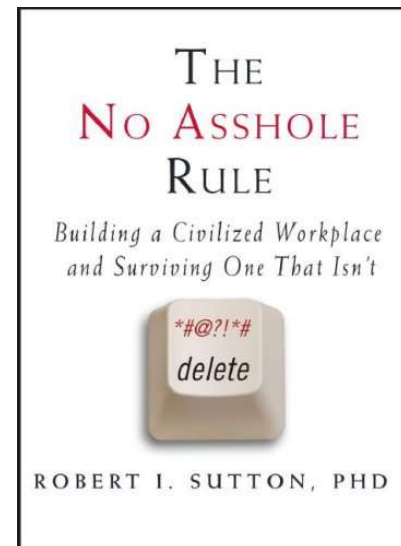
What Is Being Assessed?

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

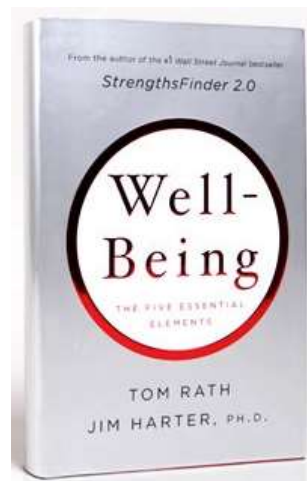
- Reduced productivity and commitment to their employer
- **Heightened depression, anxiety, anger, irritability, and burnout**
- Difficulty concentrating at work
- Sleep disturbances
- Reduced job satisfaction



Employee Wellbeing

5 Universal, Interconnected Elements:

- Career Wellbeing
- Social Wellbeing
- Financial Wellbeing
- Physical Wellbeing
- **Emotional Wellbeing**
- Community Wellbeing





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=XLwS7vh9XbY>

De-Humanized Workplaces



Alignment is Key!

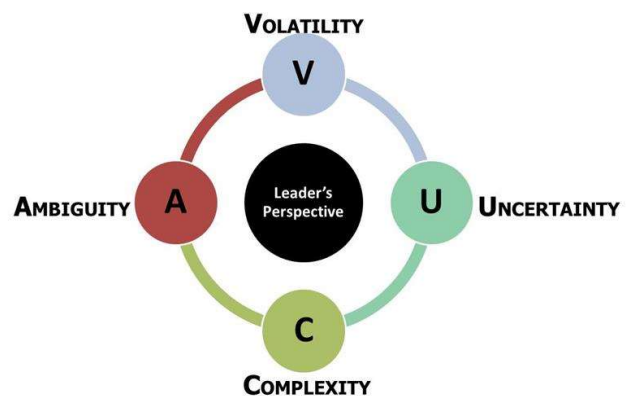


The Realities of the Future of Work

What it Takes to Thrive

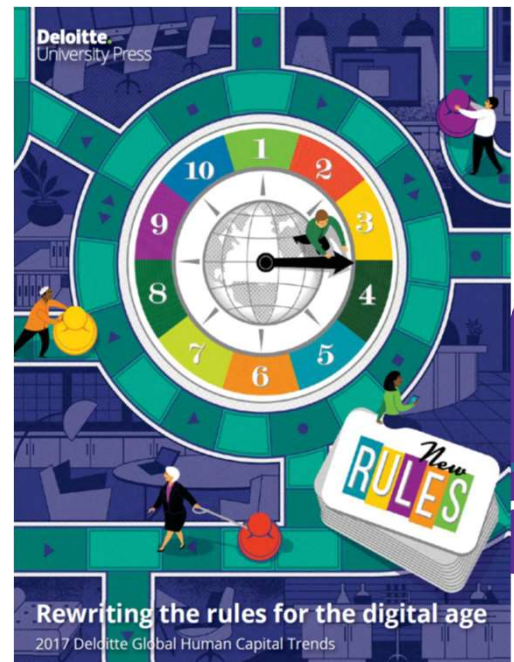
The Future of Business The “VUCA” World

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



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

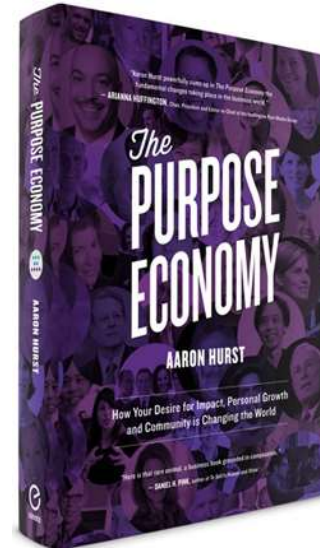
Driven by the Digital Revolution:

- Accelerating rate of change
- **Employees & organizations are more overwhelmed than ever**
- Companies need to facilitate both individual and organizational reinvention

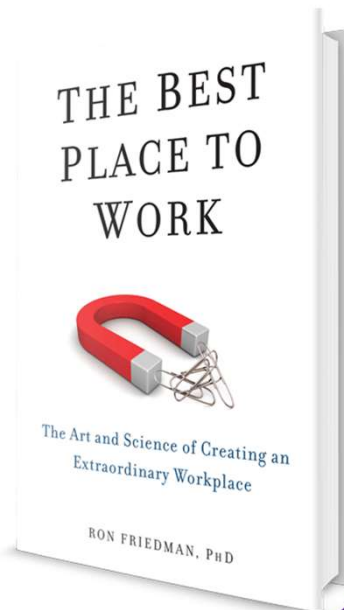
Source: 2017 Deloitte Human Capital Trends Report

New Economic Era

- Driven by **connecting people to their purpose.**
- **Value Created by:**
 - Establishing purpose for employees & customers
 - **Enabling personal growth**
 - 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%

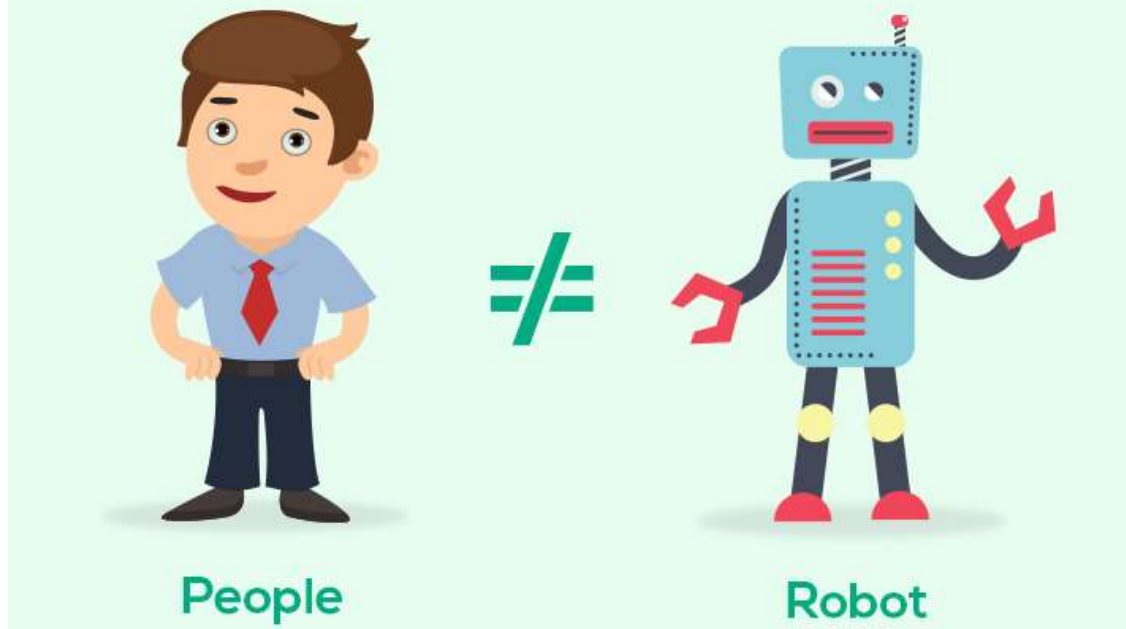
More likely to feel appreciated for the work they do

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

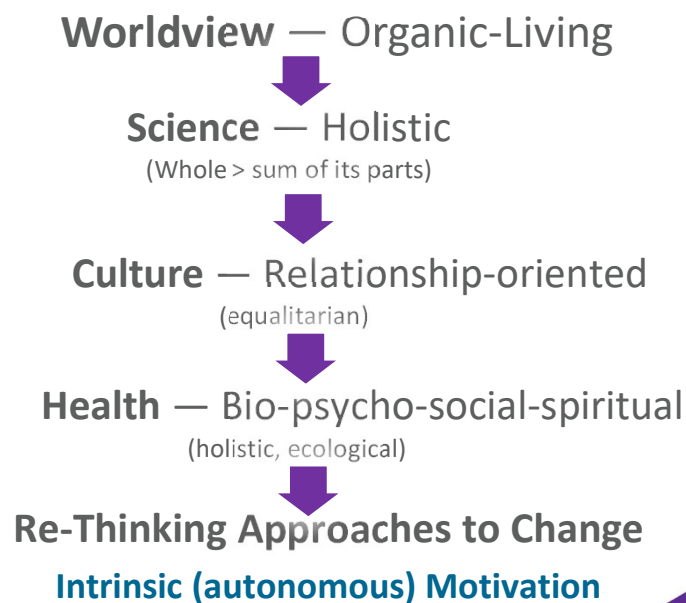


Understanding Living Systems

“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.**”



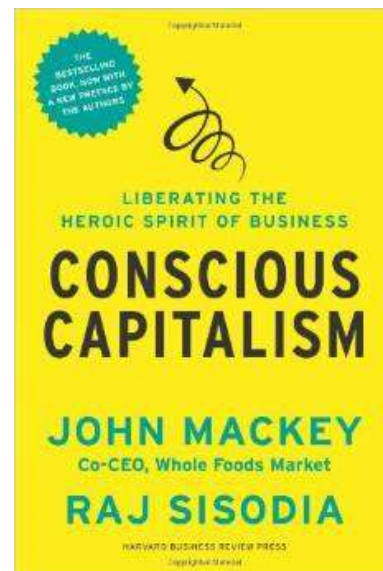
The New Paradigm



Creating a Thriving Workplace Culture

Examples in Action

Conscious Capitalism

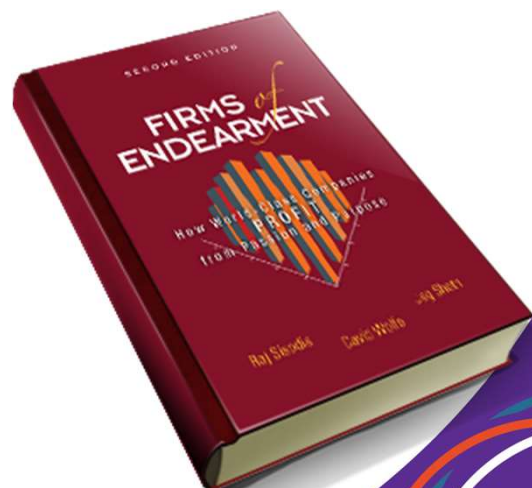


Widely Loved Brands



Firms of Endearment (FoEs)

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



FoEs vs. S&P 500

Investor return over 10 years

S&P 500	FoEs
122%	1026%

More than an
8-to-1 ratio!

Focusing on Human Development Deliberately Developmental Organizations

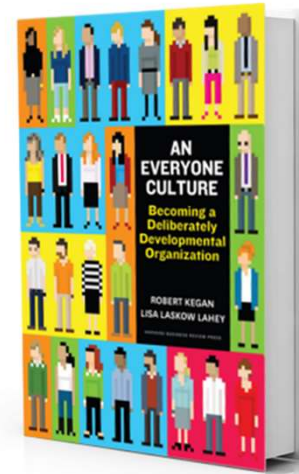
- Work is essential context for personal growth – **for EVERYONE**
- Adaptive change work is *expected*
- **Intentionally & continuously nurture a culture that fuses business and individual development**



Source: Kegan, Lahey, Fleming, & Miller (April 2014). Making Business Personal. *Harvard Business Review*

DDO Results

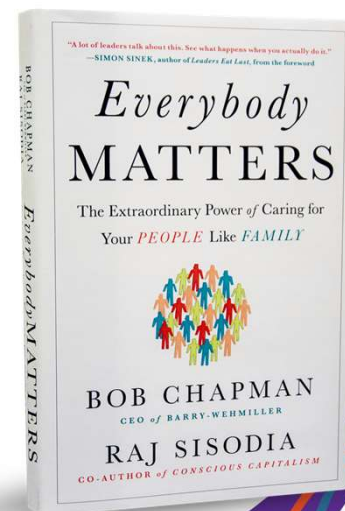
- Increased profitability
- Increased employee retention
- Better error detection
- Reduction in employee disengagement
- More creative solutions to problems



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.”



PEOPLE > Numbers

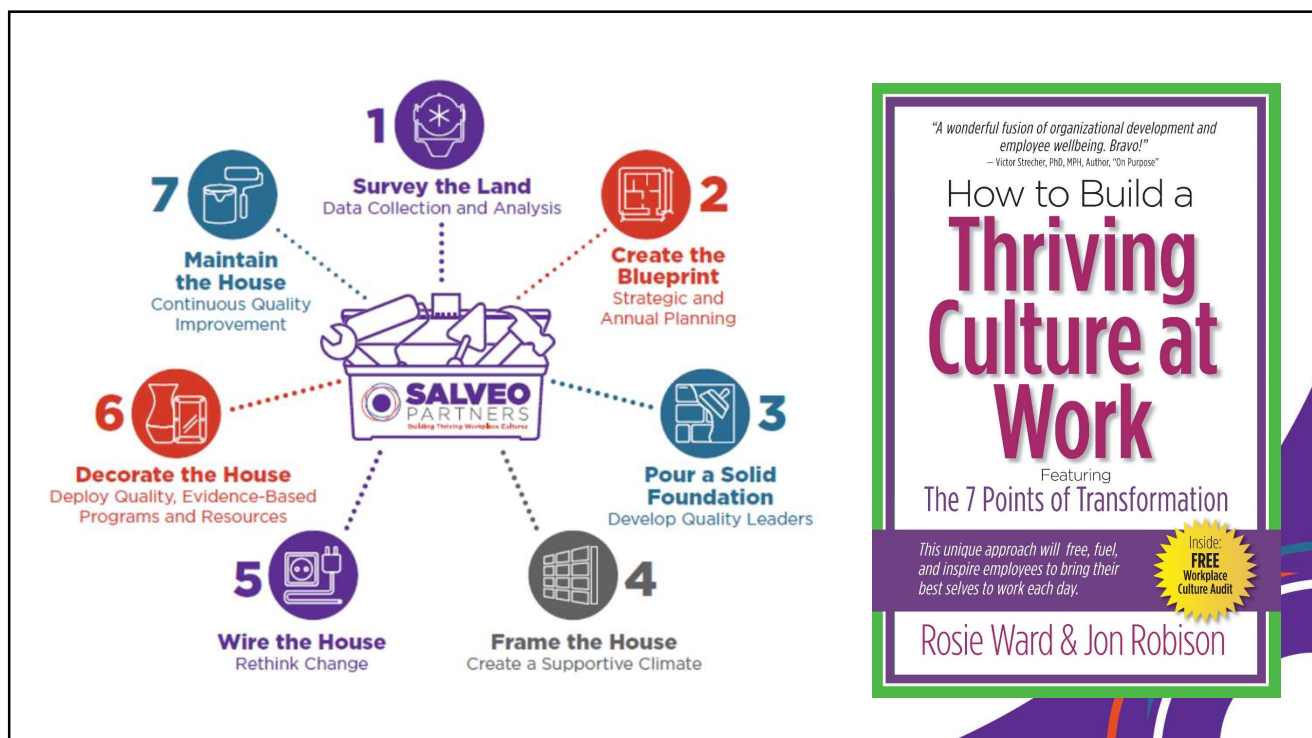
“The numbers prove it...people-focused companies outperform numbers-focused companies over the long-term **DRAMATICALLY...and they operate completely counter to what we consider to be ‘normal business practices’ of the day.”**



Source: Simon Sinek (July 29, 2016) <https://www.youtube.com/watch?v=3SVqbM9Nw7Q>

The 7 Points of Transformation

A Blueprint for Re-Humanizing the Workplace



POT #1: Survey the Land

Data Collection & Analysis

“Boiled Frog” Learning Disability

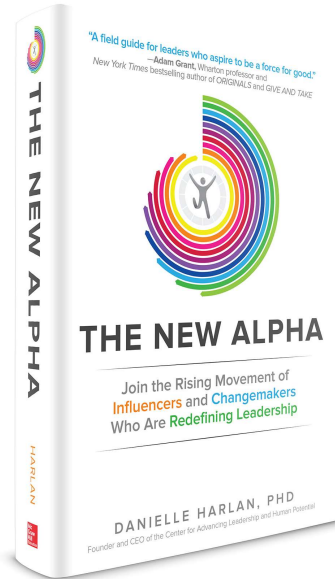
Source: Peter M. Senge (2006). *The Fifth Discipline: The Art & Practice of the Learning Organization*





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!



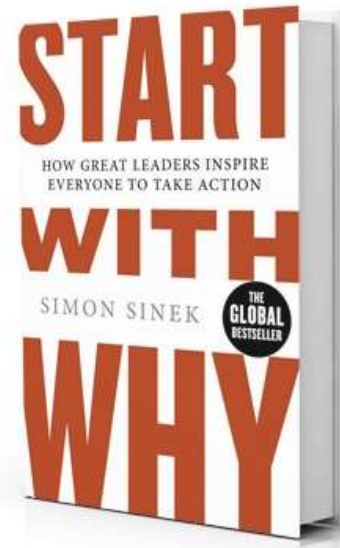
POT #4: Frame the House

Create a Supportive
Climate

A photograph of the interior of a house under construction. The room is empty, showing the wooden framing of the walls and ceiling. The floor is concrete. The walls are made of vertical wooden studs, and the ceiling is made of horizontal wooden joists. The room is well-lit, with light coming from windows on the right side.

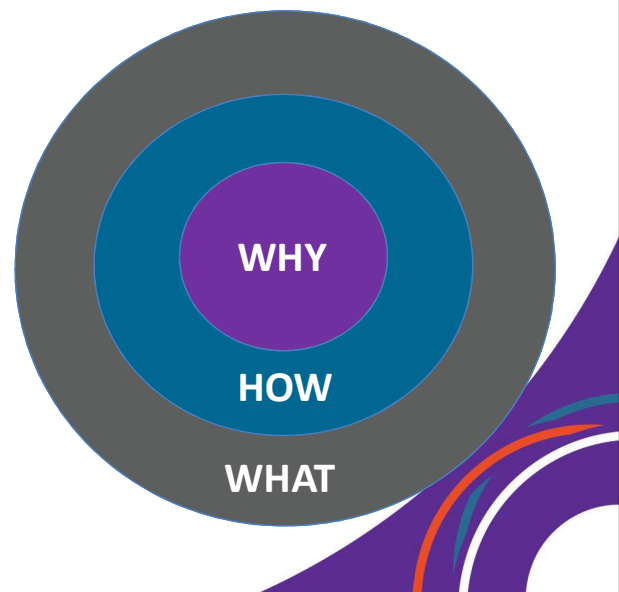
The Power of WHY

- 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.**



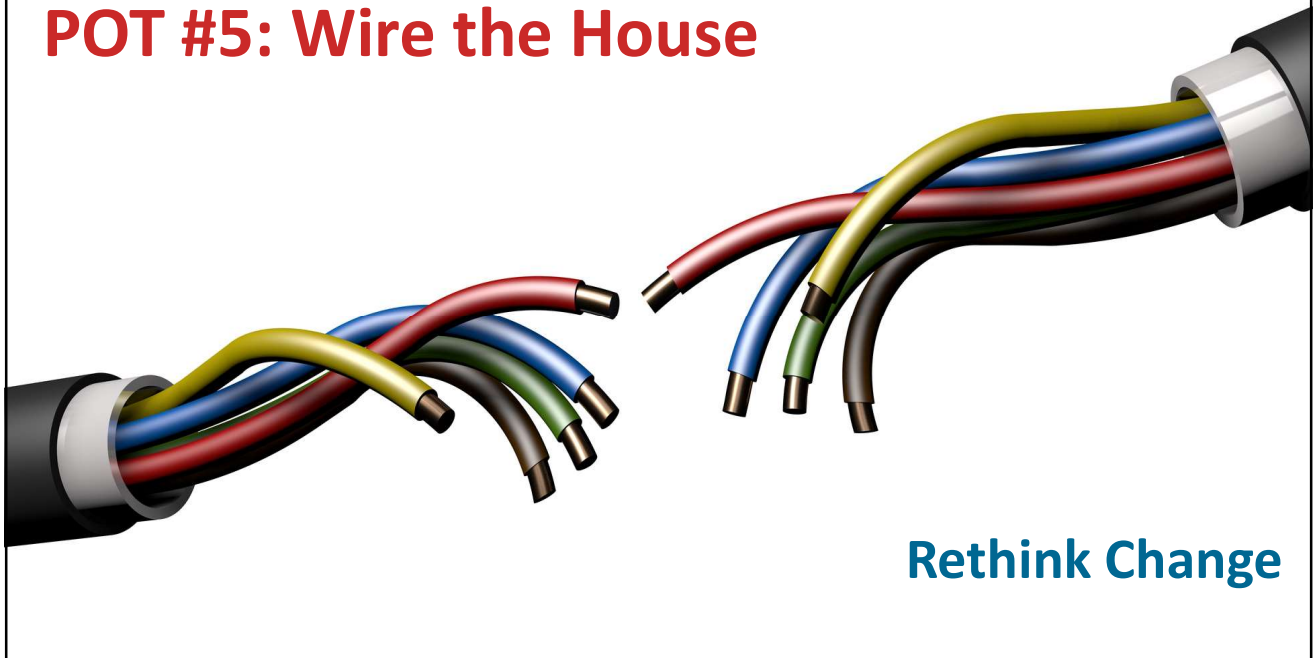
The Golden Circle

- **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



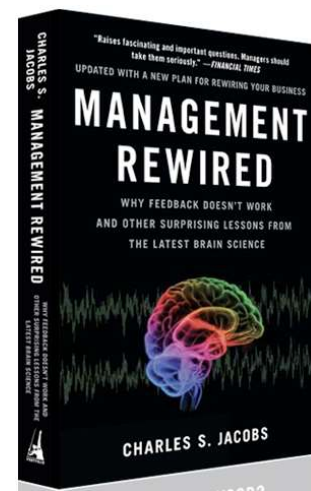
Source: Simon Sinek (2009), *Start With Why*

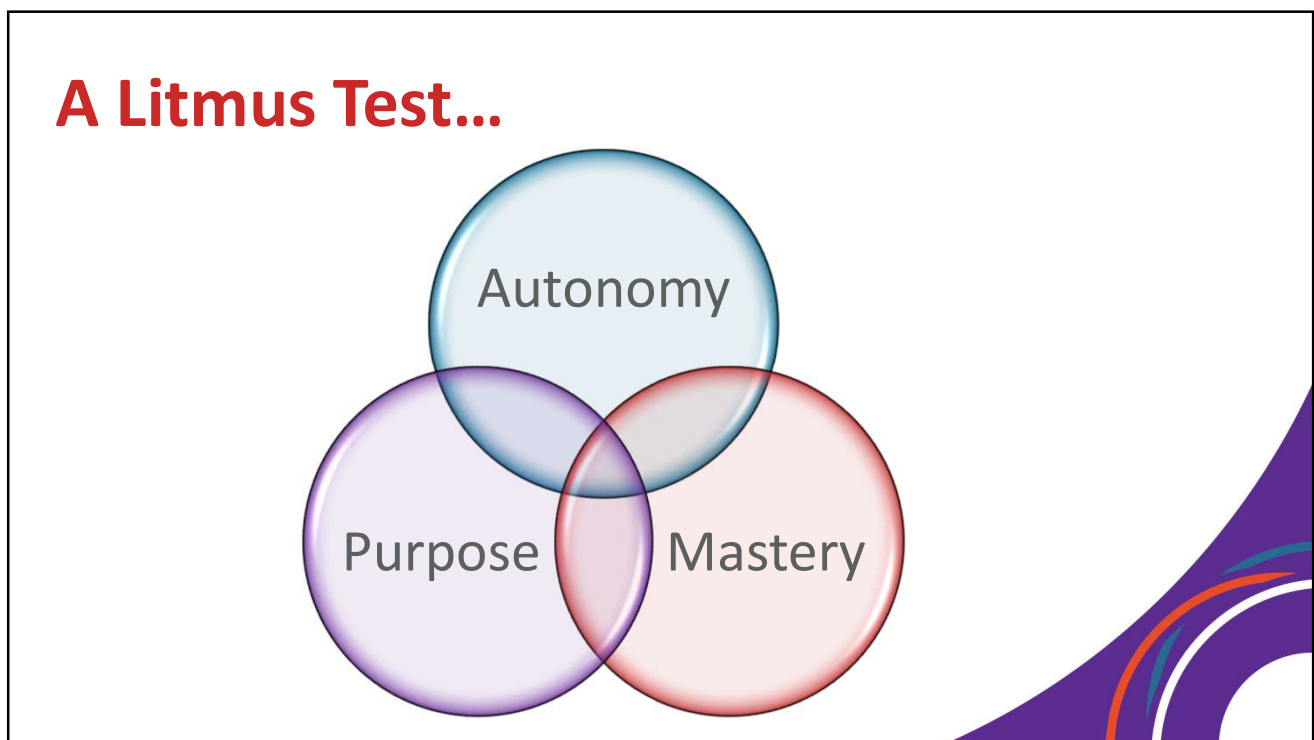
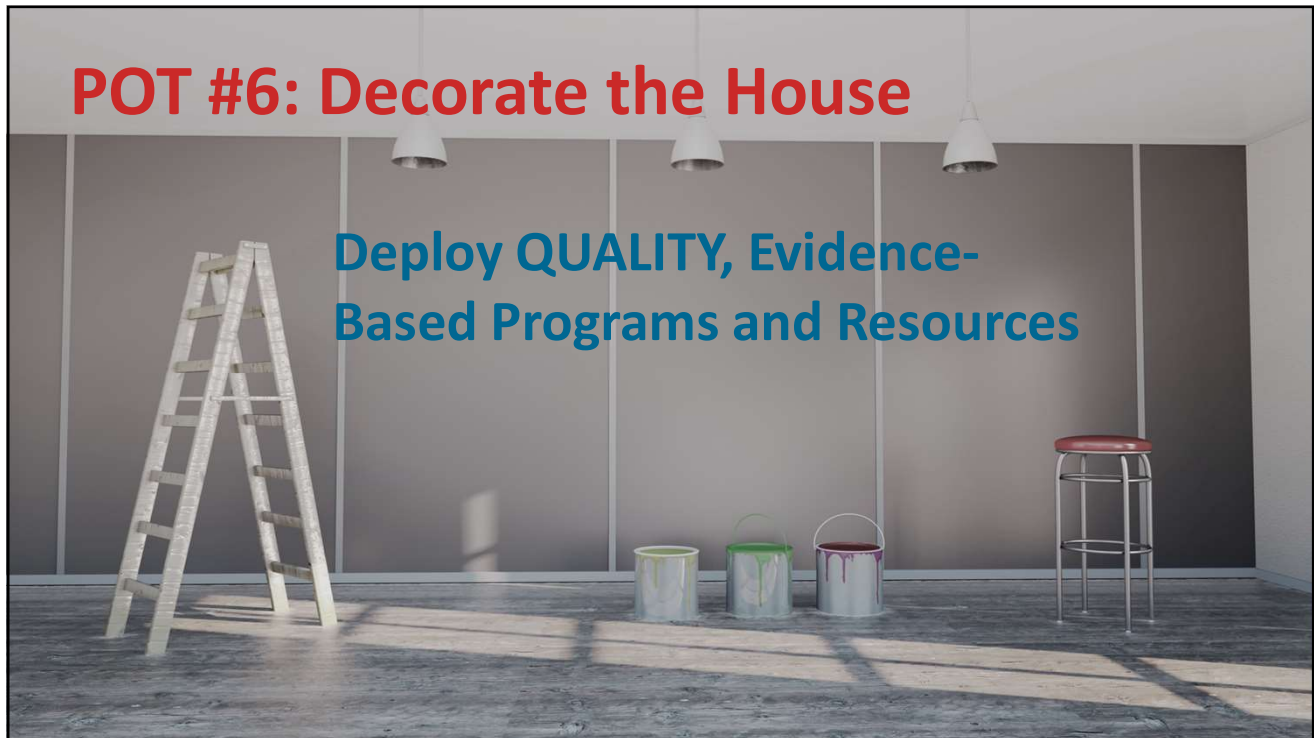
POT #5: Wire the House



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***





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

O'Reilly Brothers Home Builders Wellbeing Dashboard							
	2010	2011	2012	2013	2014	Change in last 12 months	Change Over Time (5 years)
Number of Employees	5354	4381	3880	4035	4457	10.46%	-16.75%
- Number of Millennial Employees	1020	920	950	1008	1159	14.98%	13.63%
ORGANIZATIONAL WELLBEING							
Thriving Workplace Culture Survey™ Response Rate		71%		86%			21.13%
TWCS™ Strength of Culture Score		68		74			8.82%
TWCS™ Alignment of Culture Score		65		73			12.31%
TWCS™ Cultural Fusion Score		68		73			7.35%
TWCS™ Leadership Score		70		77			10.00%
CAREER WELLBEING							
TWCS™ - view work as JOB		70%		20%			-71.43%
TWCS™ - view work as CAREER		23%		68%			195.65%
TWCS™ - view work as CALLING		7%		12%			71.43%
Career Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		21%	29%	36%	48%	33.33%	128.57%
Retention Rate of Millennial Employees		32%	48%	72%	85%	18.06%	165.63%
Glassdoor Ratings (out of a possible 5 stars)		2.25	2.75	3	3.25	4	23.08%
FINANCIAL WELLBEING							
Financial Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		35%	38%	41%	49%	19.51%	40.00%
% of Employees Contributing to 401(k)		60%	60%	65%	78%	82%	36.67%
Average % of Salary Contributed per Employee to 401(k)		3%	3%	5%	8%	10%	233.33%
Number of Loans Against 401(k) Plan		136	123	84	65	47	-27.69%
Number of Early Withdrawals Against 401(k) Plan		38	41	27	19	13	-31.58%
SOCIAL WELLBEING							
Social Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		76%	77%	80%	84%	5.00%	10.53%
Average unused PTO balance (hours)		124	115	90	84	62	-26.19%
ORB Social Event Participation (average)		26%	35%	46%	67%		157.69%
PHYSICAL WELLBEING							
Physical Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		86%	86%	87%	87%	0.00%	1.16%
Low Back Claims (percent of total claims) - Work Comp		42%	40%	32%	29%	21%	-27.59%
Low Back Claims (percent of total claims) - Medical		9%	10%	8%	8%	7%	-12.50%
Musculoskeletal Claims (percent of total claims) - Work Comp		26%	25%	21%	19%	16%	-15.79%
Musculoskeletal Claims (percent of total claims) - Medical		12%	12%	10%	9%	8%	-11.11%
EMOTIONAL WELLBEING							
Emotional Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		54%	56%	62%	67%	8.06%	24.07%
TWCS™ Employee Wellbeing - Work Score		92		94			2.17%
Rx for Anxiety & Depression Meds (percent of total Rx claims)		59%	56%	55%	51%	46%	-9.80%
Mental Health Related Disability Claims (percent of total disability claims)		62%	57%	52%	46%	34%	-26.09%
COMMUNITY WELLBEING							
Community Wellbeing Satisfaction reported via TWCS™ / WB Evaluation Survey		79%	79%	81%	82%	1.23%	3.80%
% of Employees Utilizing Volunteer Benefit		13%	18%	27%	45%		66.67%



Leading a Thriving Future for Your Organization



Stop doing what
does not work!



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