



## COMMUNITY PARTNERSHIP FORUM



# Culture is Key: Workplace Culture as Competitive Advantage

May 2, 2023



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# Welcome

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Arlington County Manager

# The Future of Work is for Everyone

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# **The Future of Work is for Everyone:** **Workforce Strategies for the Future of Work**

**May 2, 2023**



# What is the Future of Work?

## WORK

The activities performed and technology applied to produce work outcomes and create value



## THE WORKFORCE

The portfolio of human capabilities and technical skills that come together into jobs that employers hire for, and that people want to do



## THE WORKPLACE

The context and environment in which work is done - physical design and technologies, collaboration, culture, and workforce preferences



# We are experiencing a workforce revolution ...

## EXHAUSTION

People are working more than ever...<sup>1</sup>

**153%** Global increase in the number of meetings per week since the start of the pandemic

**46%** Increase in the number of overlapping meetings (i.e., being double-booked) per person

**42%** of participants in multitask during meetings an average week

### WE ALSO SEE DISPROPORTIONATE IMPACTS ON WOMEN...

Before the pandemic, women made up more than **50%** of the country's workforce compared to **47%** today. In fact, there are an estimated **1M women missing from the labor force** compared to February 2020<sup>2</sup>

## RESIGNATION

According to the U.S. Chamber of Commerce, we have **3.3M fewer Americans** participating in the labor force today compared to February 2020<sup>3</sup>...



...and in fact, a staggering 4.2M people quit their jobs in November 2022<sup>3</sup>

The Future Forum report published in January found that...

**53%** of workers in France,  
**55%** in Germany and Japan,  
**60%** in the United Kingdom, and  
**64%** in Australia



....are open to looking for new jobs in the next year<sup>4</sup>

## RESHUFFLING

**15.9M** people in the U.S. moved during the pandemic according to USPS data<sup>5</sup>

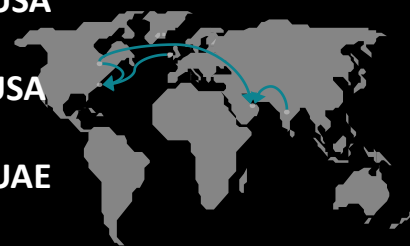
**AND**

**47%** of leaders are likely to **consider applying for jobs not near their homes** in the next year<sup>6</sup>

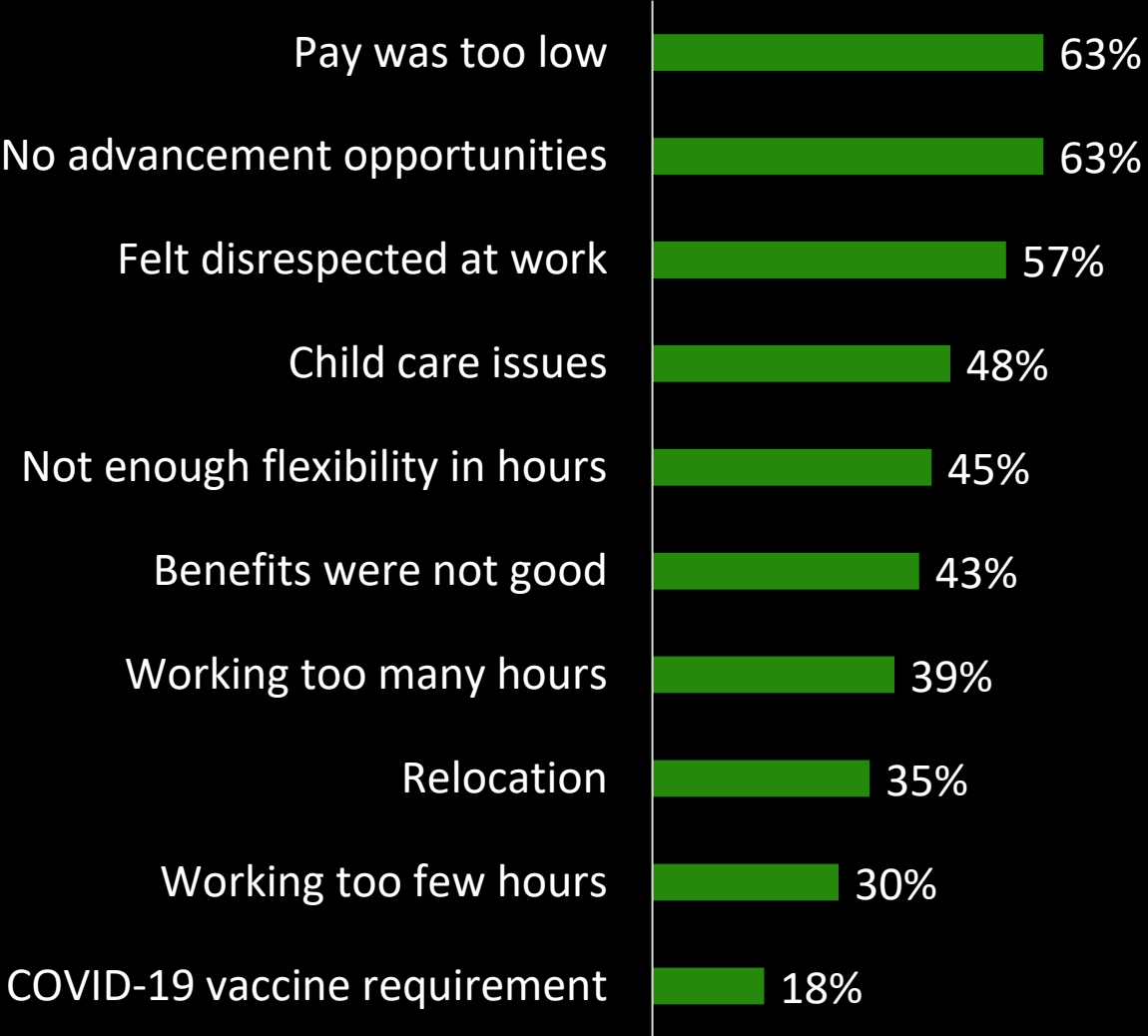
### THE PHENOMENON IS GLOBAL, TOO...

Global workers are more willing to relocate...<sup>7</sup>

- 150%** India to UAE
- 124%** Canada to USA
- 105%** Ireland to USA
- 95%** Canada to UAE



# What is driving the job churn? From the mouth of employees...



**Low pay was the top reason US** workers quit during the Great Resignation of 2021

...and **the pace of quits has slowed only slightly in 2022**



Quitters are likely getting different **(presumably better) jobs**

**78%** of those who quit a job say they are **still employed**



Making it difficult to attract and retain employees ...

Low Unemployment

| In December 2022, the **unemployment rate** dropped to **3.468%**, a 50-year low.

More Jobs than Job Seekers

| Employers were adding **on average 392K jobs a month** in 2022.<sup>2</sup>

| About **4.2M people quit their jobs in November, while 1.4M people were laid off or discharged.**<sup>2</sup>

| In November 2022, **employers hired 6.1M people.**<sup>2</sup>

| In April 2023, there were **9.9M job openings.**

More Startups than Ever Before

| The number of **applications for new businesses** increased **from 2.8M** in 2015 to more than **5.3M in 2021.**<sup>5</sup>

With abundant opportunities, it's becoming increasingly difficult and more costly to successfully recruit and hire job seekers...

**1 in 6**

**Candidates Reject a Job Offer**

According to Glassdoor, **1 in 6 candidates** in the U.S. reject their job offer.

**\$4,425**

**Average Cost Per Hire**

According to a SHRM survey the average cost per hire is **\$4,700<sup>2</sup> – an almost \$300 increase from 2016 at \$4,129.<sup>3</sup>**

**73%**

**Increase in Negotiating for Higher Salaries**

Candidates and current employees are negotiating for higher salaries — **a 20% increase from 2020.<sup>4</sup>** In fact, **the lowest wage, on average, that workers with college degrees will accept is \$92,100.**

**119 Days**

**Average number of days to fill a position in the Public Sector**

On average, it takes **36 to 42 days to fill a position in the private sector.** The average public sector time-to-fill is **119 days**, meaning the **public sector hiring processes take three times longer than the private sector** on average.<sup>5</sup>

Recent economic results suggest the US labor market may be slowing ...



Salesforce said it will lay off **10% of its workforce** or about **8,500 people**, in the next several months.



Meta Platforms said it would **cut 13% of staff**.



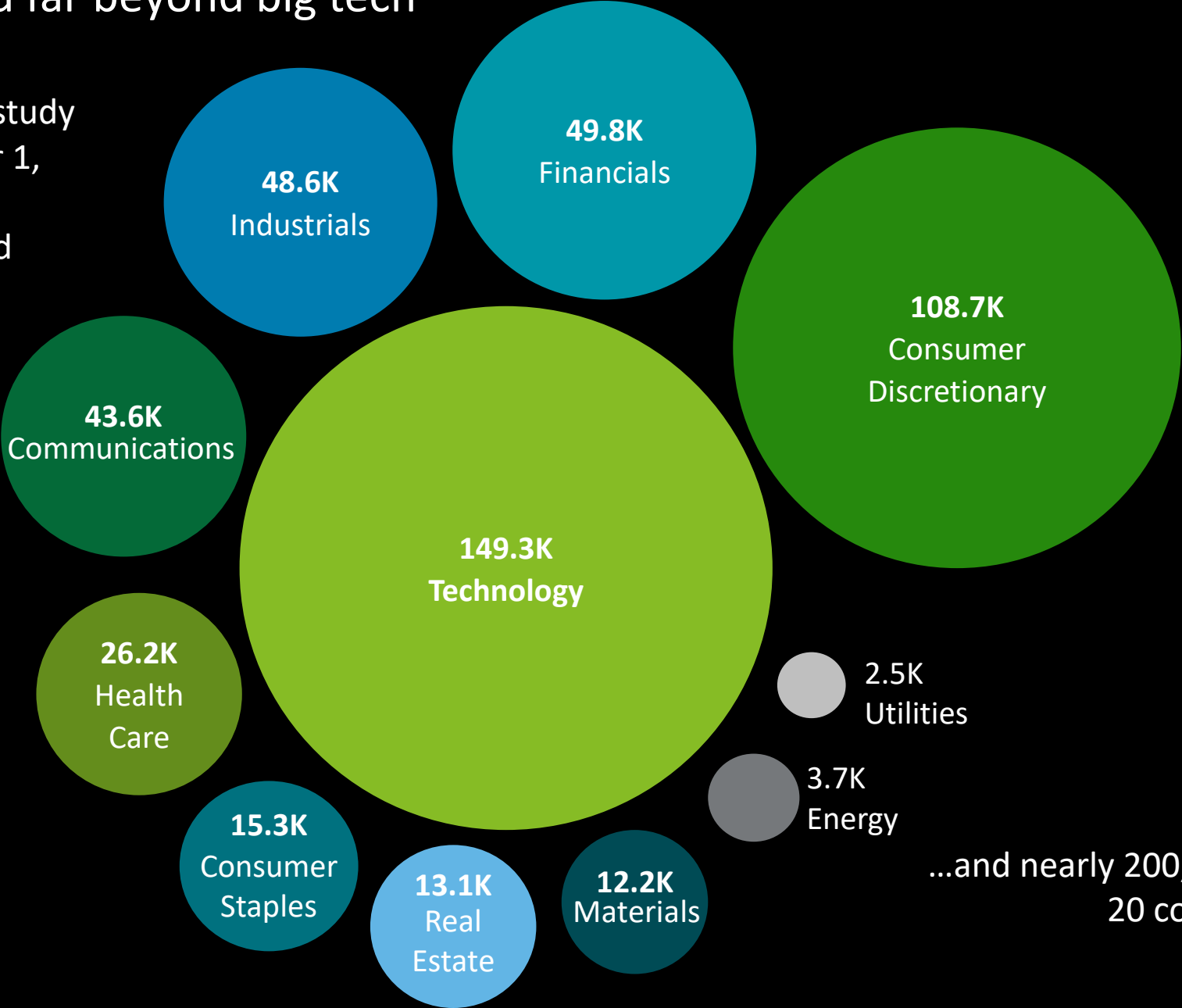
Vimeo will trim its ranks by **11% after cutting** **6% of its staff** in July.



Amazon announced a reduction in **1.2% of its 1.5M employees**.

# Global layoffs extend far beyond big tech

According to a Bloomberg study of layoffs between October 1, 2022 and March 20, 2023, almost 800 companies shed 473,000 jobs...<sup>1</sup>



...and nearly 200,000 job cuts hit 20 companies alone<sup>1</sup>

# Longer lives, even more opportunities

A **child born in Japan in 2007** will have a more than

**50%** **chance** of living past the age of **107**<sup>1</sup>



AND

**80-85 years** represents the **average life expectancy** in Hong Kong, Switzerland, Singapore, Italy, Spain, Australia, Iceland, South Korea, Israel, Sweden, France, Canada, and others<sup>1</sup>

## NEW INDUSTRIES AND JOBS ARE EMERGING



**20%**

**of gig workers** in the United States are **over the age of 50**, and **nearly a third of those are over the age of 65**<sup>2</sup>



**97M**

**new roles will be created by 2025** as humans, machines, and algorithms work together<sup>3</sup>



**150M**

**projected additions by 2030** Care work is the fastest-growing sector of work in the world<sup>4</sup>

# Three new fundamentals, spanning nine key trends, emerged as critical to helping workers and organizations navigate the boundaryless world

New fundamentals require organizations to...

THINK LIKE A RESEARCHER	COCREATE THE RELATIONSHIP	PRIORITIZE HUMAN OUTCOMES
 Navigating the end of job	 Negotiating worker data	 Taking bold action for equitable outcomes
 Powering human impact with technology	 Harnessing worker agency	 Advancing the human element of sustainability
 Activating the future of workplace	 Unlocking the workforce ecosystem	 Elevating the focus on human risk



# Navigating the end of jobs

Business changes no longer occur slowly, and workers are no longer just pieces of industrial machines. Consequently, organizations must adopt a **skills-based approach to managing work and workers**, delivering business agility and worker autonomy by enabling work to be performed beyond formal job boundaries

According to Deloitte's Skills Based Organization Report, organizations that embed a skills-based approach are...

**63%** more likely to **achieve results** than those that have not<sup>1</sup>



**66%** of workers would be **more likely to be attracted to and remain** at an organization that makes decisions based on their skills<sup>1</sup>

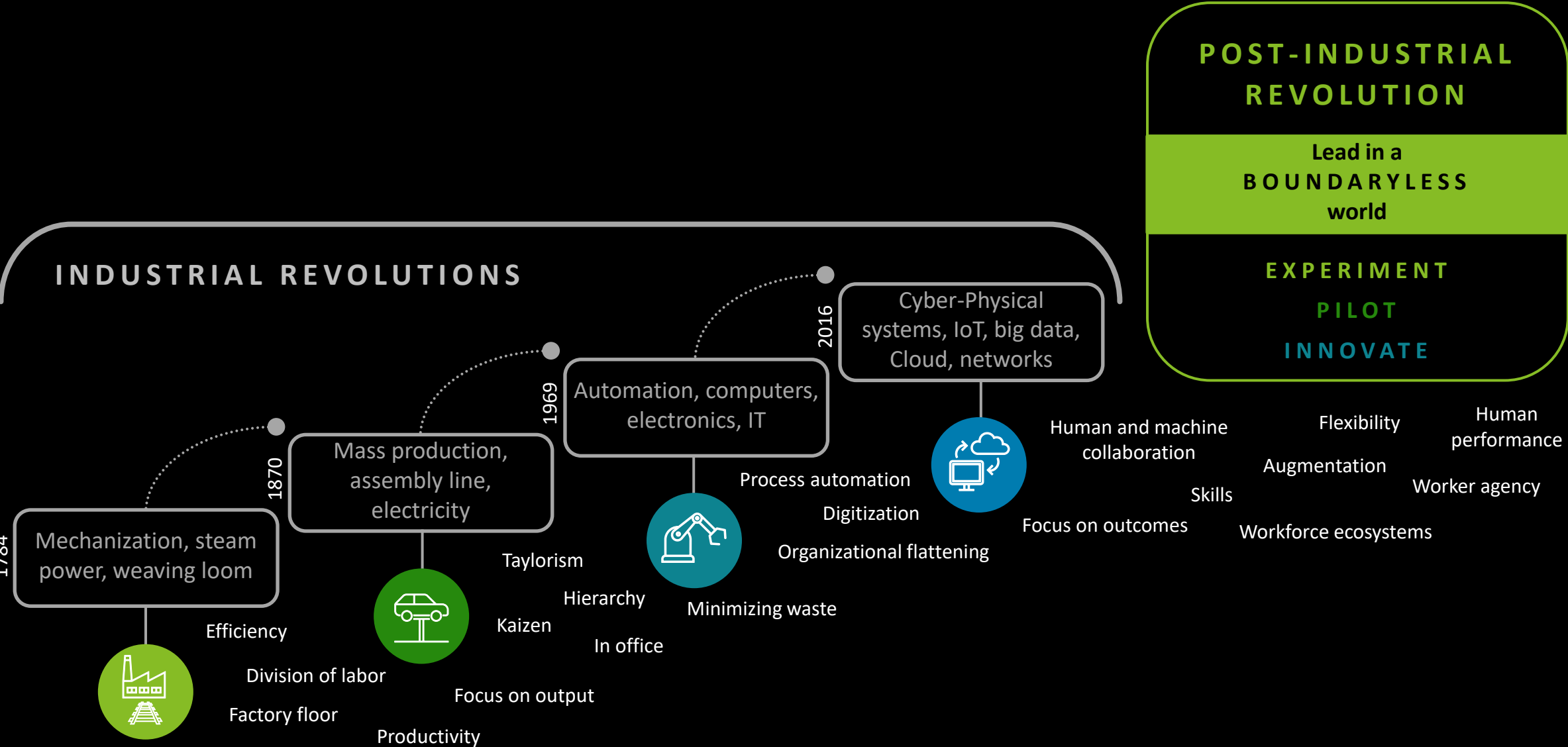
...yet the readiness gap remains, according to findings in Deloitte's 2023 Human Capital Trends Report

**93%** of respondents said moving away from a focus on jobs is (very) important to their success<sup>2</sup>

**BUT ONLY**

**20%** believe their organization is very ready to do so<sup>2</sup>

The boundaries that were once assumed to be the natural order of things are falling away...



# We need to choose a human agenda

## WORK AS HUMANS

Re-architect the flow of work to reflect how humans naturally work

*Outcome driven*  
*Fluid*  
*Non-linear routines*  
*Connected*  
*Integrated*  
*Workgroup-oriented*  
*Creating value*

## HUMANIZING WORK

*Inclusiveness*  
*Emotional intelligence*  
*Challenging*  
*Conceptual thinking*  
*Experimenting*  
*Drive*  
*Risk taking*

Emphasize enduring capabilities of the humans doing the work

**PUT HUMAN WORK  
AT THE  
FOREFRONT**

# Enduring Human Skills are key to the Future of Work



## Empathy

*the ability to understand and share the feelings of another*



## Emotional Intelligence

*the ability to understand, use, and manage your own emotions*



## Written & Verbal Communication

*the ability to communicate with clarity and fluency*



## Adaptability & Resiliency

*the ability to remain flexible and recover quickly from set-backs*



## Curiosity

*the ability to keep alive the desire to constantly know and learn*



## Critical Thinking & Problem Solving

*the ability to use knowledge, facts, and data to effectively solve problems*



## Logical Reasoning

*the ability to objectively study data and determine rational conclusions*

***Skills that lead to...***

## Human Capabilities

**Empathetic Listening**

**Collaboration & Teaming**

**Growth Mindset**

**Applied Creativity**



# Case Study: Deloitte's Future of Work Institute™

*How can employers help learners be better prepared for the Future of Work?*

## INSTITUTE OBJECTIVES



### UNDERSTAND

*how the world of work is changing and what it means for skills, jobs, and careers*



### EQUIP

*each learner with an adaptable mindset and awareness of meaning and value of their work*



### SUPPLEMENT

*as an additive learning modality outside of existing coursework and credit-bearing learning*

## ELEMENTS OF THE EXPERIENCE

Core lab experiences to provide baseline Future of Work knowledge

Customized content for learners to explore their own experience

Interactive elements and live events to build cohort community

## STUDENT PERSPECTIVES

"When I came into [the Future of Work Institute], I didn't expect what I left with. I came out of this experience with information and skills that really just were applicable to my life – not just work, not just school, but really [my] life."

"I find myself staying up all night thinking through the session and fell asleep curious about learning more. The most beneficial part of this is knowing the different way technology is changing work."

And, as leaders, we must adapt to the unique challenges of the coming years...

LEADERS CAN ACT BY...

Building Trust



**56%** of C-Suite executives surveyed listed **“Organization Trust” as a priority focus** area for 2023<sup>1</sup>

Creating Purpose



Respondents from a June 2022 UK study consider it important to work for an employer that:

- + Provides **meaningful work (84%)**
- + Makes them feel **proud of the organization** they work for **(83%)**
- + Plays a role in **creating a better future** for the next generation **(80%)**<sup>2</sup>

Orchestrating Ecosystems



**55%** of workers say they already have, or are likely to, **switch employment models** through their careers<sup>3</sup>

Advocating for Work-Life Balance



Based on a 2022 global study, **84% of C-Suite members** believe their employee’s **mental wellbeing was good or excellent**, whereas the employees’ **self-reported mental wellbeing** was **54%**<sup>4</sup>

Facilitating Connections



**39%** of executives in a global survey said they expect a **reduction of the physical workplace by up to 20%**<sup>5</sup>



Let's get to **Work.**

Let's Connect!



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# Networking & Coffee Break

# Creating a More Employee-Centric Environment

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- ❖ **Hon. Jeff T.H. Pon, Ph.D.**, 11<sup>th</sup> Director of the United States Office of Personnel Management
- ❖ **Emma Antonios**, Vice President, Human Resources
- ❖ **Sharon Camper**, Chief People Office, Apple Federal Credit Union
- ❖ **Cathy Schafrik**, Director of Human Resources, Fairfax County
- ❖ **Kerrie Wilson**, Chief Executive Officer, Cornerstones, Inc.

# Schar School Welcome

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**Dean Mark J. Rozell**  
Ruth D. and John T. Hazel Chair in  
Public Policy  
Schar School of Policy &  
Government, George Mason  
University



# Closing Keynote

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## People & Purpose

Olivia (Mandy) O'Neill, Ph.D.

Associate Professor of Management, School of Business  
Senior Scientist, Center for the Advancement of Well-Being  
George Mason University

# People and Purpose

**Mandy O'Neill, Ph.D.**

**School of Business**

**Center for the Advancement of Well-Being**



# A Call to Action



- What can employers do to improve employee well-being?
- How do leaders think more intentionally about culture?
- Has anyone figured out how to address remote work?
- How do we overcome burnout?

**How do organizations impact  
employee well-being?**

# "Subjective" vs "Objective" Well-Being

## **Psychological perspective**

- What people think and feel about what they have and what happens to them
- More than the absence of dysfunction and dissatisfaction, the presence of positive emotions, meaning, recovery, and satisfaction

## **Business (economic) perspective**

- Revenue, profit, loss, costs
  - Safety, quality
  - Accidents, injuries
  - Absences, turnover
  - Employee engagement, satisfaction scores
- 
- Related to one another, but not a perfect correlation

# Center for the Advancement of Well-Being Definition

- *Building a life of vitality, purpose, resilience, and engagement*
- A dynamic process or journey, not a static destination
- Cultivated through intentional behavior
- Involves challenges and setbacks that we learn to overcome and benefit from
- Involves subjectivity but can be measured scientifically





# Organizational Culture

- An important component of the organizational landscape for over 30 years
- Comprised of multiple levels, levers, tools, and/or manifestations
- Maintained and managed through mechanisms of social control including rewards and recognition



### **Integrity**

Trustworthy | Ethical | Honest | Accountable



### **Customer Focus**

Sense of urgency | Listens | Global focus  
Anticipates member needs & delivers



### **Adaptability**

Thrives through change | Innovates | Embraces new ideas  
Takes risks and learns from mistakes | Makes decisions to  
meet windows of opportunity



### **Respect**

Open to diverse ideas, views and talents | Listens with empathy  
Disagrees respectfully & productively | Empowers staff

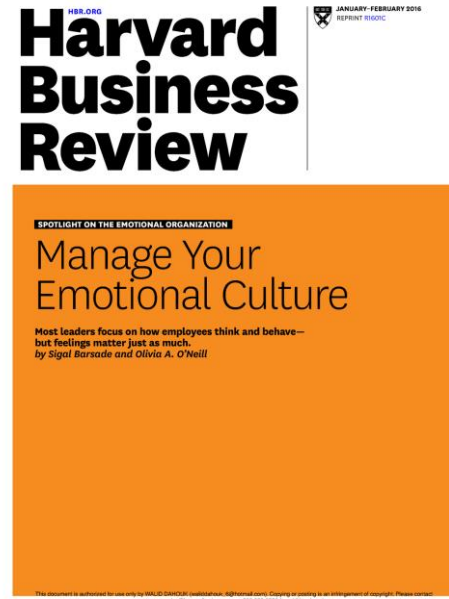


### **Excellence**

Results oriented | Collaborates | Respects expertise  
Quality in work | Dedicated

**TABLE 1**  
**Results of Factor Analysis of Individual Preferences<sup>a</sup>**

<b>Organizational Culture Profile Item</b>	<b>Innovation: Factor 1</b>	<b>Attention to Detail: Factor 2</b>	<b>Outcome Orientation: Factor 3</b>	<b>Aggressiveness: Factor 4</b>	<b>Supportiveness: Factor 5</b>	<b>Emphasis on Rewards: Factor 6</b>	<b>Team Orientation: Factor 7</b>	<b>Decisiveness: Factor 8</b>
Stability	−.66	.04	−.25	.04	.05	−.03	−.01	.06
Innovation	.51	−.05	−.07	.07	−.02	−.02	−.09	−.05
Experimenting	.59	−.12	−.03	−.05	−.08	−.08	−.04	−.04
Risk taking	.65	−.04	−.06	.22	−.20	−.10	−.08	−.05
Careful	−.42	.33	−.25	−.11	−.15	−.07	.06	.16
Rule oriented	−.43	.38	.06	−.04	−.16	−.02	.07	.09
Security	−.53	−.24	−.30	−.06	.10	.15	−.03	.13
Highly organized	−.47	.24	−.21	−.01	−.17	−.05	−.03	−.24
Analytical	.01	.56	.13	−.09	.01	−.03	−.03	.06
Attention to detail	−.08	.75	−.05	.02	−.06	−.06	−.03	−.08
Precise	−.09	.75	.12	.01	−.09	.01	−.05	−.11
Calm	−.16	.10	−.46	.08	−.04	.04	.00	.12
Achievement oriented	−.14	−.04	.62	.08	−.00	.25	−.03	.05
Demanding	.19	−.01	.57	.21	−.15	−.15	−.07	.02
High expectations	.12	−.03	.65	.08	−.14	−.06	.01	−.03
Results oriented	.07	−.01	.49	−.15	−.18	.20	.05	−.14
Opportunities	.17	.01	−.08	.55	−.05	.25	.04	−.10



# Emotional culture

*Visible norms and artifacts, underlying values and assumptions, reflecting degree of perceived appropriateness and actual expression or suppression of discrete emotions within a social unit*

Transmitted through two types of mechanisms	
<p><b>Feeling mechanisms</b> (e.g., felt emotions, emotion contagion, deep acting): Includes both verbal and nonverbal behavior, such as facial expression, vocal tone, body language</p>	<p><b>Normative mechanisms</b> (e.g., display rules, surface acting, social exchange): Can be strategic and intentional</p>

# Emotional Cultures

Affection, caring, compassion

Amusement, joviality, humor

Anger, irritation, annoyance

Anxiety, nervousness, worry

Awe, wonder, amazement

Bitterness

Envy or jealousy

Excitement, enthusiasm

Fear or terror

Gratitude, appreciation, thankfulness

Guilt, repentance, blameworthiness

Hope, optimism, encouragement

Interest, alertness, curiosity

Joy, gladness, happiness

Longing, yearning, nostalgia

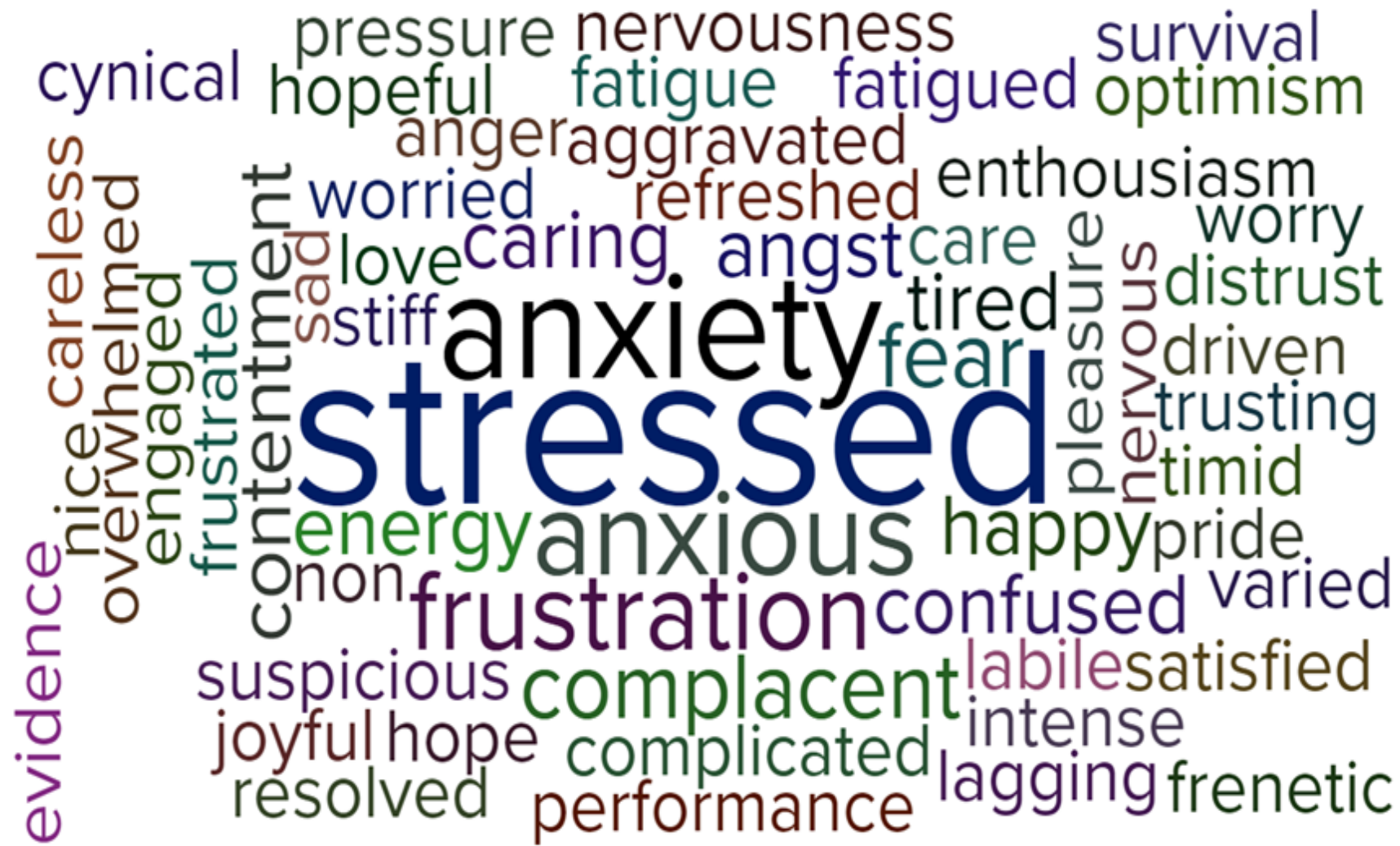
Pride or triumph

Sadness, depression, unhappiness

Serenity, contentedness, peacefulness

**What is the one word that describes  
your organization's emotional culture?**





Source: 2016 National Business Group on Health Fall conference live audience poll

**What is the antidote to a toxic or dysfunctional culture?**



"Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune."

- Walmart Founder & Former CEO, Sam Walton



"Gratitude is not only the greatest of the virtues but the parent of all others."

- Cicero



"The highest ROI management tool I know is one that is available to everyone, costs essentially nothing, and is a proven driver of workplace productivity. That tool is gratitude."

- Former LinkedIn CEO, Jeff Weiner



~♥gratitude♥~

**A feeling of appreciation or reverence in response to an experience that is beneficial to (but not attributable to) the self**

# Benefits of Gratitude

Positively related to happiness, life-satisfaction, and well-being

Negatively related to depression, anxiety, and stress

Increases prosocial behavior

Improves sleep

Promotes forgiveness

Seems to have lasting neural effects

...to only name a few!

# Why Gratitude?

The core of gratitude is relational, serving an evolutionary function involving the formation and maintenance of relationships

By its very nature, gratitude is linked to culture's function as means of social control, namely, as a system of reward and recognition

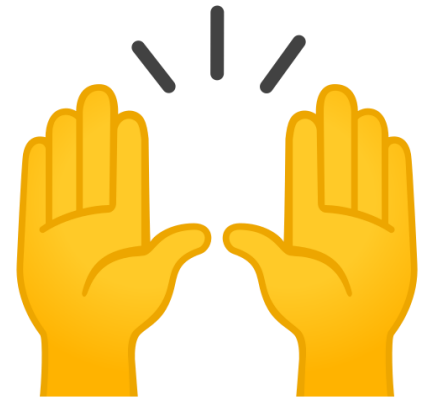
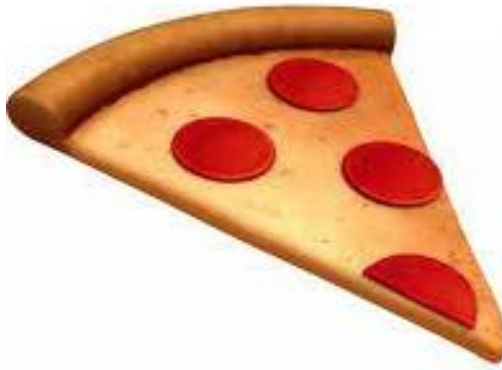
# **Mechanisms used by strong culture organizations to generate commitment and manage through social control**

1. Systems of participation that promote choice and lead people to feel committed
2. Management actions that set goals, focus attention, and help people interpret events in ways that emphasize their intrinsic importance
3. Consistent information from valued others signaling what is and is not important; and
4. Comprehensive reward systems that are seen as fair and emphasize recognition, approval, and individual and collective contributions.

# Yet, gratitude at work is very rare

- In a 21-day gratitude journal (N=22,587 responses), only 3.5% received an expression of gratitude from a colleague/co-worker
- In a survey (N=2,000), employees report being less likely to express gratitude at work than anyplace else
- In a day reconstruction study (N=860), most people report not expressing gratitude (64.97%). Of the people who do, 1.82% is towards a co-worker (1.26% stranger!)

# Complications of Policies and Practices Involving Recognition and Reward





# Employees want cultures of gratitude in their organizations

“I think that the more institutions and organizations can integrate clear, transparent ways to celebrate, recognize, and engage their employees and recognize them for a myriad of things [...] folks can address some of those pieces by incorporating a culture of gratitude and recognition, because then it becomes the norm.”

#1033, 50 year old, White, Man, Social Worker

# Wide range of formal and informal practices and policies (and lack thereof) aimed at promoting a culture of gratitude

“There's definitely a good culture of appreciation, especially from management [...] I would say definitely there's a culture of gratitude”

#1010, 48 year old, Asian, Man, Senior Software Engineer

“As a company, we're not great with public recognition. But there are some instances where, you know, it's company culture to *not* celebrate an individual...”

#1044, 44 year old, White, Man, HR Operations Product Manager

# **In some organizations, policies and programs aimed at promoting employee recognition and appreciation are institutionalized**

“...we have a system to recognize good performance, and it's called [program name], and so you can send those to anybody in the company, and you can just relate them to one of the company's goals or values, and just to acknowledge that someone's doing a good job, and their manager's copied on it...”

#1051, 31 year old, Hispanic, Woman, Certified Public Accountant

# Programs involving monetary point systems or public recognition can become routine, transactional, or insignificant to employees

“We have a peer-to-peer reward system so it's kind of like a bonus where you can award peers points which then gets translated into gift cards or like a Visa prepaid card [...] [at the] end of the month, when your points expire, everyone is like ‘hey, it's the end of the month, give points”

#1011, 44 years old, Asian, Woman, Behavioral Scientist

“Pats on the back are nice, you know, to say ‘doing a good job’, but I'm like ‘If I was doing that good of a job, pay me more’. I work because I want money. I need money to support my family [...] It's a means to an end, so pay me.”

#1021, 49 years old, White, Male, Bank Operations

# **The COVID-19 shift to hybrid and remote work schedules resulted in some of these programs to recognize, reward, and acknowledge employees being cut**

“They used to do that [recognition program], but it kind of stopped [...] that stuff didn't really translate to the virtual side of things [...] It feels like people's efforts were acknowledged more when we worked in person”

#1034, 29 year old, White, Man, Software Quality Assurance

# Conclusions

- Employees desire cultures of gratitude in their organizations
- Hints of what an emotional culture of gratitude looks like are coming into focus
- Attempts to institutionalize expression of gratitude in organizations often fail to achieve the benefits of gratitude found in previous research
- Unclear when and why such programs backfire, resulting in unintended negative consequences

**What other emotions  
contribute to a  
positive culture?**



# Awe



- A complex emotion arising from stimuli and characterized perceived vastness and a need for accommodation
  - Observing something large
  - Violates our normal understanding of the world
- Can be both positive and negative
- Results in feelings of self-diminishment and increased connectedness with other people
- Puts people in a self-transcendent state where they focus less on themselves and feel more like a part of a larger whole





















# Assessing emotional culture

## Employee assessments

- Science-based, psychometrically valid measures
- Challenge: Employee survey fatigue

## Expert rater assessments

- Employees' verbal statements (*"I'd like to punch him in the face"*)
- Office cultural artifacts (e.g., décor, dress, architecture, tchotchkes)
- "Reading" employees' emotion expressions
  - Facial expressions
  - Gestures, behaviors

# Current vs. needed culture

On the next few screens, you will be asked to think about your unit's culture in two ways. **Please read carefully.**

The first is the unit's **current culture**. These ratings describe the way people within your unit currently behave. This is not necessarily what you would like, but is an accurate description of the way things really are.

The second is the unit's **needed culture**. These ratings describe the culture you would like. This is not necessarily the way people in your unit currently behave, but is what you would like to see valued and rewarded in your unit.

NOTE: If at any point in the survey you need to go back to a previous screen, just click the << button at the bottom of the screen.

---

0%  100%

<<

>>



Emotion analysis software

- Looks for linguistic patterns

Biometric data

- Measures emotional arousal

Emotion recognition software & hardware





**How does an organization create  
and maintain a positive emotional  
culture?**

- **Top management:** craft the vision and provide the resources
  - Create a vision to cultivate and manage emotional culture
  - Provide the resources (financial, psychological) for desired culture
- **Managers:** Model the behavior you want to see
  - Leaders drive rules, rituals, and practices
  - Leaders' emotions disproportionately influence the culture (e.g., through emotional contagion)
- **HR:** Hire the right people, hold people accountable
  - Creating job interview questions that give an indication of whether prospective employees would complement or detract from desired emotional culture
  - Create performance appraisal measures that assess behaviors that support or undermine desired culture
- **Individual contributors:** Maintain or create desired culture through small acts and micro-moments

**What are some challenges to creating an organizational culture that promotes employee well-being?**

## **Maintaining the culture through challenges and changes**

- Financial pressures, resource constraints
- Bureaucratic structures and systems
- Rapid hiring, growth
- Leader transitions

## **Necessary evils and the need for “tough love”**

- Having difficult conversations
- Sanctioning bad behavior
- Delivering negative feedback
- Letting people go



Copying trends at large successful companies ignores *selection bias*

- Ignores the failures, who may have been doing the same things, too

The most “empathetic” companies also tend to be the most profitable

- These companies can afford to do progressive, innovative things

# Is there a “dark side” to positive emotions?





Sections

The Washington Post

Democracy Dies in Darkness

mandyoneill

Wellness

# Time to ditch ‘toxic positivity,’ experts say: ‘It’s okay not to be okay’



ZACHOWAJ BEZPIECZEŃSTWO  
БУДЬТЕ ОСТОРОЖНЫ  
GÜVENDE OLUN BÍ AIREACH  
DBEJTE NA SVOU BEZPEČNOST  
ΝΑ ΕΙΣΤΕ ΑΣΦΑΛΕΙΣ CUIDESE  
PRESTATE ATTENZIONE  
SOYEZ PRUDENTS 安全第一  
BADBAADO AHOW AVEŦI GRIJĂ

BE SAFE



**Adam Grant** ✓  
@AdamMGrant

A company isn't a family. Parents don't fire their kids for low performance or furlough them in hard times.

A better vision for a workplace is a community—a place where people bond around shared values, feel valued as human beings, and have a voice in decisions that affect them.



# Unintended Consequences

High engagement → Burnout

Strong work relationships → Inability to disconnect



## One solution: Supervisor support for recovery

Specific, actionable behaviors that people can intentionally cultivate to stop dysfunctional behaviors and cultivate healthy well-being habits (e.g., stop emailing people at 3am)

# Strengths-Based Approaches

## **Appreciative Inquiry (AI)**

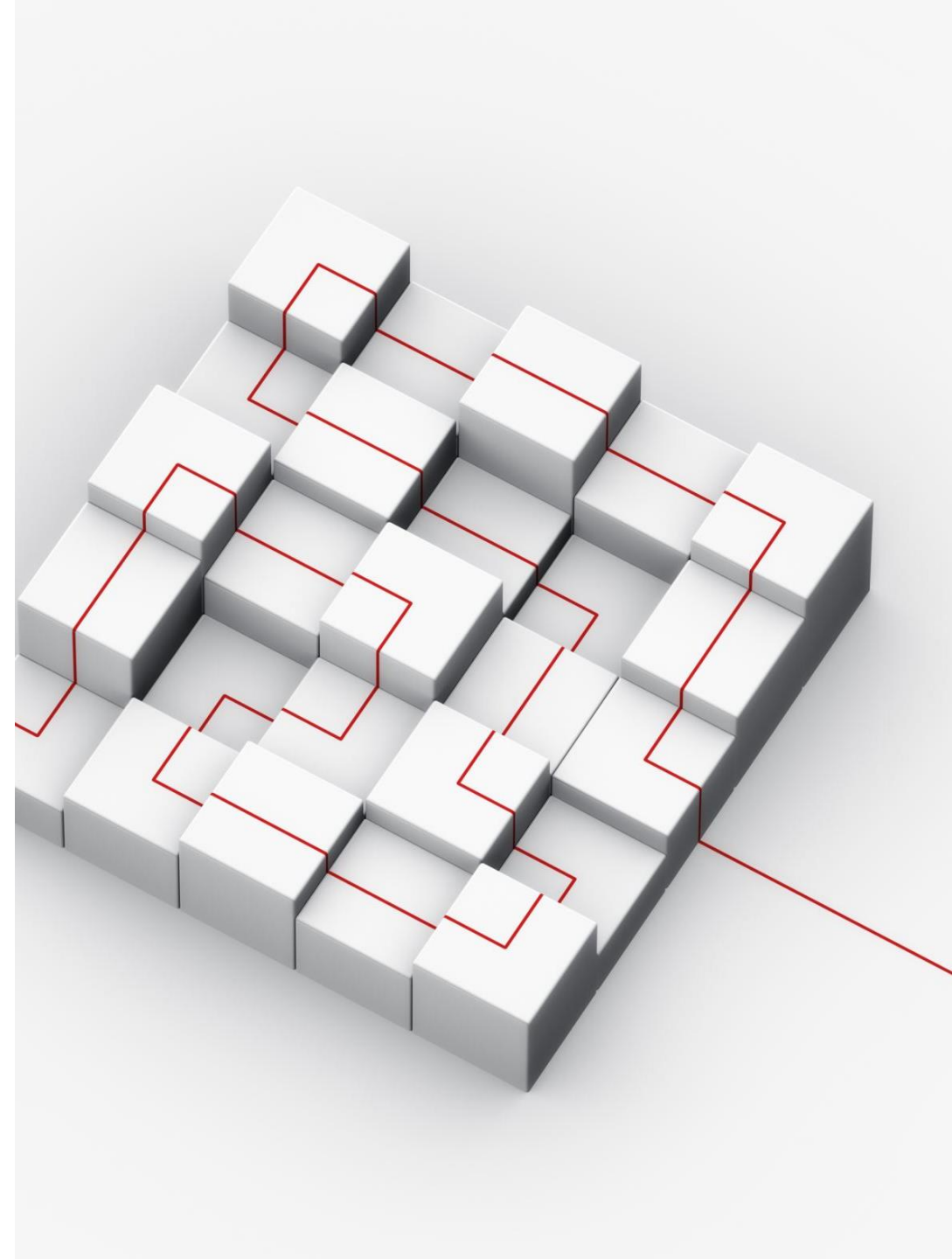
Takes as its starting point what it is that is working well in an organization (i.e., not problems)

Change is framed as a process of identifying *what might be possible* in the future by building on *existing strengths*

Shows a movement from *problem-solving* to *joint envisioning* of the future

Four-step process

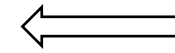
- *Discovering/appreciating* the good qualities in what is currently practiced
- *Building* on existing knowledge to envisage what the future could be
- *Designing*, through collective dialogue, what should be
- *Sustaining* the organization's future



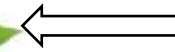
Observable



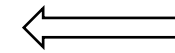
Unobservable



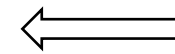
Facial  
expressions  
Stories,  
Jargon,  
Metaphors,  
Artifacts



Norms,  
Rituals



Values



Beliefs,  
Assumptions



**Thank you**

**[ooneill@gmu.edu](mailto:ooneill@gmu.edu)**



# Closing Remarks

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**Karen Cleveland**  
President & CEO  
Leadership Fairfax

***Thank you to our forum sponsors.***



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# *Thank you.*

