

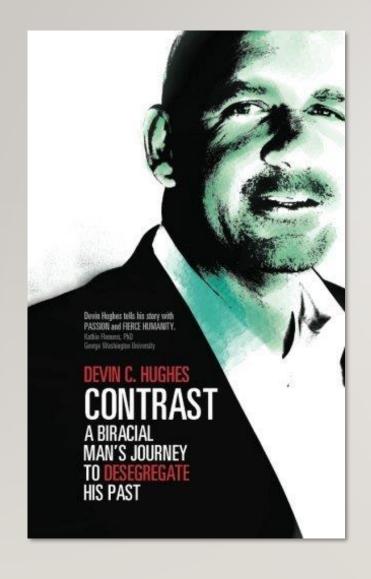
Devin C. Hughes

Author, International Speaker & Positive Psychology Researcher

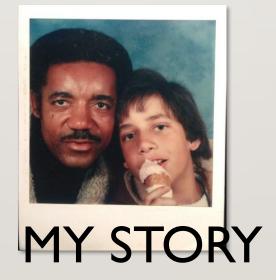
# About Devin C. Hughes

- Leading expert on link between employee experience & inclusive workplace culture
- Author
- Lectured in more than 15 countries
- Lives in Carlsbad











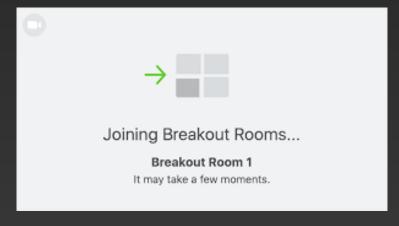
## The three appreciations

Name One thing I am <u>CONTENT</u> with

Name One thing I am ENTHUSIASTIC about

Name One thing I am <u>THANKFUL</u> for









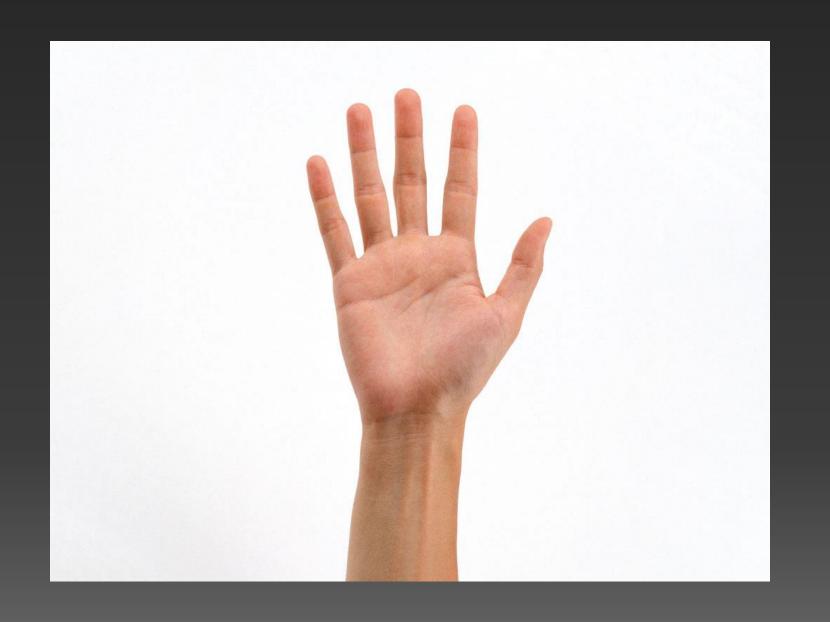


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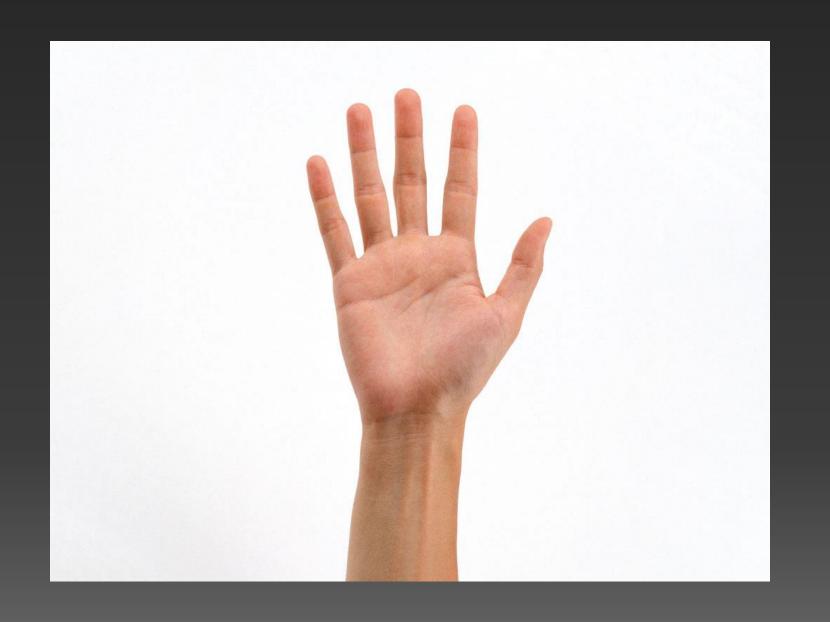
Name One thing I am <u>THANKFUL</u> for



# Do you feel like your organization is doing an adequate job with Diversity, Inclusion & Equity?







# Is Diversity, Inclusion and Equity a key component of your organizational strategy right now?





**Essential Elements** (Successful diversity, equity and inclusion frameworks include these elements)

#### Macro level

- Policy Review & Development
- Measurement & Evaluation
- Informed & Committed Leadership
- Comprehensive Scope

#### Micro level

- Shared Responsibility/Individual Accountability
- Education & Training
- Integrated Business Plans
- Dedicated Resources

# Success depends on three factors

- The right Mindset
- The right Skill set
- The right Tool set



### Ten Reasons Traditional "Diversity Programs" Fail

- 1. Not Establishing a Great Enough Sense of Urgency
- 2. Not Creating a Powerful Enough Coalition
- 3. Lacking a Vision
- 4. Under-Communicating (by a Factor of Ten)
- 5. Not Removing Obstacles to the New Vision
- 6. Not Systematically Planning For and Creating Short-Term Wins
- 7. Declaring Victory Too Soon
- 8. Not Anchoring Changes into the Culture
- 9. Lack of Leadership Buy-in and Budget
- 10.Drop the Label ("Diversity Training")

TRADITIONAL DIVERSITY AND INCLUSION "PROGRAMS" HAVEN'T WORKED. THEY HAVE NOT WORKED BECAUSE THEY OFFER TRAINING IN A MOMENT IN TIME.

MANY OF THESE EFFORTS EXISTED AS A "PROGRAM" OR INITIATIVE THAT COULD BE "A ONE AND DONE."

## Six Beliefs to Make Your Workplace Inclusion Efforts Less Talk and More Walk

Each person must feel like they can bring their authentic and best self to work—and that requires feeling a sense of belonging.

Hiring may boost diversity numbers, but this won't automatically create an inclusive culture

# Inclusion is an ongoing practice—not a training event

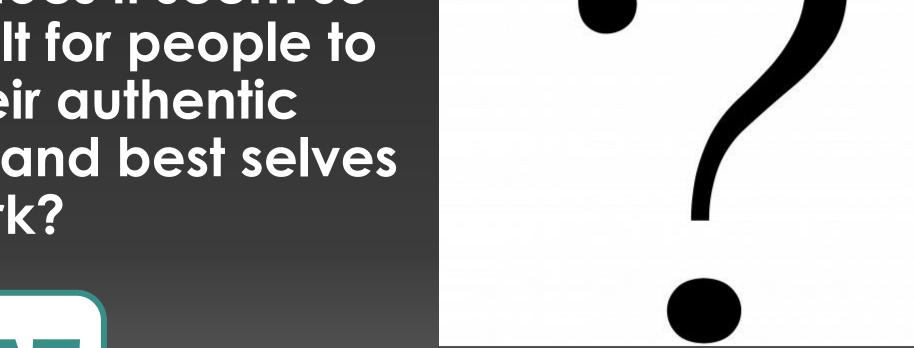
Diversity and inclusion efforts should be designed to maximize joy and connection, and minimize fear.

"Average" and "fit" are notions of the past.

Systems of the future will focus on helping individuals thrive.

## Diversity without inclusion is like revenue without profit

Why does it seem so difficult for people to be their authentic (real) and best selves at work?





GOOGLE PUBLISHED FINDINGS FROM "PROJECT ARISTOTLE"

Psychological safety that stood out as the single most important factor in building a productive (inclusive) team.



#### 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

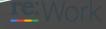
#### Meaning

Work is personally important to team members.

5

#### **Impact**

Team members think their work matters and creates change.





		Strongly disagree	Disagree	Neither agree / disagree	Agree	Strongly agree
1.	If you make a mistake in this team, it is often held against you.					
2.	People on this team sometimes reject others for being different.					
3.	It is difficult to ask other members of this team for help.					
4.	Members of this team are able to bring up problems and tough issues.					
5.	It is safe to take a risk in this team.					
6.	No one on this team would deliberately act in a					
	way that undermines my efforts.					
7.	Working with members of this team, my unique skills and talents are valued and utilized.					

#### HOW DID YOU DO?

If you strongly disagree with the first three and strongly agree with the last four statements your team has a high level of psychological safety.

#### WHAT IS PSYCHOLOGICAL SAFETY?

Psychological safety is a shared belief that the team is safe for interpersonal risk taking. It can be defined as "being able to show and employ one's self without fear of negative consequences of self-image, status or career" (Kahn 1990) Even the most robust diversity and inclusion programs fail to foster psychological safety.

80% of LGBTQ+ employees say they avoid tough conversations because of negative experiences with past employers.

#### PSYCHOLOGICAL SAFETY AND DIVERSITY & INCLUSION

 Psychological safety supports inclusion by creating a safe place for individuals to bring their whole selves to work —an environment where members from non-majority groups can share novel ideas and perspectives free from the risk of ridicule, rejection or penalty.

• In a psychologically safe environment, employees are less likely to cover or mask their differences.

WHAT CAN WE DO
TO CREATE MORE
PSYCHOLOGICALLY
SAFETY AT WORK?







# 1. 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."
- What has got your attention?
- What mindset are you bringing to this meeting?
- What kind of a day have you had so far today?

### 2. 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 encourage 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 executives get to talk last, so they don't influence or intimidate others.

#### 3. THE NO-INTERRUPTIONS RULE

- What's the point of inviting someone to a meeting only to have every idea silenced by someone more extroverted?
- The "No-Interruptions Rules" is self-explanatory: when someone is talking, the rest should actively listen. Sharing an opinion, reacting to what the person is saying, or trying to impose one's ideas over others is not allowed. Make room for people to speak freely and feel valued.
- The no-interruptions rule quickly improves the quality of the meeting experience. People feel safe and protected by a system that ensures every voice is welcome and valued.
- Talk to repeat offenders to ensure they can adjust their behavior in future meetings.

### 4. UNCOVER THE STINKY FISH (BEFORE IT ROTS)

• The stinky fish is a metaphor for issues that we don't want to talk about. The longer we avoid a problem, the stinker it gets.

UNCOVER THE STINKY FISH Speaking up is the first step to solve silent problems.	iberationist.org stretch@iberationist.org  Team name Date
What are your uncertainties?	What's making you nervous or anxious?
What is everybody thinking and no one is saying?	What are you afraid of?

#### 5. HOST AN ANXIETY PARTY (REALLY!)

- Don't get caught up with the name; anxiety parties are an excellent way to promote psychological safety — they make teams more vulnerable and effective.
- First, everyone spends 10 minutes individually writing down their biggest anxieties. Then,
   people are given two minutes to rank issues–from most to least worrying.
- Then, each person gets to share the anxiety that worries them the most. Colleagues score the issue based on how much it troubles them from a **zero** ("It never even occurred to me that this was an issue") to **five** ("I strongly believe you need to improve in this area").
- After reviewing all fundamental anxieties, it turns out that most are baseless—we usually
  worry about pointless things. Getting people's feedback in the form of a score makes the
  anxiety go away.

#### 6. CELEBRATE THE MESSENGER

- Organizations need to increase their bad news tolerance. Divergent, dissident voices are crucial to driving innovation and growth. However, as
  the authors of this HBR piece wrote, "Yet some leaders demonize the people, accusing them of being the problem instead of solving the problem
  that is being raised."
- The Chinese doctor who tried to issue the first warning about the deadly coronavirus was fired. A US Navy Captain was let go for addressing the Covid-19 outbreak in his ship. Hospitals have put doctors on notice for speaking out about a lack of medical gear.
- When someone steps forward with bad news, leaders must show appreciation and respect. 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."
- The same way that some organizations have turned celebrating mistakes into a ritual, <u>practice celebrating the messenger</u>. Reward people who bear bad or not-so-good news to raise problems that need to be addressed right away.
- Do you have an ongoing space to address bad news?
- How do you encourage people to raise difficult topics? How will you reward those who speak up?

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

### 7. TELL YOUR STORY

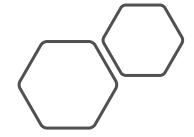
- Empathy is crucial to building trust. The more we get to know and understand our colleagues,
   the more we can trust each other.
- Belonging the idea that we are close is one of the three characteristics of successful teams, altogether with Psychological Safety (We feel safe) and Alignment (We share a future).
- It never fails to amaze me how much people don't know about their colleagues and how sharing personal stories deepens relationships.
- There are many ways you can do this.
- One is to ask people to share personal stories with each other. Give them 5 minutes each and then switch. Once all the groups have finished, each person needs to tell the story they heard in the first person as if it was theirs. Not only this reinforces belonging but deepens empathy, too.

### EXPLORE THE DISPARITIES

Self-Reflection.... on your workplace and consider the following:

- How would your work environment change if you had more psychological safety?
- What voices are missing from the team you're a part of?





## GREAT -> BIG -> BE WORK SUCCESS -> HAPPY

GREAT -> BIG -> BE WORK SUCCESS -> HAPPY

BE GREAT -> BIG HAPPY WORK SUCCESS

### Destination Addiction

a preoccupation with the idea that happiness is in the next place, the next job and with the next partner. Until you give up the idea that happiness is somewhere else, it will never be where you are.



## How would work be different if people were truly making Well-Being a priority @ work?



(Breakout Rooms)





Well-being @ WORK CANNOT BE JUST PERKS AND PARTIES...

### Benefits of Well-Being

In research published in HBR people...

were 31% more productive

6

Were 6 times more engaged

Were 3 times more creative

Achieved 56% Greater Sales Reported
23% fewer
fatigue
symptoms

Were 39% more likely to live to age 94

were 40%
more likely to
receive a
promotion







## Former surgeon general sounds the alarm on the loneliness epidemic

### Loneliness

• One of the downsides of remote work is the feeling of alienation....

Buffer recently conducted a study that found up to 21% of remote workers cite loneliness as their biggest struggle.



Send an Email or Text

- To someone NOT expecting to hear from you....
- Share some inspiration, hope, affirmation

### The Atlantic

## How to Hire Fake Friends and Family

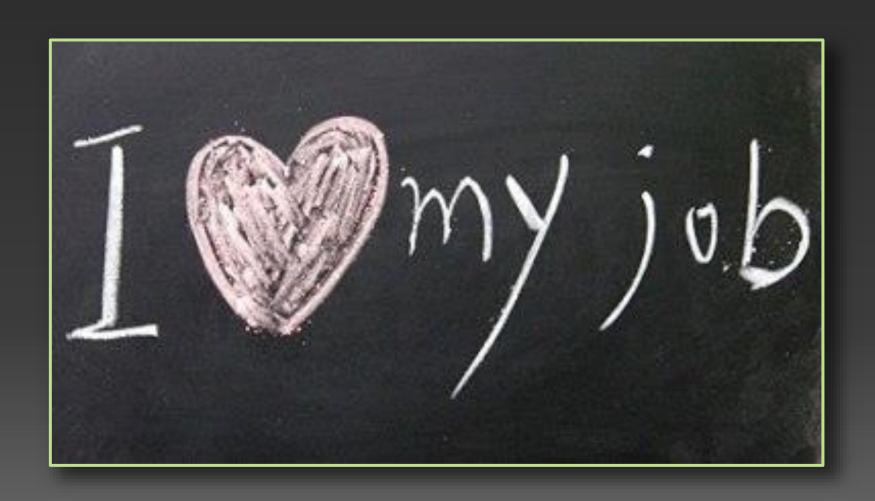
In Japan, you can pay an actor to impersonate your relative, spouse, coworker, or any kind of acquaintance.



Money may not be able to buy love, but here in Japan, it can certainly buy the appearance of love—and appearance, as the dapper Ishii Yuichi insists, is everything. As a man whose business involves becoming other people, Yuichi would know. The handsome and charming 36-year-old is on call to be your best friend, your husband, your father, or even a mourner at your funeral.

His 8-year-old company, Family Romance, provides professional actors to fill any role in the personal lives of clients. With a burgeoning staff of 800 or so actors, ranging from infants to the elderly, the organization prides itself on being able to provide a surrogate for almost any conceivable situation.

### Is this possible?





## What are some of most significant challenges you've experienced in attempting to create a more inclusive and diverse environment at work?

Breakout

Organizations are spending more than ever on diversity and inclusion initiatives, but they're still failing to support diverse talent in meaningful ways.

50% of employees are unfamiliar with their companies' diversity, equity, and inclusion initiatives, or unsure whether their companies even have these programs. Companies who succeed in hiring diverse talent often struggle to retain these employees. In some industries, women turn over at 2x the rate of men, and Black and Latino employees are 3.5x more likely to leave their jobs compared to white and Asian colleagues.

### Bias and Inclusion

- Take a hypothetical manager, Bob.
- He's tasked with figuring out who on his team gets a promotion.
- He takes every step he can to avoid making a biased decision: asking others, gathering data, checking his thinking.



### Bias and Inclusion

 But when it comes time to announce the promotion, Bob simply announces it's going to Frank; he doesn't share all the work he did.

Any potential issue?



### Bias and Inclusion

- The problem here is that Bob mitigated his biases, but failed to explain his decision-making.
- Those who weren't selected may wonder if Bob chose Frank because of his age, his gender, or his personal relationship to Bob. Thus, they could feel excluded even though Bob acted without bias.
- Simply put, bias is what happens in our own brains, while feelings of inclusion or exclusion are what happens in other people's brains.



### Bias VS INCLUSION

- Leaders often assume that if they (and their employees) think with less bias, they'll automatically start including others more. Instead of overlooking certain talent or making decisions based on faulty premises, they'll start bringing more folks into the fold.
- This is true in the best cases, but it's not inevitable. And it's still worth distinguishing between what makes bias and inclusion different, since each goal requires the development of a unique set of habits if leaders want to make use of them effectively.

### Bias VS INCLUSION

- We can think of biases as mental shortcuts our brains make when prompted with a choice. For example, a safety bias causes us to make decisions that avoid harm or loss. The upside is we may avoid negative outcomes. But we may also overcorrect and miss out on risky but lucrative ones.
- Inclusion, on the other hand, is the <u>sense we belong and can</u> <u>meaningfully contribute</u> to the group. We experience inclusion as a result of other people's behaviors: whether they ask for our input, select us for projects, and listen to what we have to say.

# WHAT ION7

### What is Positive Psychology?

### Research evidence about:

- What works in human life
- What makes people happier
- What gives their lives a sense of satisfaction and meaning
- What helps them function better
- Also called "Subjective Well-Being"



### Three Findings

- Extensive research shows that connected (belonging) brains outperform negative and neutral. Diversity & Inclusion is an Advantage.
- Our mindset is largely influenced by our own intentions coupled with learning and experience.
   Inclusion is a Choice.
- Diversity & Inclusion can be trained. Inclusion Spreads.

True organizational culture lies in the habits, routines & rituals that are practiced by the people in the workplace.

It's about the stories' people share after taking part in them. It's about consistency, doing it and sharing it.

the best workplace culture should be built on a combination of these 3 fundamental behaviors:

Habits

These will happen at an individual employee level and can be practiced often (even daily). Employees can have habits to transform themselves, to become someone they aspire to be.

Routines

These happen at the team-level and can be practiced weekly or monthly. Teams can have routines to bond with each other, to stay in the loop and to building a sense community.

Rituals

These happen at an organizational level and can happen monthly, quarterly, annually etc. Companies can use them to celebrate successes and ceremonies to connect & communicate with all employees.

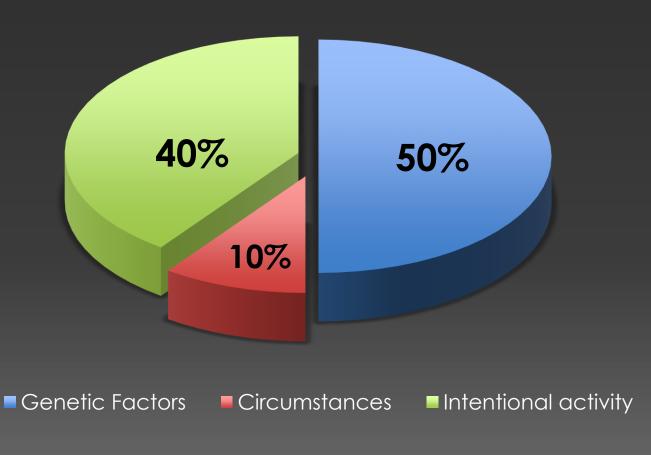
Habits

These will happen at an individual employee level and can be practiced often (even daily). Employees can have habits to transform themselves, to become someone they aspire to be.



### Estimates of contributors to well-being

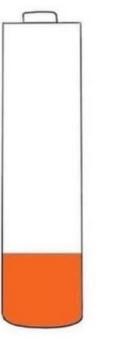
#### Contributors

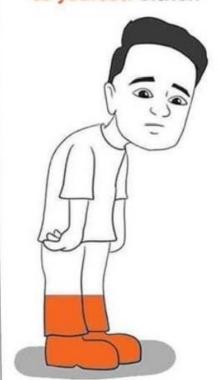


### Hoda Kotb



You wouldn't let this happen to your phone to yourself either.





Self-care is a priority, not a luxury.



## Well-being INTERVENTIONS

Your brain grows like a muscle



Journaling

Conscious Acts of Kindness

**Meditation** 

Celebrating small wins

Exercise

Savoring Happy Gratitude Memories

Surround yourself with 3 "P's" Photos, Plants, and Pets

#### 30 Day Well-being Challenge

Pick one of five researched habits and try it out for 30 days in a row to create a positive habit. Doing so actually rewires — or trains — your brain to be more positive.

Here are the five habits to choose from...

**Three Gratitude's:** Pause to take note of three new things each day that you are grateful for. Doing so will help your brain start to retrain its pattern of scanning the world, looking not just for the negative inputs but for the positive ones.

**Journaling:** Similar to the gratitude practice, but in this case, detail — in writing — one positive experience each day. This will help you find meaning in the activities of the day, rather than just noticing the task itself.

**Fun Fifteen:** Exercising for 15 minutes a day not only brings physical benefits, but it also teaches your brain to believe your behavior matters, which then carries (positively) into other activities throughout the day.

**Meditation:** Take just two minutes per day to simply breathe and focus on your breath going in and out. Doing so will train your mind to focus, reduce stress, and help you be more present in this moment.

**Conscious Acts of Kindness:** This can be something simple, and the research suggests writing one positive email to praise or thank someone each day. Not only does it benefit the recipient, but it also increases your feeling of social support.

#### HAPPINESS JOURNAL

By Devin C. Hughes

#### Gratitude

In the past 24 hours I am grateful for ----- because -----



In the past 24 hours I am grateful for ----- because -----



In the past 24 hours I am grateful for ------ because ------

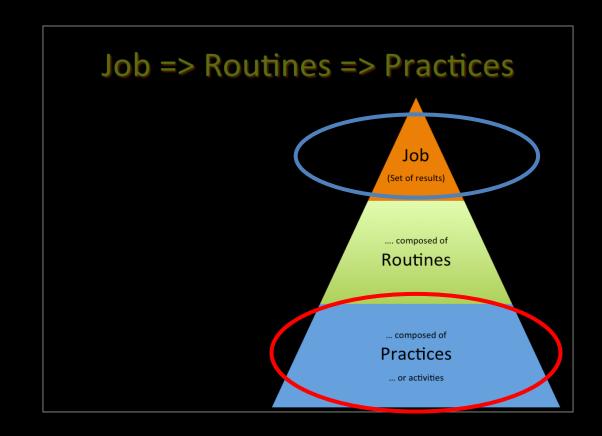
Routines

These happen at the team-level and can be practiced weekly or monthly. Teams can have routines to bond with each other, to stay in the loop and to building a sense community.

#### Work Routines

The power of embedding inclusive practices into the work itself to insure moments of joy, connection and positivity.

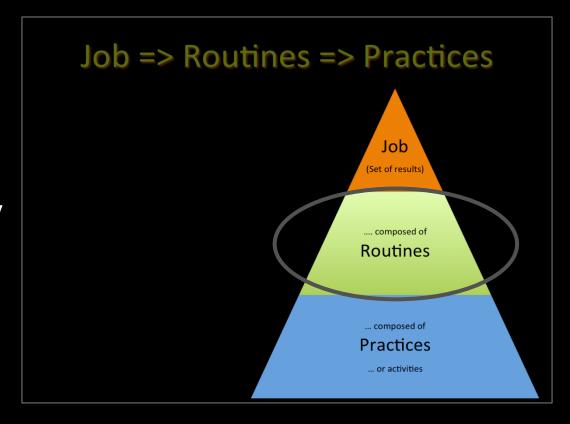
- All Jobs have specified Key Results that they are designed to produce.
- To produce these results people and teams must engage in Activities or Practices (work).



#### Work Routines

As organizations and teams become more efficient they agree to organize these practices into processes or routines that are repeated over and over.

- These routines are the organizational equivalent to personal habits.
- Smart teams consciously identify routines and intentionally embed inclusive practices into the routines as a way of insuring their use.



### WORK ROUTINES EXAMPLES









1:1 meetings - employees

Regular team meetings

Seeing Customers

Calling/Receiving calls



Conference Calls



Performance reviews (semiannual)



Webex or Go to Meeting



Send out the meeting agenda and materials well in advance to allow everyone to process and prepare for discussion at their own pace.

Give team members a heads up if you plan to ask for input in a meeting.

As an HR professional, you can be a powerful agent of change by walking the walk — and, well, talking the talk.

In all professional communications, model inclusive language.

Learn and use the preferred pronouns for employees in your company, and use "spouse" or "partner" rather than the gendered "husband" or "wife" to refer to someone's spouse (especially if you don't know their gender). Partner also works for non-married couples, too.

Consider time zones when bringing teams together to do important work—make sure you're including those who live in different places.

Vary who talks first in meetings (the power position).

Establish "golden time": protected time on calendars for individuals' personal commitments.

Agree as a team to ensure everyone's golden time is communicated and respected.

## Good Things Happen!

8,848,969 views • May 10, 2020



#### 4 ON TRENDING

The Office Cast Reunites for Zoom Wedding: Some Good News with John Krasinski Ep. 7

8,848,969 views • May 10, 2020



#### Audience reviews



#### \*\*\*\*

This is the best thing I have seen in YEARS or maybe ever! I have always liked John as an authentic, cool actor and now to find out he's even more cool in real life--how is that possible??? (And married to Emily--unbelievably talented actress And with gorgeous little ...



#### $\star\star\star\star\star$

Just about the only Good News these days is coming from the wonderful, self-deprecating John Krasinksi. He not only presents delightful events that have occurred during week, but he makes some pretty damn good news himself. In one, he introduces his wife, the ...



#### \*\*\*\*

Being a 2nd year middle school math teacher (career change), a single parent sharing custody from a bad divorce, and a lifelong introvert, I find myself heaped in the pile with everybody else who is really struggling during this Covid Quarantine...like REALLY ...

Rituals

These happen at an organizational level and can happen weekly, monthly, quarterly, annually etc. Organizations should use them to celebrate successes and to connect & communicate with all employees.





Intention

Ritual

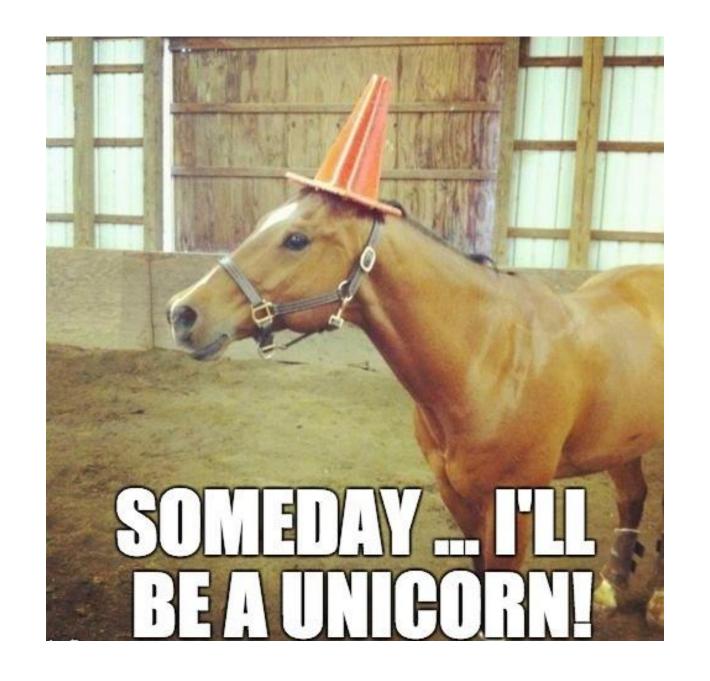
The Power of Rituals @ Work



Impact



## Feedback



Well-Being





INTENTION



RITUAL



**IMPACT** 



Intention: Give employees more autonomy to maximize individual/team output



Ritual: No Meeting Mondays





Impact: Employees believe in our ethos (learn, stretch and grow) during their time with us.



Intention: Make it easier for employees to give and receive



Ritual: Feedback Fridays





Impact: Creates sense of connection, belonging



Intention: Make well-being an expected work practice



Ritual: Morning Huddle – create time for team to share gratitude

Well-Being



Impact: People feel better and more connected

#### Flipboard

"Mock O'Clock"

On Friday afternoons... employees convene around a huge table next to the kitchen—munching on snacks and enjoying a meticulously curated assortment of beverages—in an open forum where anyone can showcase projects they're working on.

It's a great way to interact with co-workers and teams people might not normally work with on a daily basis, as well as get a sneak peek into a variety of interesting products, features and tools in various stages of ideation and development.



#### Pinterest

"Knit Con"

A two-day binge of classes and workshops that allows employees to share their passions with each other.

The annual event solidifies the company's culture by keeping team members jazzed about what they do, both on and off the clock.





#### Linkedin

"InDay"

For volunteer work, team-building exercises and exploratory projects.



Any questions from today's webinar?



CONFIDENCE IS ELUSIVE

## 30-DAY CHALLENGE TO INCREASE YOUR SELF CONFIDENCE

STARTS ON AUGUST 1ST!



This 30-day challenge will boost your selfesteem and confidence so you can create more happiness and fulfillment in your life.

If interested in participating, please send an email to info@devinchughes.com (subject: 30 Days confidence challenge).

www.devinchughes.com

### Devin C. Hughes



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Twitter: @devinchughes

Facebook: https://www.facebook.com/ChiefInspirationOfficer

## Stay in touch!