CREATING A CULTURE OF SUCCESS
Jody Thompson

CEO and founder of CultureRx. Creator of the Results-Only Work Environment. Also the author of two best selling books about workforce management.

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Market tested and established with multiple roles and a variety of industries
The results were definitive,” say Moen and Kelly: “employees who participated in the organizational initiative said they felt more control over their schedules, support from their bosses, and were more likely to say they had enough time to spend with their families. Moreover, these employees reported greater job satisfaction and were less burned out and less stressed. They also reported decreases in psychological distress, which captures depressive symptoms that do not amount to clinical depression.
Valuing results rather than face time changed the cultural definition of a successful worker by challenging the notion that long hours and constant availability signal commitment (Kelly et al., 2010). ROWE increased employees’ control over their work schedule and improved work–life fit (Kelly, Moen, & Tranby, 2011). ROWE brought health benefits as well, positively affecting employees’ sleep duration, energy levels, self-reported health, and exercise, while decreasing tobacco and alcohol use (Moen, Kelly, & Lam, 2013; Moen, Kelly, Tranby, & Huang, 2011).
Flexibility

4 – Day Workweek

Work from Home

Hybrid

Satellite Office
Flexibility

4-Day Workweek

Hybrid

Work from Home

Satellite Office
1. Begin your journey into a contemporary work environment by adopting a new mindset to: **MANAGE WORK, NOT PEOPLE**

2. Two core action steps to apply today, tomorrow, and everyday, to achieve an optimized workforce no matter what the climate
Anecdote

- Direct care nursing facilities
- Boston area
- Traditional beliefs are powerful drivers away from what matters most
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- Traditional beliefs are powerful drivers away from what matters.
Anecdote
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“The supply levels would get all out of whack.”

“Somebody would probably steal…”

“Not on my watch. I’m not going down for this. I’ll just keep it locked at night.”
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Anecdote
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Priorities for HR Departments

- **2017**
  - 01: Culture
  - 02: Talent Acquisition
  - 03: HR Strategy
  - 04: HR Infrastructure
  - 05: Talent Management
  - 06: Learning & Development

- **2018**
  - 01: Culture
  - 02: Talent Acquisition
  - 03: HR Strategy
  - 04: HR Infrastructure
  - 05: Talent Management
  - 06: Learning & Development

- **2019**
  - 01: Culture
  - 02: Talent Acquisition
  - 03: HR Strategy
  - 04: HR Infrastructure
  - 05: Talent Management
  - 06: Learning & Development

The 2019 HR Trends Report - McLean & Company
Three in five U.S. workers who have been doing their jobs from home during the coronavirus pandemic would prefer to continue if restrictions are lifted. In contrast, 41% would prefer to return to Work, School, Shopping, Entertainment, and Entitlements.
“Three in five U.S. workers who have been doing their jobs from home during the coronavirus pandemic would prefer to continue to work remotely as much as possible, once public health restrictions are lifted. In contrast, 41% would prefer to return to their workplace or office to work, as they did before the crisis.”
Where work happens!

the office
at home
the coffee shop
on the couch
at the beach
in a home office
and more

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Location Specific:

healthcare retail
server bus driver
and more

and more
My Challenge

Mental health
Productivity
Teaming
Collaboration
Relationships
Traditional Mindset

TIME

Full Time

or

PRESENCE

or
Traditional Workplace
Presenteeism accounts for 80% of lost productivity in the workplace*.

American workers are usually a pretty busy bunch, yet their time spent idle costs employers an estimated $100 billion per year, according to a new study from Harvard Business School.

*American Productivity Audit
Traditional Workplace

Manager
Traditional Workplace

Flavor-of-the-Month

Leadership

Management

Employees
Today, studies show that these open work spaces have the opposite effect they were meant to, and actually reduce productivity and lower employee morale.

Brave new world?
Collaboration Days...

Other Days???
COLLABORATION DAYS...

OTHER DAYS???
Manage People

LOCATION

COLLABORATION DAYS...

OTHER DAYS???

CULTURE
Location

Collaboration Days...

Manage People

Other Days???
Location

Manage People

Work = A Place I Go...

Rather than something I Do!
MANAGE WORK, NOT PEOPLE
The Conundrum

NEEDS

Wants
The Conundrum

NEEDS

STRESS
The Conundrum

NEEDS

STRESS
The Conundrum

NEEDS & Wants
The Conundrum

NEEDS & Wants

Schedule Control
The Conundrum

Teleworker
Distributed worker

4-day flex worker

Office worker
Remote worker

Work From Home
The Conundrum

Work From Home
The Problem with Flexibility (“solution”)

1. I have to ask permission

2. It’s not flexible - all life on Friday

3. The conversation isn’t about the work
The Problem with Flexibility ("solution")

1. Some people get it and some don’t
2. It’s not fair
3. People feel frustrated, pissed off and distracted
4. Entitlement culture, not opportunistic
Culture of Entitlement

HR

Trusted business partner and strategic advisor

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The Problem with Flexibility (‘solution’)

1. Forced to choose: Career? Life?
2. Stressed out; choices not good
3. Fear of future regrets

1. Permission
2. All life on Friday
3. NOT about work

1. Some people get it and some don’t
2. It’s not fair
3. People feel frustrated, pissed off and distracted
4. Entitlement culture, not opportunistic
The Focus

**IN FOCUS**
- Time off
- What I’m *entitled* to
- What’s fair

**OUT OF FOCUS**
- THE WORK
- What I’m *actually* getting paid for
- Client/Customer satisfaction
The Flexibility Fail...

Traditional Environment (without flexibility): *Manager controls employee’s time and place* - “Work starts around 8:00 a.m. and ends around 4:30 p.m. I’ll show you to your workstation.”

Traditional Environment (with flexibility): *Manager controls employee’s time and place* - “Work starts and ends based on our agreed upon schedule (40 hours/wk), which includes where you’ll be working from each day so that myself and the team know where you are.”
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What (really) motivates people

Control leads to compliance; **autonomy leads to engagement**. Human beings have an innate inner drive to be autonomous, self-determined and connected to one another. And when that drive is liberated, people achieve more and live richer lives.

Drive: The Surprising Truth About What Motivates Us
--Daniel H. Pink
The Old Leadership Model

Managing people’s time/schedules/work location reinforces the command/control management style of the 20\textsuperscript{th} century.

The work culture is one of entitlement versus opportunity.
Re-entry = Regression...

Workplace
Re-entry = Reimagine

Workforce
Re-entry = Reimagine

Real Change
Accountability + Autonomy
Accountability

Responsible ✓

Answerable ✓
Self-Directed
Independent
Accountable
Responsible
Answerable

Autonomy
Self-Directed
Independent

Micromanager

Accountable

Responsible
Answerable

Autonomy
Self-Directed
Independent

MANAGE WORK, NOT PEOPLE
Managing the un-question(s) and Un-statements(s)

Can I work from home tomorrow?
Can I come in late on Tuesday?
I have a Dentist appointment on Tuesday.
I’ll be working from home Thursday.

Can I leave early?
Can I take Friday off?
I’ll be in at noon tomorrow.

Can I work from home post Covid?
Management Evolution

Permission Granting
  (Subjective)

Performance Guiding
  (Objective)
Management Evolution

Permission Granting  (Subjective)

Performance Guiding  (Objective)

“I don’t know… Can you?”
Anecdote

“You cannot do that.”

Permission Granting
(Subjective)
I'll need you to be in the office at least three days a week.

There are times that to communicate and collaborate effectively we need to be face to face.

All staff meetings need to be on-site.

You need to get approval to change your shift.

The deadline for the deliverable is Tuesday at 2pm.

Where do you need my help so that we can still hit the most critical success factors?

What is the best way for me to see how your work is progressing against agreed upon metrics or deliverables?
Clear Communication

Crystal Clear Communication: What and When

Define

What and When

The Work

What is the desired outcome and by when is it required?

Take Action

Choose communication tools (technology) to accomplish the outcome on time ASAP.
Clear Communication

Crystal Clear Communication: *What* and *When"

- **Define:** The work
- **What** and **When:** What is the desired outcome and by when is it required
- **Take Action:** Choose communication tools (technology) to accomplish the outcome on time

A S A P

Stop and Ponder
Is a focus on culture worth my time?
GALLUP

26% ARE ACTIVELY DISSATISFIED

29% OF THE WORKFORCE IS ENGAGED

45% ARE NOT ENGAGED

This chart represents the breakdown of employee engagement across the US.
U.S. Findings

A Snapshot of Work in the U.S.

Compared to the global average, U.S. workers are:

- Spending more time in unnecessary meetings and on duplicated work
- More likely to experience burnout
- Missing the most deadlines globally
U.S. Findings

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Unfortunately, the burnout numbers we have been seeing have been steadily rising since May 2020 and are likely to have a massive negative impact on businesses. Our research suggests that unless organizations take a proactive approach, productivity is projected to decrease in 2021. The two main culprits are longer work days (exacerbated by a marked increase in meetings which leads to waiting until the evening and weekends to get important work done) and little separation between work and home. There are strategies and systemic solutions to address these culprits. For a full recovery, leaders need to be proactive and data-driven about assessing if they have a burnout problem, addressing the root causes contributing to it, and improving how work gets done.

— DR. SAHAR YOUSEF, COGNITIVE NEUROSCIENTIST, UC BERKELEY
Core Action Steps Today and Tomorrow

1. Work isn’t a place you *go*, it’s something you *do*.

MANAGE WORK, NOT PEOPLE

2. Crystal Clear Communication: *What* and *When*
“Since adopting [ROWE], people still come into the office. The difference lies in the fact that when they’re here, they’re actually working. They adapt to customer needs in a way that makes more sense. And even better, they now are crystal clear about the outcome of their work. We’ve blown away the permission-based, paternalistic culture and replaced it with a results-focused culture that has created new opportunities for people to be successful.”

President, HealthCare Foundation