



Building a Healthy Workplace Culture

Presented to the Association of Corporate Counsel – Charlotte Chapter
August 11, 2022

Pre-Event Chat Room Discussion

- This session will begin at 4:00 PM
- You will be added to a small group breakout room until the session starts. Introduce yourself and share your thoughts:
 - *What does a healthy workplace mean to you?*
 - *What makes you feel good in the workplace?*
 - *Why is a healthy workplace important?*
- Before the session begins, you will be notified when the chat room closes and you are reassigned to the main session.



Session Overview

Many organizations want a quick fix to building a healthy culture and minimizing toxicity. This can be likened to trying to cure a patient by writing a prescription without first understanding the patient's underlying health condition. However, long-term wellness requires more than just a magic pill. Organizations, and societies alike, must resist the impulse to seek immediate relief for the symptoms, and instead focus on the disease. A healthy workplace involves considering the impact of what we say and do as well as the perceived intent of what we say and do.

This session is prepared for the ACC Charlotte Chapter by Parker Poe attorneys with speakers from the Life Changers Bank.

Speakers: Thomas Johnson-Bean and Jamall Kinard of Life Changers Bank, a provider of training for Diversity and Financial Equity.

Welcome



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Housekeeping

- **Questions** – You are currently in listen-only mode for the session. Type your questions for the speaker into the Chat function and we will address after the prepared remarks at the end.
- **Resources** – This session is being recorded and a replay from this session will be emailed to participants following the webinar.
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The Breakpoint Initiative

**Building a
Healthy Workplace**

CULTURE



Meet Your Facilitators



L. Jamall Kinard



Thomas Johnson-Bean

“Our goal is to inspire you with this in-depth training program by offering a meaningful Breakpoint to your workplace culture.”

So, what is Breakpoint?

“A point at which the creator or overseer of a program wishes to observe the results more closely by stopping to examine the contents of all the variables. The inspection allows them to step through the program one line at a time to assess what needs to change for optimal growth or they may allow the program to continue running until it crashes.”

In recent years, where pandemic realities, financial hardships, social injustice, mental health, and racial inequality have all been at the forefront of our minds – ***embracing the idea of a Breakpoint is both timely and necessary.***

Definition of Health

WHO 1948: Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

WHO 1984 ...“the extent to which an individual or group is able to realize aspirations and satisfy needs and to change or cope with the environment.”



85%
of employees
globally are **NOT**
ENGAGED!
(Gallup)

Presented by The Breakpoint Initiative

Reduce Business Risks

Loss of talent

Low employee engagement

Loss of knowledge

Declining productivity

Compromised Health, Safety and Wellbeing

Damaged reputation

High sick leave and absenteeism

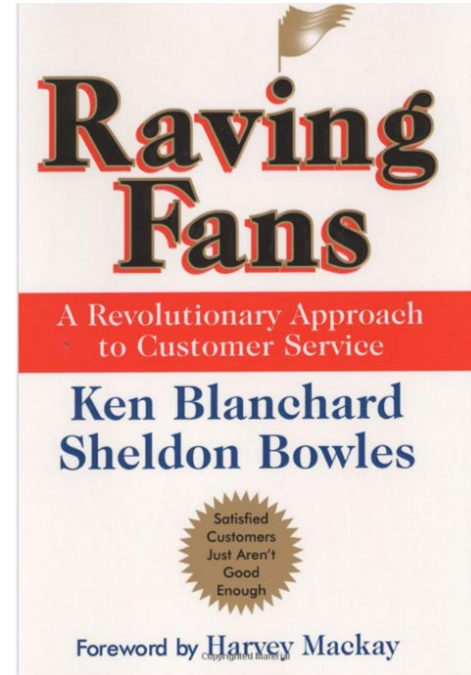
High staff turnover

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Healthy/Good - is Underwhelming
Status quo is boring...

Unhealthy/Toxic - is Overwhelming
Trauma commands attention!

"Your customers are only satisfied because their expectations are so low and because no one else is doing better. Just having satisfied customers isn't good enough anymore. If you really want a booming business, you have to create Raving Fans."

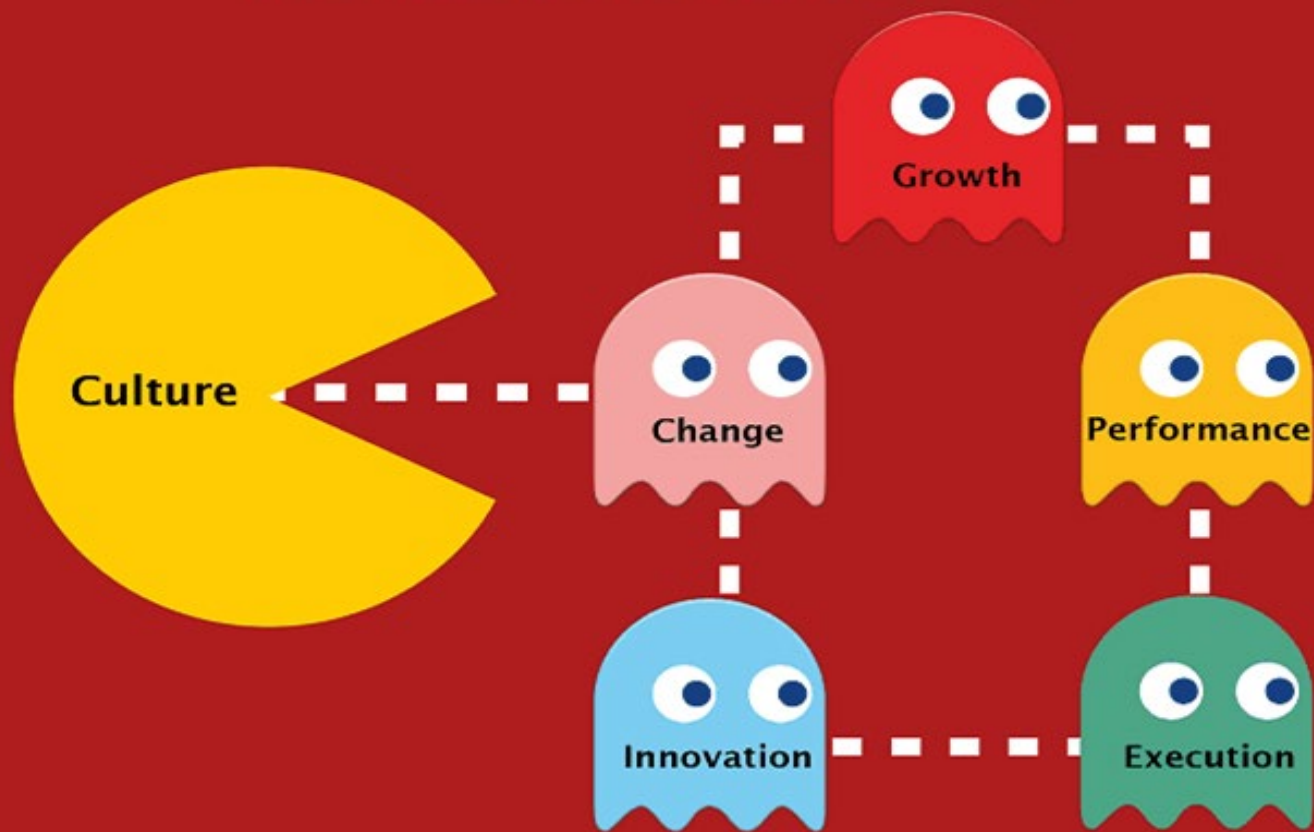


Bridging the Gap:

Humans have two, seemingly conflicting, desires:

- To belong and to bond (be part of a community)
- To develop our unique, distinct identity (be an individual)

Organizational culture eats strategy for breakfast, lunch and dinner



Rule #1

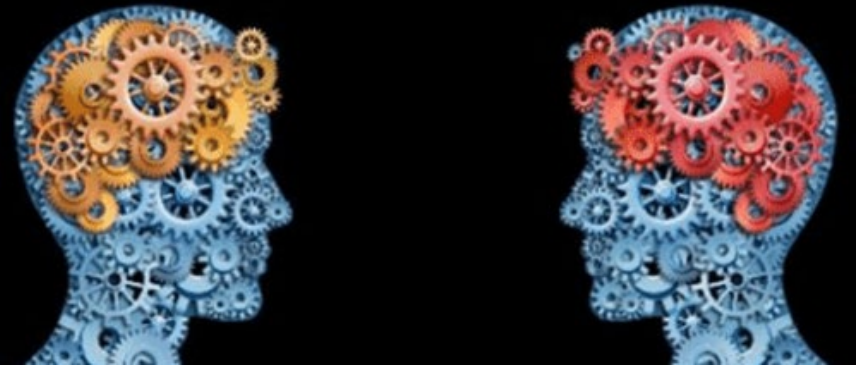
Bias exists in EVERYONE!



**“IF YOU HAVE A BRAIN,
YOU HAVE BIAS.”**

- Femi Otitoju

You notice cognitive and motivational biases much more in other people than in yourself- therefore, failing to recognize your own cognitive biases is also a cognitive bias.



SAY THE COLOR OF THE INK, NOT THE WORD:

RED

GREEN

BLUE

YELLOW

PINK

ORANGE

BLUE

GREEN

BLUE

WHITE

GREEN

YELLOW

ORANGE

BLUE

WHITE

BROWN

RED

BLUE

YELLOW

GREEN

PINK

YELLOW

GREEN

BLUE

RED

SAY THE COLOR OF THE INK, NOT THE WORD:

BLUE

PURPLE

ORANGE

BLUE

PURPLE

BLUE

RED

PURPLE

YELLOW

BLACK

GREEN

YELLOW

RED

GREEN

BLUE

RED

GREEN

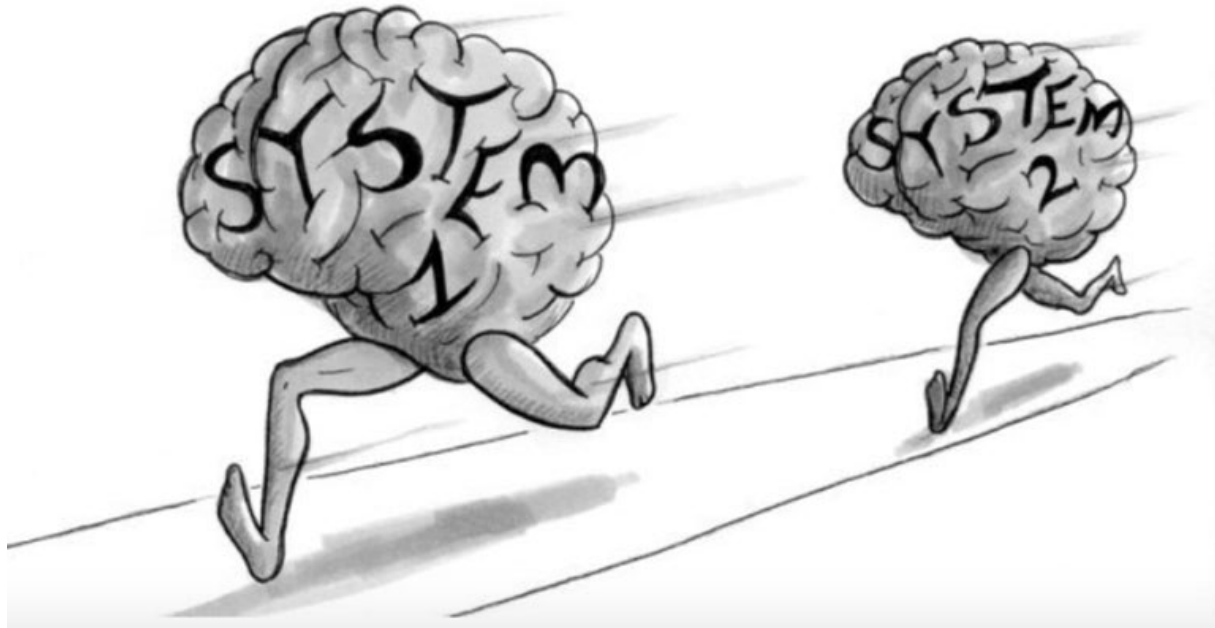
ORANGE

YELLOW

GREEN

Kahneman's Mind-Clarifying Strangers: System 1 & System 2

JAG BHALLA 07 March, 2014





McDonald'sTM

KAHNEMAN'S MODEL-TWO SYSTEMS

SYSTEM 1

- Unconscious
 - Effortless
 - Implicit
 - Fast
- Patterns and Associations
&
- Firmly In Charge

SYSTEM 2

17 x 24

KAHNEMAN'S MODEL-TWO SYSTEMS

SYSTEM 1

- Unconscious
 - Effortless
 - Implicit
 - Fast
- Patterns and Associations
- &
- Firmly In Charge

SYSTEM 2

- Conscious
- Takes work
 - Explicit
 - Reason
- Slow, lazy &
- Sometimes uses logic
 - Optional

KAHNEMAN'S MODEL-TWO SYSTEMS

In rough order of complexity, here are some examples of the automatic activities that are attributed to **System 1**:

- Detect that one object is more distant than another.
- Orient to the source of a sudden sound.
- Make a “disgust face” when shown a horrible picture.
- Detect hostility in a voice.
- Answer to $2 + 2 = ?$
- Read words on large billboards.
- Drive a car on an empty road.

The highly diverse operations of **System 2** have one feature in common: they require attention and are disrupted when attention is drawn away.

- Brace for the starter gun in a race.
- Focus attention on the clowns in the circus.
- Look for a woman with white hair.
- Maintain a faster walking speed than is natural for you.
- Monitor the appropriateness of your behavior in a social situation.
- Tell someone your phone number.
- Compare two washing machines for overall value.
- Fill out a tax form.

Implicit Bias/System 1

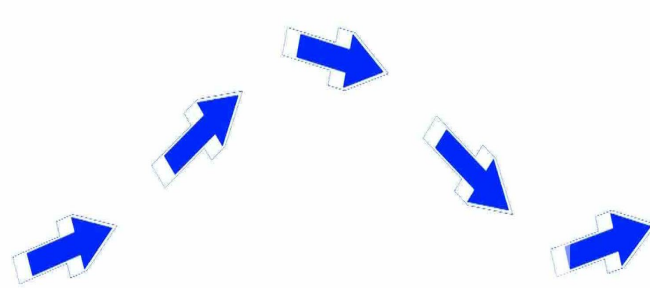
- Unconscious
- Effortless
- Fast
- Patterns and Associations
- Firmly In Charge
- As much as **95-98%** of our thinking is spent here

SYSTEM 1

First Reactions

95%

Fast
Automatic
Impulsive
Little / No Effort
Emotional



SYSTEM 2

Thinking

5%

Slower
Deliberate
Reflective
Effortful
Analytical

Explicit Bias/System 2

- Conscious
- Takes work
- Reason
- Slow, lazy
- Sometimes uses logic
- Only **2-5%** of our thinking is spent here



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Pick a number between 1 and 10

Multiply it by 9

Take the answer. If your answer has two digits, add the two digits together. If you have a single digit for an answer keep that digit.

Subtract 5 from whatever you have

Convert the number you in alignment with the alphabet

1=A 2=B 3=C 4=D 5=E

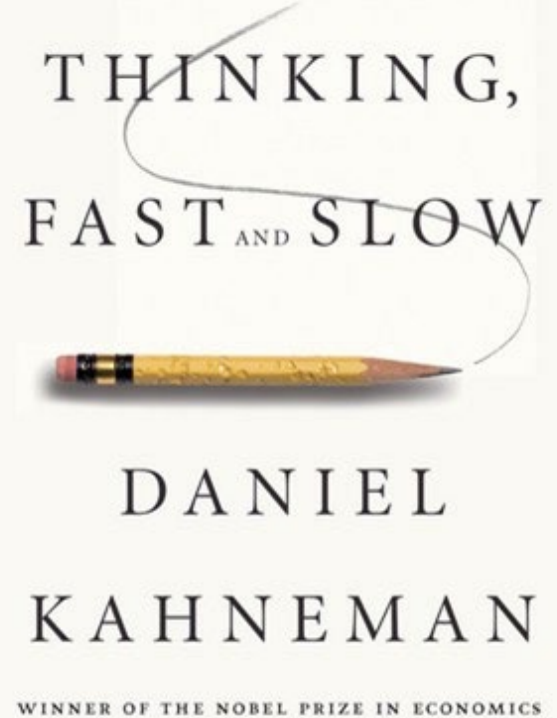
Name a country that starts with your letter

Take the last letter of your country. Pick an animal that begins with the last letter of your country.

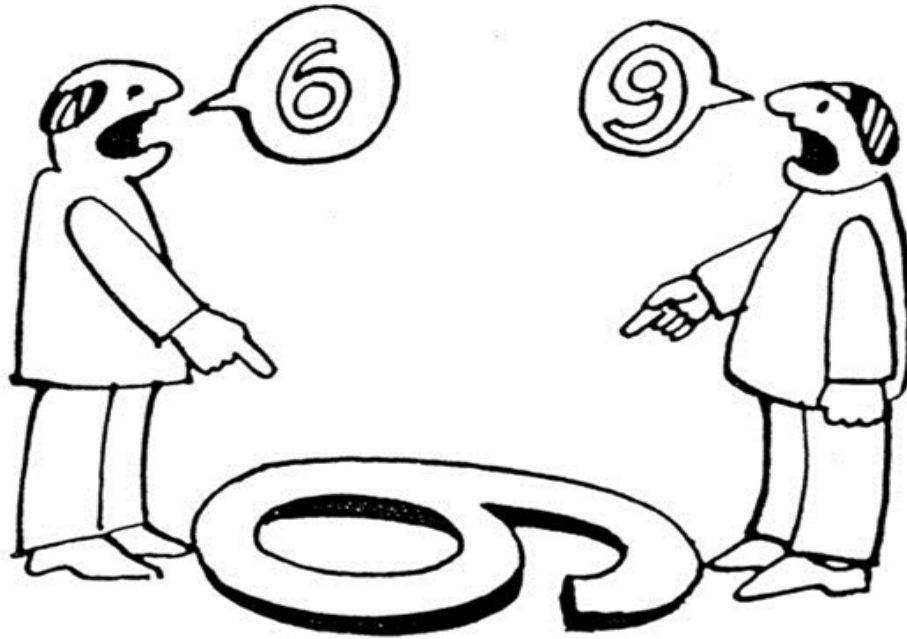
Take the last letter of your animal. Pick a fruit that begins with the last letter of your animal

KAHNEMAN'S ADVICE

- Be aware of cognitive bias (be in the 5%)
- Consider multiple perspectives
- Make incremental decisions
- Use frameworks and theories
- Use probability and statistics



A Rigid Perception Doesn't Allow for Empathy



Micro
WHAT



Microaggressions

**Unconscious & Often
Unintentional**

- Hurtful or stigmatizing rhetoric or behaviors toward a marginalized group of people
- Inexcusable behavior

Microinsults & Microinvalidations

Unconscious & Often Unintentional

- Flippant and Discriminatory comments and interactions. Dismissive actions.
- Inexcusable behavior

Alvin Poussaint refers to the cumulative impact of experiencing microaggressions as “death by a thousand nicks.”





Microassaults

Conscious & Usually Very Intentional

- Overt denigrations of character
- Emotional abuse
- Psychological abuse
- Inexcusable behavior



Microassaults...are a **CODE RED!**



Total lack of empathy in the workplace leads to Microassaults. It is malicious and done on PURPOSE!

Bullying is a full bore systematic interpersonal campaign of destruction.

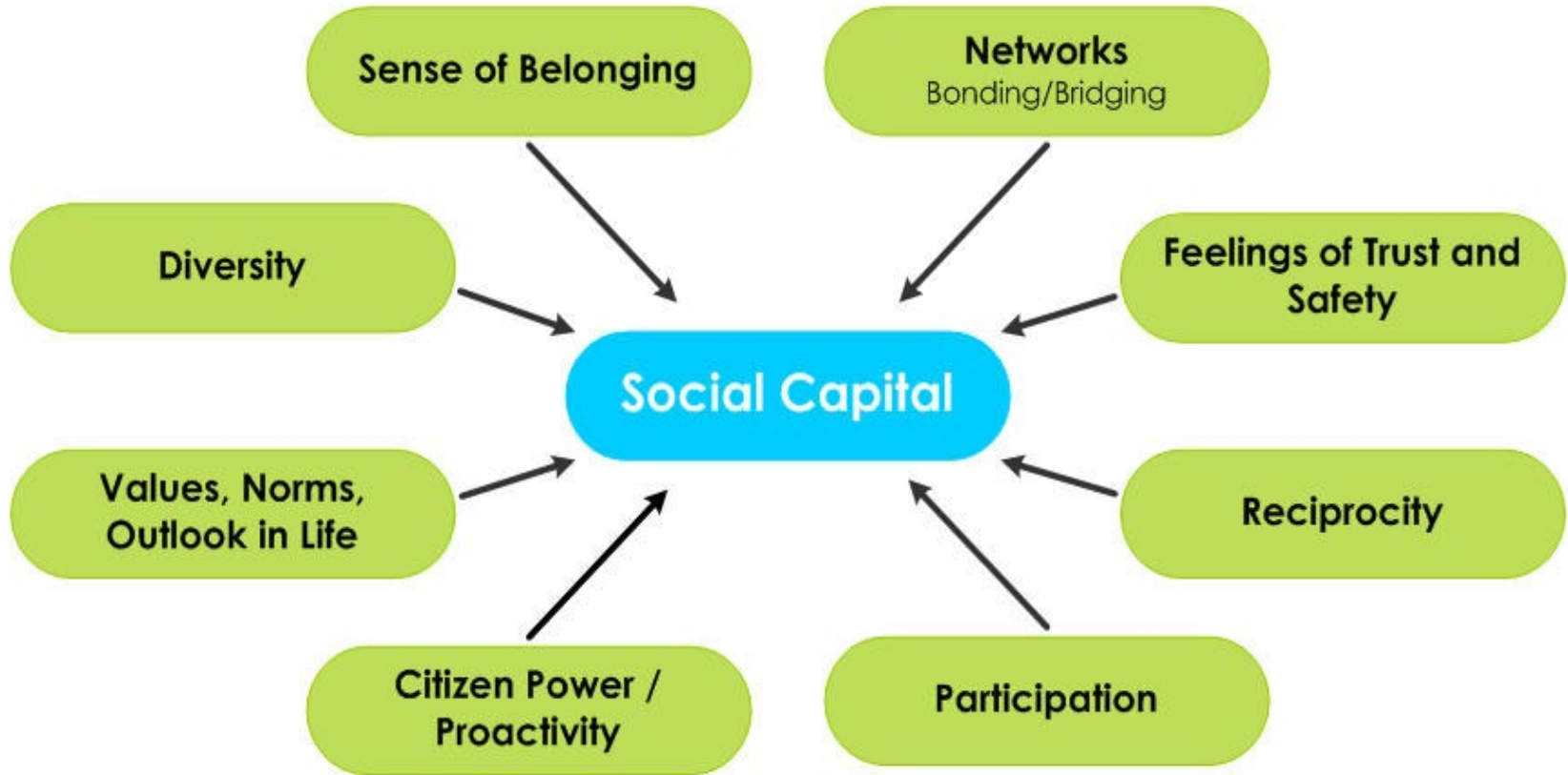
Internal Dilemmas = Toxicity

Associated psychological impact

- Anxiety
- Depression
- Sleep Difficulties
- Diminished Confidence
- Helplessness
- Loss of Drive
- Intrusive Cognitions (e.g., internal dilemma)
- Diminished Cognition



The biggest concern for any organization should be when their most passionate people become quiet.



What is a healthy work culture?

- More involvement in decisions that affect each worker
- A feeling of safety—more openness and trust.
- Better communication and more information.
- Better teamwork and more cooperation.
- More focus on getting work done and less on who is doing it, or making comparisons.
- Clearer tasks, responsibilities, and boundaries, so employee can be personally responsible
- Looking forward to coming to work.



Intent/Impact

**WE JUDGE OURSELVES
ON OUR INTENT
AND
WE JUDGE OTHERS ON
THEIR IMPACT**



But first...Breakpoint House Rules



1) Mutual Engagement
Each one, Teach One



2) Focus on the Focus – Why are we here?
Cultural Development through a Racial diversity & Economic equity lens



3) Get Comfortable being Uncomfortable
Method to manage your triggers



4) Be Honest about the Narrative
Honesty is NOT insensitivity

Let's dig a
little
deeper on
those last
two, shall
we?

GET COMFORTABLE BEING UNCOMFORTABLE

- If something triggers you, here is the process:
 - Breathe
 - Sip some water.
 - Be aware of your personal experiences.
 - Be willing to see through the perspective of your colleagues.
 - Ask yourself “Why?” a few times.
 - Bring a valid question to the group.

BE HONEST ABOUT THE NARRATIVE

- Honesty is not insensitivity.
- Open discussion is not an argument – we can't make progress without the truth and we can't be truthful if we're afraid of hurting feelings with every comment.
- To be change agents we must maintain hope.
- We must lead with a heart posture of goodwill.



Group Discussion