

APA WEBINAR

Supercharge Your Presence

Supercharge Your Team's Spirits:

Addressing Morale and Culture Challenges in the Workplace

Kyler Shumway, PsyD | Deep Eddy Psychotherapy

7/27/2023



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- The views expressed in this presentation are those of the presenter/s and may not reflect the views or policies of the American Psychological Association.



NOTE

- No CE credit will be offered for this webinar.
- A “Certificate of Attendance” will be emailed to live attendees only. Attendees must watch for a minimum of 45 minutes to receive the certificate.



LOGISTICS

- A recording along with the slides and resource guide will be emailed after the session to everyone who registered for the webinar.
- It can take up to 2 weeks to receive the recording.



HAVE A QUESTION?

- You are on mute
- Although you won't be able to unmute during the webinar, please submit your questions for our speaker/s by using the Q&A box located on the webinar screen.



PRESENTER: Kyler Shumway, PsyD



- President & Chief Clinical Officer, Deep Eddy Psychotherapy
 - 200 psychologists, social workers, and counselors
 - Austin, Dallas, Houston, San Antonio, and Online
- Licensed Psychologist
- TEDx Speaker, *What It Takes to Love a Bully*
- 3x Author (4th coming out this winter – *Neurodiversity and the Myth of Normal*)



A tale of two companies...



A tale of two companies...

sears



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A tale of two companies...



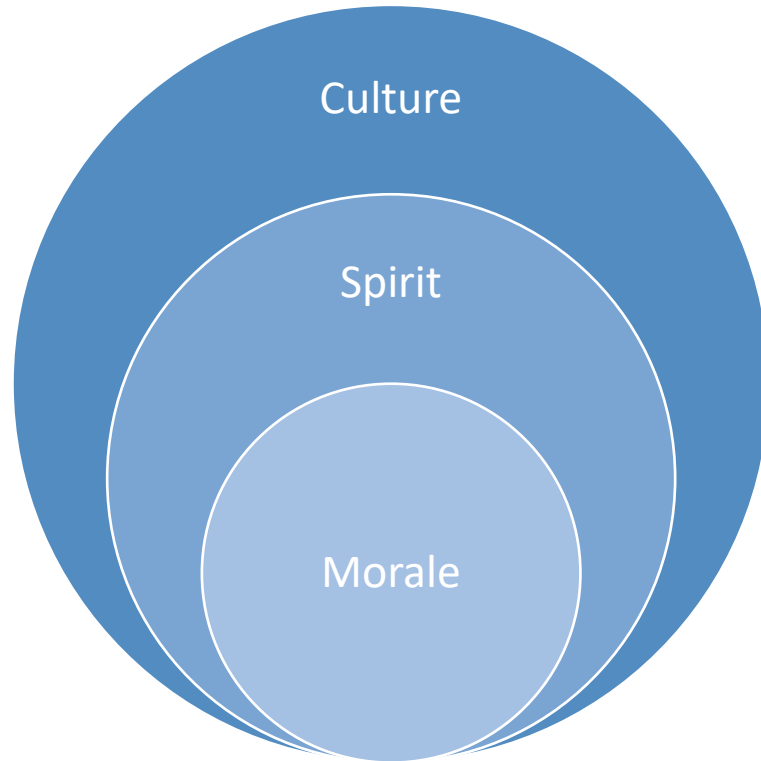
sears



How to Lead Like Abney



Definitions



Culture – norms, beliefs, values, and relationships

Spirit – sense of motivation, excitement, and pride (past and present)

Morale – the team’s feelings and attitudes regarding work and coworkers

Rupture – any change or event that leads to disruption of morale

Turnover – loss of team members





Anticipate



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Why Early Detection Matters

1. Small issues are easier to address
2. By the time it's a problem, it may be too late
3. Change is constant, growth is optional

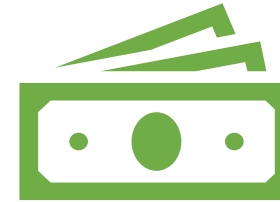




Common Risks to Team Morale....



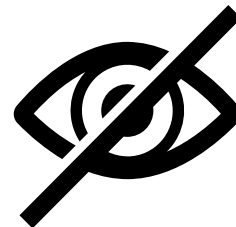
Change



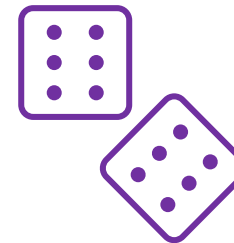
Unmet Needs



Inflexibility



Opacity

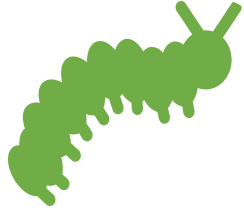


Inconsistency

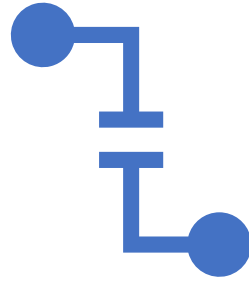


Turnover





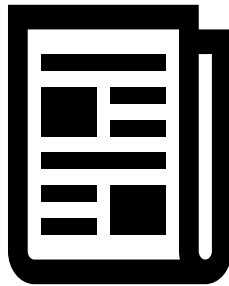
Boredom and
lack of
opportunity



Disconnection



Burnout and
compassion
fatigue



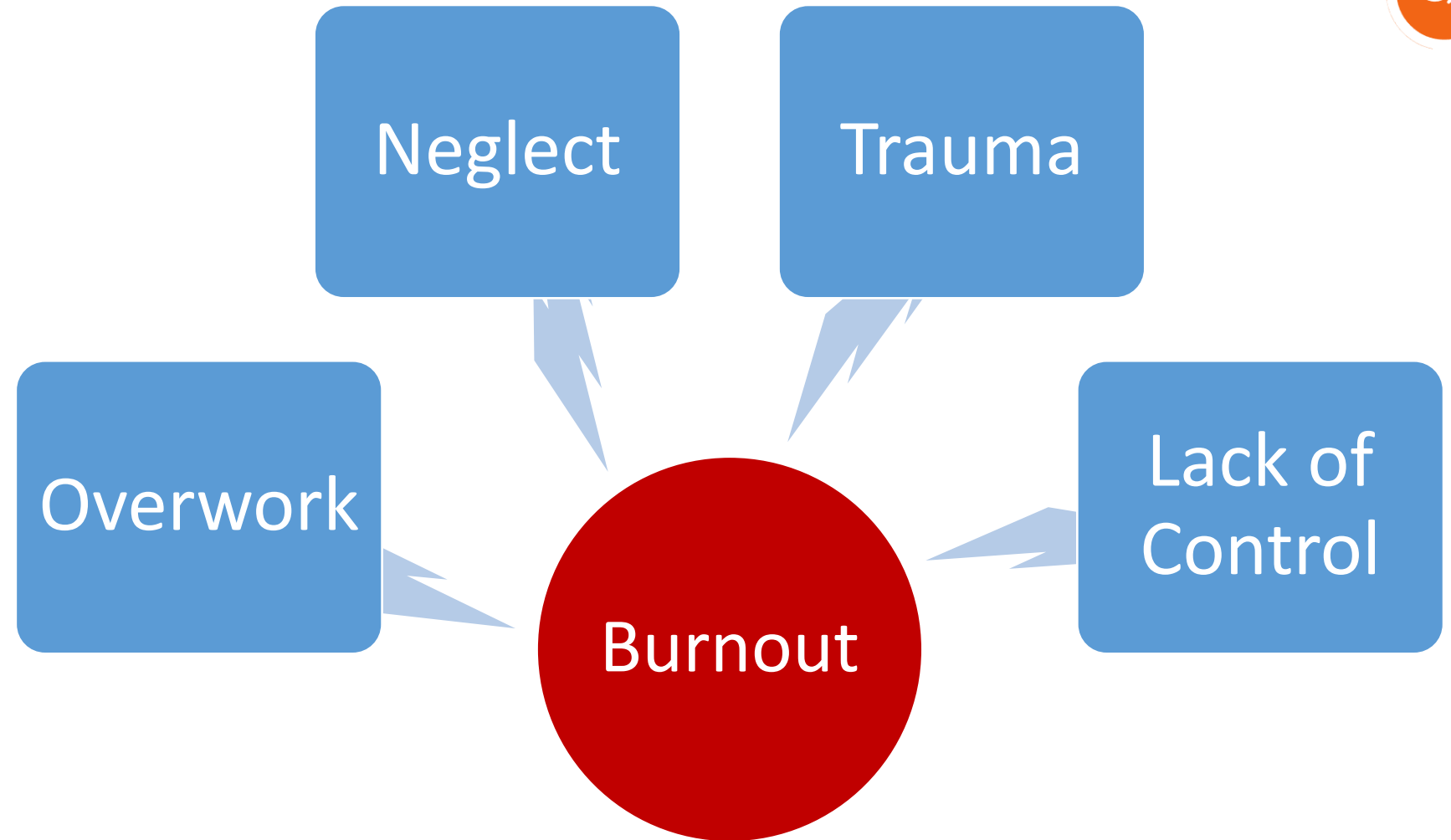
Modern events



Toxic positivity

Infrequently
Considered
Risks...







Effective Burnout Interventions

1. Set and Model Boundaries

- Establish Working Hours (do not reward Inemuri)
- Schedule Management Training





Effective Burnout Interventions

1. Set and Model Boundaries
2. Encourage Self-Care Practices
 - Therapy copay support
 - In-house yoga
 - PTO and reduced workdays





Effective Burnout Interventions

1. Set and Model Boundaries
2. Encourage Self-Care Practices
3. Enrich with Opportunity and Responsibility
 - New roles
 - New tasks
 - New learning





Strategies for Anticipating Issues

1. Hire well
2. Set clear expectations and protocol (it's not too late)
3. Regularly assess and gather data
4. Surround yourself with diverse perspectives





Strategies: Hiring Well

- **Transparency:** duties, expectations, value proposition
- **Work Samples > Interviews** for quality of work, effectiveness
- **Interviews > Work Samples** for culture fit





Strategies: Clear Expectations

- **Job Description** – responsibilities, measures of success
- **Orientation** – frontload and start on the right foot
- **Handbook** – if you write it, you shall abide it





Strategies: Gathering Data

- Regular *anonymous* assessments
 - Satisfaction
 - Safety and Inclusivity
 - Suggestions
- Open forums for dialogue (but mostly, listening)
- Exit interviews (not done by you)





Example Assessment Questions

E.g., on a scale of 0-10...

- *how satisfied are you with _____?*
- *how much do you feel you and your identities are welcomed in this space?*
- *how likely are you to encourage a friend or peer to join this team in the future?*
- *how happy are you with your level of connection with coworkers/cohort/etc.?*





Great Resource: Gallup Q12

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Workplace Services Insights

Gallup's Employee Engagement Survey: Ask the Right Questions With the Q¹²® Survey

For decades, employers have been measuring employee engagement the wrong way — or neglecting to measure it at all. But Gallup has the solution: Time after time, these 12 items have proven to be the most effective survey questions to measure employee engagement.

Link:

[Gallup.com/workplace/356063/gallup-q12-employee-engagement-survey](https://gallup.com/workplace/356063/gallup-q12-employee-engagement-survey)



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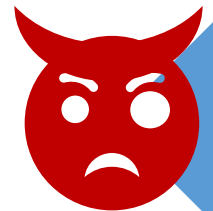
Strategies: Diverse Perspectives



Actively recruit and retain candidates with diverse experiences



Create space for respectful disagreement and discussion



Assign the role of “devil’s advocate”





Key Takeaways

- Left unmanaged, risks to morale lead to rupture and turnover
- Prevention is best – set expectations and norms early
- Early detection is crucial for intervention





Repair



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Why Repair is Essential

- Leaders make mistakes
- People leave good jobs because of bad leaders
- Good leaders make efforts to repair
- Bad leaders react defensively...
 - Anger
 - Avoidance
 - Denial





Common Causes of Rupture

1. Hygiene Needs Unmet
2. Implementation of Change
3. Loss or Lack of Empathy





Hygiene vs. Motivating Factors (Herzberg, 1966)

Hygiene **reduces unpleasantness:**

- Enough money to survive
- Safe working conditions
- Collegial atmosphere
- Freedom and flexibility

Motivators **increase morale:**

- Opportunities to grow
- Meaningfulness of work
- Responsibility
- Recognition





No matter how amazing
the motivators might be...
if hygiene needs aren't met,
team morale will suffer





Strategies: Improving Hygiene

Financial

- Low cost but highly valuable benefits
 - Discounted gym memberships
 - Training funds (tax deductible)
- New hire referral program
- Food, snacks, drinks
- Retention investments

Safety and Respect

Freedom and Flexibility





Strategies: Improving Hygiene

Financial

Safety and
Respect

Freedom and Flexibility

- DEI Audits
- Anonymous reporting
- Bigs & Littles
- Solutions team





Strategies: Improving Hygiene

Financial

Safety and Respect

Freedom
and
Flexibility

- Flexible hours
- Focus on outcome, not process
- Let go of Ape Hangers





Implementation of Change



- New leadership
- New processes
- New systems / technology
- Interventions

Major risk for leaders: Not following protocol





Strategies for Healthy Change

- **Transparency** - honesty and openness matter
 - Announce as early and detailed as possible
 - Offer a clear outline explaining how, when, and why
- **Tune In** – gather feedback and input from the team
 - Direct conversations
 - Indirect (once removed) thoughts/reactions
- **Tools** – offer support and resources
 - Compensation for added work
 - Support staff to assist with technology





Example: EHR Transition

- **Transparency**

- Announced 6 months in advance via companywide comms
- Monthly reminders, then weekly countdown
- Full breakdown of why change was needed and how it will help

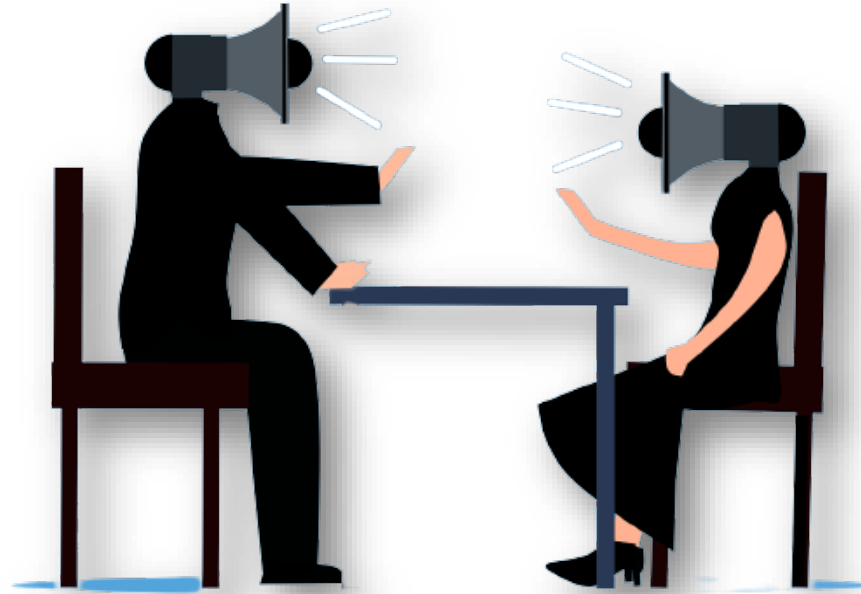
- **Tune In**

- Town Halls and 1-1 check ins with Clinical Directors
- Pilot group feedback
- Acknowledgement and apologies for difficulty with change

- **Tools**

- Bonus pay for added work
- Live and recorded training, step-by-step guides
- On call support teams





Loss or Lack of Empathy





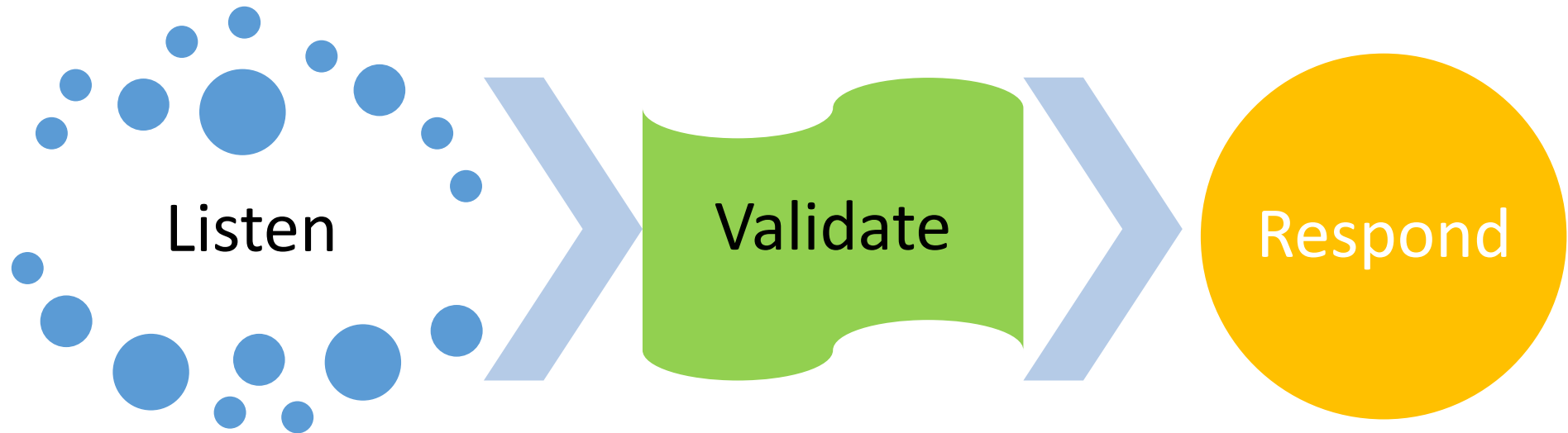
Consequences of Detachment

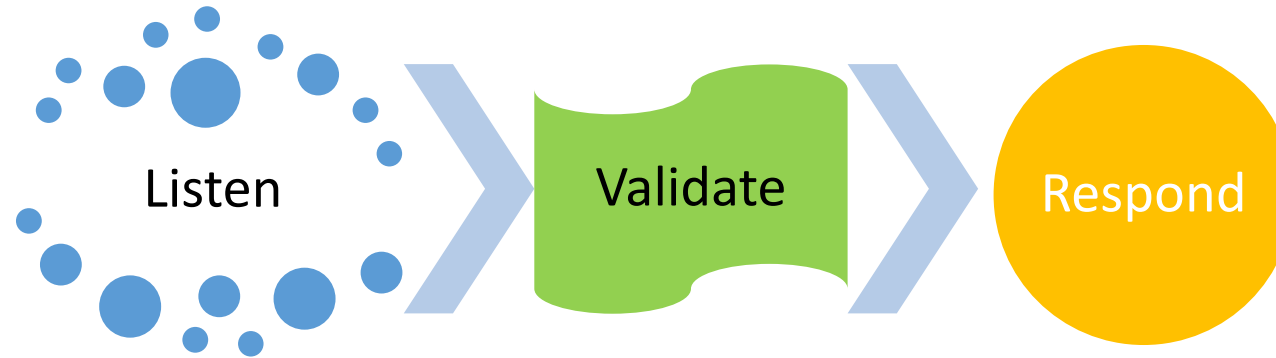
- Tone-deaf communication (see Greg Glassman)
- Missed or ignored warning signs
- Legal and ethical violations
- Reduced morale and loyalty (they don't care, why should I?)





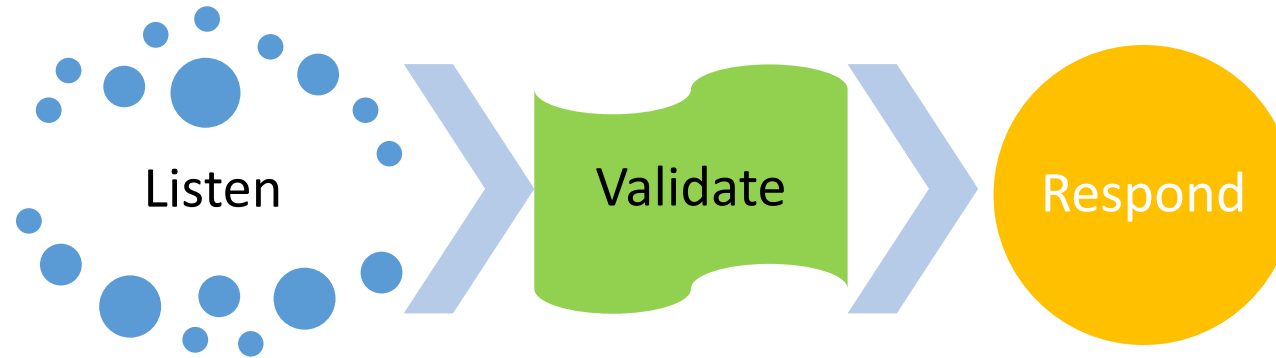
Strategies: Empathic Leadership





- Gather feedback, listen to pain (and prosperity) points
- Name the feelings and disruption caused by rupture
- Model vulnerable strength and humility:
 - Take ownership
 - Thank the team for patience and flexibility
 - Provide specific, reasonable steps for making things right (or better)





Words of caution...

- Not all feedback is accurate or useful
- Avoid reactivity and knee-jerk changes - but, don't let the pot boil over
- Don't make empty promises
- Don't apologize for following the mission
- Don't do this alone (bad choices happen in vacuums)





Key Takeaways

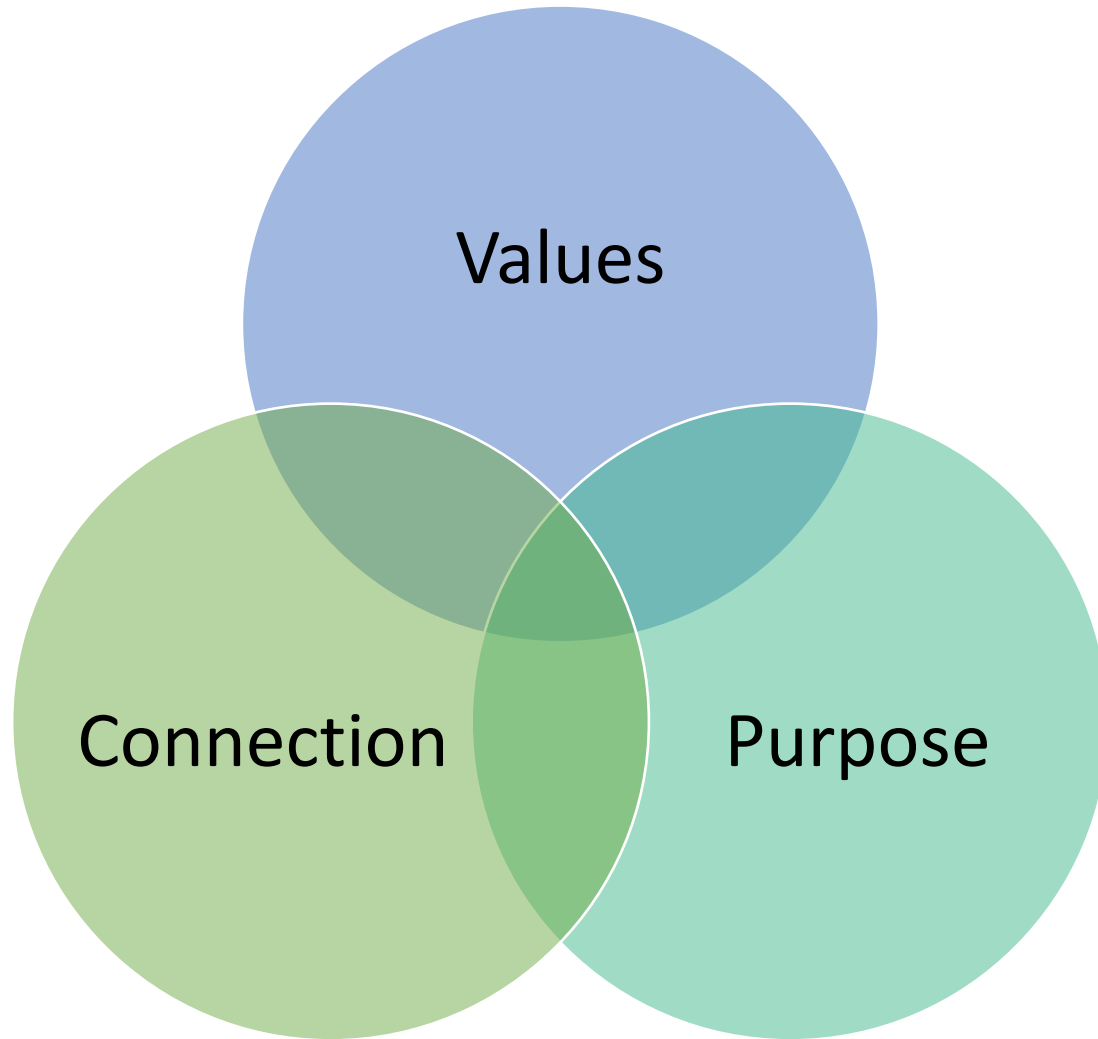
- Prioritize hygiene needs
- Navigate change with clarity and compassion
- Listen and respond





Cultivate





Elements of Effective Team Culture





How do you get there?

- Vision/Mission/Values planning grounded in team input
 - Who are we?
 - What do we stand for?
 - What are we trying to accomplish?
- Tasks/projects/plans should tie back to Vision/Mission/Values
- Create regular space for work and non-work connection
- Be a Gardener, not a Carpenter





Watering > Weeding





Key Takeaways

- Cultivating culture takes time
- Clarify values and focus on the mission
- Invest in the people who fit the vision





Supercharge



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Strategies for Supercharging Spirit



Create leadership roles/opportunities that:

- Fit the mission
- Improve retention
- Enhance culture
- Make space for diverse perspectives





Strategies for Supercharging Spirit

Shine a Light

- Highlight instances of above and beyond
- Brag about your team to others
- But – *only if the praise is genuine*





Strategies for Supercharging Spirit



Invest in People:

- Support training and continued education
- Encourage taking on new challenge and responsibly
- Build your bench of rising stars



Be the Leader You Would Follow



QUESTIONS & ANSWERS



FINAL THOUGHTS

- A recording along with the slides will be emailed to you in approximately 2 weeks
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