



WELCOME

THE FUTURE OF WORK IN HEALTHCARE

**ENGAGING TEAMS,
DRIVING WELL-
BEING, & LEADING
DIFFERENTLY**

  @drbshuck



OUR FOCUS TOGETHER

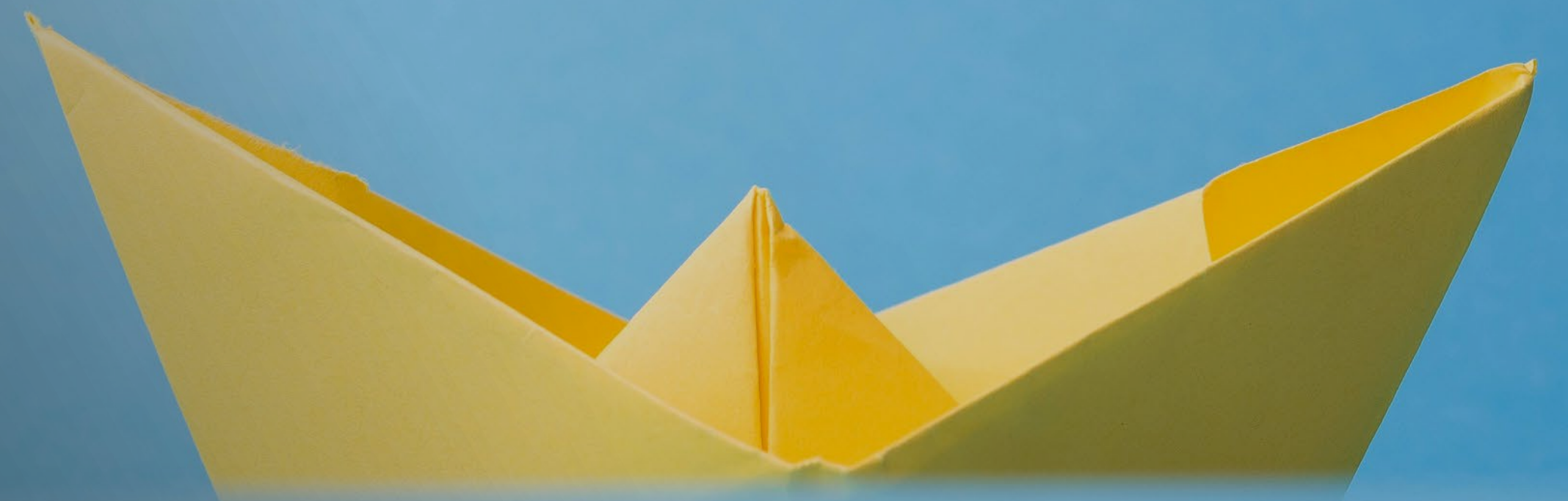
**ACTIVE WORKSHOP
REFLECTION THROUGH INVITATION
ACTIONABLE INSIGHTS**





SO, LET'S SET THE CONTEXT FOR LEADING NOW.

How is it different and what can you expect as we look into the future of healthcare and leadership?





**EVERYTHING
HAS CHANGED.**

FAST.

“No economist, labor expert, or industry expert has ever seen the rules of work change so dramatically, so quickly, as they have today.” -- Gary Bolles

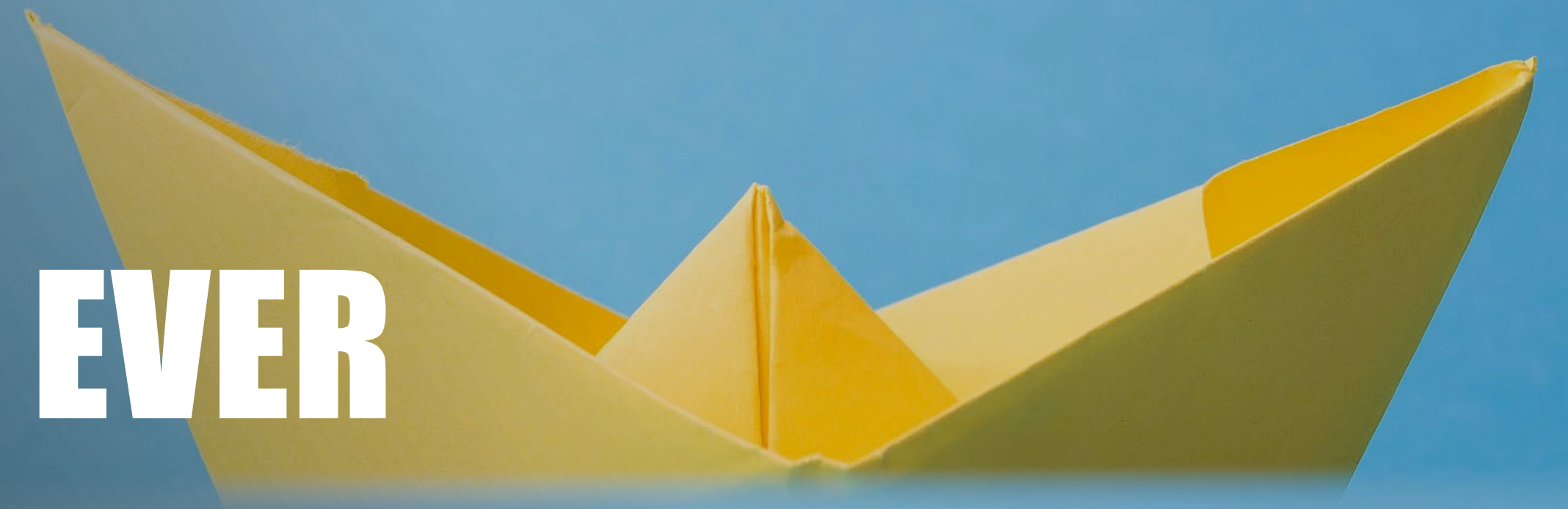
Next, Why So Many Job and So Few Workers?

**THE MODERN WORKPLACE
HAS UNDERGONE A RADICAL
TRANSFORMATION.**

MOST EMOTIONALLY DISCONNECTED TALENT

MASSIVE SKILLS GAP

MOST FLUID WORKFORCE EVER



An aerial photograph of a rocky coastline with waves crashing against the shore. The water is a deep teal color, and the rocks are dark and jagged. The sky is a pale, hazy blue. The overall mood is dynamic and powerful.

THE FIVE CURRENTS OF CULTURE & LEADERSHIP

STABILITY

**There is noise everywhere.
Recessions. Layoffs in major
sectors. Political climate.
There is little news of stability
and employees are responding
by mitigating risk.**

**This is about reclaiming
a feeling of stableness.**



FLEXIBILITY

This is about where and when people work. This is not about remote vs. hybrid or work from home. This is about some degree of flexibility in where and when work happens. This will be your competitive advantage.



INTEGRATION

This is the root of quiet quitting. It is not about doing the minimum; rather, what leaders are seeing as quitting is an integration of areas outside of work that have not traditionally included work.



PURPOSE

Increasingly, the research is clear. Work that does not have a purpose is not worth the cost.

A direct line of sight to how work impacts a vision that inspires and has a social impact is golden.



BELONGING

In our 2023 research, there was a **2:1 benefit** for employees who felt like they belonged, versus those who were disconnected.

Belonging – which should integrate equity and inclusion – is a primary currency right now.



A woman with voluminous curly hair is sitting on a light-colored bench in front of a large window. She is wearing a white button-down shirt and dark pants, and she is holding a white mug. The window looks out onto a lush green landscape. The text is overlaid on the left side of the image.

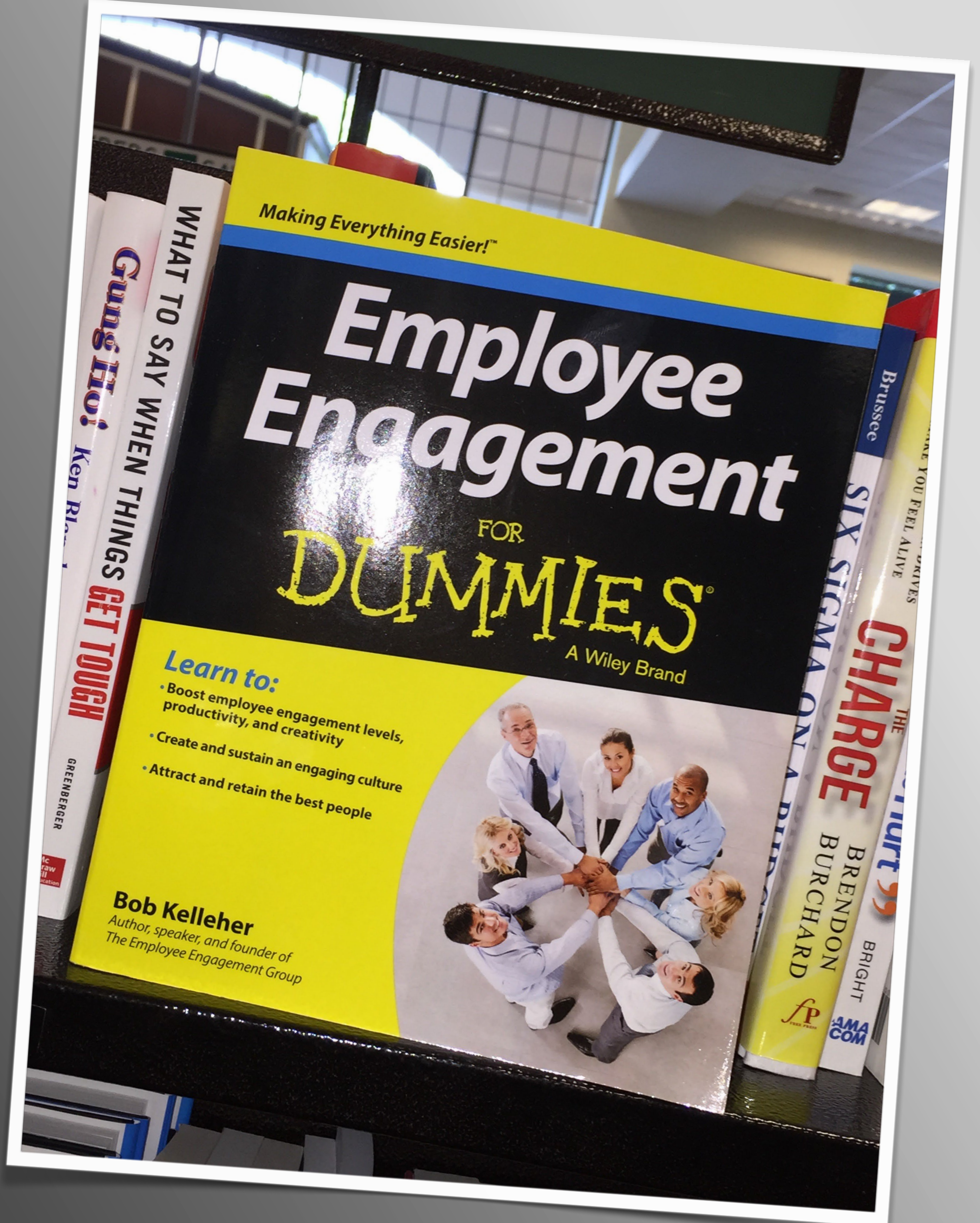
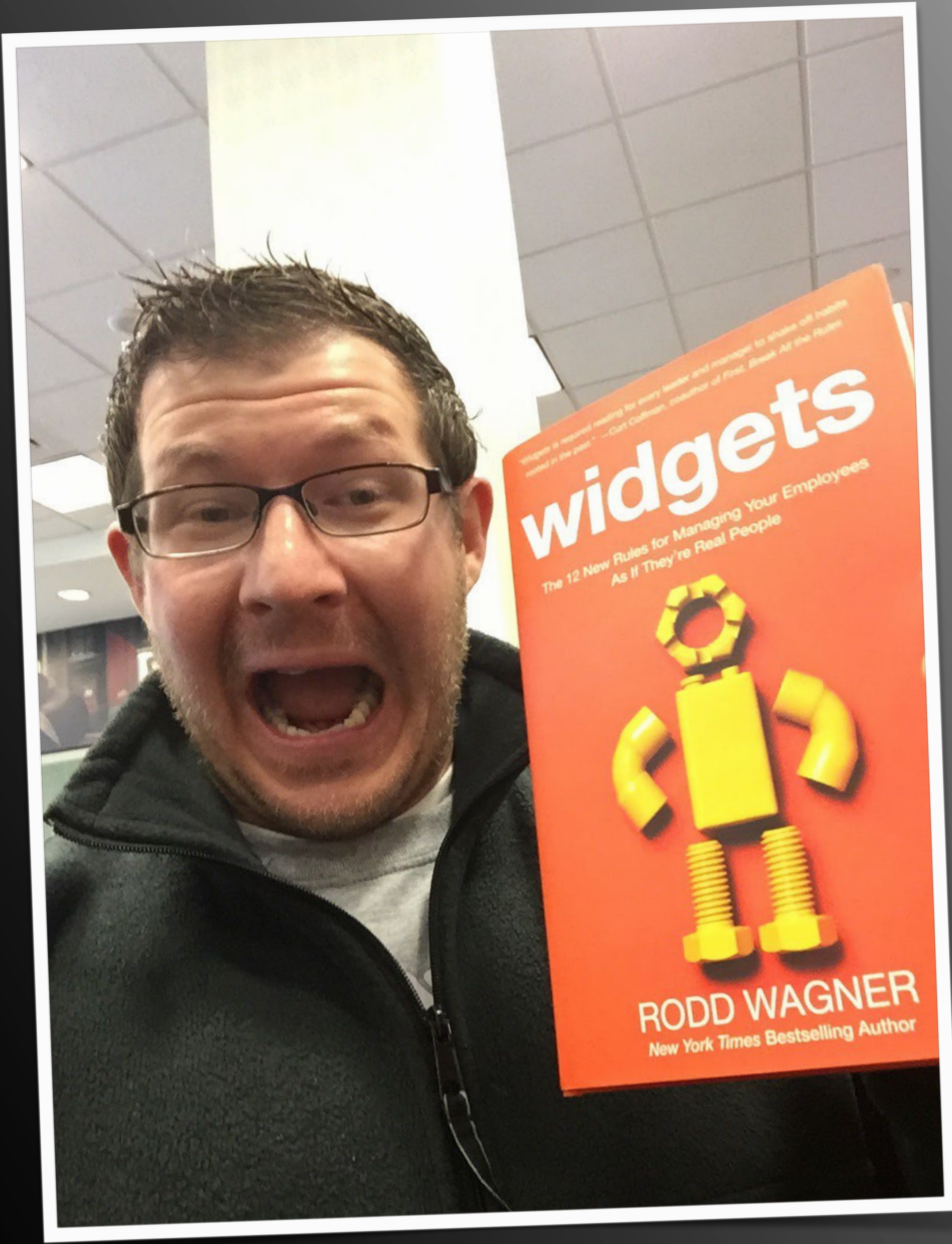
THESE CURRENTS WILL REQUIRE A NEW WAY TO ENGAGE & LEAD

What are the skills and behaviors we need today to drive a future of work that is purposeful, integrated, and stable? How can we build an organization that matters and connects to our *why of work?*

**MANY LEADERS
START WITH A
PRACTICE
BASED
STRATEGY**



OBJECTIFICATION OF THE PRACTICE



**ACTIVELY DISENGAGED
EMPLOYEES ARE ALSO
KNOWN AS **VAMPIRES**,
BECAUSE THEY SUCK
THE LIFE-BLOOD OUT
OF THEIR MANAGERS
AND THE ORGANIZATION.**



**WHEN WE OBJECTIFY
SOMETHING, WE NO
LONGER RECOGNIZE THE
HUMAN ELEMENT**

PRINCIPLES

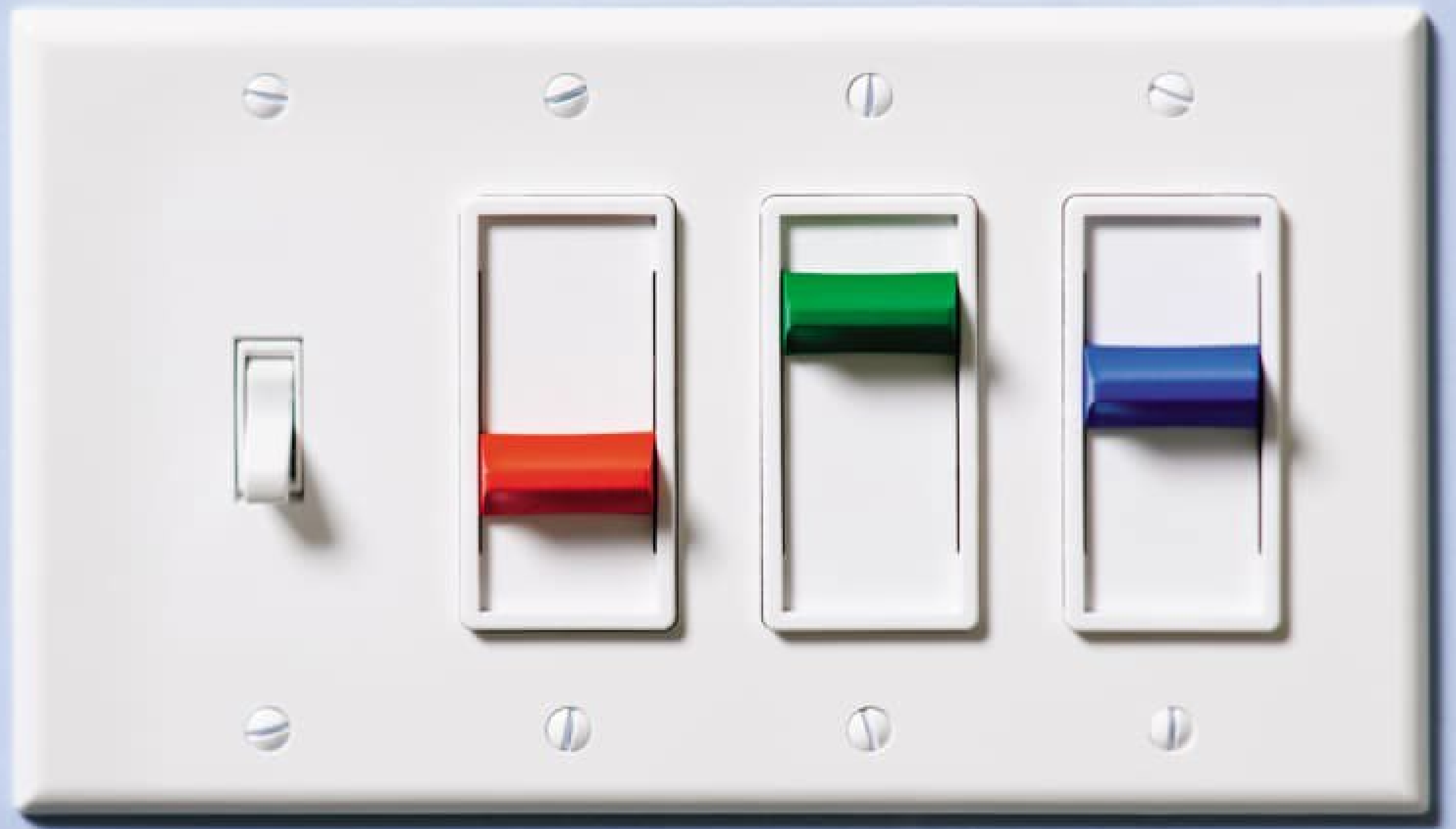
Cumulative Principle
Principle of Resources
Above the Line Principle





KMGMA INSIGHT #1

**ENGAGEMENT IS
RARELY SUDDEN**

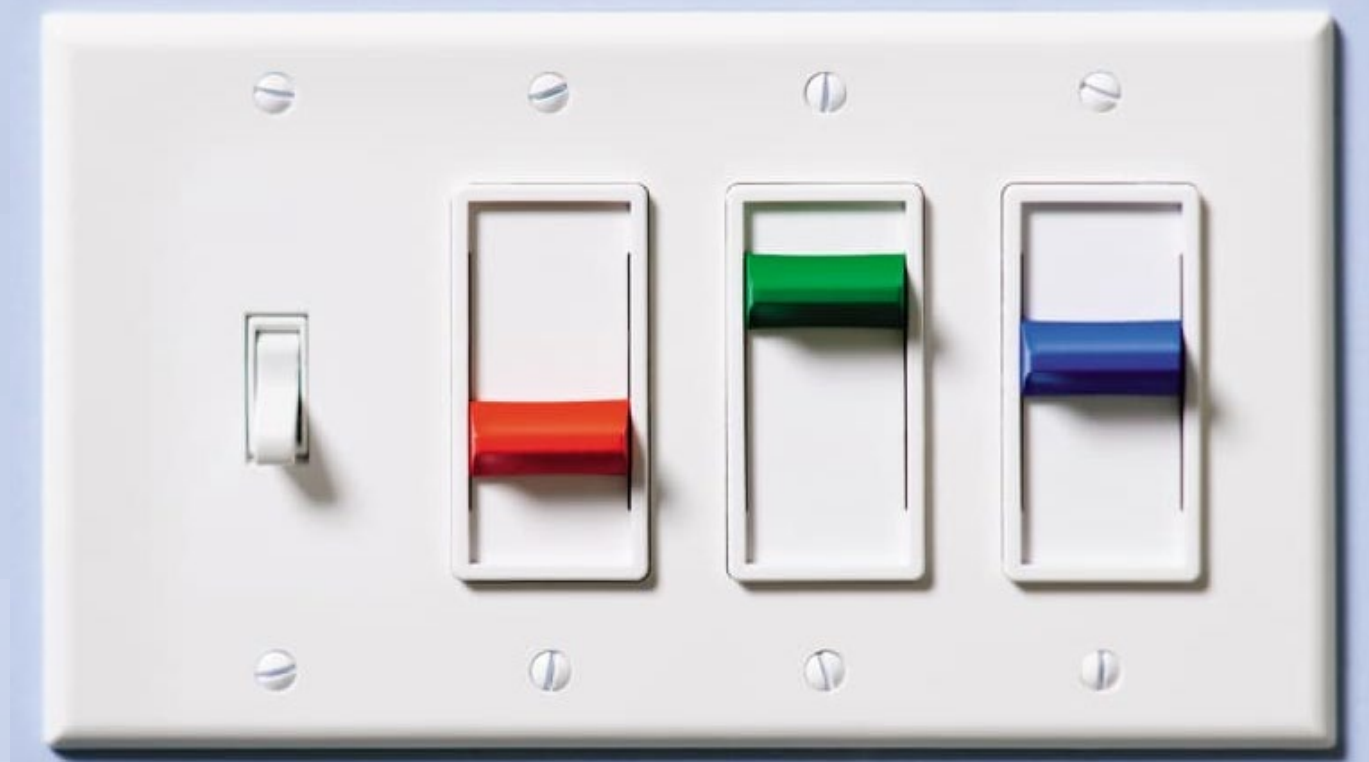


CUMULATIVE EFFECT

A GRADUAL BUILDING UP

PRINCIPLE IN ACTION:

1. Easy to do | easy not to do
2. Can work for us or against us — cumulative
3. Feels sudden | a gradual build



CUMULATIVE EXAMPLE

‘BE HEALTHIER’

GO TO GYM 3X A WEEK

EAT LESS SWEETS

SMALLER PORTIONS

what if I did this for one week ...









CUMULATIVE EXAMPLE

‘BE HEALTHIER’

GO TO GYM 3X A WEEK

EAT LESS SWEETS

SMALLER PORTIONS

what if I did this for one week ...





APPLICATION

1. How we treat each other matters.
Even in the smallest of moments.
2. You have to role model the way.
Your team will watch, and they
trust what they repeatedly see.
3. Build capacity in your day.

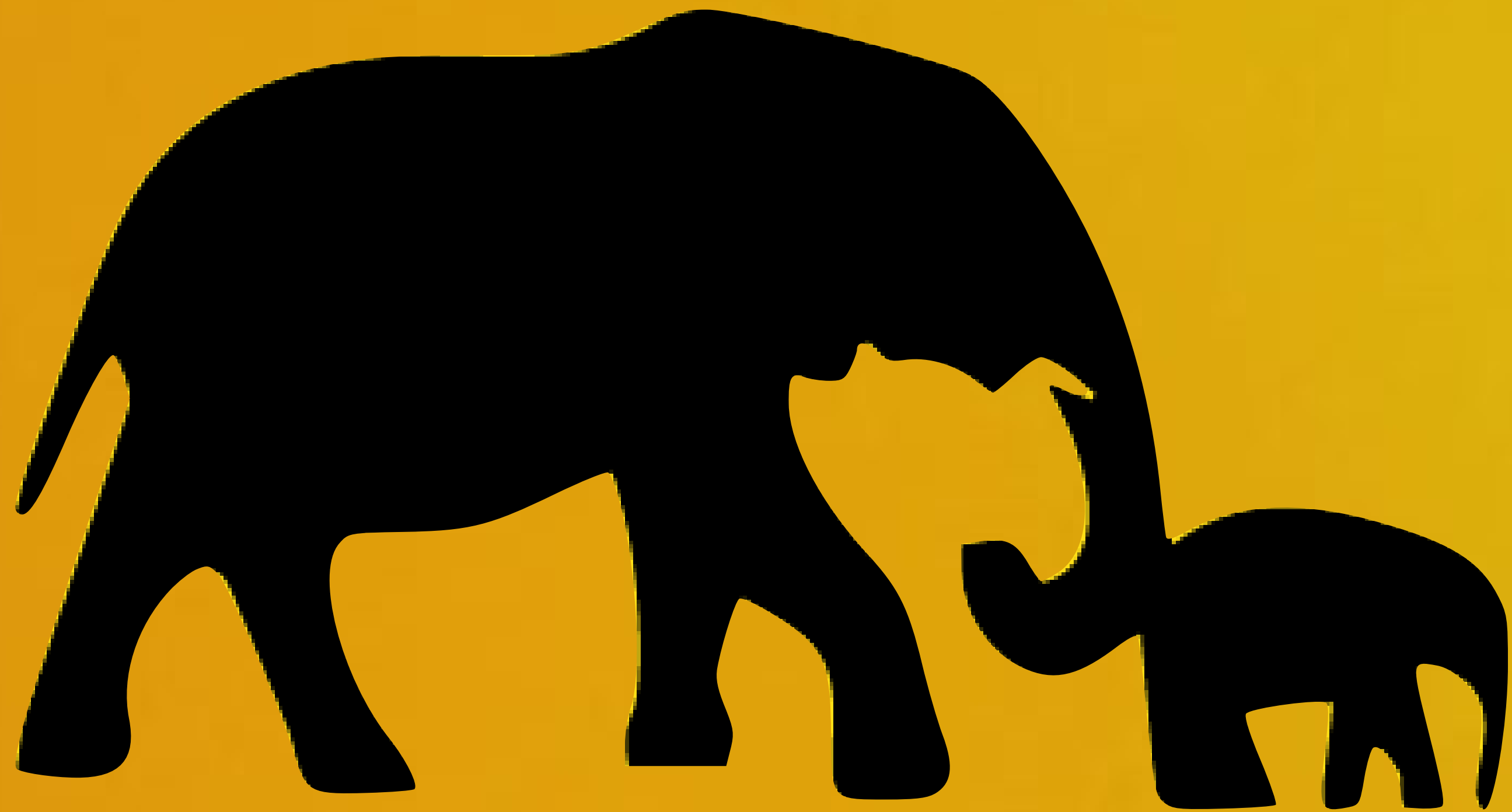




KMGMA INSIGHT #2

**MEANING, SAFETY, &
RESOURCES ARE CRITICAL**

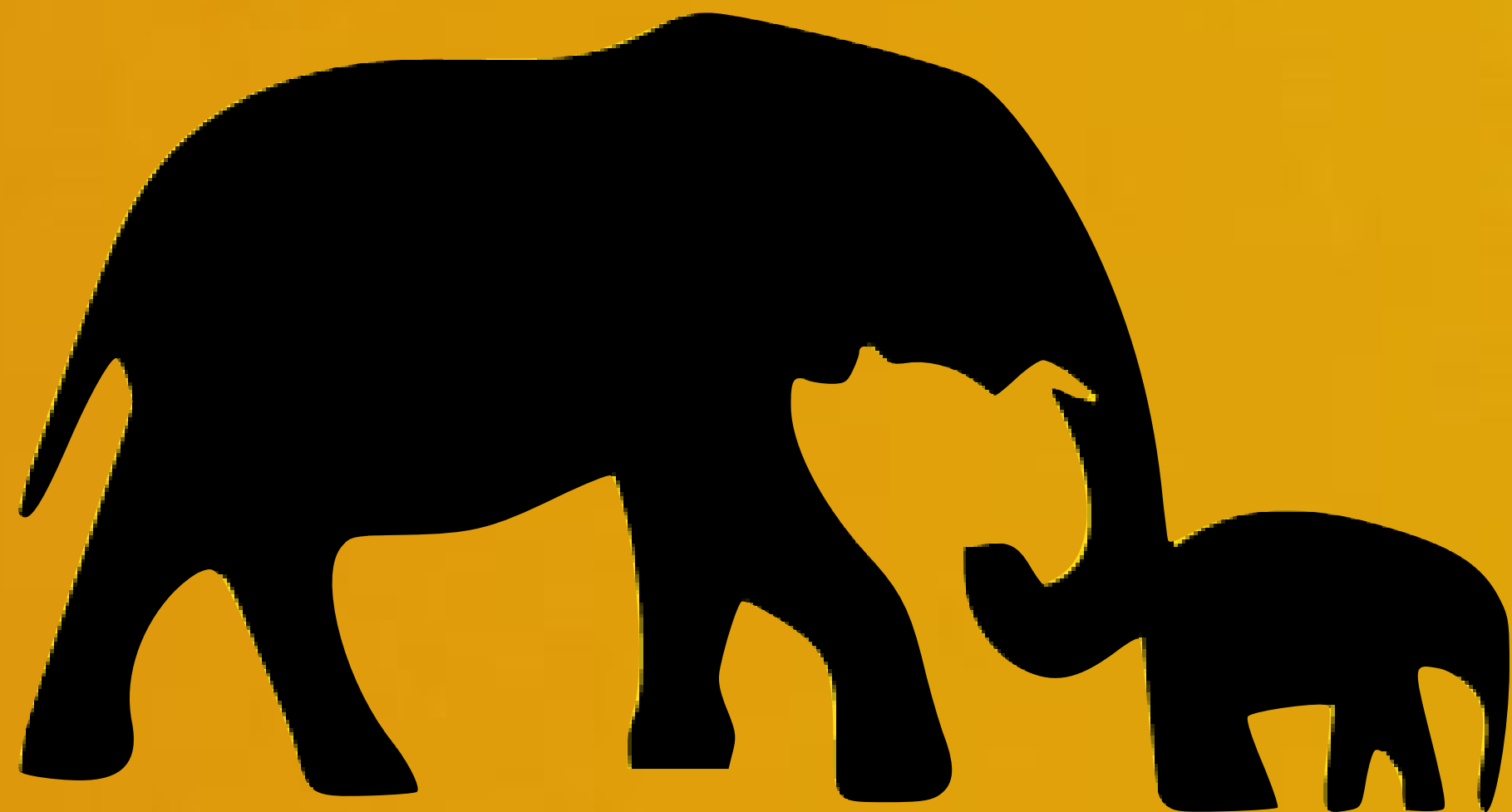
**WHY DO PEOPLE
ENGAGE. EVER?**



THE RESOURCE PRINCIPLE

CONDITIONS IN ACTION

1. There is some sort of meaning
2. The choice is safe (and/or worth the risk)
3. Have resources to ***complete*** and ***compete***

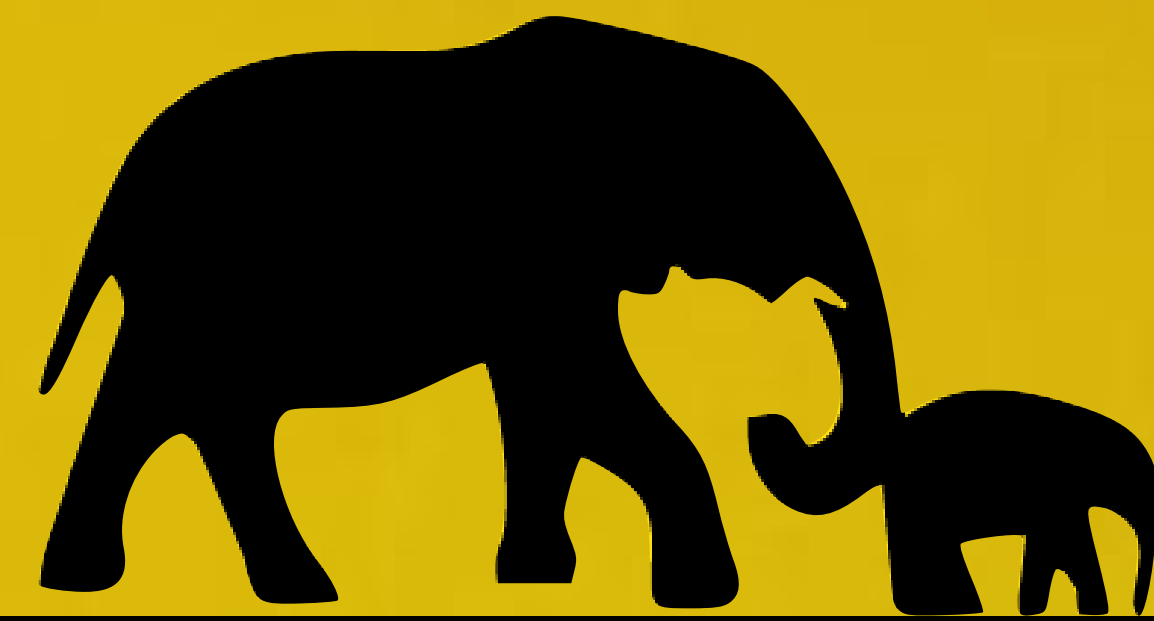


Shuck, B., Zigarmi, D., Owen, J. (2015). *Psychological needs, employee engagement, and work intentions: A Bayesian multi-measurement mediation approach and implications for HRD*. *European Journal of Training and Development*, *39*, 2-21. doi: 10.1108/EJTD-08-2014-0061

Shuck, B., & Wollard, K.(2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, *9*, 89-110. doi: 10.1177/1534484309353560

APPLICATION

1. Identify ways to help employees see the meaning in their work. What are the artifacts?
2. Psychological safety is about trusting that I belong. That I am valued. How do team members know they belong?
3. Your team – and you – need permission to win. Give permission.



A large, rusted industrial ship hull, possibly a tanker or cargo ship, is shown from a low angle. The hull is heavily corroded, with a mix of brown, orange, and grey tones. The ship is set against a dramatic sky with soft, pinkish-orange clouds, suggesting a sunset or sunrise. The overall mood is industrial and gritty.

KMGMA INSIGHT #3

**CULTURE SETS THE TONE
FOR OUR CAPACITY**

STINKY CULTURES

ROUGHLY **40% OF EMPLOYEES**

WORK IN PLACE THAT COULD BE
DESCRIBED AS DYSFUNCTIONAL

(THAT STINKS!)

Shuck, B., Rose, K., & Bergman, M. (2015). Inside the spiral of dysfunction: The personal consequences of working for a dysfunctional leader. *New Horizons in Adult Education and Human Resource Development*, 27(4), 51-58. doi: 10.1002/nha3.20122





BUT. WHAT IF.
WHAT IF WE GOT
THIS RIGHT?

Workers are the unhappiest they've been in 3 years—and it can cost the global economy \$8.8 trillion

Morgan Smith

Monday, 2 Oct 2023 10:05 AM EDT

WATCH LIVE



Photo: Envato Elements

job satisfaction has suffered a steady decline since 2020 and taken a sharp drop this year.

The HR software platform analyzed data from nearly 60,000 employees at over 1,600 companies across the globe between January 2020 and June 2023.

"Employees aren't experiencing highs or lows — instead, they are expressing a sense of resignation or even apathy," the report notes. "Most simply accept that morale is getting worse."

While it's true that more companies have **recognized the importance** of work-life balance in the wake of the pandemic and implemented policies — extended time off, the option to work remotely — to help workers achieve that, it's not just when or where they work that's causing employees grief.

Why so many people are unhappy at work

Research shows that **the biggest cause** of job dissatisfaction is unfair treatment at work: inconsistent compensation, lack of support from co-workers and bosses or unreasonable workloads, to name a few examples.

"The most common complaint I hear is a loss of control," Srikumar Rao, the author of "Happiness at Work," tells CNBC Make It. "The pandemic showed us, at a very visceral level, just how little control we have over our lives and our careers ... it's hard to make peace with that kind of realization."

Inflation, widespread layoffs and uncertainty over return-to-office policies are

Proof That Positive Work Cultures Are More Productive

by Emma Seppälä and Kim Cameron

December 01, 2015



Too many companies bet on having a cut-throat, high-pressure, take-no-prisoners culture to drive their financial success.

But a large and growing body of research on positive organizational psychology demonstrates that not only is a cut-throat environment harmful to productivity over time, but that a positive environment will lead to dramatic benefits for employers, employees, and the bottom line.

Although there's an assumption that stress and pressure push employees to perform more, better, and faster, what cutthroat organizations fail to recognize is the hidden costs incurred.

First, health care expenditures at high-pressure companies are nearly 50% greater than at other organizations. The American Psychological Association estimates that more than \$500 billion is siphoned off from the U.S. economy because of workplace stress, and 550 million workdays are lost each year due to stress on the job. Sixty percent to 80% of workplace accidents are attributed to stress, and it's estimated that more than 80% of doctor visits are due to stress. Workplace stress has been linked to health problems ranging from metabolic syndrome to cardiovascular disease and mortality.

A photograph of two women standing under a newspaper-print umbrella in the rain. The scene is dimly lit, with rain falling around them. The image has a teal color overlay. The text is overlaid on the bottom half of the image.

SHARE YOUR UMBRELLA

**WHEN IT COMES TO LEADERSHIP, THE LEADERS WE
NEED NOW ARE SHOWING UP WITH A DIFFERENT SKILL
SET. WE CALL THIS SKILL SET COMPASSIONATE
LEADERSHIP.**



WHERE DO YOU OPERATE? ABOVE OR BELOW THE LINE

Shuck, B., Alagaraja, M., Immekus, J., Honeycutt, M., & Cumberland, D. (2019). Does compassion matter for leadership: a two-stage sequential equal status mixed method exploratory study of compassionate leader behavior and connections to performance in human resource development. *Human Resource Development Quarterly*. doi: 10.1002/hrdq.21369.

APPLICATION

1. Where do you operate on the model. Are you intentional?
2. Where can you be more generous?
3. What are the leadership skills we need but have not identified yet — how can we invest in those?



JUST A REVISIT

Easy to do and easy
not to do.

Works for us or against us.

We engage when we
belong. We engage
when we are invited in.



WHAT IS ONE AREA THAT YOU ARE WILLING TO COMMIT TO TAKING SPECIFIC STEPS TO ACHIEVE THAT CULTURE OF ENGAGEMENT?

HOW COULD YOU, OR YOUR TEAM, TAKE A SMALL STEP FORWARD TODAY – WHAT WOULD THAT LOOK LIKE?

DEEPER APPLICATION



1. What are ways to foster a greater sense of belonging in your work and team?
2. What are the artifacts of purpose in your leadership? How do people around you know they belong?
3. How can your experience today change your tomorrow?

The background of the image shows four glass vials with stoppers, each containing a different colored liquid: orange, green, red, and blue. They are arranged in a vertical line on a dark, reflective surface. The lighting is dramatic, with a bright light source from the left creating a strong glow and casting long shadows.

QUESTIONS & REACTIONS

THANK YOU

@drbshuck

