Welcome to
Activating a Culture of Wellbeing @ Work
with Beth Kanter & Jarie Bradley
November 4, 2021
Please add number in front of your name to your zoom profile

1: If you have 1-20 staff

2: If you have 21-50 staff

3: If you have over 50 staff
Welcome

Activating a Culture of Wellbeing @ Work
with Beth Kanter & Jarie Bradley
November 4, 2021

Sarah Cotton Nelson
Chief Philanthropy Officer
Capacity Building Framework

Foundational Equity, Connectedness, Inclusion, and Belonging

CARE

BUILD

INFLUENCE

GROW
Introducing Our Speakers:

Beth Kanter
Beth is a consultant, author, trainer, and internationally recognized thought leader in digital transformation and wellbeing in the nonprofit workplace.

Jarie Bradley
Jarie is the Founder and CEO of Sound & Sable, The People Consultancy where she partners with executives and heads of HR to create and sustain equitable organizations.
Agenda

- Welcome, Introductions & Check-In
- **Presentation**: A Resilient Hybrid Workplace Culture
- Small Group Activity
- Break
- **Presentation**: Work-Life Balance
- Small Group Activity
- Debrief, Q/A
- Reflection & Next Steps

Norms of Engagement:
Camera on/Camera Off
Engage in the chat
Take care of yourself

It’s Okay Not To Be Okay: Remove Stigma

Figure 1
Average Share of Adults Reporting Symptoms of Anxiety Disorder and/or Depressive Disorder, January-June 2019 vs. January 2021

NOTES: Percentages are based on responses to the GAD-2 and PHQ-2 scales. Pulse findings (shown here for January 6 – 18, 2021) have been stable overall since data collection began in April 2020.

Normalize Mental Health Support, EAPs
Check-In
Introduce yourselves

How is it going for you and your nonprofit?
Mental Health Impact: Pandemic
2020 had a unique impact on BIPOC team members. **BIPOC employees need time to recover** from racial trauma and need policies created with them in mind.

According to a Slack Future Forum survey with over 10,000 respondents, **over 80% of BIPOC employees prefer flexibility** in where and how they work compared to 75% white employees.

**Only 3% of Black employees** surveyed said they wanted to fully return to the office -vs 21% of white employees.

In the US, **white males score the highest** across many key wellbeing indicators.

-A flexible workplace is an **equitable and inclusive** workplace.

**Twindemic:** COVID-19 and Racism
### White Culture Norms

<table>
<thead>
<tr>
<th>Urgency</th>
<th>Conflict avoidance</th>
<th>Paternalism</th>
<th>Objectivity</th>
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<tbody>
<tr>
<td>Task before relationship</td>
<td>Defensive-ness</td>
<td>Control over decision-making</td>
<td>Either/or thinking</td>
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<tr>
<td>Results before process</td>
<td>Different or difficult ideas considered threatening</td>
<td>“Helping them”</td>
<td>Rules over experience</td>
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<tr>
<td>Outcomes before inclusion</td>
<td>Protecting certain people or feelings</td>
<td>Power hoarding/holding</td>
<td>Written word prioritized</td>
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<tr>
<td>No space for mistakes or learning</td>
<td>No space for feelings</td>
<td>Intent prioritized over impact</td>
<td>One “right way”</td>
</tr>
<tr>
<td>Quantity over quality</td>
<td>Agenda control</td>
<td>Savior complex</td>
<td>Suspicion of alternatives</td>
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</table>

Pandemic Increased Organizational Causes & Costs of Burnout

Causes
- Unmanageable workload and unreasonable time pressure
- Lack of role clarity and autonomy
- Lack of support/communication from manager
- Unfair treatment at work

Costs
- 63% more likely to take a sick day
- 2.6 times more likely to be actively seeking a different job
- 13% reduction in performance goals

Source: Gallup Poll
There’s a Name for the Blah You’re Feeling: It’s Called Languishing

The neglected middle child of mental health can dull your motivation and focus — and it may be the dominant emotion of 2021.
Hybrid Workplace
Opportunity to Reimagine Workplace Culture

- What did you long for when we couldn’t physically meet?
- What did you not miss and are ready to discard?
- What forms of meeting did you invent during the pandemic out of necessity that, surprisingly, worked?
- What might we experiment with now?
Future Forum Pulse scores by race/ethnic group

<table>
<thead>
<tr>
<th></th>
<th>Access to resources</th>
<th>Sense of belonging</th>
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<tr>
<td>Asian</td>
<td>26.1</td>
<td>25.6</td>
</tr>
<tr>
<td>Black</td>
<td>29.3</td>
<td>24.2</td>
</tr>
<tr>
<td>Hispanic</td>
<td>28.6</td>
<td>27.3</td>
</tr>
<tr>
<td>White</td>
<td>34.2</td>
<td>30.5</td>
</tr>
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</table>

Inclusion
Creating an environment where people feel valued and heard within their organizations. Everyone has the confidence they can be themselves and be respected and successful within the organization.

*Future Forum Pulse, June 2021, US-only*
Digital Inclusion: Skills, Tools, Internet Speed

GOLD MORNING STUDENTS! WELCOME TO YOUR REMOTE CLASSROOM!

Equity Guide for Nonprofit Technology
Flexibility & Fairness: Hybrid Schedules

- Two-Three or 50-50 Split
- Cohort Model
- Pick & Choose
- Remote First

Only 3% of Black employees surveyed said they wanted to fully return to the office vs 21% of white employees.
How passive ‘face time’ affects perceptions of employees: Evidence of spontaneous trait inference

Kimberly D Elsbach  
University of California, Davis, USA

Dan M Cable  
University of North Carolina, Chapel Hill, USA

Jeffrey W Sherman  
University of California, Davis, USA

Abstract
We examine how passive ‘face time’ (i.e. the amount of time one is passively observed, without interaction) affects how one is perceived at work. Findings from a qualitative study of professional office workers suggest that passive face time exists in two forms: 1) being seen at work during normal business hours – or expected face time; and 2) being seen at work outside of normal business hours – or extracurricular face time. These two forms of passive face time appear to lead observers to make trait inferences (i.e. they lead observers to perceive employees as either ‘dependable’ or ‘committed’, depending on the form of passive face time). Findings from an experimental study confirm our qualitative findings and suggest that trait inferences are made spontaneously (i.e. without intent or knowledge of doing so). We discuss the implications of our findings for theories of person perception and the practice of performance appraisal.
What activities should be done synchronously vs asynchronously?
CHAT REFLECTION

What resonated?

What questions do you have?
Activating A Culture of Wellbeing
Workplace Culture of Wellbeing: Five F’s

- Functioning
- Feelings
- Friendship
- Forward
- Fulfillment

The Happy Healthy Nonprofit
Activating a Culture of Wellbeing in the Nonprofit Workplace

This exercise is a brainstorming session with your staff to identify ideas to pilot that can help activate a culture of wellbeing.

Step 1: Invitation
- Set up a 90 minute meeting for all staff to brainstorm ideas for creating a culture of wellbeing in the workplace as identified in the Happy Healthy Nonprofit: Strategies for Impact without Burnout.

Step 2: Set the Ground Rules for Brainstorming
- No criticism or debate. All ideas are as valid as each other.
- Quantity matters. Encourage as many ideas as possible.
- Free-wheeling. Don’t censor any ideas. Keep the meeting flow going.
- Listen to other ideas, and try to piggy back on them to other ideas.
- Avoid any discussion of ideas or questions as these stop the flow of ideas.

Step 3: Start the Brainstorm
- Write out the Five F questions on a flip chart or make a slide. Tell everyone you are going to set a timer for 20 minutes and each group to brainstorm answers to the questions. You can use sticky notes and have them write their ideas on them. Keep time.

1. Functioning, Fitness, Food
   - Do people have what they need to do their job?
   - Do people feel like they are productive?
2. Feelings
   - Do people feel appreciated and respected?
3. Friendship
   - Do people feel connected to one another?
4. Forward
   - Do people feel like they have opportunities for growth?
5. Fulfillment
   - Do people feel like they are inspired and working towards a higher purpose?

[The Five F’s are Laura Puente’s Workplace Wellness Framework]
The Happy Healthy Nonprofit

The Nonprofit Burnout Assessment

- Review each statement and score the frequency with which you identify with each feeling described using the scale below. Write the number that corresponds to your rating in the column.

**USE THIS SCALE**
0= NOT AT ALL | 1= RARELY | 2= SOMETHING | 3= OFTEN | 4= VERY OFTEN

**STATEMENTS**

<table>
<thead>
<tr>
<th>STATEMENTS</th>
<th>RATING</th>
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<tbody>
<tr>
<td><strong>PHYSICAL AND EMOTIONAL</strong></td>
<td></td>
</tr>
<tr>
<td>Feel run down and drained of physical or emotional energy</td>
<td></td>
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<tr>
<td>Have trouble sleeping at night</td>
<td></td>
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<tr>
<td>Get aches and pains and other physical symptoms</td>
<td></td>
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<tr>
<td>Have a loss of appetite or overeat/drink unhealthy foods</td>
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<tr>
<td>Have trouble paying attention and concentrating on important tasks</td>
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<tr>
<td>Am forgetful</td>
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</tr>
<tr>
<td>Feel anxiety, depression, or anger towards work</td>
<td></td>
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<tr>
<td><strong>SINS OF EXHAUSTION AND DETACHMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Have negative thoughts about my work</td>
<td></td>
</tr>
<tr>
<td>Have less empathy with co-workers or clients than they deserve</td>
<td></td>
</tr>
<tr>
<td>Am easily annoyed and irritated by problems or by my co-workers or clients</td>
<td></td>
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<tr>
<td>Feel that I am not fulfilled doing my job</td>
<td></td>
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<tr>
<td>Feel less curiosity, excitement, joy, passion, or hope about my work</td>
<td></td>
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<tr>
<td>Feel misunderstood or appreciated at work</td>
<td></td>
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<tr>
<td>Feel I have no one I can talk to</td>
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<tr>
<td><strong>SINS OF INEFFECTIVENESS AND LACK OF ACCOMPLISHMENT</strong></td>
<td></td>
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<tr>
<td>Feel bored or seeing nothing new at work or going nowhere (0s)</td>
<td></td>
</tr>
<tr>
<td>Feel I am achieving less than I should</td>
<td></td>
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<tr>
<td>Feel tremendous unpleasant pressure to succeed</td>
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<tr>
<td>Feel I am in the wrong profession or organization</td>
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<tr>
<td>Am frustrated or bored with my job</td>
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<tr>
<td>Feel overwhelmed at work all I have to get done</td>
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<tr>
<td>Feel I do not have enough time to do many of the tasks that are important to doing a high-quality job</td>
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<tr>
<td>Feel I do not have enough planning time</td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
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</table>

**PASSION**

- Driven
- Waning
- Challenged
- Depleted
Function: After Hours Email/Slack Policy

Robert Sweeney
CEO at Facet - Technical recruiting as a service
12mo - Edited

At Facet (www.facet.net) we have a policy of no email or slack after hours unless it’s an emergency.

If you violate this policy, you will get a message like this from me:

(shared with permission)

Everyone is talking about the late night or over the weekend messages they get from you. You can tell people not to read them, but that doesn’t work. It makes their phone buzz late at night.

Plus, if we needed to get a hold of someone after hours for an emergency, we won’t be able to because we’ve told them to ignore after hours messages.

There is a feature in Outlook that lets you schedule an email to go out at a specific date/time. Can you start scheduling your emails to go out at 8:30am on the next business day? Only use slack after hours and on weekends when it’s an emergency.

In Outlook you just click on the down arrow on the send button and it gives you the option to schedule it to go out later.

>> Their reply: Good suggestion. Thank you
>> My response: Not a suggestion. :)

I DON'T ALWAYS CHECK MY WORK EMAIL AFTER HOURS

BUT WHEN I DO, IT'S BECAUSE I'M SCARED OF LOSING MY JOB!
Function: Rethink Meetings

When the staff meeting could have been just an email

Thanks for wasting my time 😁

**Should I hold a meeting?**

- **Have I thought through this situation?**
  - **NO** Schedule time for strategic thinking
  - **YES**
    - **Do I need outside input to make progress?**
      - **NO** Schedule time for doing the work
      - **YES**
        - **Does moving forward require a real-time conversation?**
          - **NO** Send an email
          - **YES**
            - **Does this necessitate a face-to-face meeting?**
              - **NO** Use chat, call, or schedule a video conference
              - **YES** Schedule and prepare for the meeting

*Source: Real Life E Time Coaching & Training*
Function: More Ways To Rethink Meetings

- If meeting is not relevant, okay to decline
- Synchronous & Asynchronous Agenda items
- Recurring meeting purge
Function: Meeting Free Day or Time Block

"Get $#!t Done" Day

Productivity and morale suffer when you’re constantly being interrupted. Keep your team afloat by taking a day off from meetings, emails, and calls.

USE THIS PLAY TO...

Create space for deep work and intensive problem-solving.

If you're struggling with velocity on your Health Monitor, running this play might help.
Function: Turn Zoom Cameras Off

To fight Zoom fatigue, give people the freedom to turn their cameras off.

New experiment: videos off reduces exhaustion and boosts engagement—especially for women and newcomers.

Cameras off doesn’t reflect disengagement. It helps to prevent burnout and promote attention.
Friendship: Celebrations & Connection
Feelings: 1:1 Check-In Questions

- How would you describe your level of energy these days?
- What concerns do you have around the team or organization, if any?
- What can I do to help create an environment for you to do your best work?
- Do you feel equipped to do your job well?
Feelings: Shout Outs
Forward: Take A Free Online Class
Fulfillment: Connected to the Mission

“I fight poverty because .....
How Storytelling Affects the Brain

**Neural Coupling**
A story activates parts in the brain that allows the listener to turn the story in to their own ideas and experience thanks to a process called neural coupling.

**Dopamine**
The brain releases dopamine into the system when it experiences an emotionally-charged event, making it easier to remember and with greater accuracy.

**Mirroring**
Listeners will not only experience the similar brain activity to each other, but also to the speaker.

**Cortex Activity**
When processing facts, two areas of the brain are activated (Broca’s and Wernicke’s area). A well-told story can engage many additional areas, including the motor cortex, sensory cortex and frontal cortex.
BREAKOUT ROOM ACTIVITY

What are some ideas or things you are already doing in hybrid or remote contexts that are inclusive and activate a culture of wellbeing?

- **Functioning:** Do people feel like they are productive?
- **Feelings:** Do people feel appreciated and respected?
- **Friendship:** Do people feel connected to one another?
- **Forward:** Do people feel like they have opportunities for growth?
- **Fulfillment:** Do people feel inspired and connected to mission?
What is one idea that you can bring back to your workplace?
Break Time: Cameras Off

The antidote to meeting fatigue is simple: taking short breaks.

*Your brain works differently when you take breaks*

Taking time out between video calls prevents stress from building up.

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Microsoft’s Human Factors Lab used EEG caps to measure beta wave activity—associated with stress—in the brains of meeting participants. For those given breaks, their average beta wave activity remained largely steady over time; the “coolness” of their stress levels is visualized here in blues and greens. For those deprived of breaks, their average beta wave activity rose as time passed, suggesting a buildup of stress; that increase is depicted here with colors shifting from cool to hot. The chart represents the relative difference in beta activity between break and no-break conditions at the top of each meeting (averaged across the 14 research participants).

Illustration by Brown Bird Design
Work-Life Balance
Tips for Individuals & Organizations
Pandemic Made Work-Life Balance Harder; Working Longer Hours
Leadership Behavior is Contagious

- Recognize your own role in “stresscalation.”
- Amplify and celebrate well-being behaviors.
- Be vulnerable.
- Value and protect your time away from work.
- Keep the lines of communication open throughout the organization.
- Embrace and integrate agility into your leadership style and into the culture of the organization.
Work-Life Balance
Tip #1: Remember the Basics: Sleep, Nutrition, Exercise

What is Revenge Bedtime Procrastination?

Refusing to go to sleep because you value the freedom of late-night hours more than sleep.

Often affects busy parents or caregivers, overworked employees, and people with anxiety or poor time management skills.

It's a way to gain control over your time and reclaim hours for yourself.

It's your way of getting "revenge" for not having control of daytime hours.

@JUSTGIRLPROJECT
Tip #2: Know Your Personal Chaos Index
Tip #3: Use Zoom Stress Reduction Techniques

- Know your Zoom number
- Increase mobility: give permission to walk around
- Reduce eye contact intensity: sit farther away
- Reduce self-consciousness: turn off the self-view
- Reduce cognitive load: hold audio-only sessions
Tip #4: Create A Calm Morning Routine

My Morning Routine

- Wake Up
- Drink 12 oz Water
- Make Tea
- Daily Readings
- Plan/View Day Ahead
- 30 Minute Walk
- Shower/Dress
Tip #5: Plan Your Vacation
How Can Your Nonprofit Encourage Work-Life Balance
BREAKOUT ROOMS

What are you doing to model work-life balance/self-care for your staff and how are you encouraging staff? What is discouraging work-life balance?

How will you operationalize this at your organization?
Waterfall Chat

What are some ideas that resonated?

What questions do you have?
Think & Write: A Minute of Quiet...

What is one idea you can put into practice or share with others at your organization?

Dear FutureMe,

I commit to doing [FILL IN THE BLANKS] to create a culture of wellbeing at my organization.

Need some ideas?

DELIVER ON
September 25, 2021

Choose duration
Thank You: Jarie & Beth

You Must be Present to Win!

$2,000 Activation Stipend

Criteria – Any agency that attends today's workshop and has an annual budget under $1 Million may enter for a chance to receive a $2,000 stipend toward implementing activities of wellbeing within your organization.

Sound & Sable, The People Consultancy

Criteria – Any agency that attends today's workshop and has an annual budget over $1 Million may enter for a chance to receive three 1-hour consulting sessions with Jarie Bradley in order to help your organization operationalize practices of wellbeing.
How To Apply

STEP 1:
Schedule a brainstorming session with your staff to identify ideas to pilot that can help activate a culture of wellbeing. *Do not skip this step, staff buy-in and input is critical to culture building.*

STEP 2:
Log into cftgrants.org and enter access code, WELLBEING, to apply. *Application instructions will be included in a follow-up email.*

STEP 3:
Submit your plans to CFT by **November 18** and be entered into a drawing to win a $2,000 stipend or 1:1 consulting*.

STEP 4:
Winners will be notified the first week of December!
BUILD: Financial Planning Workshop
More than Just Surviving: Earning, Saving, and Spending Best Practices for Nonprofits During Crisis

Who Should Apply:

☒ Small to medium sized organizations with basic financial knowledge to generate the organization's financial data.

☒ Organizations whose leadership is eager to learn and implement new tools and practices that will help improve their organization's financial health.
<table>
<thead>
<tr>
<th>Date</th>
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<tr>
<td>November 16</td>
<td>Applications Open</td>
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<tr>
<td>December 10</td>
<td>Applications Close</td>
</tr>
<tr>
<td>January 20</td>
<td>Workshop 1: Money Basics</td>
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<tr>
<td>January 27</td>
<td>Workshop 2: Bringing It In</td>
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<tr>
<td>February 3</td>
<td>Workshop 3: Spending &amp; Saving</td>
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Capacity Building Series 2022

**March 3, 2022**
INFLUENCE: Asset-based Framing

**April 27, 2022**
BUILD: Building Resilience through Data Conference

**May - July 2022**
BUILD: Building Resilience through Data Workshop Series

**May - August 2022**
BUILD: Nonprofit Speaker Series
THANK YOU!