



**WORKERS' COMP
TRAINING CENTER**

How to Create a Winning Workers' Comp Culture

Introduction: (5 minutes)

- Welcome to WC Mastery
 - Culture is foundation of organization
 - Can't see or touch it, but it's impact on a company is enormous, more specially, a work comp program.
 - Great culture doesn't just happen, if intentional about it, can have dramatic and lasting positive effects on WC; unintentional, the weeds can take over the garden and sabotage your wc efforts
 - Strong culture increases net income 756% over 11 years; study of 200 companies (Harvard study)
- Introduce 3 major points:
 - Bedrocks of a Winning Culture
 - Assessing Your Current Culture
 - Implementing WC Culture Improvements

Notes:



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Main Point #1: Bedrocks of a Winning Culture

- **Winning Culture Bedrock:**
 - **Autonomy / Building Safety**
- Peter Skillman, engineer study
 - 20 pieces of uncooked spaghetti
 - One yard of transparent tape
 - One yard of string
 - One marshmallow
- Business school students; Stanford, University of California, etc. vs Kindergarten students
 - Kindergarten: 26 inches tall
 - Bus school: 10 inches tall
 - i. Bus school engaging in status management;
 - 1. who is in charge, is it ok to criticize someone's idea, what are the rules, where do I fit?
 - Kindergarten: stand shoulder to shoulder, take risks and notice outcomes
 - i. Kindergarten not smarter, but work together in a smarter way
- **Autonomy / Building Safety Points:**
 - i. Are cognitively stimulated
 - ii. Feel valued
 - iii. Are able to leverage their strengths
 - iv. Safety to take risks, safety to share ideas, safety there will be support no matter what
 - v. Highly successful teams: SEALS, comedy troupes
 - 1. Describe culture as 'family'
 - vi. Enemy of Autonomy: Micromanagement, rules, restrictions
 - 1. Rules, when is break, dress code, work hours, communication formats, etc.
- **Notes:**



- **Winning Culture Bedrock:**
 - **Mastery**
- 1970 Preschool Study
 - 3 groups who like to draw during free play
 - i. Group 1: receive a blue ribbon if continue to draw
 - ii. Group 2: unexpected reward of ribbon
 - iii. Group 3: control
- **Mastery Points:**
 - i. Do something for the thrill of mastery
 - ii. Examples: Art class or guitar
- **Winning Culture Bedrock:**
 - **Belonging**
- Australian study:
 - 722 patients admitted for suicide attempts
 - i. Sent series of post-cards in months that follow:
 - ii. “it’s been a short time since your visit, and we hope things are going well for you. If you wish to drop us a note, we’d be happy to hear from you”
 1. Re-admitted at 50% the rate of those that didn’t receive the cards
- **Belonging Points:**
 - i. Belonging cues
 1. Are we safe here?
 2. What is our future with these people?
 3. Are their dangers lurking?
 - ii. Big point: you can’t just give a cue once, establish a relationship
 1. How often do you tell your partner you love them?
 2. We need lots of signaling over and over
- **Notes:**



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- **Winning Culture Bedrock:**
 - **Vulnerability**
- 1989 United Flight 232 from Denver to Chicago
 - 2 pilots, catastrophic failure in tail engine
 - Pilot trainer on board
 - i. “tell me what you want, and I’ll help you”
 - ii. Small, humbles exchanges, “anybody have any ideas”

- **Winning Culture Bedrock:**
 - **Purpose**
 - The yearning to do what we do in the service of something larger than ourselves
- Gallop poll, American workers who were surveyed showed:
 - 30% ‘actively engaged’
 - i. 48% fewer accidents, 65% less turnover
 - 52% are ‘not engaged’
 - i. Work mainly for paycheck
 - 18% ‘actively disengaged’
 - i. purposely take actions to negatively impact organization
- **Notes:**



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Main Point #2: Assessing Your Current Culture

- Signs of a bad culture:
 - High Turnover:
 - Compensation Force blog 2015: turnover rates
 - Overall average 16.7%
 - High: hospitality 25.9%
 - Low: utilities 9.0%
 - Insurance 12.2%
 - High Stress levels
 - Lack of trust
 - People have stopped bringing forward ideas
 - Collaboration is not great / silos
 - Participation in company events or wellness program is low
- WC Specific Negative Cultures:
 - Not reporting injuries
 - Punishing those who do report injuries
 - Litigating nearly every claim
 - Not bring employees back to work unless they are 100%
- Rate Your Program:
 - On Bedrocks 1-10
 - Check or X next to Negative Culture Elements
- **Notes:**



Main Point #3: Implementing WC Culture Improvements

- Poor Cultural solutions:
 - Annual reviews
 - Stand up desks
 - Employee discount programs
 - Take your kids to work day
 - Holiday parties
 - Ping-pong
- **Persuade Your Boss By Starting Small (Drive by Daniel Pink)**
 - Ask the right question:
 - What is one small thing I can do today to make it a bit better?
 - Be subversive
 - Don't ask permission, just do it
 - Lead with Results
 - Show boss results of your work to get buy-in
- **Notes:**
- **Autonomy / Building Safety**
 - Make safety an organizational value
 - "I've got your back"
 - "family"
 - Build an actual safe environment with safety equipment
 - Is there signage?
 - Are there eyewash stations?
 - Are there PPE equipment stations?
 - Are there elements that visibly and physically display the idea that the company cares about safety?
 - Are pipes labeled differently?
 - Is there tape on the wall?
 - Are all the guards up?
 - Intentional Hiring
 - Integrity First Test
 - Active Listening
 - "what do you think"



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- Collaborative RTW
- Make sure everyone has a voice
 - Less prone to covering up near misses, safety hazards, injuries
 - Teams that freely admit their errors are better able to learn from their mistakes
- Motivation by subtraction
- Overcommunicate Expectations
 - Don't presume cooperation will happen on it's own
 - Stanford, Yale, & Columbia
 - Feedback on middle school students papers, papers improved significantly more than those that didn't receive it
 - "I'm giving you these comments because I have high expectations and I know that you can reach them."
 - EE Brochure
 - Prior to injury, at the time of injury
- **Winning Culture Bedrock:**
 - **Mastery**
 - Practice macro-management
 - 20% time, or start with 10% time in a pilot program
 - Collaborative RTW
- **Notes:**



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- **Winning Culture Bedrock:**
 - **Belonging**
 - Are we safe here?
 - What is our future with these people?
 - Are their dangers lurking?
 - Consistent communication
 - Get well card
 - First day phone call / visit
 - Weekly meetings
 - We need lots of signaling over and over
 - Small frequent pleasures can keep us happier longer than large infrequent one
 - Small thing of flowers weekly rather than one expensive bouquet
 - Small quarterly bonuses vs large annual bonus
 - Think Small
 - Post-card series?
 - Flowers delivered every 2-3 weeks?
 - Starbucks card?
 - All-star technique: take out of work employees to Lunch
- **Winning Culture Bedrock:**
 - **Vulnerability**
 - “tell me what you want, and I’ll help you”
 - Small, humbles exchanges, “anybody have any ideas”
 - Initial response to injury
 - Is there anything I can do to help: get your clothes from the office, contact your family, get you some water, etc.
 - Collaborative RTW
- **Winning Culture Bedrock:**
 - **Purpose**
 - The yearning to do what we do in the service of something larger than ourselves
 - Nordstrom Employee Handbook:
 - Our one rule – Use good judgement in all situations
 - Janine Kral, VP of Risk Management



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Notes: