**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

**Main Point #1: Bedrocks of a Winning Culture (20 Minutes)**

* **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
    1. 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
    1. Kindergarten not smarter, but work together in a smarter way
* **Autonomy / Building Safety Points:**
  + 1. Are cognitively stimulated
    2. Feel valued
    3. Are able to leverage their strengths
    4. Safety to take risks, safety to share ideas, safety there will be support no matter what
    5. Highly successful teams: SEALS, comedy troups
       1. Describe culture as ‘family’
    6. Enemy of Autonomy: Micromanagement, rules, restrictions
       1. Rules, when is break, dress code, work hours, communication formats, etc.
* **Winning Culture Bedrock:**
  + **Mastery**
* Research Study: MIT “Large Stakes & Big Mistakes”:
  + Premise: A group of students was given a set of challenges:
    1. Memorize digits
    2. Word puzzles
    3. Shooting a ball through a hoop
  + Rewards: The cash rewards for performance were broken into three categories.
    1. Small
    2. Medium
    3. Large
  + Results:
    1. “As long as the tasks involved only mechanical skill, the rewards system worked as designed, the higher the pay, the better the performance
    2. Once the task required even rudimentary cognitive skill, a larger reward lead to poorer performance”
* The results of this study seem counterintuitive, that a larger reward would yield poorer results. However, the same results have been replicated many times in different studies.
* 1970 Preschool Study
  + 3 groups who like to draw during free play
    1. Group 1: receive a blue ribbon if continue to draw
    2. Group 2: unexpected reward of ribbon
    3. Group 3: control
* **Mastery Points:**
  + 1. Do something for the thrill of mastery
    2. Examples: Art class or guitar
* **Winning Culture Bedrock:**
  + **Belonging**
* Australian study:
  + 722 patients admitted for suicide attempts
    1. Sent series of post-cards in months that follow:
    2. “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:**
  + 1. Belonging cues
       1. Are we connected?
       2. Do we share a future?
       3. Are we safe?
    2. 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
* **Winning Culture Bedrock:**
  + **Vulnerability**
* 1989 United Flight 232 from Denver to Chicago
  + 2 pilots, catastrophic failure in tail engine
  + Pilot trainer on board
    1. “tell me what you want, and I’ll help you”
    2. Small, humbles exchanges, “anybody have any ideas”
* **Winning Culture Bedrock:**
  + **Purpose**
  + The yeaning to do what we do in the service of something larger than ourselves
* Gallop poll, American workers who were surveyed showed:
  + 36% ‘actively engaged’
    1. 48% fewer accidents, 65% less turnover
  + 51% are ‘not engaged’
    1. Work mainly for paycheck
  + 13% ‘actively disengaged’
    1. purposely take actions to negatively impact organization
* Corporation Level: Purpose vs. Profit
* Is the organization only focused on PROFIT at all costs?
* Or, is there a greater purpose to make a CONTRIBUTION to the world?
* How an organization approaches Safety:
* Is the main focus of the company PRODUCTION?
* Or, does the company care enough about employee SAFETY to shut down production if unsafe conditions exist?

**Main Point #2: Assessing Your Current Culture (10 Minutes)**

* Signs of a bad culture:
  + High Turnover:
    - BLS 2021: turnover rates
      * Overall average 47.2%
      * High: leisure and hospitality 84.9%
      * Low: Government 18.8%
      * Finance and Insurance 26.3%
  + 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
  + How view work:
    - Job
    - Career
    - Calling
* 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

**Main Point #3: Implementing WC Culture Improvements (30 Minutes)**

* 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
  + Example: Multi-Billion Dollar Race
    - Google, May 2002 vs Overture
      * Post-it note on Fridge: “These Ads Suck”
      * Jeff Dean, worked in Search
        + Worked through weekend and presented solution
* **1) Autonomy / Building Safety**
  + 1) 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?
  + 2) Intentional Hiring
    - Integrity First Test
    - **Bowling Alley Example**
      * Freedom within Guardrails
  + 3) 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
  + 4) Active Listening
    - “what do you think”
    - Collaborative RTW
  + 5) 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
  + ***WC in Practice – Collaborative Return to Work***
    - RTW Training
    - ADA Training
* **2) Winning Culture Bedrock:**
  + **Mastery**
  + Practice macro-management
    - 20% time, or start with 10% time in a pilot program
  + Collaborative RTW
* **3) Winning Culture Bedrock:**
  + **Belonging**
    - Are we connected?
    - Do we share a future?
    - Are we safe?
  + 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
* **4) 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
* **5) Winning Culture Bedrock:**
  + **Purpose**
  + The yeaning to do what we do in the service of something larger than ourselves
  + 3 questions:
    - What do you enjoy?
      * List what brings you joy?
    - What are you good at?
      * List things good at.
    - How do you want to serve the world?
      * What breaks your heart?
      * 5 Whys exercise.
  + Purpose messaging:
    - Define ‘here is where we are’
    - Here is where we want to go
    - Tell & re-tell the story