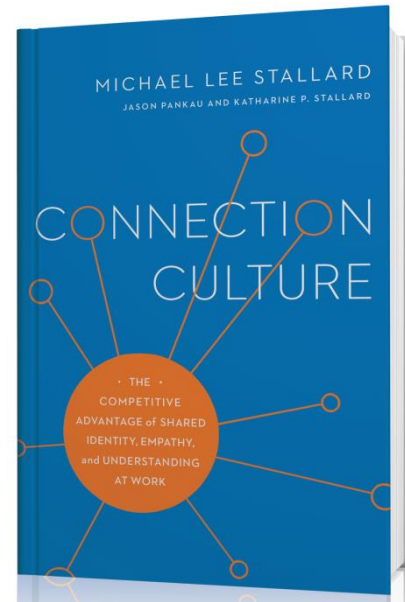


DEAR MANAGERS: *Heed the Signs of Stress In the Workplace*



Michael L. Stallard
E Pluribus Partners



April 8, 2016



COMMON SIGNS OF STRESS

- Isolated
- Paranoid
- Nervous
- Overreacting
- Obsessive
- Unproductive
- Irritable
- Defensive
- Forgetful
- Low energy
- Accident prone
- Addiction

Source: See “50 Common Signs and Symptoms of Stress” at www.stress.org

TOXIC STRESS AND CHALLENGE STRESS



CONNECTION IN ORGANIZATIONS



WHAT IS CULTURE?

Culture is a group's predominant

- Attitudes
- Language
- Behavior

THREE RELATIONAL CULTURES

1. Control
2. Indifference
3. Connection



CULTURE OF
CONTROL



CULTURE OF INDIFFERENCE



CONNECTION
CULTURE

POLL: WHICH CULTURE ARE YOU IN?

1 = Control

2 = Indifference

3 = Connection

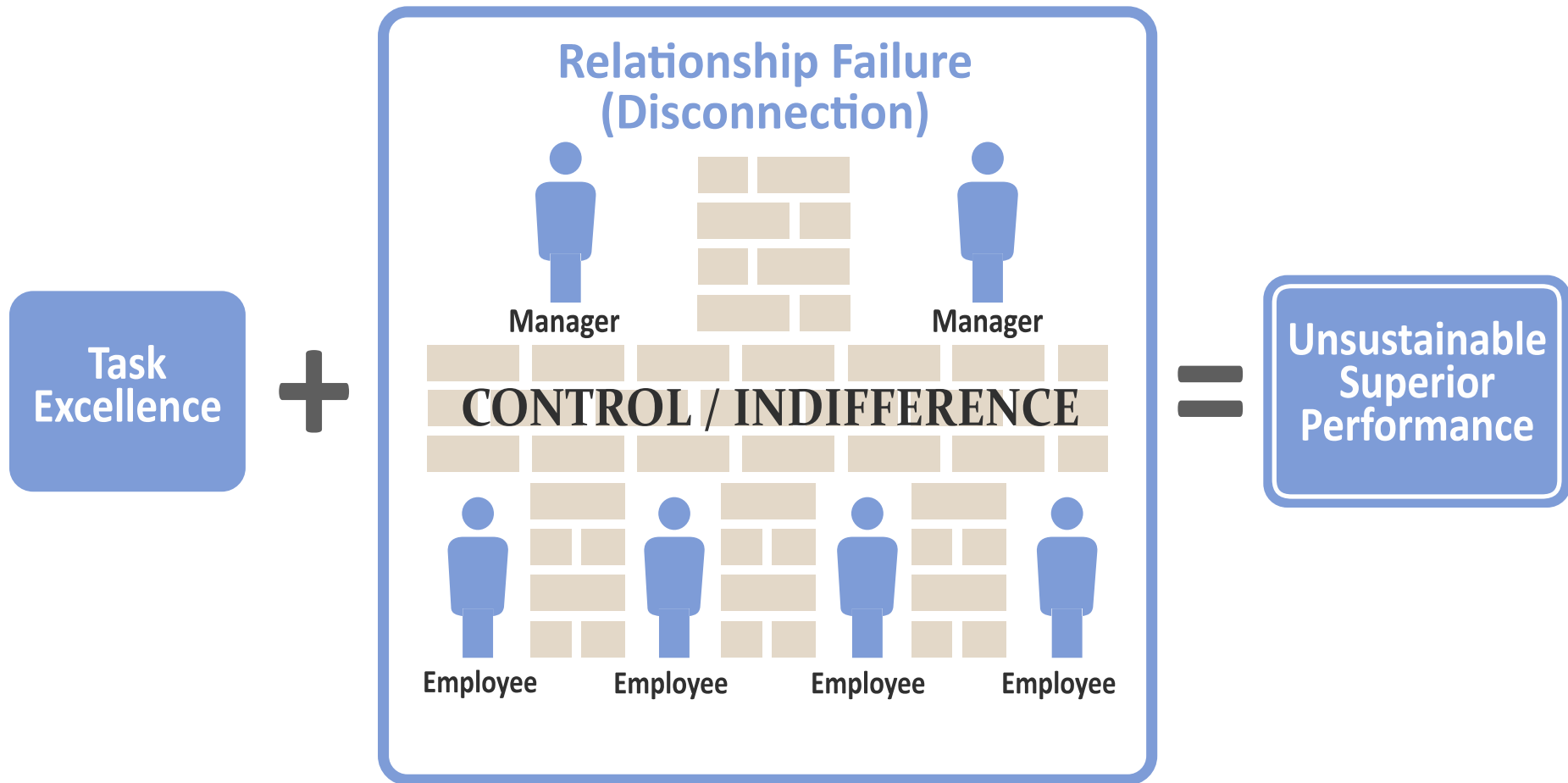
DEFINITION OF CONNECTION

A bond based on **shared *identity*,
empathy and *understanding***
that moves individuals toward
group-centered membership

CONNECTION CULTURE



CULTURE OF CONTROL / INDIFFERENCE



3V LEADERSHIP MODEL

Leaders Who Create Connection Culture

1. Communicate an inspiring **Vision**,
2. **Value** people, and
3. Give them a **Voice**

Vision + Value + Voice = Connection

3Vs: VISION + VALUE + VOICE

When everyone in the organization is
motivated by the mission,
united by the values, and
proud of the reputation

HOW IS **VISION** IN YOUR ORGANIZATION?

5 = Strong

4 = Above average

3 = Average

2 = Below average

1 = Weak

3Vs: VISION + VALUE + VOICE

When everyone in the organization
understands the needs of people,
appreciates their positive, unique
contributions, and
helps others achieve their potential

HOW IS VALUE IN YOUR ORGANIZATION?

5 = Strong

4 = Above average

3 = Average

2 = Below average

1 = Weak

3Vs: VISION + VALUE + VOICE

When everyone in the organization
seeks the ideas of others,
shares ideas and opinions honestly, and
safeguards relational connections

HOW IS **VOICE** IN YOUR ORGANIZATION?

5 = Strong

4 = Above average

3 = Average

2 = Below average

1 = Weak

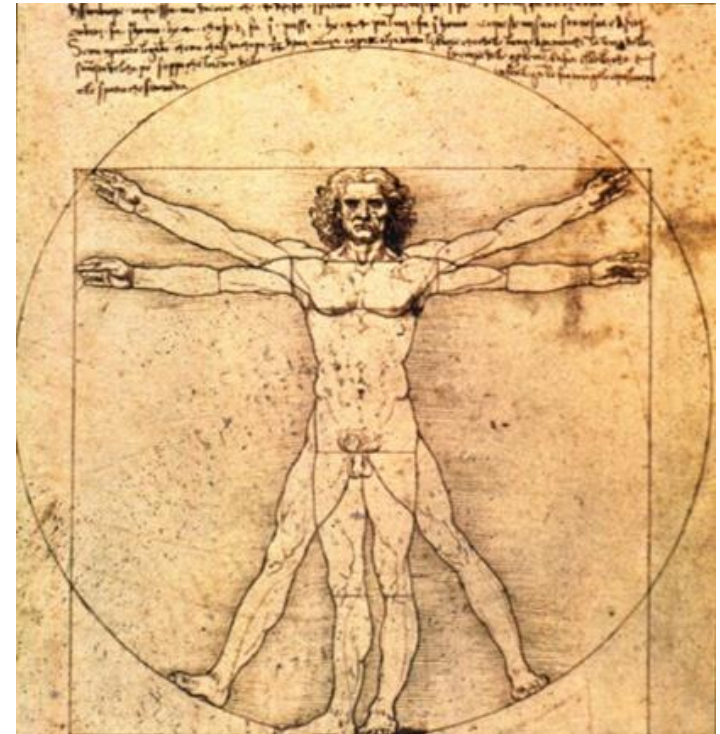
RESEARCH ON CONNECTION



PSYCHOLOGY RESEARCH

Human Needs to Thrive at Work

- Respect
- Recognition
- Belonging
- Autonomy
- Personal Growth
- Meaning



Source: E Pluribus Partners Research

NEUROSCIENCE RESEARCH

Neuroscience has shown that connection:

- Reduces stress
- Enhances attention and pleasure
- Reduces fear and worry
- Makes us more trusting of others
- Repairs damage from stress

SOCIAL SCIENCE RESEARCH

Connection = positive impact

- Babies
- Elementary school students
- Patients
- Adults
- Seniors

Sources: Carlson, 1998; Rosenthal and Jacobson, 1992; Resnick, 1997; Cohen, 1997; Berkman, 1979; Baumeister, 2003; MacArthur Foundation Study, 1998

WORKPLACE RESEARCH

Study on Work-based Predictors of Mortality

“Only one main effect was found: the risk of mortality was significantly lower for those reporting peer social support.”

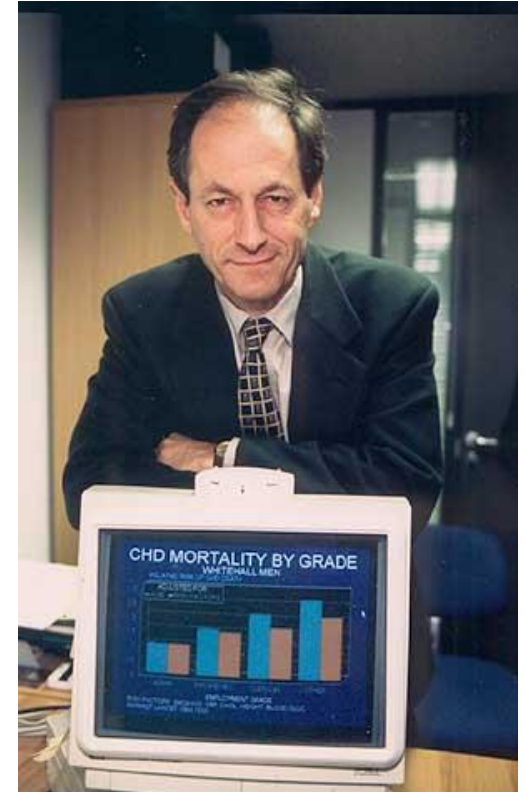
IS YOUR WORKPLACE LIFE GIVING
OR DRAINING LIFE OUT OF YOU?

Source: Work-based predictors of mortality: A 20-year follow-up of healthy employees. Shirom, Arie; Toker, Sharon; Alkaly, Yasmin; Jacobson, Orit; Balicer, Ran. *Health Psychology*, Vol 30(3), May 2011, 268-275.

WORKPLACE RESEARCH

Whitehall Studies

- Hierarchy inversely related to stress, mortality
- Psychosocial factors
- Recommend: Greater Autonomy, Connection



Michael Marmot with a bargraph from the Whitehall Study

COMPETITIVE ADVANTAGE

Connection and engagement = results

- 20 percent more productive
- 87 percent less likely to leave
- Better results on business outcomes

It is rational to be intentional
about connection.

Sources: Gallup, Corporate Executive Board

THE BOTTOM LINE

Connection = Thriving

Disconnection = Dysfunction

Applies to Individuals AND Organizations

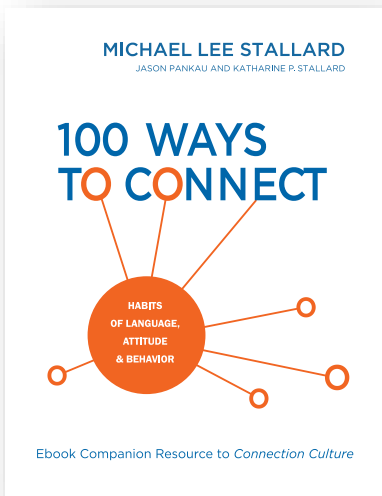
TO OPERATIONALIZE

1. Name it
2. Claim it
3. Train it
4. Coach it

BEST PRACTICES AND RESEARCH

1. “Employees” → “Colleagues”
2. “Straight Talk”
3. Positivity Ratio
4. Knowledge Flow Sessions
5. Mirror Neurons
6. “Creative Friction”
7. Connection Culture Inventory

FREE RESOURCES



1. *100 Ways to Connect* e-book
2. Connection Culture Newsletter

Please send an email to:

Mike Stallard

Mstallard@epluribuspartners.com

Please put **ATD Offer** in the subject line