shifting from
toxic to **thriving**

building an organizational culture that drives success

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our **journey**

Google

Search Inside Yourself
Leadership Institute

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2007
The Search Inside Yourself **program** was created within Google to help employees develop mindfulness-based emotional intelligence skills.

2012
Launched an independent **non-profit organization** after Google spin-off, focusing on providing in-person trainings to individuals and organizations.

2021
Incorporated as a for-profit, B-Corporation, expanding into a **full learning platform** dedicated to work with global companies to humanize work, around the world.

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human-**centered** skills at work.

emotional
intelligence

+

neuroscience

+

mindfulness

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today

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- Workplace culture is key for the health of an organization

- There is a high cost to toxic workplace cultures

- Shifting from toxic to thriving requires Emotional Intelligence

82% of employees would consider leaving their jobs **for a more empathic company.**

Hubspot Survey, 2019

why now?

what is culture?

Culture = How + Why things get done

Reflects:

- Environment
- Behaviors
- Values
- Rituals
- Language

Built on Emotional Intelligence:

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social /Leadership skills

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importance of culture

87% of organizations cite culture and engagement as one of their top challenges   Deloitte Human Capital Trends, 2015

Financial Performance	**Retention**	**Innovation**	**Employee Satisfaction**
100 best companies saw a **cumulative return of 1,709%** since 1998	Company culture is one of the main reasons **65% of employees stay** in their job	When employees experience inclusive leadership, they are better poised **to share ideas and adapt to change**	Culture and values shows up as one of the **top 3 factors of overall employee satisfaction**
Great Place to Work, 2021	Glassdoor, 2019	Great Place to Work, 2021	Glassdoor, 2019

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toxic work culture

the **toxic** 5

(1) DISRESPECTFUL
Lack of consideration and dignity for others

(2) NON-INCLUSIVE
Lack of equity across areas such as: gender, race, sexual orientation, as well as nepotism

(3) UNETHICAL
Unethical behavior, dishonesty, and lack of regulatory compliance

(4) CUTTHROAT
Backstabbing, ruthless competition

(5) ABUSIVE
Bullying, harassment, and hostility

D. Sull, C. Sull, and B. Zweig, "Toxic Culture Is Driving the Great Resignation," MIT Sloan Management Review, Jan. 11, 2022

the **cost** of a toxic culture

Attrition	Well-being	Hiring	Morale
The cost of turnover due to workplace culture has cost **$233 billion** over the past 5 years	A person is **35-55% more likely** to be diagnosed with a major disease	More than **75% of job seekers** research an employer's culture before applying for a job	About **1 in 4** working Americans *dread* going into work
SHRM, 2019	Sull & Sull, 2021	Sull & Sull, 2021	SHRM, 2019

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Are there signs of the **toxic 5** in your organization or team?

How do they show up?

the **toxic 5**

1 **DISRESPECTFUL**
(e.g. Lack of consideration for others)

2 **NON-INCLUSIVE**
(e.g. Lack of equity & inclusion)

3 **UNETHICAL**
(e.g. Dishonesty, behavior against values)

4 **CUTTHROAT**
(e.g. Backstabbing, ruthless behavior)

5 **ABUSIVE**
(e.g. Bullying, harassment, and hostility)

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toxic   →   **thriving**

chat share
_____

What are the signs of a thriving workplace culture?

abusive / disrespectful → **respectful**

- Attentive listening / Mindful listening
- Recognizing achievements
- Giving and receiving supportive feedback
- Seeing others as whole human beings
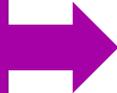
cutthroat → **psychological safety**

- Asking for help or saying "I don't know"
- Learning from mistakes
- Creating space for new ideas
- Collaboration
- Productive conflict

non-inclusive → inclusive
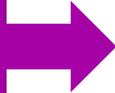
inclusive

- Accepting and valuing people for who they are
- Seeking out a diversity of people and perspectives
- Ensuring everyone has a voice
- Creating a sense of belonging

unethical → integrity

integrity

- Being responsible for one's actions
- Demonstrating trustworthiness
- Recognizing one's limitations and making responsible choices
- Owning up to mistakes
- Giving credit where credit is due

the thriving 4

1 **RESPECTFUL**

2 **PSYCHOLOGICAL SAFETY**

3 **INCLUSIVE**

4 **INTEGRITY**

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well-being agreement

It's ok to...

have dodgy wifi
stand, sit or lie down for meetings
switch off your camera to have a stretch or eat an apple
have your pets, partner, housemates or children gatecrash your video conference
turn (another) video conference into a walk and a phone call instead
not check email or ping out of hours
add some gaps and pauses to your day to think and rest
put your family before your work
not know everything
be confused
say "I don't know"
ask for help
have a cry
talk about it
not talk about it
challenge things you're not comfortable with
feel like these are crazy times, because they are crazy times
have a crappy day
have a great day
share things that have helped you
smile
say you're not OK

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what you can do

- Practice and role model the thriving behaviors

- Create a "well-being agreement"

- Get curious about what people need and find ways to support them

- Learn about your team's fears and insecurities; be courageous and talk about your own

- Invest in training to enhance Emotional Intelligence and the development of a healthy work culture

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path to thriving

1
2 **DISRESPECTFUL /ABUSIVE** ➡ **RESPECTFUL**

3 **NON-INCLUSIVE** ➡ **INCLUSIVE**

4 **CUTTHROAT** ➡ **PSYCHOLOGICAL SAFETY**

5 **UNETHICAL** ➡ **INTEGRITY**

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next steps
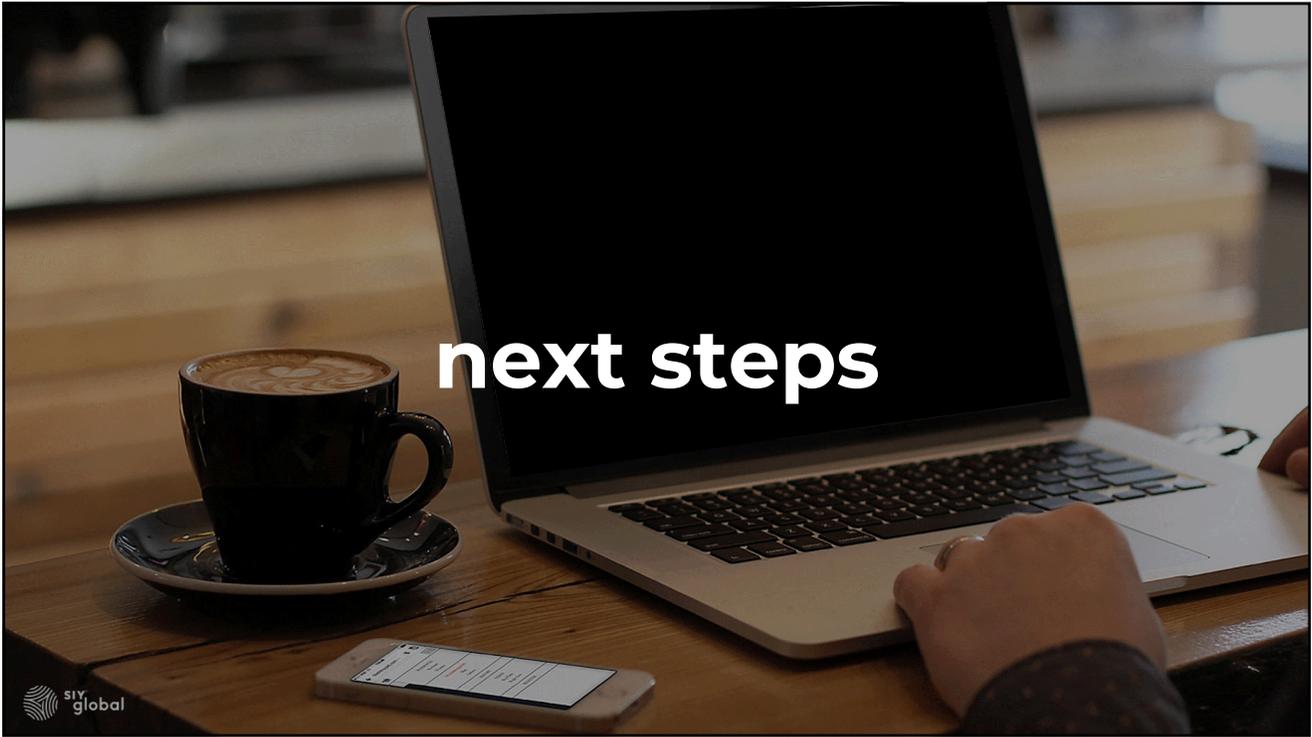
training at **SIY Global**

let's stay connected:

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"If we want people to fully show up,
to bring their whole selves including their
unarmored, whole hearts -
so that we can innovate, solve problems, and
serve people - we have to be vigilant about
creating a culture in which people feel safe,
seen, heard, and respected."

— Brené Brown, Dare to Lead