HOW A TOXIC WORKPLACE IMPACTS EMPLOYEE ENGAGEMENT

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About Erin Shelby

- Award-winning HR Executive
- CEO/Owner Shelby HR Solutions
- 32 years experience
- Work experience: USDC, CA Assembly, healthcare, architecture, manufacturing and telecom
- HR consultant, HR Expert Witness for employment-related litigation

- Hired by firms who need help overhauling HR and improving work culture
- Graduate from Univ of Washington
- Classically trained violinist in symphonies over the last 40+ years on west coast and Europe

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INTRODUCTION

What make a workplace toxic? Examples and Causes

Identifying key problems and solutions

Rebuilding from toxicity, preventing future cases

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Audience Question:

WHAT MAKES A GREAT WORK CULTURE?

What Do Employees Want?

Pay & Benefits
- Pay me well with great benefits. Don't overlook me for promotional opportunities.

Fairness & Flexibility
- Be fair. Stop playing politics and get rid of toxic people.

Appreciation
- Appreciate & encourage me. Show me you know and care about me.

Communication
- Explain your expectations. Have open dialogue. Keep me in the loop regarding important company changes.

Trust
- Trust me that I can do my job well. Don't micromanage me.

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What Do Employees Want? , Continued.

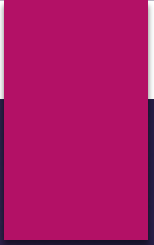| Category	Detail
Wellbeing	• Help me create better work/life integration and wellbeing. Support me when I need help.
Training & Mentorship	• Train me for my position while creating career pathway opportunities. Provide mentorship opportunities.
Diversity	• Foster an inclusive and equitable workplace.
Honesty	• Be honest with me. Be transparent with me. Don't lie to me.
Collaboration	• Create opportunities for me to get to know my boss and colleagues.

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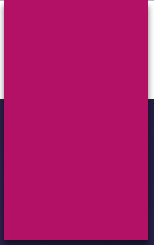"Billions of wasted dollars. Millions of miserable people. It's not a warzone— it's the state of the American workplace,"

– SHRM president and CEO Johnny C. Taylor, Jr., SHRM-SCP

CEO Dilemma

WHAT MAKES A WORKPLACE TOXIC? EXAMINING CAUSES AND IMPACTS

"There is nothing more toxic and demoralizing than having to work in an environment where a bully or stealth harasser gets to threaten, haze, feast, overpower and exist daily."

--Ty Howard, CEO of Motivation Magazine

Profile of Toxic Employees

Overconfident

Competitive

Self-centered

Uncooperative

Productive

Rule following

Sneaky

Insensitive

Gossiping

Difficult

Sabotaging Others

Bullying

Absenteeism

Complaining

The Cost of Workplace Toxicity

o **Assume a firm of 250 people**

o **Data indicates 21% are engaged**

o **That means 198 employees are complacent or disengaged**

o **If the average salary is $47,000**

o **That means complacency is costing you $3,164,040**

o **True cost is substantial: lost profits, market share, competitive advantage**

The true cost of workplace incivility

- **SHRM: 1 in 5 people has left jobs with bad culture. Cost: $223B.**

- **Your best employees are 54% more likely to quit when they have a toxic coworker.**

- **Gallup estimates the cost of disengagement is 34% of their annual salary.**

- **Gallup: 17% are actively disengaged. Increased by 2% from last year.**

- **Nearly half of employees decreased their work effort.**

- **63% lost time from work.**

- **38% intentionally decreased the quality of their work.**

- **Small firms can see a 50% drop in revenue due to a toxic employee.**

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IDENTIFYING WORKPLACE ISSUES, CREATING LASTING SOLUTIONS

What is culture?

Work culture: the values, beliefs and attitudes that guide an organization. It sets employee expectations for how should behave and interact with one another as they perform their day-to-day responsibilities and contribute to the company's overall mission.
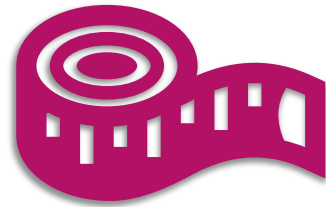
Fostering psychological safety

Psychological safety is a shared belief held by members of a team that it's **OK to take risks**, to **express their ideas and concerns**, to **speak up with questions, and to admit mistakes** — all without fear of negative consequences.

As Edmondson puts it, "**it's felt permission for candor.**"

Best Practices

Create clear mission and values

Measure engagement and progress
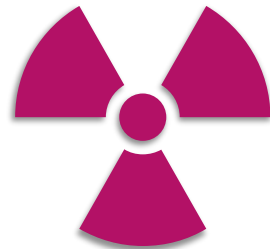
Create culture of psychological safety

LISTEN authentically and extensively

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Best Practices

Establish trust and transparency

Root out toxicity

Diversity & Flexibility

HR/Leadership training and accountability

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REBUILDING FROM WORKPLACE TOXICITY, PREVENTING FUTURE ISSUES

SHELBY HR Solutions Approach to Rebuilding Workplace Culture

LEARN

- ✓ Conduct engagement survey
- ✓ Conduct focus groups
- ✓ Review data with executive staff
- ✓ Look for areas of toxicity
- ✓ Create top list of actionable changes

PLAN

- ✓ Develop communication plan
- ✓ Open, honest, real examination of issues
- ✓ Train HR Leaders and Executive Staff
- ✓ Address low performing and/or toxic staff
- ✓ Finetune onboarding/employee recognition programs

EXECUTE

- ✓ Develop culture enhancement strategy
- ✓ Continue with communication and monthly commitments
- ✓ Conduct stay interviews
- ✓ Remeasure engagement data and track progress
- ✓ Reassess as needed

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Rebuilding and Maintaining

HR is finally getting the attention and recognition it deserves

Employment in CA has never been more challenging

Getting the right leadership and HR support is critical

Workplace Culture: Key Takeaways

Measure, invest in your people, train and mentor staff.

Protect your staff from toxic, uncivil behavior.

Establish clear expectations; let go of staff who cause friction.

Protect your culture. Talk to your employees.

Hire experts who can help. Create an action plan that works.

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Open Q & A

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