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HR Leadership is Life!

*Making Your Organization Better Through the Lessons of Ted Lasso**

presented by

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Why Now?

1. According to National Alliance on Mental Illness:
 - a. 21% of U.S. adults experienced mental illness in 2021
 - b. 46% of those adults received treatment
 - *** Are these numbers accurate?
 - c. Average delay between onset of mental illness symptoms and treatment is 11 years.
 - *** What does this mean?

Why Now?

2. Mind Share Partners' Mental Health at Work 2021 Report
 - a. 76% of full-time U.S. employees experienced at least 1 symptom of a mental health condition (up 29% from 2020)
 - b. Most common symptoms
 - i. Burn out
 - ii. Depression
 - iii. Anxiety

Why Now?

3. The “Great Resignation”

- a. In 2021, approximately 4 million people/month quit (highest ever)
 - i. The numbers are increasing
- b. Many not actively searching
- c. Employees looking to feel supported
 - i. Disconnect between employers and employees
 - ii. Late 2020 McKinsey Study
 - Almost 70% of employers believe mental health concerns supported
 - Only 50% of employees agreed

***** WE MUST DO BETTER!**

What Can We Do?

1. ADA/FMLA

- a. Pay attention to comments implicating mental health concerns
 - i. FMLA documentation
 - ii. ADA interactive process even in absence of “formal request”
- b. Stop refusing accommodation because “too hard” or “bad for morale”
- c. When receive unreasonable request, explore reasonable ones
 - i. Removal of all stress inducing responsibilities
- d. Consider LOA

What Can We Do?

2. Make mental health awareness a priority
 - a. Strengthen mental health programs
 - i. Workshops/lectures by experts
 - ii. Platforms for working parents to share experiences/situations
 - b. Revise policies to expressly address
 - i. Address specifically
 - ii. Accommodation
 - iii. Consider revising PTO (Encourage using)
 - iv. Hybrid work
 - c. Address workplace stress
 - d. Flexible scheduling
 - i. Studies show flexible working policies substantially decreases burnout
 - e. De-stigmatize mental illness
 - i. Mental Health Employee Resource Groups

What Can We Do?

2. Make mental health awareness a priority (continued)
 - f. Evaluate benefits offerings
 - g. Mental health training for managers
 - i. Recognizing signs
 - ii. How to respond
3. Make the workplace comfortable through empathy and understanding





All people are different people

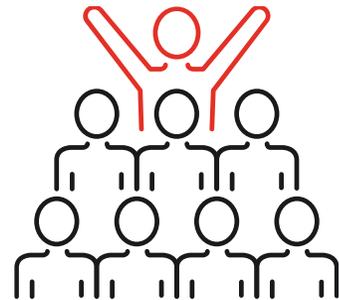
Everyone here is part of the team

I think that's what it's all about, embracing
change

The Business Case for Diversity & Inclusion

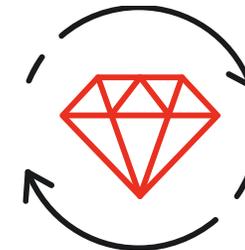
Recruitment & Retention

Attract and keep top talent



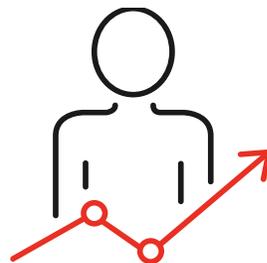
Quality

Diverse teams and perspectives improve work products



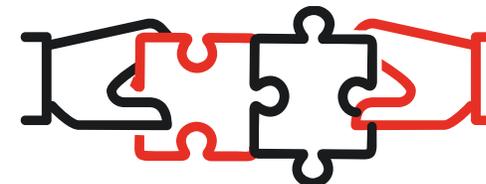
Credibility & Relevance

Diverse teams may connect better with clients



Culture

Diversity and inclusion enriches the workplace culture



Implicit Bias

What is implicit bias?

Implicit biases, also known as unconscious biases, underlie the attitudes and stereotypes that people may unconsciously attribute to another thing, person, or group that may impact how they understand and engage with a person or group.



Implicit Bias

Affinity bias is a tendency to connect with people who share similar backgrounds, experiences, or interests. In other words, people may act favorably toward those they know or who resemble them.

- Affinity
- Confirmation
- Gender
- Age
- Race



**Affinity
Bias**

Other Patterns of Bias at Work

1. “Prove it Again Bias”

- a. Experienced by women, people of color individuals with disabilities
 - i. Prove themselves more, to gain same level of respect and recognition
 - ii. Impacts the standards used to judge performance
 - iii. Impacts extent to which ideas are respected
 - iv. Impacts extent to which individuals are mistaken for support staff

Other Patterns of Bias at Work

2. “Tightrope”

- a. Stereotypes impact how we judge behavior
- b. Qualities we stereotypically value in advocates/leaders are not necessarily the qualities we expect or value in women and people of color
 - i. Interruptions
 - ii. Assertiveness
 - iii. Anger
 - iv. Office Housework
 - v. Worker Bee vs. Leader

Other Patterns of Bias at Work

3. “Maternal [Caregiver] Wall”
 - a. Negative assumptions regarding:
 - i. Competence
 - ii. Commitment
 - b. Quality of work upon returning from leave/part time schedule

Role of Leaders

1. Be mindful of your fiduciary duty relative to the organization
2. This includes, for example:
 - a. Support
 - b. Comments
 - c. Directives

Support of the Organization's DEI Initiatives

1. Attend programs as appropriate
2. Acknowledge efforts, programs, initiatives, etc.
3. Increase own knowledge (articles, podcasts, seminars, Ted Talks, etc.)
4. Employee Resource Groups
 - a. ERGs serve as window into specific employee experiences
 - b. Built-in structure to provide education, professional development, social interaction
 - c. Opportunity to expand ERGs to address emerging issues (e.g., impact of pandemic, remote work, mental health concerns)

Comments

1. Be careful of admissions
2. Compare, for example:
 - a. We have not done enough in the past
 - b. We are committed to doing even more going forward

Avoid Illegal Directives

1. Examples
 - a. Quotas
 - b. Set asides
 - c. Diversity as a plus

Diversity a “Plus” in Decision Making

1. Unlawful to consider (or require the consideration) of race, gender, ethnicity, etc. in decision making, even if only as a “plus”
2. **But leadership can (and should) value in decision making differences in backgrounds, experiences and perspectives (“non-EEO” factors)**

Where Do We Go From Here?

Areas of Potential Focus

1. As a firm and as individuals, become educated on, and confront, implicit bias and microaggressions
2. Stop attributing the failures of one to an entire group
3. Broaden recruitment efforts
4. Utilize a work-assignment/professional-development-tracking system – distribute opportunities with an emphasis on those who have not yet had such opportunities
4. Implement support systems to promote inclusion and belonging (e.g., employee resource groups and mentoring programs)
5. Provide training opportunities
6. Use transparent, objective criteria when making decisions
7. Encourage team-based decision making



The Workplace Golden Rule

Treat everyone the same. One hundred percent consistency is the goal.

Reality – Why Is Ted A Great Leader

1. Larry Brown
 - a. Treat everyone fairly, not the same
 - b. What works for one, may not work for all
 - i. Ted's approach with Jamie
2. Listening
3. Empathy
4. Encouraging Subordinates



BELIEVE

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Thank You!

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