

TRANSFORMING WORKPLACE CULTURES

Corey Campbell, CEO and founder, Akamai Training & Consulting, LLC

Bank of Hawai'i

Creating **Culture by *Design***, not Default

A hand is shown from the wrist up, palm facing up, holding a glowing, wireframe heart. The heart is composed of white lines and dots, giving it a digital or network-like appearance. The background is a soft-focus sunset or sunrise over a body of water, with a warm orange and yellow glow. The text "Culture = A Feeling" is overlaid on the image.

Culture = *A Feeling*

**Life is a product
of your most
dominant thoughts.**

The Performance Pathway



Nothing influences daily performance or execution more powerfully than *culture*.

And nothing influences culture more powerfully than *leadership*.

Culture is a reflection of leadership.





Corey Campbell

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CoreyPCampbell



ENGAGING | REAL | TRANSFORMATIONAL

Igniting souls to live
energized, engaged, and inspired.



My Background

CEO & Founder

Akamai Training & Consulting, LLC, Honolulu, HI (2015 – present)

Hoffman Process Teacher & Coach

The Hoffman Institute, Peteluma, CA (2021– present)

Complex Director of Training

Starwood Hotels & Resorts, Waikiki
Sheraton Waikiki, Royal Hawaiian, Moana Surfrider, Sheraton Princess Kaiulani

Regional Manager - Learning & Development

Starwood Hotels & Resorts, Corporate, USA & Canada

Director of Training

The Royal Hawaiian, A Luxury Collection Resort

RumFire Assistant General Manager

Sheraton Waikiki Hotel

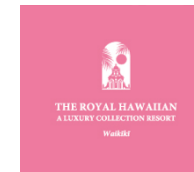
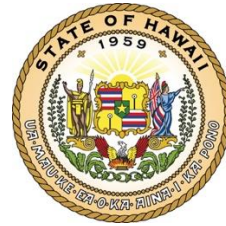
Guest Services Manager

Sheraton Waikiki Hotel

Prefectural Advisor, JET Program

Akita, Japan – Board of Education

Akamai Training & Consulting – Clients



Culture & leadership are **value propositions**.

Their value is **derived** because **employees believe** in them,
not because **leaders declare** them.

Their **true value** is **shaped** from the **inside out**,
by how people **experience** and **respond** to them every day.

Our **Journey** Today...



Opening Our Minds

Learning often requires challenging our assumptions and mental models.

Growth typically comes from discomfort.

The responsibility of your people's performance is 100% within the leadership role.

Turning the lens on **you**



"You cannot be the same, think the same, and act the same if you hope to be successful in a world that does not remain the same."

~ John Maxwell, **Leadershift**

Individual Reflection & Table Share: Challenges

- 1) What is the **biggest culture challenge** you currently face at your workplace?
- 2) What have you **identified** to be the **root cause** of this problem?



**How you do anything,
is how you do everything.**

Fixed vs Growth Mindset

Dr. Carol Dweck



Global State of **Engagement** at Work

Gallup
2017 – 31 million respondents



The World's Workplace Canoe

2 – rowing

6 – sleeping

2 – trying to sink the canoe



Gallup Poll Results – State of Engagement

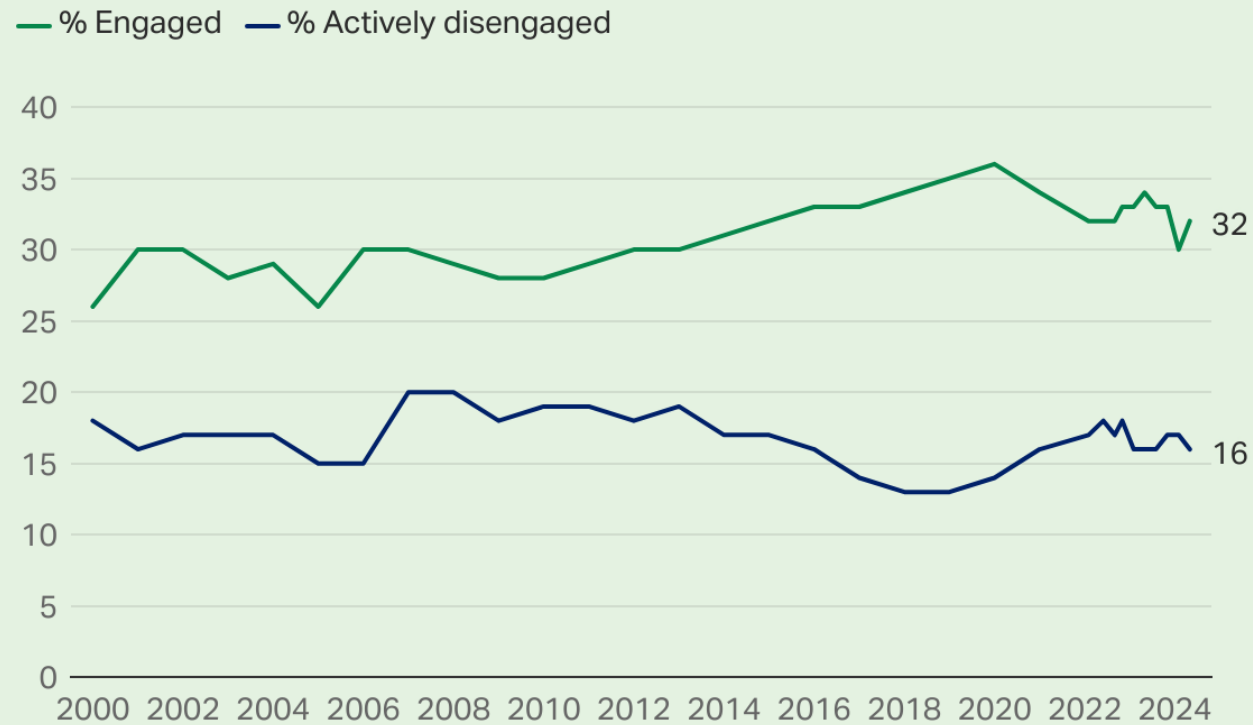
15% - Engaged (love their job, productive & happy)

67% - Not Engaged (simply there for a paycheck)

18% - Actively Disengaged (miserable; destroying the workplace)

U.S. Employee Engagement Trends

U.S. Employee Engagement Trend



GALLUP®

The Great Resignation in Hawaii



khon2
70 WORKING FOR HAWAII

Weather ▾ Sports ▾ Wake Up 2day ▾ Living808 ▾ Local ▾ Contact ▾

LOCAL NEWS

What is causing the 'Great Resignation' in Hawaii?

by: [Kaile Hunt](#)
Posted: Mar 3, 2022 / 04:45 PM HST
Updated: Mar 3, 2022 / 04:45 PM HST

SHARE    ...

HONOLULU (KHON2) — According to [PlanBeyond](#), a data gathering company, the 'Great Resignation' didn't solely happen because of COVID-19.

The term 'Great Resignation' started in 2021 when an overwhelming number of U.S. workers started leaving their jobs.

[Download the free KHON2 app for iOS or Android to stay informed on the latest news](#)



(Photo by Frederic J. BROWN / AFP) (Photo by FREDERIC J. BROWN/AFP via Getty Images)



The Great Resignation

People who opted to quit their jobs didn't do so because of the pandemic or for higher pay; instead, because they were **feeling underappreciated**, **poor workplace environment** and/or they had a **bad supervisor**.

21% - Thought about quitting because of **little to no appreciation** at work.

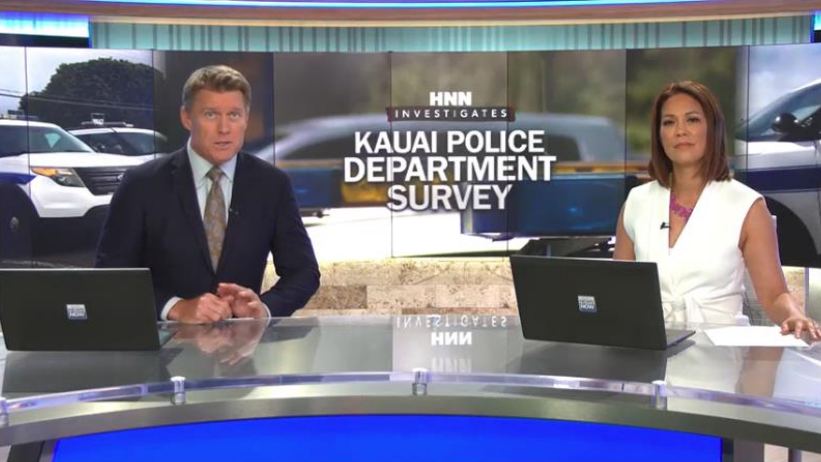
18% - Would quit because of a **bad supervisor**.

16% - Would quit because of **little to no freedom** of self-expression.

Modern Day Results – August 6, 2024

[HNN](#) [Live](#) [News](#) [Weather](#) [Sunrise](#) [Sports](#) [Podcasts](#) [Maui Wildfires](#) [HI Now Daily](#) [Olympics 2024](#) [About Us](#)

KPD leadership under fire: Scathing survey reveals distrust, resentment among employees



Now, Kauai's mayor and police chief are answering questions about the department's future and whether it's time for a new leadership.

By [Allyson Blair](#)
 Published: Aug. 6, 2024 at 6:31 PM HST | Updated: 10 hours ago

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HONOLULU (HawaiiNewsNow) - HNN Investigates mistrust among the ranks at the Kauai Police Department. A workplace survey revealed scores of officers and civilian staff aren't just unhappy with how the department's being run.

The results are so bad, they're resentful.

Poor communication within the department, a lack of accountability and a distrust of leadership — those are just some of the many problems highlighted in the results of the scathing survey ordered by the Kauai Police Commission.

Now, Kauai's mayor and police chief are answering questions about the department's future and whether it's time for a new leadership.

HNN Investigates obtained a copy of the 27-page report — which found 46% of officers and civilian employees surveyed at KPD are not engaged, meaning “they’re putting time, but not energy or passion into their work.”

Meanwhile, 49% are actively disengaged.

The report says that’s when employees aren’t just unhappy, “they’re resentful their needs aren’t being met and are acting out of their unhappiness.”

MORE: [HNN Investigates](#)

Just 5% of staff surveyed are reportedly engaged or “highly involved in and enthusiastic about the department.”

The results were compiled from 136 responses — or 70% of the department who filled out a questionnaire in May, in addition to focus groups and interviews.

Gallup, a global workplace consulting company, conducted the research.

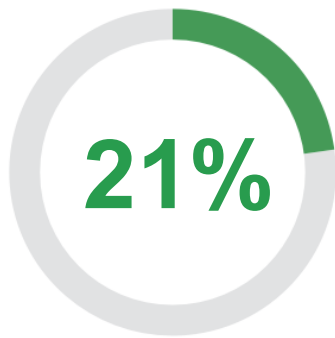
“Gallup is the gold standard in my opinion of doing these types of temperature readings to get your finger on the pulse of what’s happening within an organization,” Derek Kawakami said.

Kauai’s mayor said in response to the survey, “My immediate reaction is that, you know, it wasn’t surprising.”

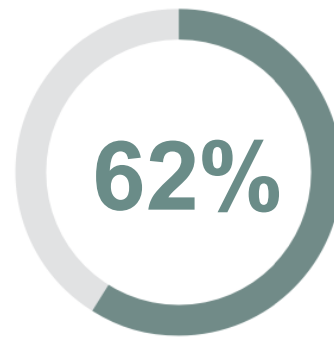
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Gallup's **State of the Global Workplace**: 2024 Report

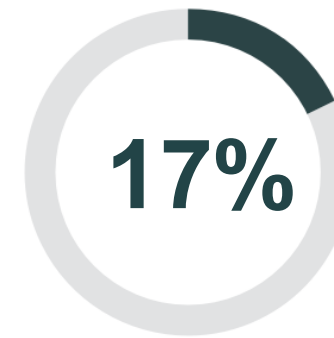
The majority of the world's employees are "quiet quitting."



Thriving at work
(Engaged)



Quiet quitting
(Not engaged)



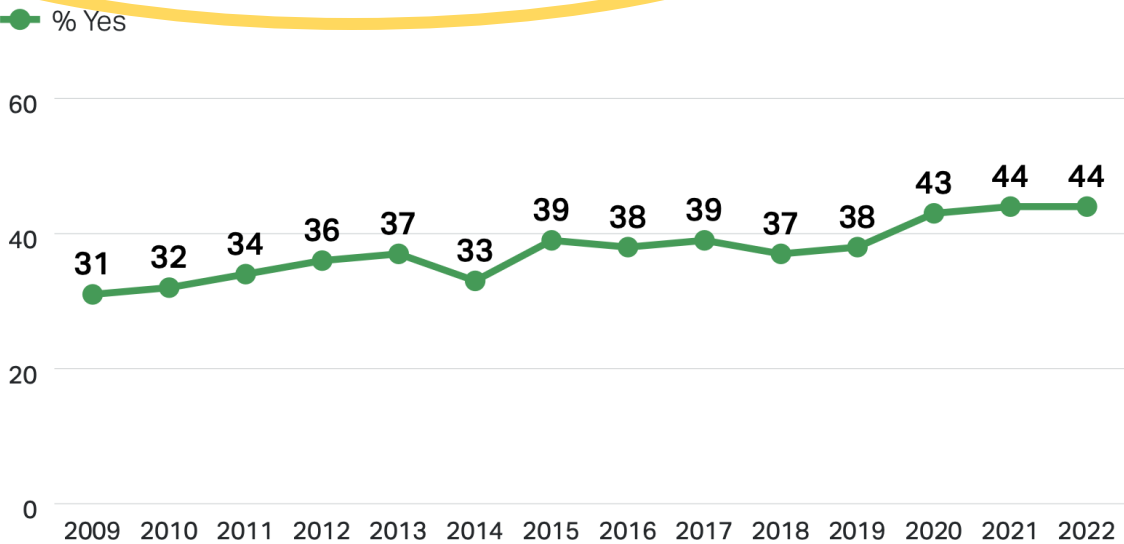
Loud quitting
(Actively disengaged)

Employee Stress Levels at Record High

Although the world has recovered from the worst of the pandemic, employee stress remained at a record-high level.

Daily Stress

Did you experience the following feelings during A LOT OF THE DAY yesterday? How about stress?



“By the time I’m done with work, I’m so exhausted that some days I don’t have the energy to hold a conversation. So, over time, I’ve had family [and] friends accuse me of not being socially receptive when they try to reach out.”

– IREGUME, 27,
CONSULTANT, NIGERIA

Discover more employee wellbeing data.

[View data.](#)

Employees **Silently Seeking** Another Job

Globally, over half of employees expressed some level of intent to leave their job.



Fifty-one percent of currently employed workers said they are watching for or actively seeking a new job.

When people see more job opportunities around them, they are more likely to see another job as a possibility. More competition for jobs leads to more enticing job offers and active recruitment as well.

Gallup data consistently show that engaging employees can create a moat of protection around them. A recent Gallup analysis found that engaged employees require a 31% pay increase to consider taking a job with a different organization; not engaged and actively disengaged employees, on average, want a 22% pay increase to change jobs.

“ I used to come home thinking only about work. I used to unload everything on my husband. Totally unsatisfied. Then, when I changed roles, it got a little better, but I was still unsatisfied.”

– RAQUEL, TRANSPORTATION ANALYST, BRAZIL

Discover more on
employee retention and
attraction data.

Executive Summary from the CEO

FROM THE CEO

This spring, the World Bank's chief economist Indermit Gill made a startling claim:

“ ***A lost decade could be in the making for the global economy. The ongoing decline in potential growth has serious implications for the world's ability to tackle the expanding array of challenges unique to our times — stubborn poverty, diverging incomes, and climate change.***”

The message is clear. Economic growth is slowing. And if we don't increase global GDP, every other problem gets harder to solve.

So, what can leaders do today to potentially save the world?

Gallup has found one clear answer: *Change the way your people are managed.*

In this year's *State of the Global Workplace* report, we estimate that low engagement costs the global economy \$8.8 trillion. That's 9% of global GDP — enough to make the difference between success and a failure for humanity.

Individual Reflection & Table Discussion: Making it Real

How many of you have had a boss that you
intentionally did **not** want to work hard for?

Why not? What did they **do**?

Could you (or other leaders) unintentionally
be doing this now?

The Key Driver of Workplace Engagement: **Culture**



"Culture eats strategy for breakfast."

~ Peter Drucker

Culture is **NOT Defined** By What's on the **Walls**



A culture is defined by the words, thoughts, actions, and behaviors that happen between the people that work there.

It's defined by the *feeling* someone gets when they're there.



How is the
engagement
in your
department
right now?



Leadership Culture



Silo Effect



One team, one mission.



Importance of **Humility**



Humility

If you don't **check your ego**, it will:

Blind you, making you **appear defensive** to your team.

Lead you to reject feedback and **struggle to adapt**.

Get **complacent** and **underestimate** the competition.

Create a **motivation void** with your direct reports.

Lose self-awareness and the ability to **self-assess** and **self-correct**.

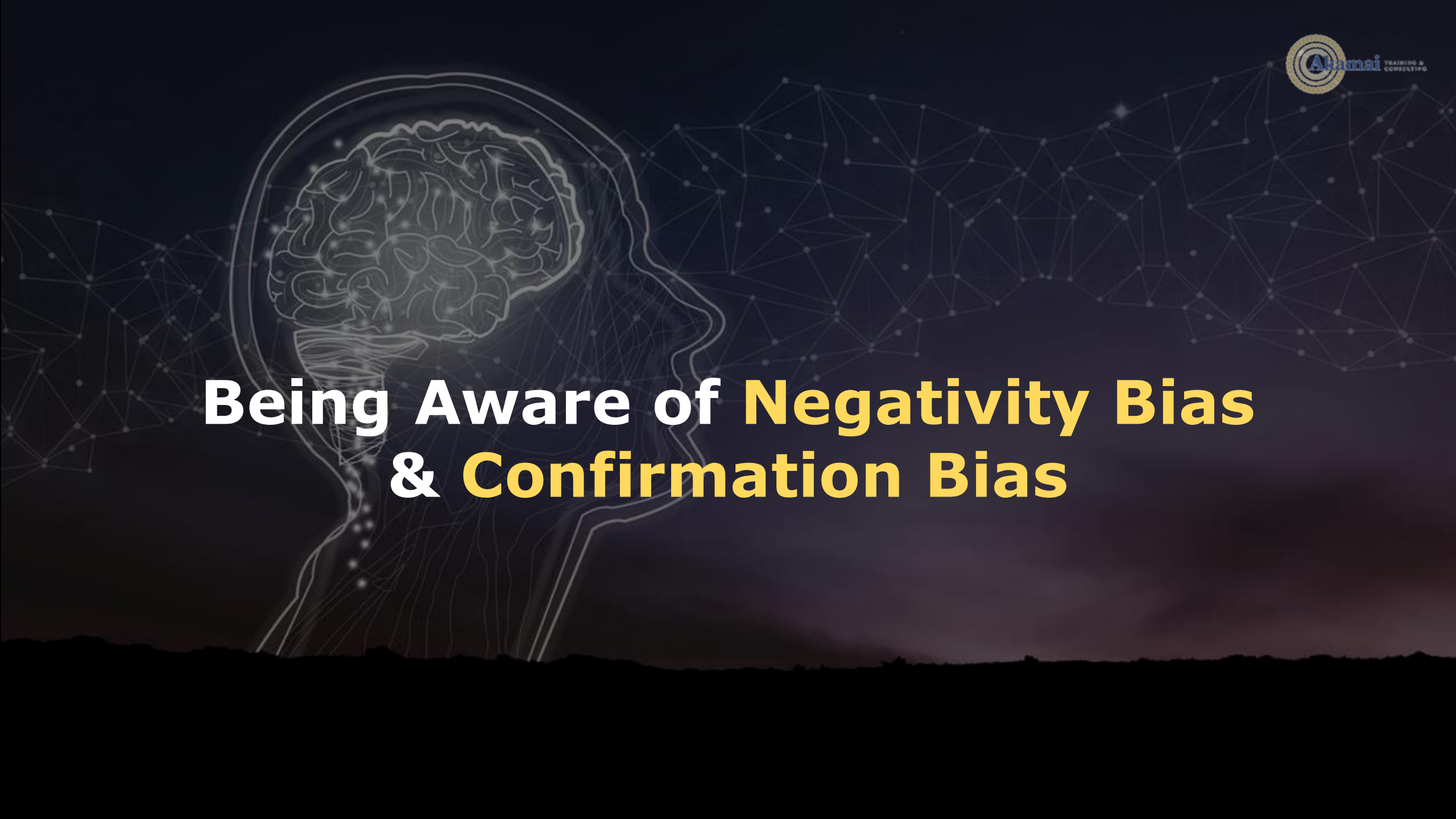
A stack of smooth, dark stones is balanced on a light-colored surface, with a body of water and a hazy horizon in the background. The stones are arranged in a tiered fashion, with the largest stone at the base and smaller ones stacked on top.

Assessing Your Culture

Individual Reflection & Table Discussion: Engagement

On a scale from 1 to 10, how **engaged** do **you** **feel** in your work right now? What's **influencing** that number?

What **percentage** of **employees** in your organization do you think are **truly engaged**?
Why?

The background features a stylized illustration of a human head in profile, facing right. Inside the head, a detailed brain is depicted with glowing nodes and connecting lines, suggesting neural activity or a network. The entire scene is set against a dark, textured background with a subtle network pattern of dots and lines. At the bottom, there is a dark silhouette of a landscape or horizon.

Being Aware of **Negativity Bias** & **Confirmation Bias**

A stack of smooth, dark stones is balanced on a light-colored surface, with a blurred background of water and sky. The stones are arranged in a tiered fashion, with the largest stone at the base and smaller ones stacked on top.

Creating Culture by *Design*

Great Workplace Cultures are *Intentional*

They require **focused, continuous** effort and **reinforcement** by the leadership team.

Energy, attitude, and commitment are **CONTAGIOUS** – they **spread** – whether **positive** or **negative**.

Individual Reflection: Great Cultures

Think back to a workplace culture where you
felt at your best.

What specific factors made that possible?

A background image showing a stack of smooth, dark stones balanced on top of each other, set against a blurred natural landscape with water and trees under a soft sky.

Purpose
Empowerment
Trust



JAMES KERR
LEGACY

WHAT THE ALL BLACKS
CAN TEACH US ABOUT
THE BUSINESS OF LIFE

Impact of a Clear Culture



New Zealand All-Blacks – Haka



“Successful cultures are organic and adaptive, they change and flow, yet always just under the surface is a bedrock of values, smoothed by the surface above, but unyielding.”

James Kerr

All-Blacks Rituals

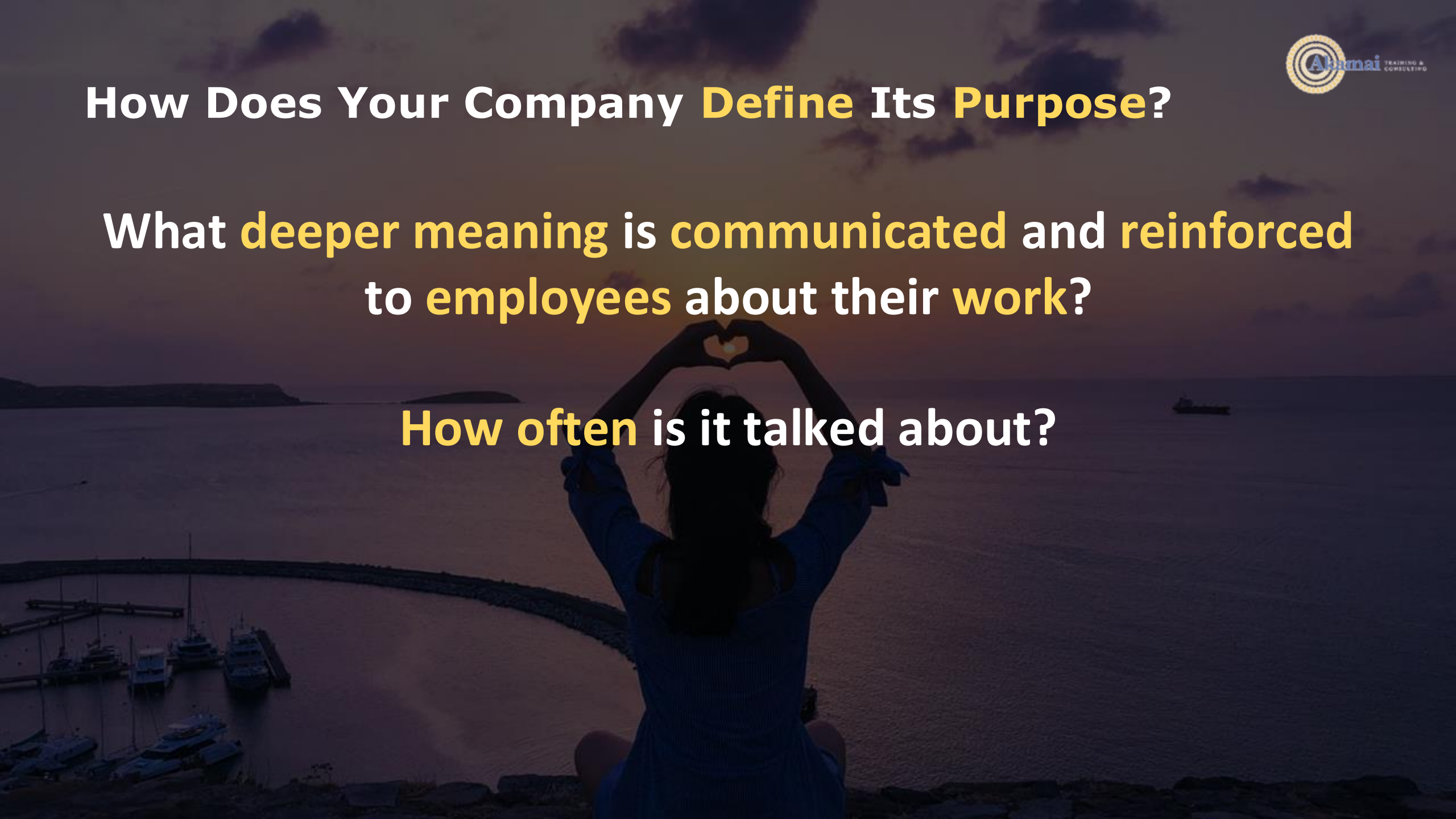
- Haka
- Taonga
- No Chairs
- Everyone Speaks
- Leaders Sweep the Shed



How Does Your Company **Define** Its **Purpose**?

What **deeper meaning** is **communicated** and **reinforced**
to **employees** about their **work**?

How often is it talked about?



We are **not** in the **coffee business** serving **people**,
We are in the **people business** serving **coffee**.

Howard Schultz



THE DREAM

Igniting the spirit of our
community through the
power of wellness.

Carillon Miami Wellness Resort



Napua

Waikoloa, Big Island

We **share** *our* Hawaii to **nourish** and **perpetuate aloha**.



St. Patrick Highschool, 1995-1996



Connecting to a **Sense of Place**



Pono Shim

President & CEO, Oahu Economic Development Board



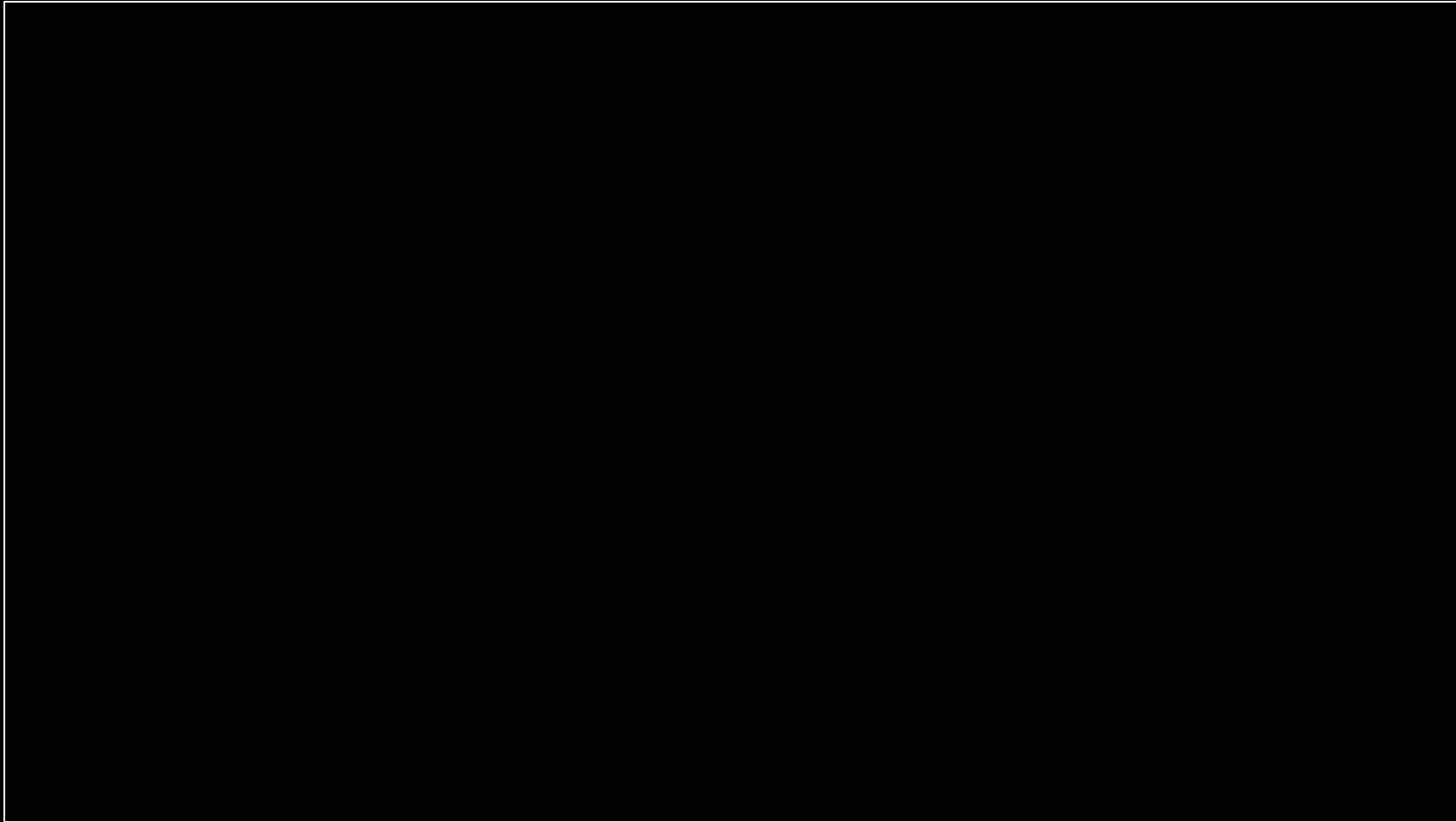
Extraordinary leader who defined **servant leadership**.

Unconditionally committed to Hawaii and her people, **building new connections** which **unite** and take the **conversation** to a **higher level**.

Trained thousands of people in Hawaii and throughout the world in the **Aloha Response**.

**Passed away on April 8, 2022 at 58 years from cancer.*

Pono Shim – E Ohana Hou



Individual Reflection & Table Discussion: Connecting to Purpose

How often do your leaders mention **why your work matters** – beyond metrics and deadlines?

How could you **enhance** your culture by helping employees **more clearly see** the **connection** between their **work** and the **bigger picture**?

"When the best rulers **achieve** their purpose,
their **subjects claim** the achievement
as their **own**."

Lao-Tzu

Cultivating **Empowered** Teams



A stack of smooth, dark stones is balanced on a light-colored surface, with a body of water and a hazy horizon in the background. The stones are arranged in a tiered fashion, with the largest stone at the base and smaller ones stacked on top. The overall scene is calm and serene, with soft lighting that suggests a sunrise or sunset.

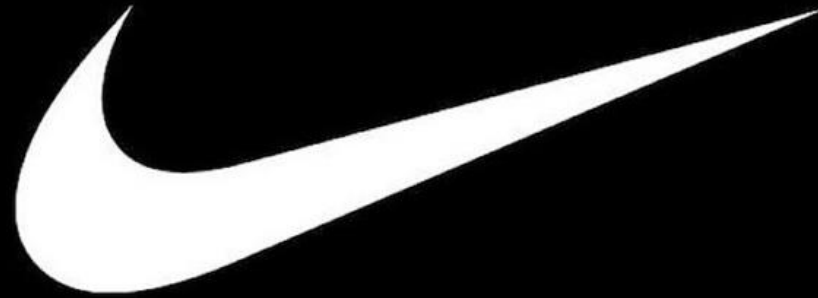
Igniting Your Tribe Mentality

Why would I *love*
working at your company?

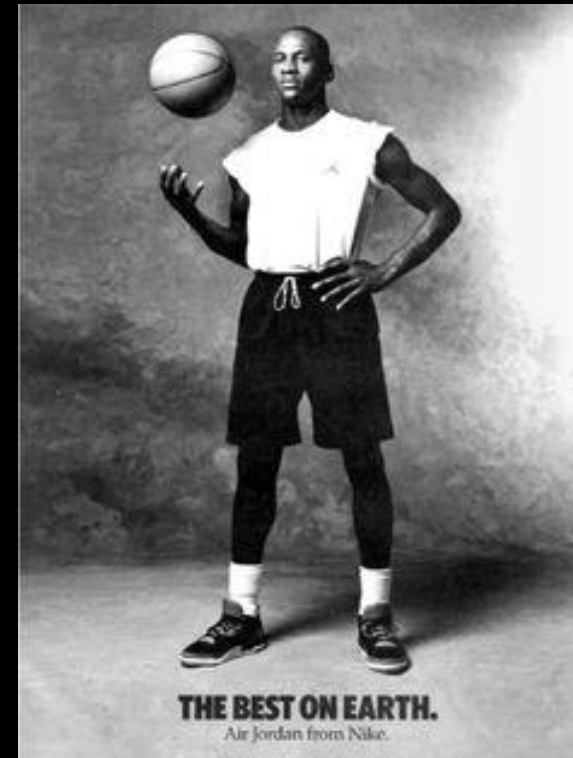
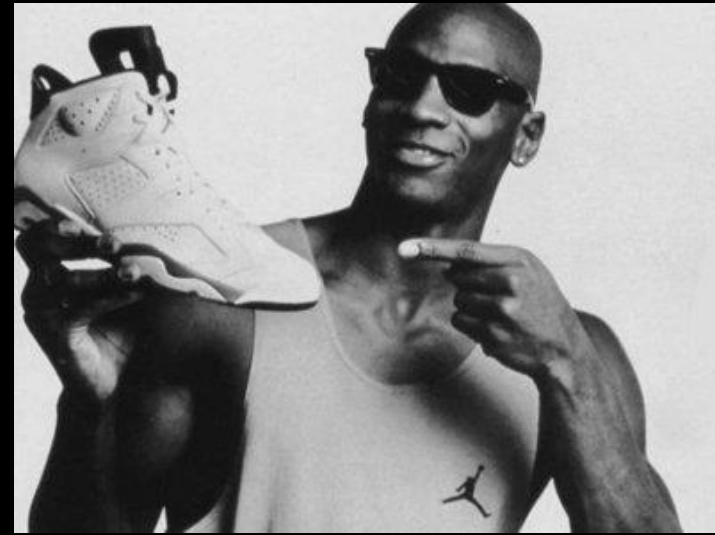
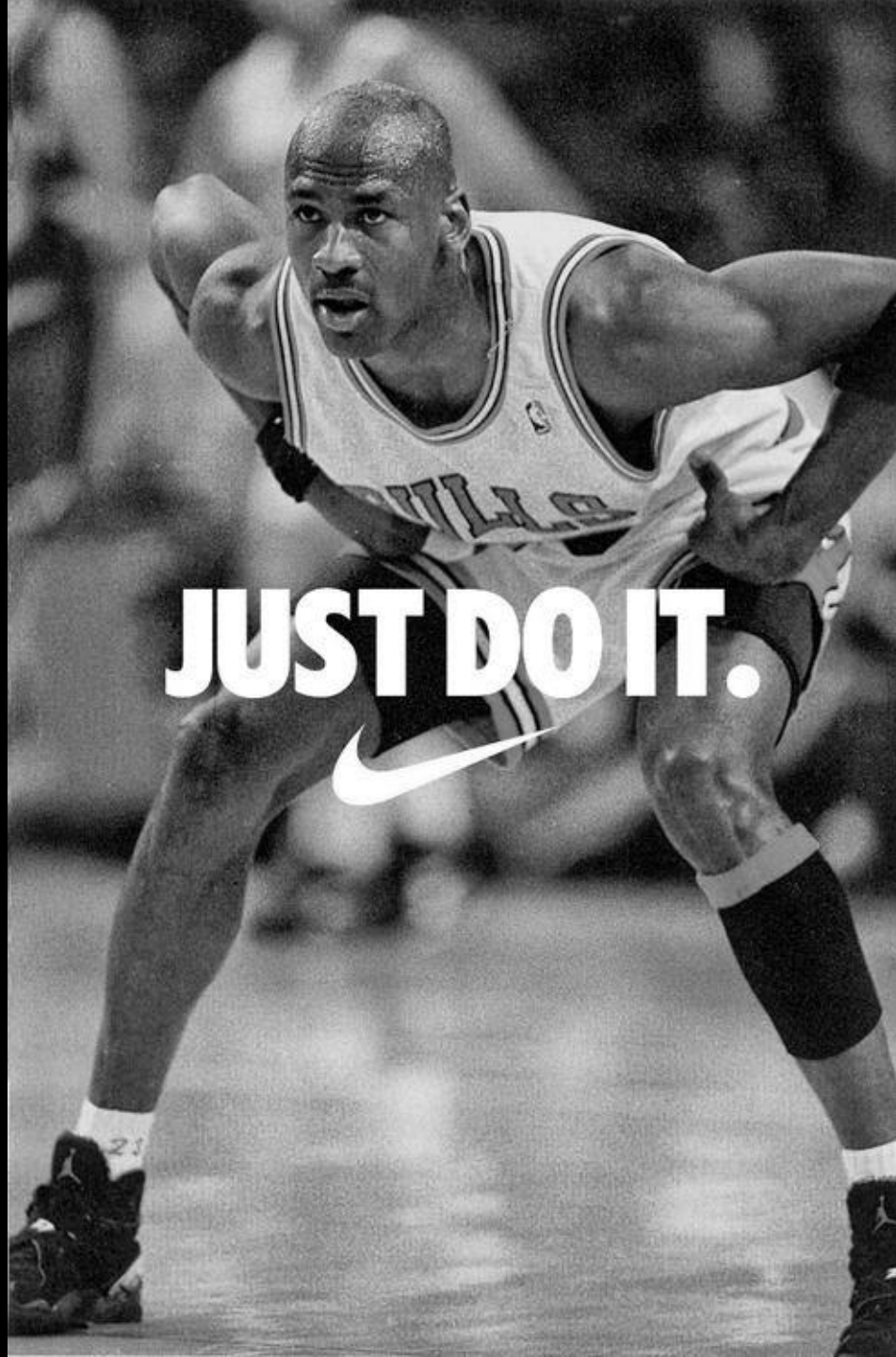
Lessons from Scott Bedbury



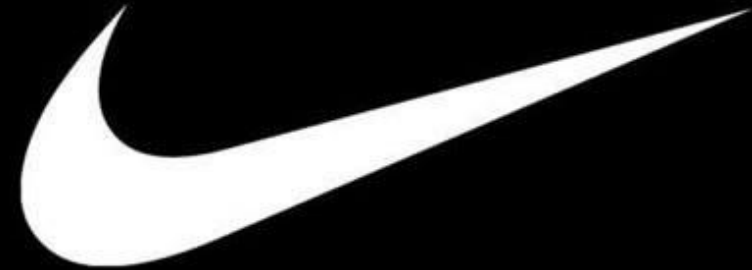
1987 Nike Campaign



JUST DO IT.



Scott Bedbury – Starbucks, 1998



STARBUCKS®

Coffee Shops in the 1990's





The best coffee
For the best **YOU.**

Taste of Inspiration.



“It’s not how you feel about the
product.

It’s how you
feel about **yourself,**
when you associate
yourself with the product.”

~Scott Bedbury

Case Study:
Shifting how we see
ourselves and
each other at



Individual Reflection & Table Discussion: The Reality

Why would someone **love** working at **your company**?

What still needs to happen for **everyone** in the company
to **feel** that way?

A sunset over a rocky beach with waves crashing against the shore. The sky is filled with orange and yellow clouds, and the water is dark blue. The foreground is a rocky beach with many small, dark stones.

**“Consistency over time is trust.
Trust is the foundation upon which
everything we do is built.”**

Satya Nadella, CEO of Microsoft

Life is short.
Let's do something extraordinary together.



Akamai's 2025 Leadership Programs:

Transformational Leadership

October 8-10, 2025

Emotional Intelligence

November 6-7, 2025

*Email Corey@AkamaiTraining.com with questions/interest.

Please keep in touch!

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LinkedIn

Instagram: [coreyPcampbell](#)

Unsung Hero



The best-kept **secret** of successful leaders is **love**:
staying in **love with leading**,
with the **people** who do the work,
with what their organizations **produce**, and with
those who **honor** the organization by **using** its work.”

James Kouzes and Barry Posner

An aerial photograph of a beach with turquoise ocean waves crashing onto a golden sand shore. The word "Mahalo" is centered in the upper half of the image.

Mahalo

Contact: Corey@AkamaiTraining.com

