Rethinking the Role of Wellbeing
For Humanized, High-Performing Organizations

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Imagine a World Where…

Workplaces are more human… that everyone can bring their best selves to work, find fulfillment and able to show up authentically human, and can go home the best version of themselves each day.
“Life accepts only partners, not bosses because self-determination is its very root of being.”

A human workplace is one that adapts, innovates quickly, involves everyone, communicates, and acts in perpetuity. It focuses on developing its people and creates relationships rather than transaction.
From Human to Dehumanized...

Once upon a time...
What Happens When Workplaces Become Dehumanized...

- 70% of workforce is disengaged
- 80% of employees report feeling stress on the job
7 out of 8 people in the American workforce work for an organization that doesn’t care for them, contributing to broken marriages, broken families and broken lives

~Bob Champan (CEO, Barry-Wehmiller)

https://www.youtube.com/watch?v=XLwS7vhXbY

Workplaces’ Role

• Reduced productivity and commitment to their employer
• **Heightened depression, anxiety, anger, irritability, and burnout**
• Difficulty concentrating at work
• Sleep disturbances
• Reduced job satisfaction

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Negative Job Conditions Impact:

- Drinking
- Smoking
- Drug abuse
- Overeating

Source: Jeffrey Pfeffer (2018), Dying for a Paycheck

Cholesterol
Glucose
Triglycerides
Depression/Anxiety
Workplace Injuries

Employee Engagement

Cost of Toxic Workplaces

- Can cause up to 120,000 excess deaths per year
- Account for ~$180 billion in additional healthcare expenditures

Source: Jeffrey Pfeffer (2018), Dying for a Paycheck

“Wellness or Else”

- Pry
- Poke
- Prod
- Punish
It’s Not About Physical Health

“At least 75% of the hazard to longevity can be captured with measures of socioeconomic status and job satisfaction. Socioeconomic status overwhelms and subsumes all the measured biological risk factors for all-cause mortality as well as most other mortal and illness end-points.”

Tying Health Outcomes to Insurance Premiums

Unaware of any insurance data that convincingly demonstrates charging higher insurance premiums results in lifestyle behavior change

**Net Promoter Score**

“How likely is it that you would recommend our company/product/service to a friend or colleague?”

**Health/Wellbeing Programs**

Wellness ≠ Healthcare Cost-Savings Strategy

Wellbeing Matters!

Engaged PLUS thriving wellbeing =

• 45% more likely to report high levels of adaptability in the presence of change

• 37% more likely to report always recovering "fully" after illness, injury or hardship

• 59% less likely to look for a job with a different organization in the next 12 months

Source: Rath & Harter (2010), Wellbeing: The Five Essential Elements
The Future & Changing Nature of Work

Rethinking “Business as Usual”

The VUCA World

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New Era: The Big Shift

“Business and HR leaders can no longer continue to operate according to old paradigms. They must now embrace new ways of thinking about their companies, their talent and their role in global social issues”

The Future of Business

“Organizations today are judged for more than their success as a business. They’re now being held responsible for their impact on society at large.”
“Today’s workforce is increasingly looking for more meaning, human connectedness, true happiness, and a desire to contribute positively to the world.”
Widely Loved Brands

Firms of Endearment (FoEs)

- 28+ widely loved companies
- Humanistic (value for ALL stakeholders)
- Company culture is biggest competitive advantage
People > Numbers

Investor return over 15 years

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<th>S&amp;P 500</th>
<th>FoEs</th>
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<td>Return</td>
<td>118%</td>
<td>1681%</td>
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More than an 14-to-1 ratio!

The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.

– Peter Drucker
Re-Humanizing the Workplace

A Model for Future-Proofing Your Organization

“The future of great workplaces lies in helping employees fuse their personal and professional lives in ways that position them to deliver their best work.”
The Thriving Organization Pyramid™
“Culture eats strategy for breakfast... operational excellence for lunch ... and everything else for dinner.”

-Peter Drucker

Humanistic Culture
The underlying attitudes, beliefs and values support employees as human beings desiring and deserving of autonomy, mastery and purpose rather than mindless machines that need to be controlled.

Building Safety & Belonging

“If leaders really want people to show up, speak out, take chances, and innovate, we have to create cultures where people feel safe.”

~Brene Brown, Braving the Wilderness
“Leadership is about being the best version of yourself so you can maximize your positive impact on the world.”
-Danielle Harlan

Quality Leadership
Cohesive team comprised of authentic, servant leaders who create the conditions for the organization to grow and employees to flourish; a leadership mindset is developed at all levels.

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“Leadership today is about unlearning management and relearning to be human.”
~Javier Pladevall
(CEO of Audi Volkswagen, Spain)
Leadership is a BEHAVIOR, Not a Title

Supportive Climate
Policies, procedures, practices and environment align with desired culture.

Effective Communication
Frequent, clear and consistent communication that creates transparency.

Trust, Connection, and Support
Psychological safety is created for teams; and genuine, caring relationships exist between employees at all levels.

Purpose Over Profit
The organization has a “why” beyond profit that empowers employees to feel part of something meaningful and bigger than themselves.
“Buy-in is not an option. Everyone needs a plan either to sign up and support the organization or to sign out of the organization. There is no third option to stay and hate.”

~Cy Wakeman

Holistic support of wellbeing allows for self-actualization and for employees to be the best version of themselves.
Redefining Health, Wellness, Wellbeing

"Health is not freedom from the inevitability of death, disease, unhappiness and stress but rather the ability to cope with them in a competent way."

– Illich, Medical Nemisis, 1975

EthicalWellness.org

• Endorse & comment on the Code of Conduct

• Bringing sanity, humanity and ethics back to Health & Wellness efforts
Now What???
Your Role in Influencing a More Human Workplace Culture

“The companies that attract, retain and motivate a great workforce, and the workplaces that keep their employees physically and mentally healthy, do so not by offering people cute amenities...

What matters – for employee engagement and productivity and, more important, for employee physical and mental health – *is the work environment and the work itself*...”

~Jeffrey Pfeffer (Dying for a Paycheck)
“First, Do No Harm... stop doing the things that create toxic work environments”

Source: Jeffrey Pfeffer (2018), Dying for a Paycheck

Start Building Relationships
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