



Reframing the Well-Being Value Proposition for Sustainable Results

September 26, 2013

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Moving From Good to Great



- **“A good hockey player skates to where the puck is. A great hockey player plays where the puck is going to be.”**

~Wayne Gretzky



What We Perceive as “Wellness”



Low Number of Sick Days

Regular Preventive Care

Healthy Weight

Normal Cholesterol

Eating Fruits

Physically Active

Use alcohol in moderation

Normal Blood Pressure

Manage Stress

Getting Enough Sleep

Normal Glucose

Non-Smoker

Low Fat, High Fiber Diet

Use Sunscreen

Eating Vegetables

Wear Seatbelts

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When Employees Feel “Un-Well”



Company Doesn't Care

Pulled in too many directions at work & home

No time for me

OVERWHELMED

Not enough resources

Worried about layoffs

Too much to do

Co-workers Don't Care

Feel Trapped in my job

Unrealistic Company Demands

Don't like what I'm doing

All work and no play

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The Story of ABC Company Before / The Start of the Journey



- Traditional Wellness Program
- No company vision or values
- No formal leadership development plan
- No succession plan
- **Decent environment and morale, but not Great**
 - Lack of accountability with management / favoritism
 - Not celebrating successes
 - Lack of meaningful communication

September 24, 2013

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The Capacity Crisis

Why Culture and Well-Being Matter Now More Than Ever!

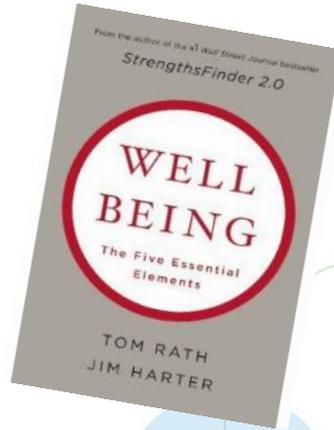
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Individual Well-Being



5 Universal, Interconnected Elements:

- Career Well-Being
- Social Well-Being
- Financial Well-Being
- Physical Well-Being
- Community Well-Being



The Realities of Workplace Stress in America



- 69% of adults with high stress report increased stress over past year; 35% report increased stress overall. (APA, Feb. 2013)
 - **Main sources of stress: Money (69%) , Work (65%)**
- **80% of workers feel stress on the job.** (American Institute of Stress, 2011)
- **Workplace stress is as bad for the heart as smoking & high cholesterol.** (JAMA, Oct. 2007)
- 90% of all visits to primary care doctors are related to stress. (JOEM, Oct. 1998)

The Crisis of Capacity



- **Humans are NOT Computers!**

- Continuously, at high speeds, for long periods of time, running multiple programs at the same time.



Source: Tony Schwartz (The Energy Project, www.theenergyproject.com)

Capacity and Energy



Energy (n).

The capacity to do work.



10 hours @
60% Capacity
= 30 hours of
work



8 hours @ 80%
Capacity
= 32 hours of work



Source: Tony Schwartz (The Energy Project, www.theenergyproject.com)

Collateral Damage of Stress Impact on Energy and Capacity



- 64% of people frequently feel irritable, impatient, and anxious at work.
- **62% of people who do not take regular breaks become:**
 - Less productive
 - Less engaged
 - Less efficient
 - Less focused

Source: Tony Schwartz (The Energy Project, www.theenergyproject.com)



**Just Because the ACA Says You CAN,
Doesn't Mean You SHOULD!**
Rethinking "Wellness"

Traits of Human Nature

- To be curious
- To be active
- To initiate thought and behavior
- To make meaning from experience
- To be effective at what we value



Sources: Brandt (1999) & Chance (1992)

Why We Do What We Do

Autonomy & Authenticity:

- Actions come from true sense of self



Control & Alienation:

- Actions come from being pressured
- Acting without sense of personal endorsement
- Behavior isn't expression of self

14 Source: Deci, E. (1995). *Why We Do What We Do: Understanding Self-Motivation*

Increasing Cost of Incentives



- 86% of companies use incentives in wellness programs
- **Average Incentive Values Increasing:**
 - 2013: \$521
 - 2011: \$460
 - 2009: \$260

Heavy Use of Extrinsic Incentives → It costs more over time to get the same result.

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Source: National Business Group on Health (2013)

A Tale of Two Employees...



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Changing the Question...



How can we create
CONDITIONS within which
others will motivate
themselves?

17 Source: Deci, E. (1995). *Why We Do What We Do: Understanding Self-Motivation*



Moving Beyond Behaviors The Critical Role of **THINKING**

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Reality of Human Development Why Behavior Modification Isn't Sustainable



The Role of the Brain in Change

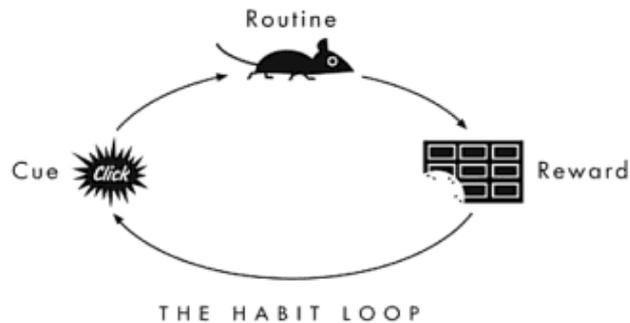


Prefrontal
Cortex



Basal
Ganglia

The Habit Loop



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Source: Charles Duhigg (2012), *The Power of Habit*

Brains Are Like RW CDs



“Scientists estimate that the average person has **50,000 to 60,000 thoughts a day. 90% of those are repetitive. 85% of the repetitive thoughts are negative.** If leaders have approximately 45,900 negative thoughts a day, and, their followers are doing the same, the most important skill that leaders can develop is training the mind to lead.”

- ~Suzanne Kryder, Ph.D. (www.themindtolead.com)



The Role of Intrinsic Thinking

A Road Map for Sustainability

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Defining & Assessing Effective Thinking Patterns

ROBERT S. HARTMAN, PH.D.



Life Question:
“Why is evil so easy to organize, while good is not?”

Life Purpose:
“I dedicate myself to finding out how to organize good.”

Good Defined:
A thing is good when it has all its properties

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Values Thinking / Valuing



Hartman's Hierarchy of Values:

- **Intrinsic (I)** – valuing individual uniqueness
- **Extrinsic (E)** – valuing function
- **Systemic (S)** – valuing concepts/ideas; *ought/should*
- **I > E > S** – people are more valued than things; things are more valued than mere ideas of things or people.

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Sources: Hartman (1967) & Pomeroy (2005)



***“We cannot solve problems
by using the same kind of
thinking we used when we
created them.”***

~Albert Einstein

Shifting Thinking Patterns “Cracking Open the Intrinsic”



CHRISTINA MARSHALL



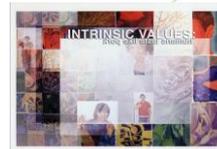
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Intrinsic Coaching® Strengthening Intrinsic Intelligence



“A paradigm changing approach to better results for, with, and through people” by “increasing people’s capacity to think better about choices, especially by increasing intrinsic thinking” (Intrinsic Solutions International)

- **Shifts thinking to I>E>S:**
 - Improves Resiliency and Work/Self Balance
 - Improves Communication
 - Improves Relationships
 - Teams: Get more done in less time



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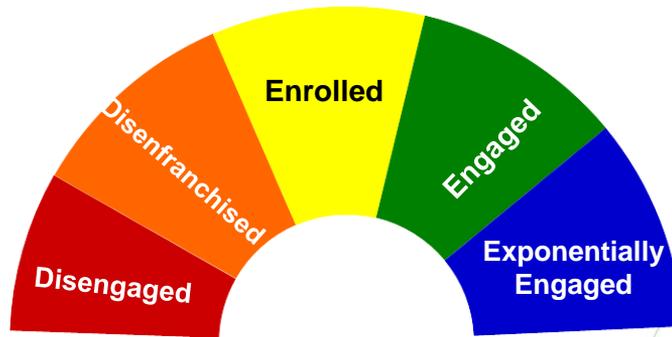
Why Culture Matters

The Link to Well-Being

Organizational Culture



Engagement Continuum



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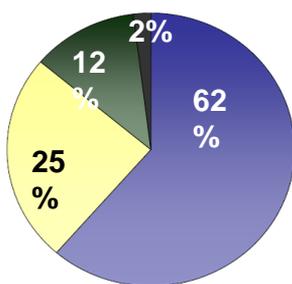
Source: Adrian Gostick & Chester Elton, *All In: How the Best Managers Create a Culture of Belief and Drive Big Results* (2012)

Engagement & Physical Health

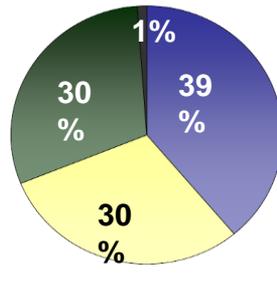


Effect of Work Life on Health

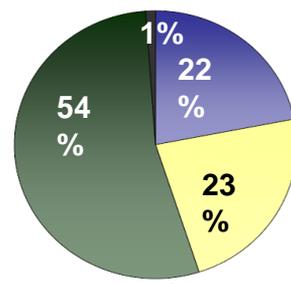
■ Positive ■ None ■ Negative ■ Don't Know / Refused



Engaged



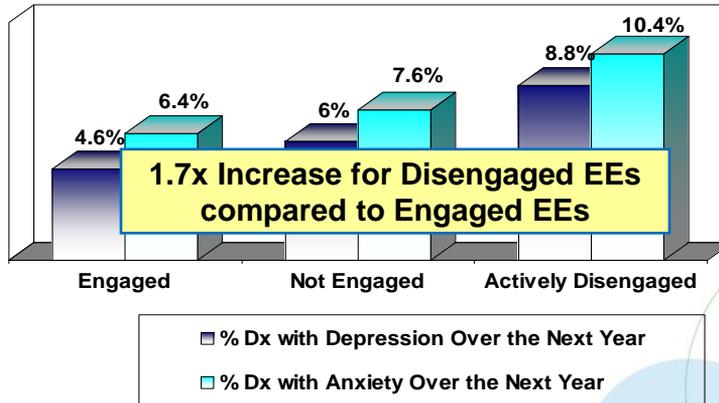
Not Engaged



Actively Disengaged

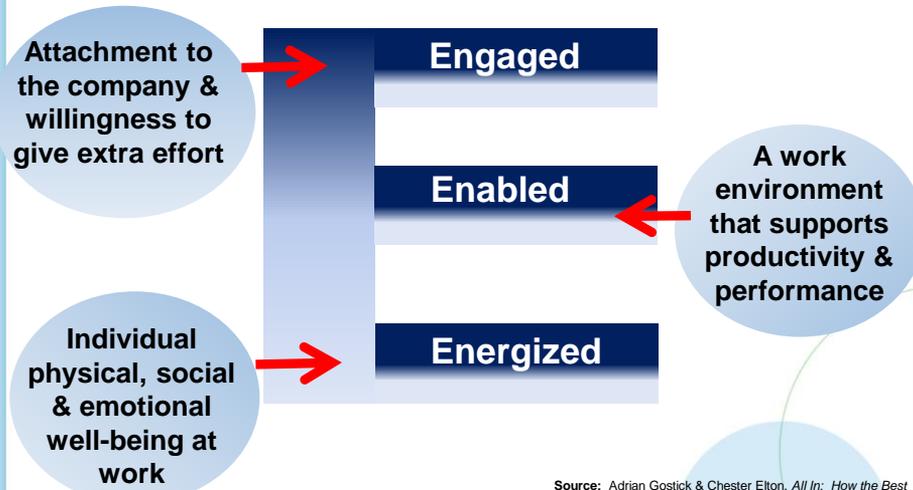
Source: Crabtree, *Gallup Management Journal* (2005)

Disengagement & Mental Well-Being



Source: Robison, *Gallup Management Journal* (2010)

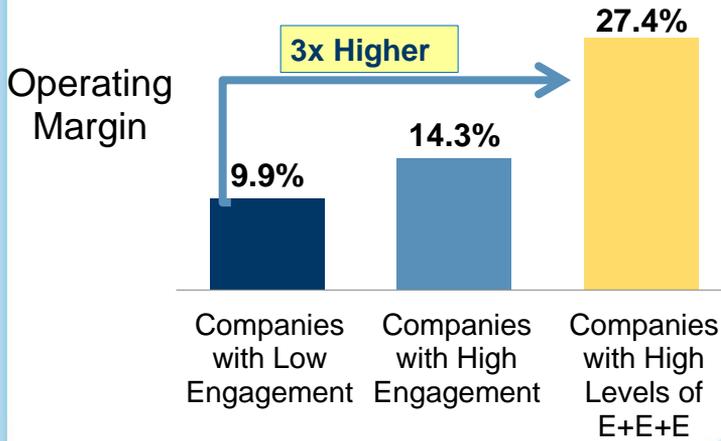
A High-Performing Culture: Exponential Engagement



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Source: Adrian Gostick & Chester Elton, *All In: How the Best Managers Create a Culture of Belief and Drive Big Results* (2012)

Competitive Advantage of E + E + E



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Source: Adrian Gostick & Chester Elton, *All In: How the Best Managers Create a Culture of Belief and Drive Big Results* (2012)

Organizational Health



”An organization is healthy when it is whole, consistent, and complete, that is, when its management, operations, strategy and culture fit together and make sense.”



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Source: Patrick Lencioni, *The Advantage* (2012)

Organizational Health: 2 Requirements For Success



Smart:

- Strategy
- Marketing
- Finance
- Technology

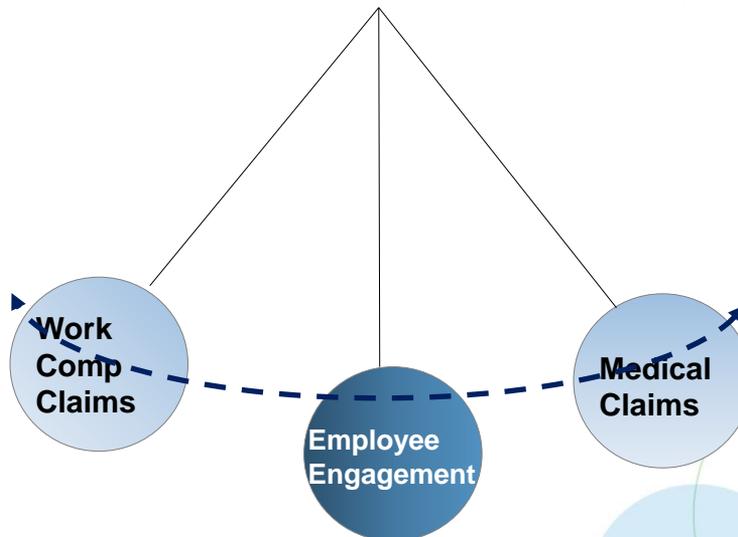
Healthy:

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

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Source: Patrick Lencioni, *The Advantage* (2012)

The Pendulum of Claims Costs



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“Culture eats strategy for breakfast, operational excellence for lunch, and everything else for dinner!”

~Peter Drucker

4 Keys to a World-Class Culture

- **Trust:** employees and management operate with the utmost integrity
- **Respect:** employees and management feel valued
- **Effective Communication:** clarity of vision, purposeful listening and meaningful messaging
- **Meaningful Relationships:** employees and management view each other as valued partners



It's a Journey...



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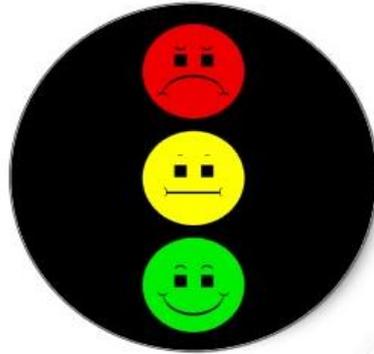
Leaders' Role in Organizational Health

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Leadership Creates Culture



50-70% of employee's perception of the organization's climate can be traced to the actions of the leaders.



Sources: Consortium for Research on Emotional Intelligence in Organizations (2001); Adrian Gostick & Chester Elton, *All In: How the Best Managers Create a Culture of Belief and Drive Big Results* (2012)

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Leaders' Role in Well-Being



- **Leaders shouldn't ignore well-being as if it's beyond the scope of their jobs.**
- **People who agree their manager cares about them as a person:**
 - Are more likely to be top performers
 - Produce higher quality work
 - Are less likely to be sick
 - Are less likely to change jobs
 - Are less likely to get injured on the job

Source: Rath & Harter (2010), *Wellbeing: The Five Essential Elements*

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It All Comes Down to Leadership



Organizational Effectiveness & Health Determined by:

- Who leaders are BEING, not what they're doing.
- Cohesive leadership teams
- **Leaders recognizing when their thinking isn't serving them**
- **Leaders being *intentional* vs. habitual in their thinking and actions**
- Leaders recognizing the importance for their ongoing development.

Sources: The Arbinger Institute, *Leadership and Self Deception* (2010); Patrick Lencioni, *The Advantage* (2012)



Putting Concepts Into Action

The Journey Towards Sustainable Well-Being

Shifting from Behavior Change to Culture



“Behavior change is really the mantra of wellness, but if a person achieves a lifestyle behavior change, only to return to the same unhealthy environment, what can we expect will happen? **We set up wellness for failure if we don’t work on improving the environment and culture before we work on individual behavior change.**”

(Dee Edington, Ph.D., *The Art of Health Promotion*, Sept./Oct. 2012)

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Shifting Our Approach



Yesterday’s Approach

HA

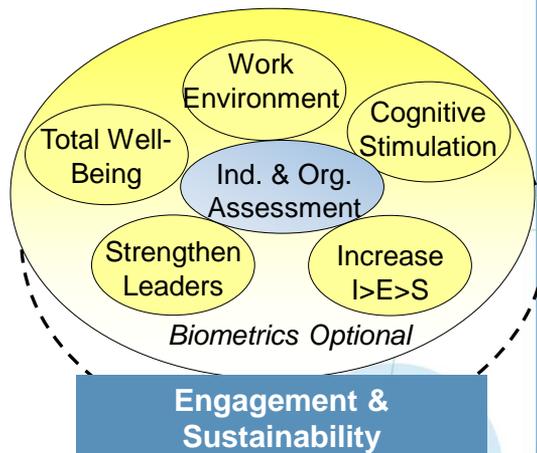
Biometric Screenings

Incent Behaviors

Limited in scope; lacking in sustainability



Today: Organizational Well-Being



If You Don't Manage Culture, It Will Manage You!



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The Story of ABC Company... After / The Ongoing Journey



The Journey:

- Total Well-Being
- Comprehensive Leadership Development Plan
 - Senior Leadership Team
 - Managers/Supervisors
 - Emerging / Future Leaders
 - Succession Planning
- Clarifying Company Vision & How EEs Fit
- Treadmill Desks / Sit-to-Stand Workstations
- Intrinsic Coaching® services for employees

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The Story of ABC Company... After / The Ongoing Journey



- Perceived cultural norms improved dramatically with regards to Senior Leadership and Direct Supervisors
- Significant improvement in overall work climate & support of well-being
- **Improvement in overall employee engagement**
- **Significant improvement in employees feeling valued**
- **Significant improvement in satisfaction with company communication**
- Significant improvement in clarity of company vision and how each employee fits into the bigger picture
- Significant improvement in perception of direct supervisor support of safety and well-being programs

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Questions to Ponder...



- Based on what you've learned today what is beginning to open up for you that might impact the well-being of your organization?
- How much of what you're doing is based on evidence versus outdated paradigms and beliefs?
- What next step would be most meaningful for you to "move the needle" towards World-Class?



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