



Why Organizational and Employee Well-being are Critical to Your Community

Jon Robison, Ph.D., M.A., M.S., CIC®



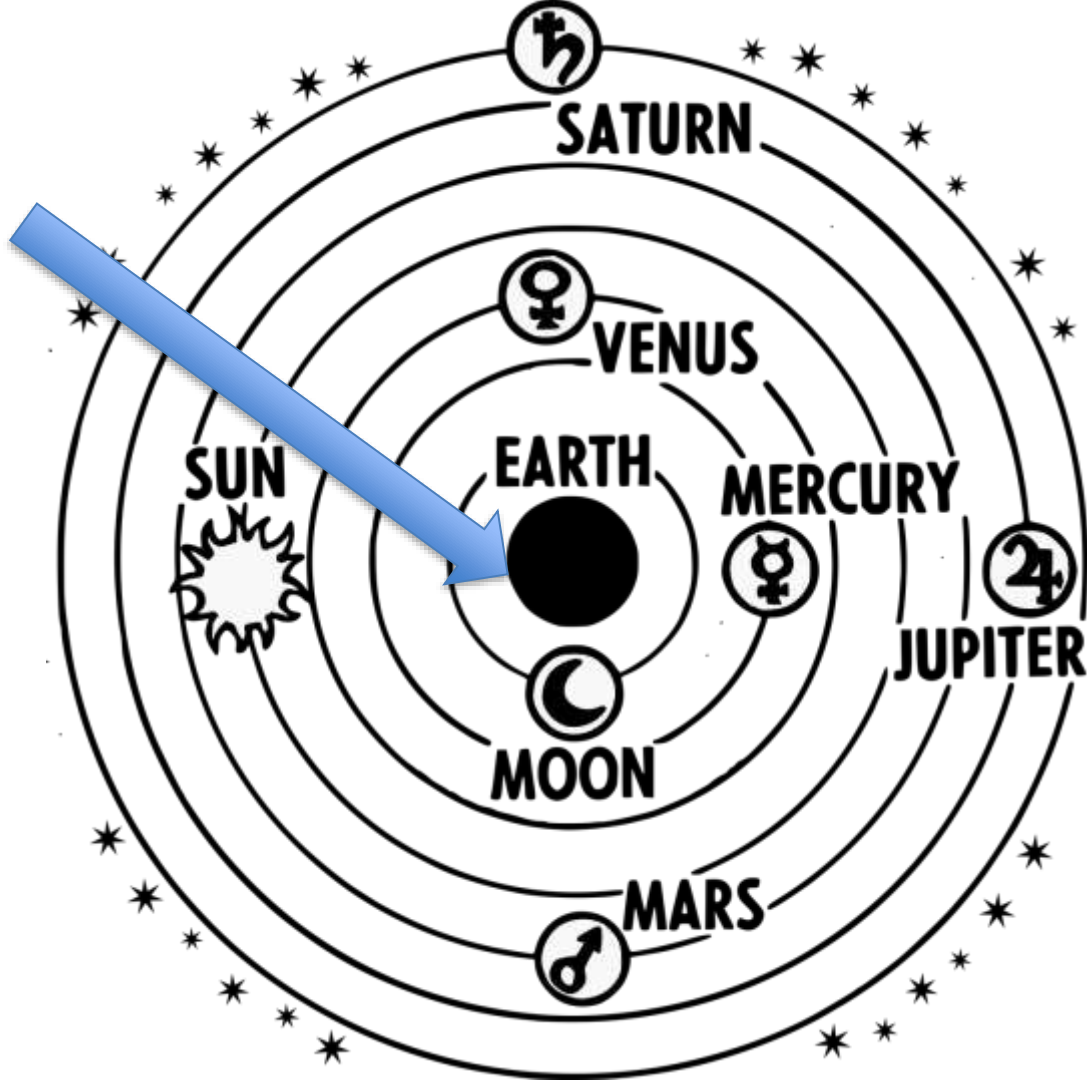


Paradigms: A Paradigm Is:

“A frame of reference from which we determine how we feel about and interact with our surroundings.”

“A set of rules and regulations that defines boundaries and tells us what to do to be successful within those boundaries.”







Agenda - A Tall Order

Organizational Health

Leadership

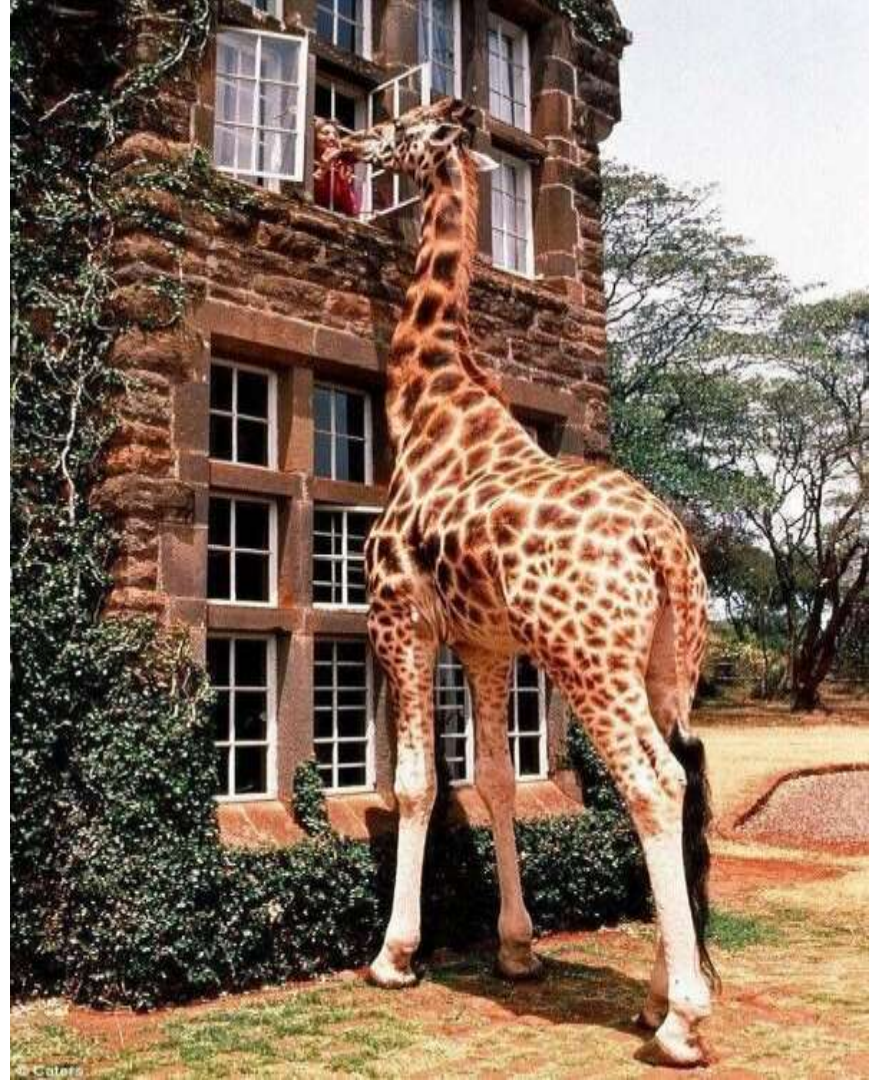
Culture

Employee Wellbeing

Healthcare Costs

Social Determinants

~~Mideast Peace~~



Agenda - A Tall Order

“Rehumanizing” The Workplace

Organizational Health

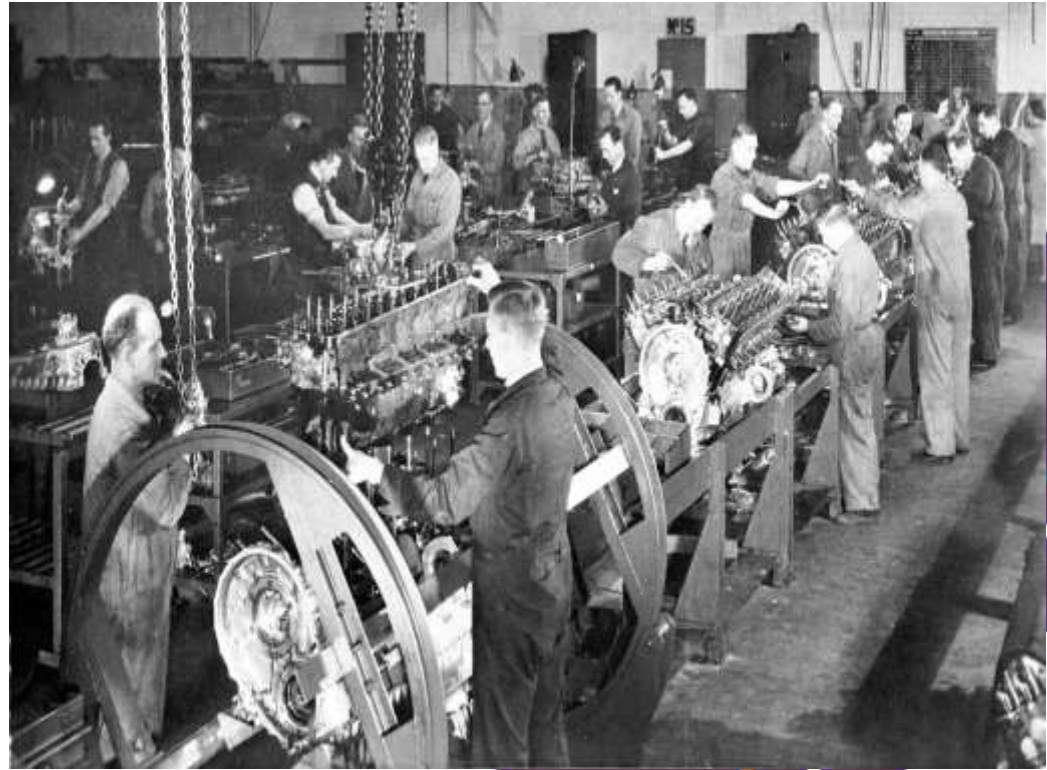
Leadership

Culture

Employee Wellbeing

Healthcare Costs

Social Determinants



State of The American Workplace

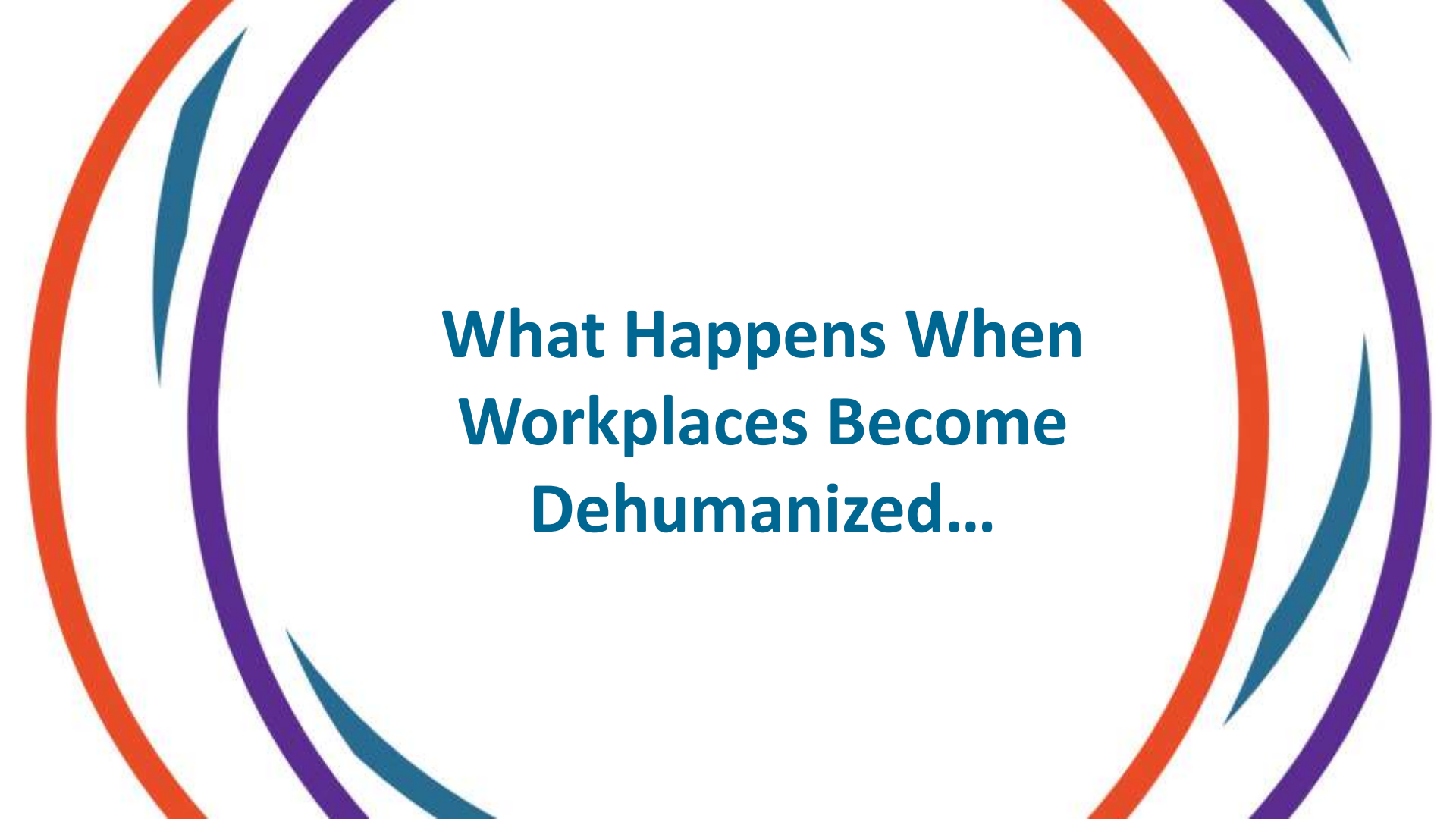
“A Humanity Crisis”

\$450-\$550 billion dollars a year

“7 out of 8 people in our workforce go home every day feeling they work for a company that doesn’t care about them.”

Bob Champan (CEO, Barry-Wehmiller)





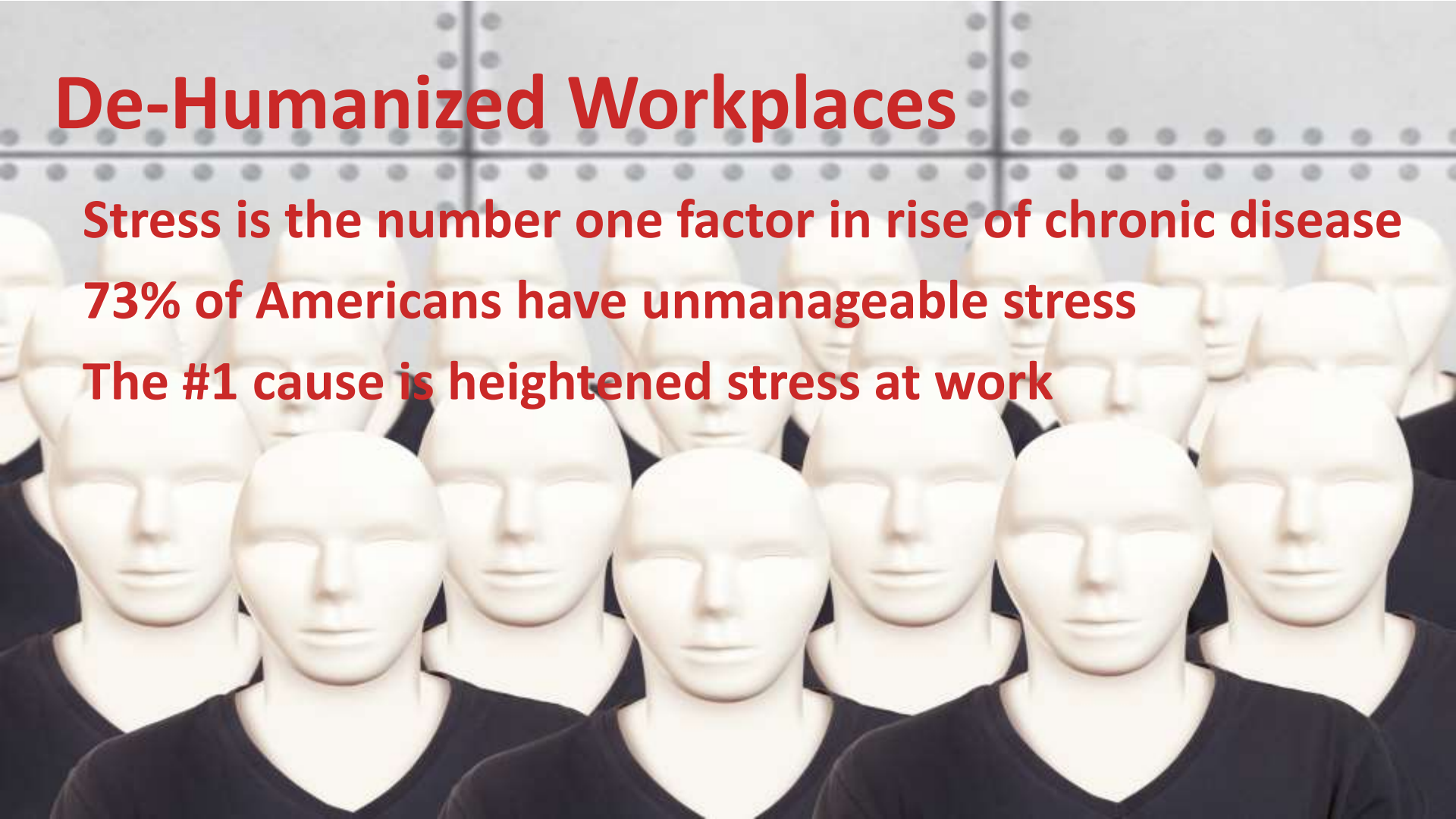
**What Happens When
Workplaces Become
Dehumanized...**

De-Humanized Workplaces

Stress is the number one factor in rise of chronic disease

73% of Americans have unmanageable stress

The #1 cause is heightened stress at work



Global Epidemic - “Death By Overwork”

Japan **KAR**●**SHI** 過勞死

China



Guolaosi

600,000 people
per year!

1600 per day!

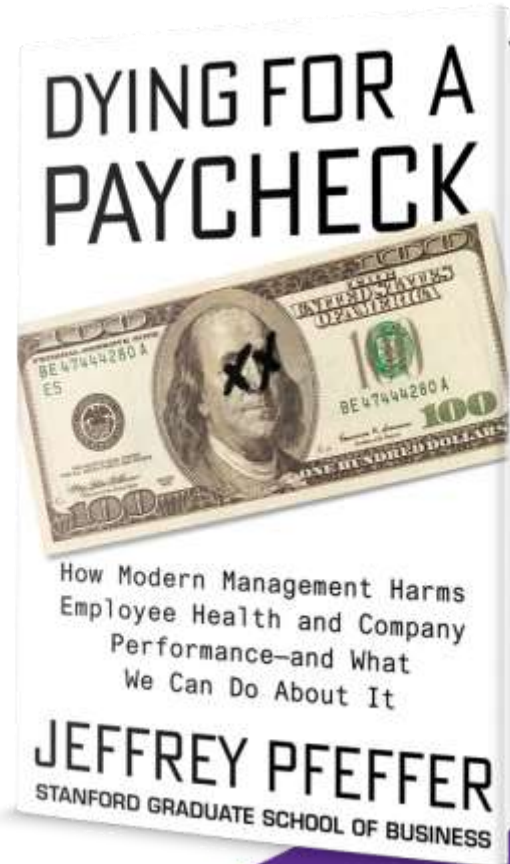


“Right to
disconnect”

U.S. - Cost of De-Humanized Workplaces

- \$180 billion in additional healthcare expenditures
- Can cause up to **120,000 excess deaths** per year
- **Fifth leading cause of death**

Source: Jeffrey Pfeffer (2018), *Dying for a Paycheck*
<https://www.youtube.com/watch?v=LL-pkKEHMkE>



U.S. - Cost of De-Humanized Workplaces

Negative job conditions affect individual's:

- Drinking
- Smoking
- Drug abuse
- Overeating



A Dangerous Myth

1%

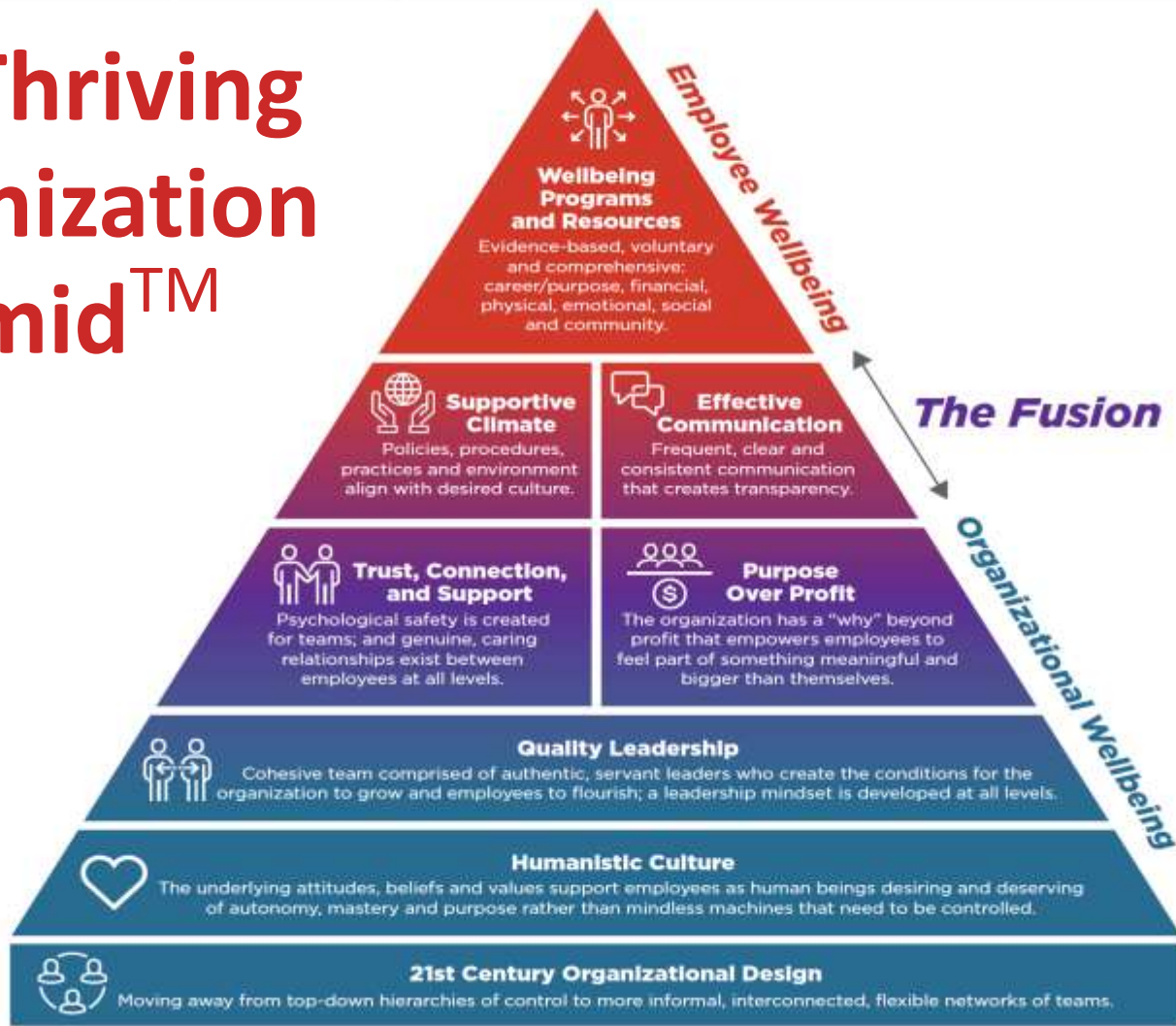
Likelihood of being fulfilled in life if not fulfilled at work.

Imagine a World Where...

Workplaces are **more human-** so that everyone **can bring their best selves to work, find fulfillment and be able to show up authentically human, and can go home the best version of themselves each day.**



The Thriving Organization Pyramid™



2 Biological Imperatives of Life

1. **Life must be free to create itself** - something is “alive” if it has the capacity to create itself: **“autopoiesis”**
2. **Life is systems seeking** - there is **the need to be in relationship**



**Self-
Determination:
At The Root of
Life**

Self Organizing

Self Managing



Self Determination - At The Root of Life

Thousands of chemical processes happening concurrently and in coordinated fashion.



100 billion neurons processing 400 billion pieces of information every second.

Self Determination - At The Root of Life

Humans - Complex Living Systems

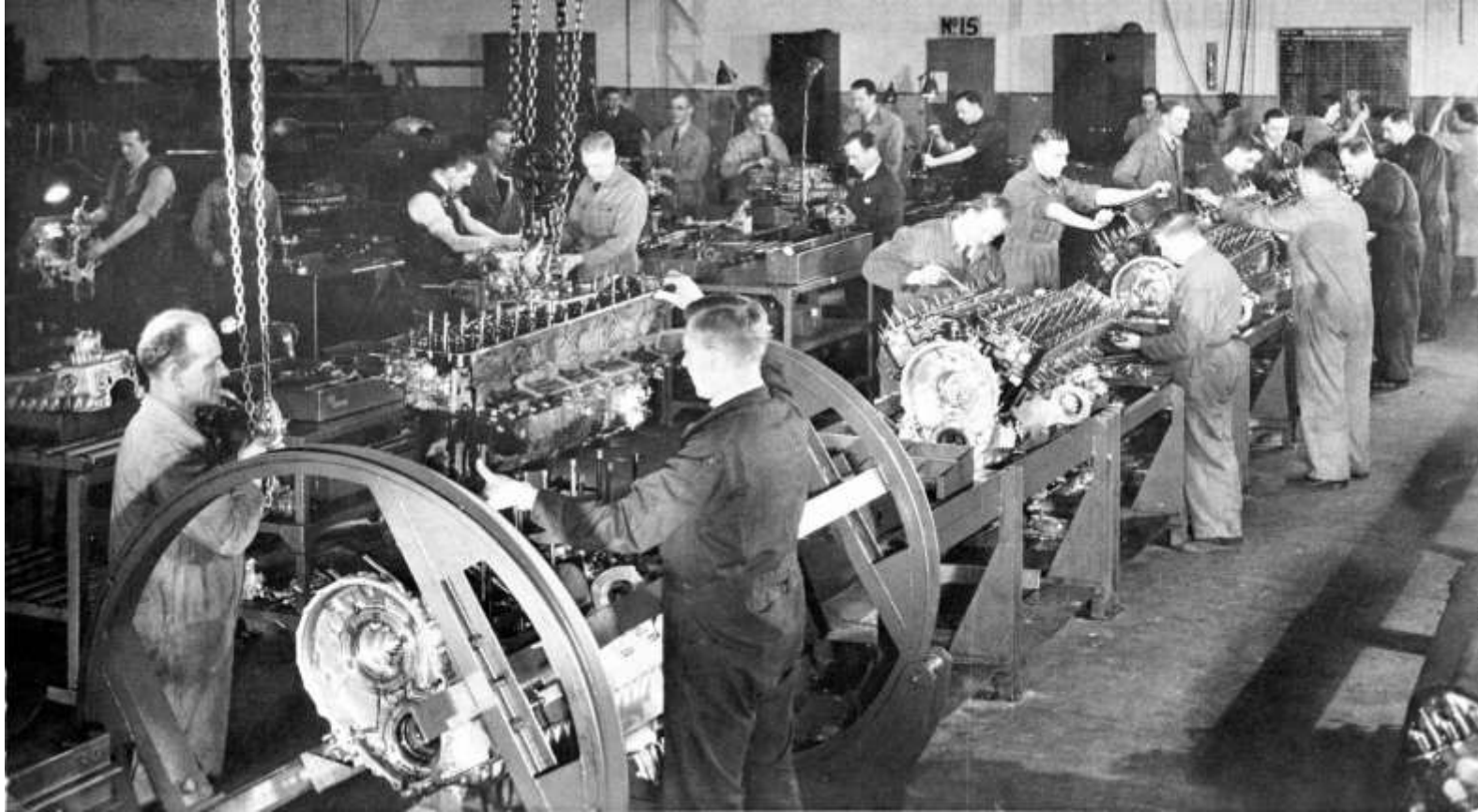




Organizational Health

Scientific Management

a.k.a.
Control
the
Machine



Scientific Management Control the Machine



“Each man must give up his own particular way of doing things, adapt his methods to the many new standards and grow accustomed to receiving and obeying instructions, covering details large and small, which in the past had been left to individual judgment.

The workmen are to do as they are told.”

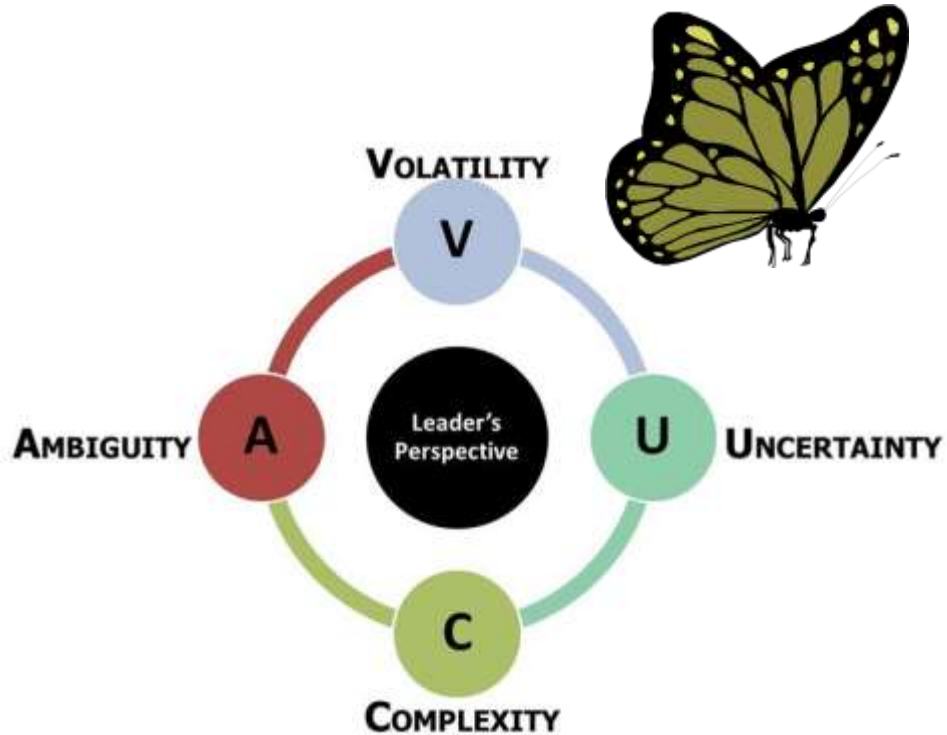
Rethinking The Nature of Organizations As Living Systems...

These days, a different ideal for organization is surfacing. We want organizations to be **adaptive, flexible, self-renewing, resilient, learning, intelligent** - attributes found only in living systems. The tension of our times is that **we want our organizations to behave as living systems, but we only know how to treat them as machines.**”



“VUCA” - The New Disruptive Reality

- **Demographic Upheavals**
- Digital Technology
Social Media
- **Rate of Change**
- New Social Contract



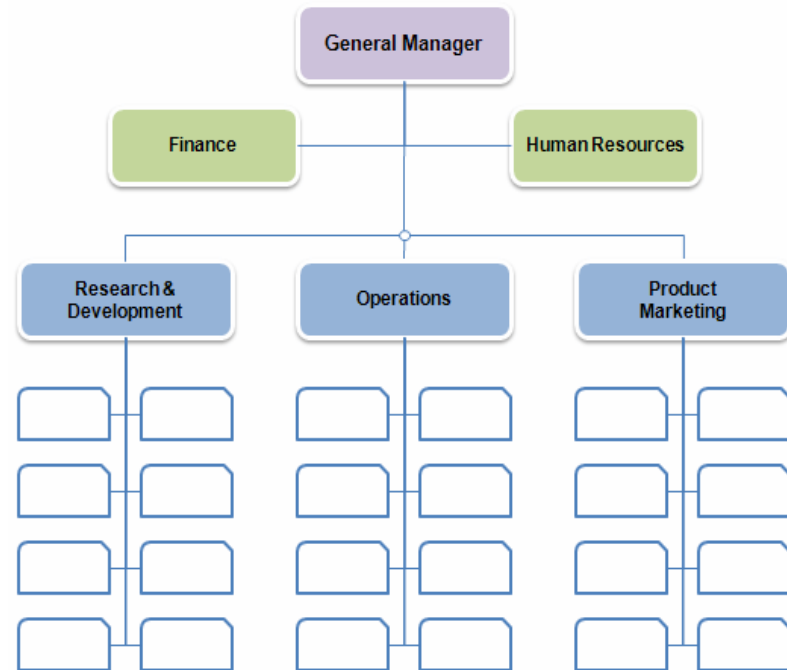


The Future of Business - Is Now!

Deloitte Global Human Capital Trends - 2016

“The days of the **top-down hierarchical organization** are slowly coming to an end, but changing the organizational chart is only a small part of **the transition to a network of teams**. The larger, more important part is to change how an organization actually works.”

Functional Organizational Structure



Organizational Health

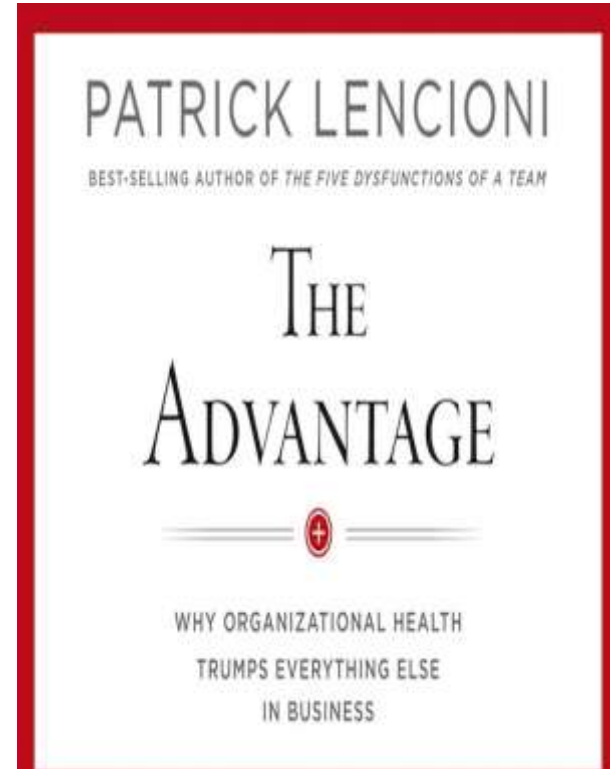
In order For an Organization to Succeed

SMART

- Strategy
- Marketing
- Finance
- Technology

HEALTHY

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

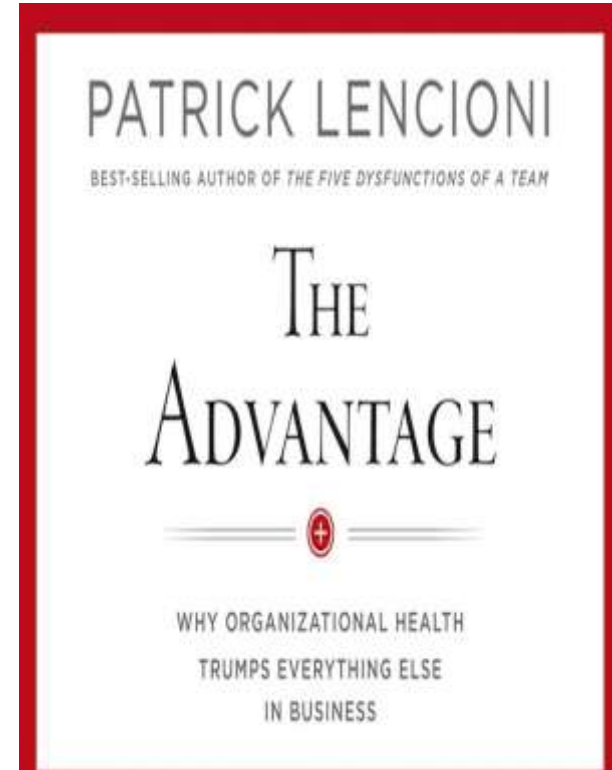


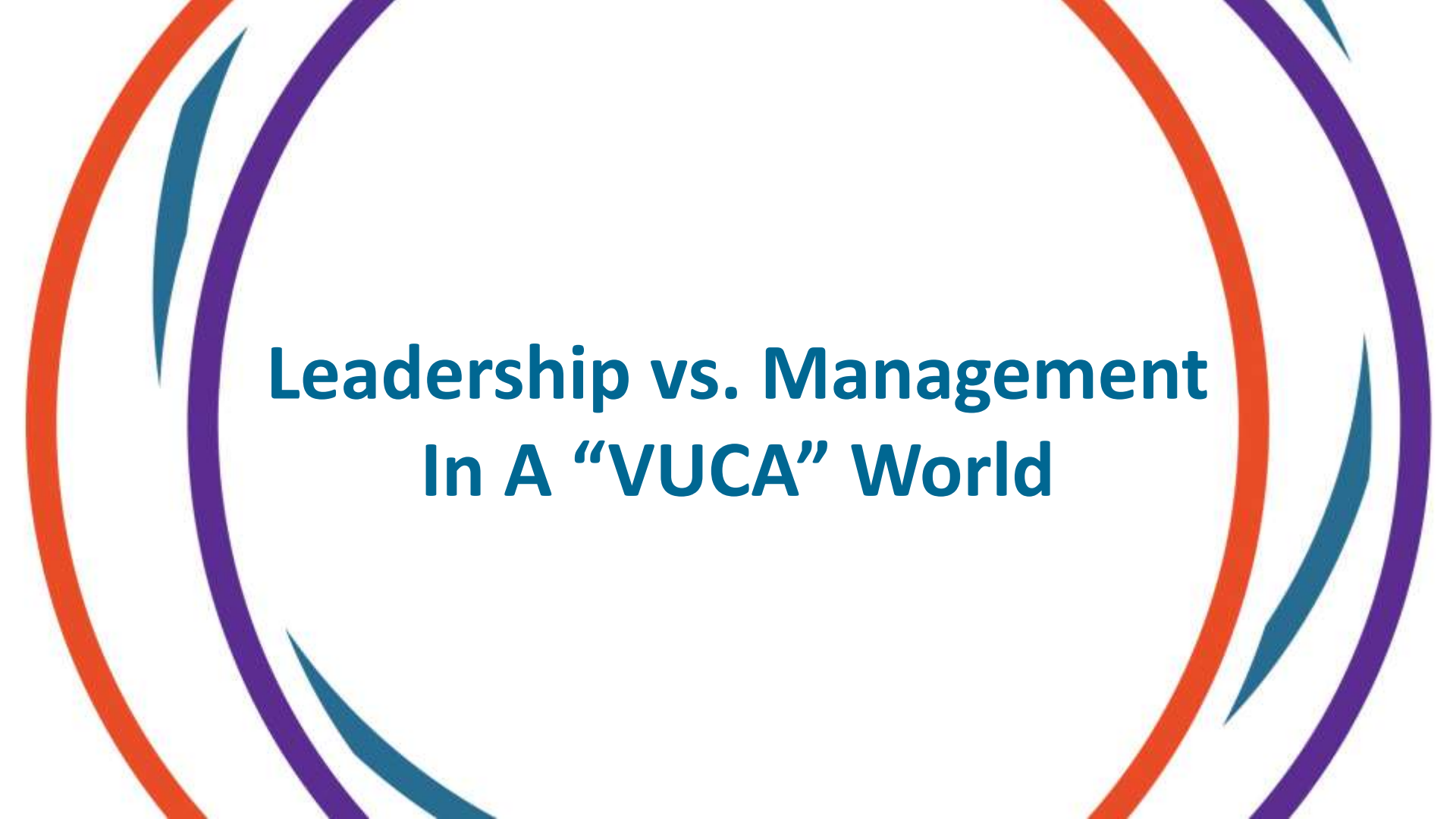
Organizational Health

In order For an Organization to Succeed

“I’ve become absolutely convinced that the seminal difference between successful companies and mediocre or unsuccessful ones has little, if anything, to do with what they know or how smart they are; **it has everything to do with how healthy they are.**”

<https://www.youtube.com/watch?v=PdPYUJaLvzs>





Leadership vs. Management In A “VUCA” World

HORRIBLE BOSSES

PSYCHO



NYMPHO



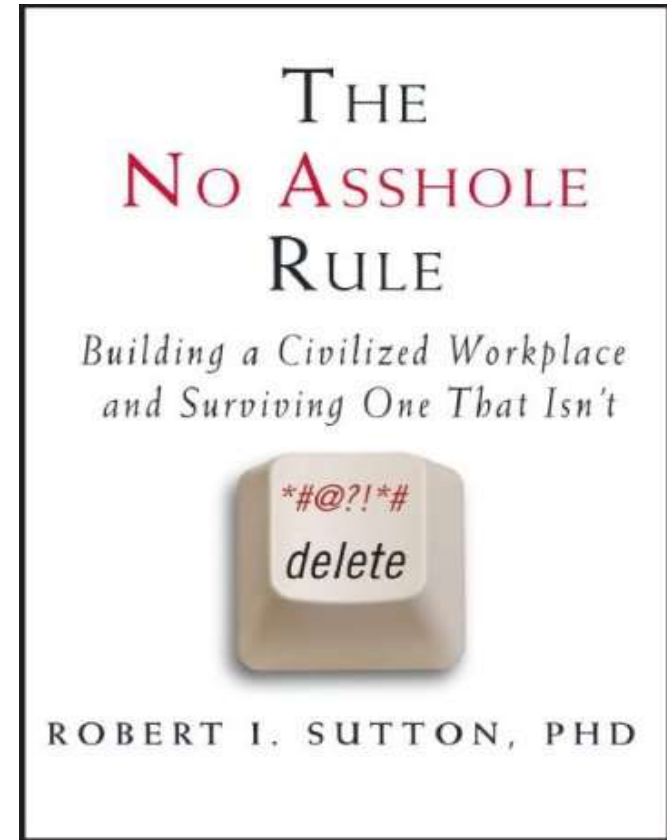
TOOL



Consequences of Jerk Bosses

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

https://www.youtube.com/watch?v=_LdSB-udpco



Failing to Develop Leaders

- Most leaders don't receive training until **10 years into their careers**
- **47% of new supervisors receive NO leadership training**
- Only 7% of organizations invest in mentoring & coaching
- 2 million Millennials promoted into leadership positions each year



The Work of Leadership...

...We have to go through this transition where we are no longer responsible for the results; **we now become responsible for the PEOPLE who are responsible for the results.** We are no longer responsible for taking care of the customer; **we're now responsible for the PEOPLE who are taking care of the customer. THIS is what leadership is."**



Simon Sinek

Management vs. Leadership

Management:

The manipulation of others for personal gain

Leadership:

The awesome responsibility to **help those around us rise**



Simon Sinek

Managing “Upside Down”

Rather than telling employees what to do

Ask them what they think needs to be done

Rather than handing objectives to employees

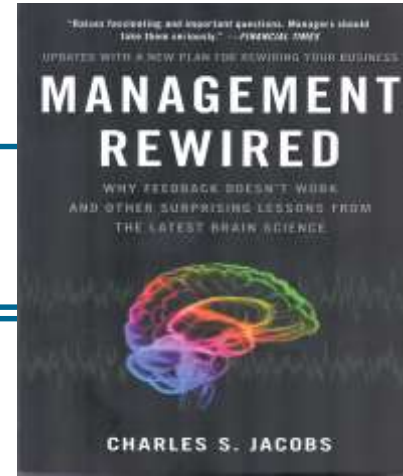
Ask employees to set them

Rather than giving employees performance feedback

Ask them how they think they are doing

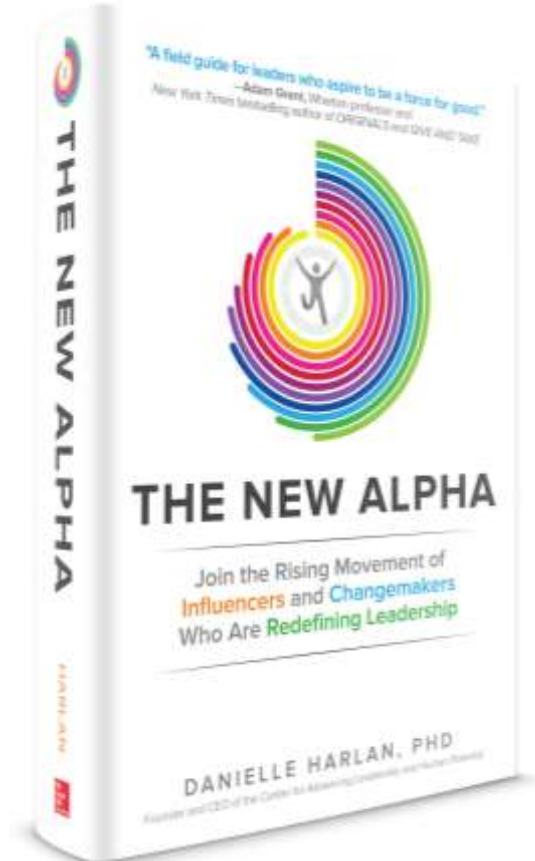
Rather than telling employees how to fix a problem

Ask them what they think they should do to fix it



Redefining Leadership

“Leadership is about becoming the best version of yourself in order to maximize your positive impact on the world.”



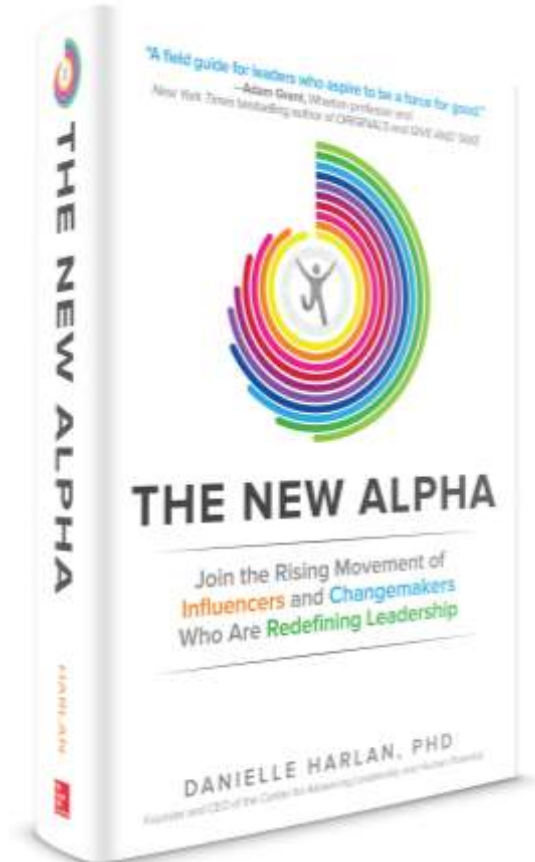
Redefining Leadership

The Old Alpha - Achievement

The New Alpha

- Achievement
- **Fulfillment** - happiness/wellbeing
- **Impact** - making a difference beyond ourselves (personal excellence, relationships, character and ethics)

<https://www.youtube.com/watch?v=6sjrMPwT0tA>



Sustainability: Developing a Leadership Mindset in Everyone

1. Enhancing Self-Awareness
2. Build Effective Thinking Skills
3. Develop Quality Relationships
4. Growing The Organization



Leadership is a BEHAVIOR, Not a Title





Distinguishing Culture From Climate

Workplace Culture?

- Organization provides anti-fatigue mats, sit-to-stand workstations, ergonomic evaluations and onsite fitness classes.
- Fresh fruits and veggies are delivered 2x/week and your organization has a healthy food policy for events.
- Management team is expected to promote safety & wellness programs and participate in events.
- Flexible work schedules allow for supporting work-life integration.

Culture Defined

Culture is the deeper level of basic assumptions and beliefs that are shared by members of an organization, that **operate unconsciously** and define in a basic '**taken for granted**' fashion an organization's view of itself and its environment.

Edgar Schein, Ph.D.



Workplace **Culture** vs. Workplace **Climate**



Healthy Workplace Culture

- Employees understand how work fits with vision/purpose
- Cohesive Leadership
- Physical & Psychological Safety
- Meaning and Purpose
- Clear rules apply to everyone
- Clear communication prized



Armoring Up



Psychological Safety

“No vulnerability, no creativity. No tolerance for failure, no innovation. If you’re not willing to fail, you can’t innovate. If you’re not willing to build a vulnerable culture, you can’t create.”

<https://www.netflix.com/title/81010166>



~Brene Brown, *Braving the Wilderness*

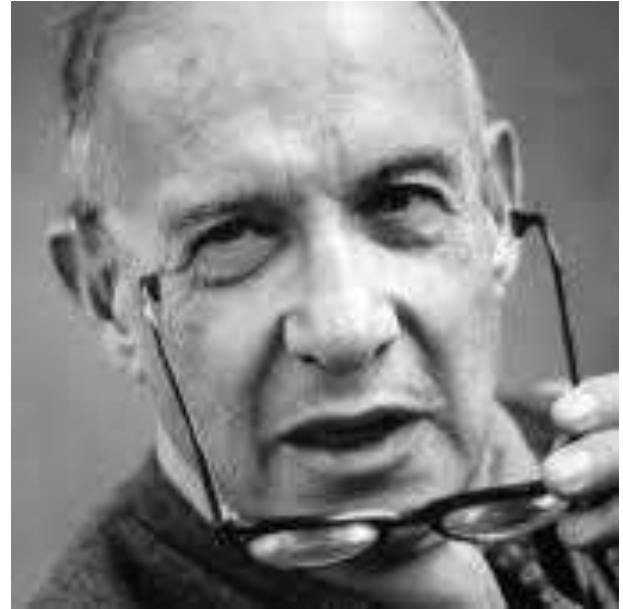
Healthy Workplace Culture

The Key To Organizational Effectiveness

HEALTHY

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

**“Culture eats strategy for breakfast
...operational excellence for lunch...and everything else for dinner.”**



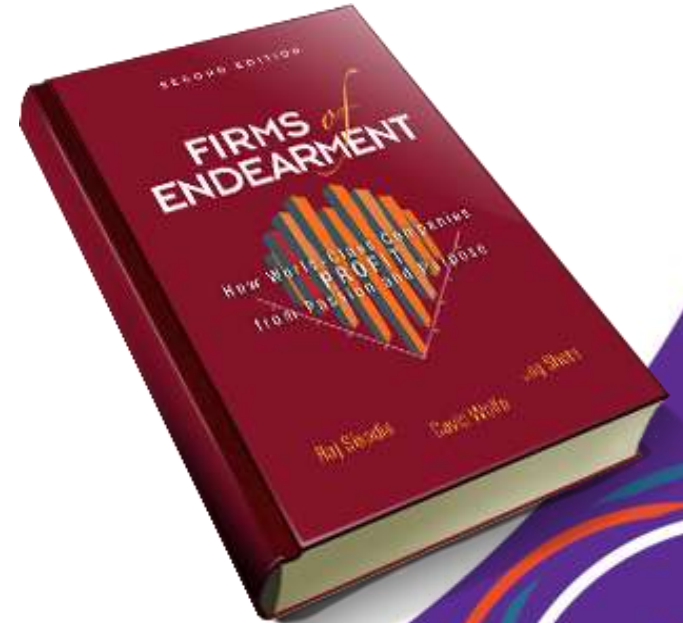
Peter Drucker

Healthy Workplace Culture

The Key To Organizational Effectiveness

The Firms of Endearment (FoEs)

- *28 widely loved* companies
- **Humanistic (value for ALL stakeholders)**
- **Company culture is the biggest competitive advantage**



Firms of Endearment (FoEs)



The
WALT DISNEY
Company



Google

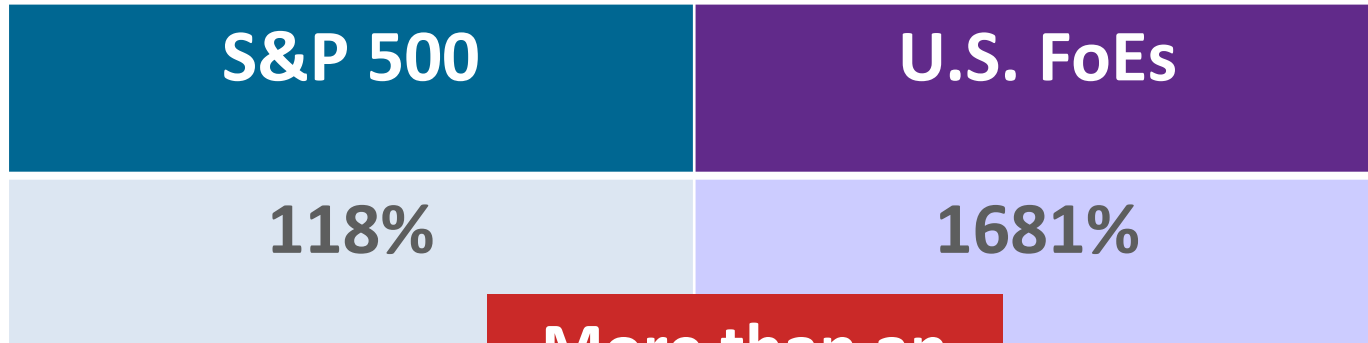



NORDSTROM



FoEs vs. S&P 500

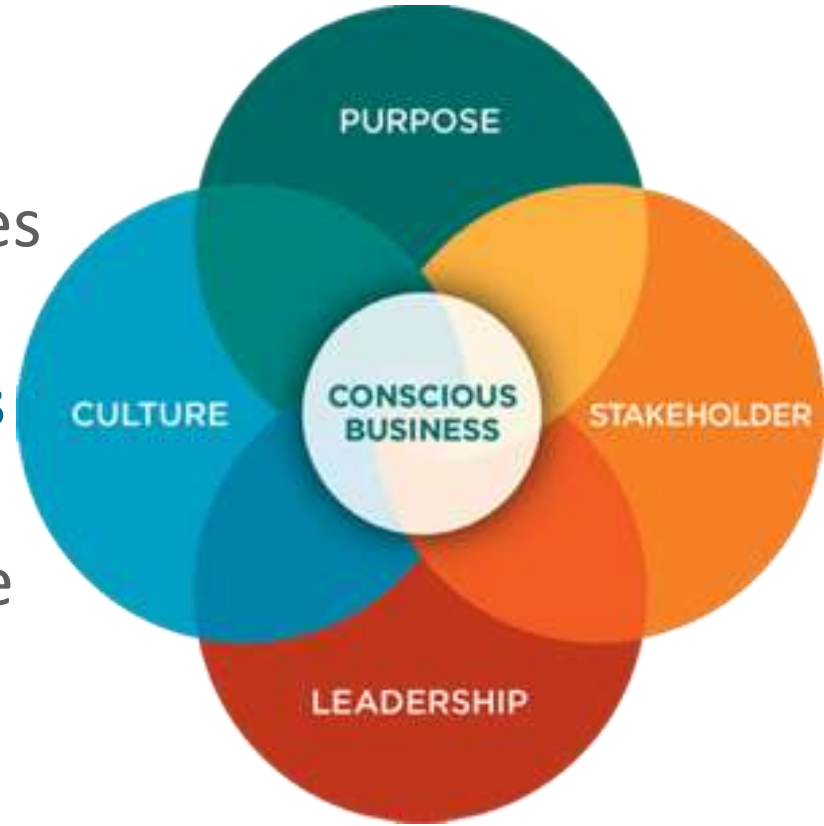
Investor return over 15 years



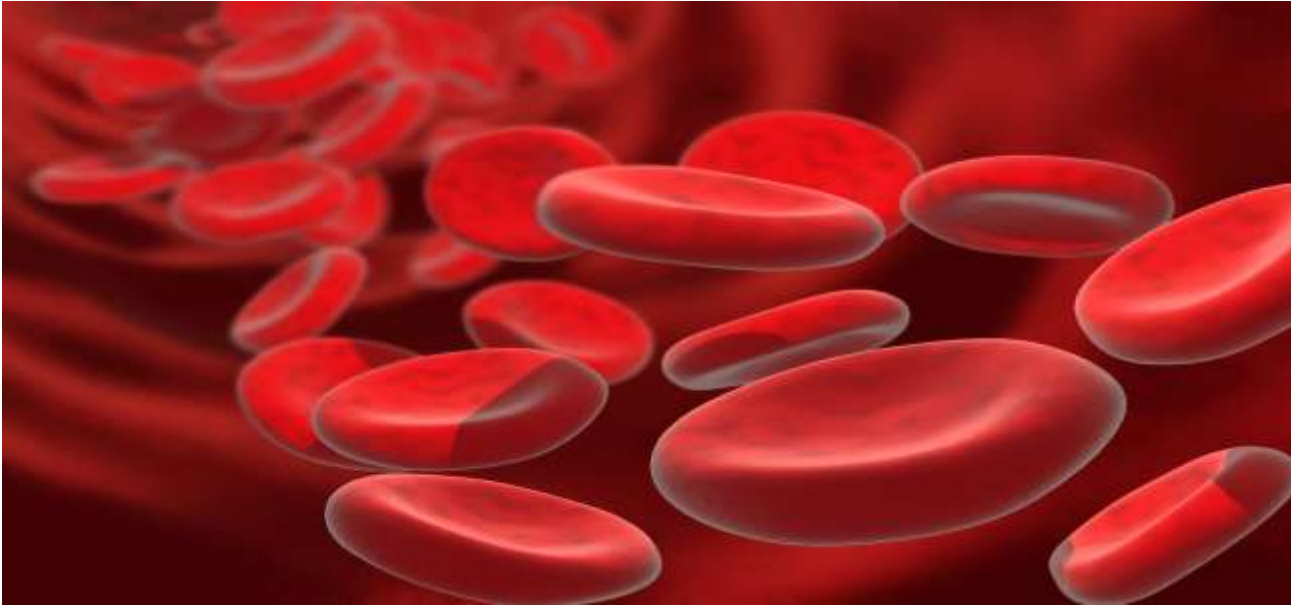
**More than an
14-to-1 ratio!**

Conscious Capitalism

“This is what we know to be true: **business is good** because it creates value, **it is ethical** because it is based on voluntary exchange, **it is noble** because it can elevate our existence, and **it is heroic** because it lifts people out of poverty and creates prosperity.”



Conscious Capitalism



“We need red blood cells to live (the same way business needs profits to live) **but the purpose of life is more than to make red blood cells.**”

Business Roundtable (8/19/19)

Redefines the Purpose of a Corporation to Promote ‘An Economy That Serves All Americans’

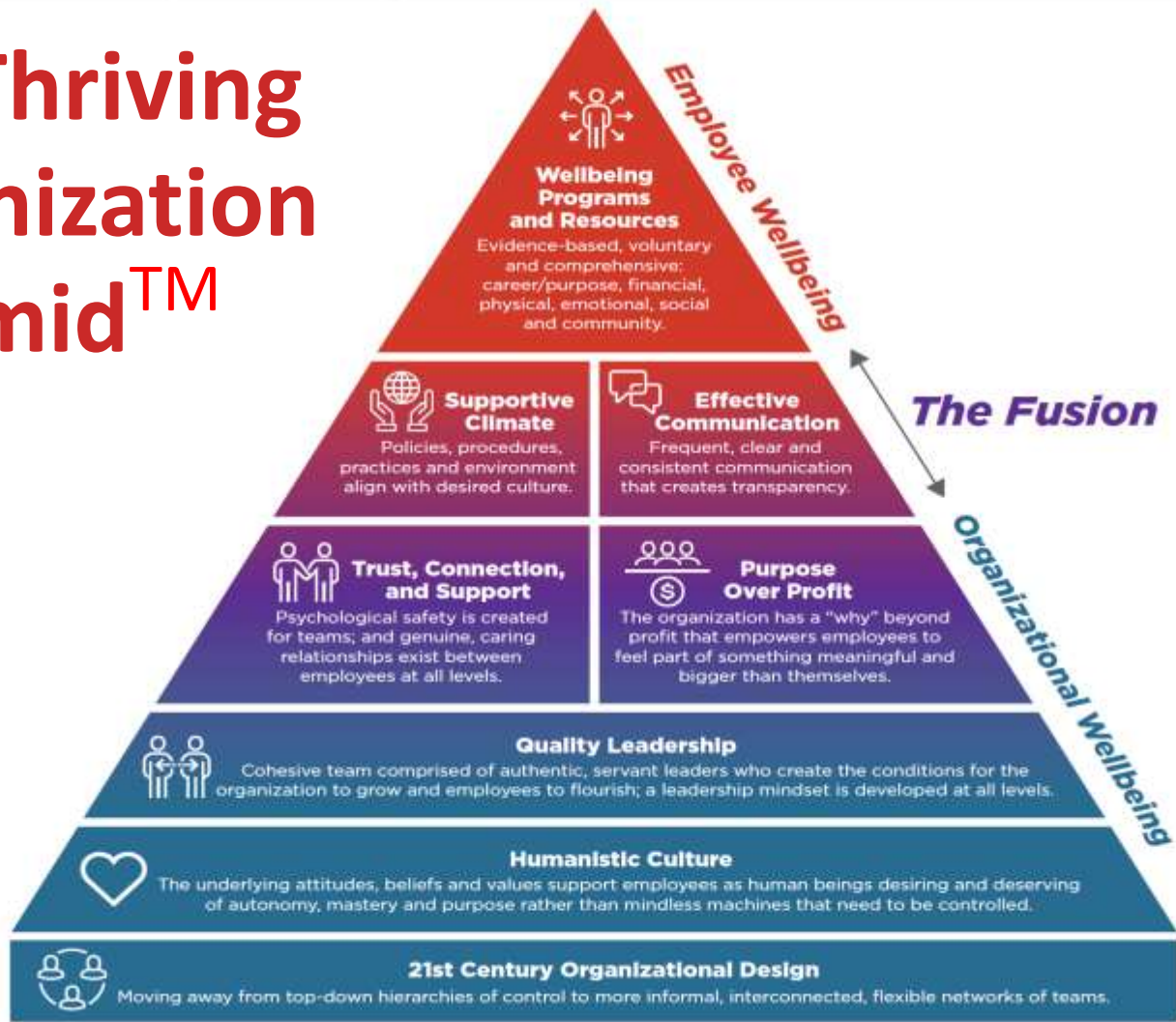


“Americans deserve an economy that allows each person to succeed through hard work and creativity and to lead a life of meaning and dignity. We believe the free-market system is the best means of **generating good jobs, a strong and sustainable economy, innovation, a healthy environment and economic opportunity for all.**”



**Employee Wellbeing
The “Wellness or Else”
Experiment**

The Thriving Organization Pyramid™



The “Wellness or Else” Experiment

The Rhetoric

“Safeway designed such a plan in 2005 and has made continuous improvement each year. The results have been remarkable, our **health care costs for four years have been held constant.**”



The “Safeway Amendment”

The Rhetoric



“It’s a program that has helped Safeway cut health-care spending by 13 percent and workers save over 20 percent on their premiums...**And we’re open to help employers adopt and expand programs like these.**”



The “Safeway Fiasco”

The Reality



- Costs declined by 2.5% in 2006 **3 years later!**
- Program was not implemented until 2009
- **1st year of the program costs rose steeply**

Tying Health Outcomes to Insurance Premiums

“Although it may seem obvious that charging higher premiums for smoking (body mass index, cholesterol, or blood pressure) would encourage people to modify their habits to lower their premiums, **evidence that differential premiums change health-related behavior is scant...**



Tying Health Outcomes to Insurance Premiums

...Indeed, we're **unaware of any insurance data** that convincingly demonstrate such effects.”



“Wellness or Else”

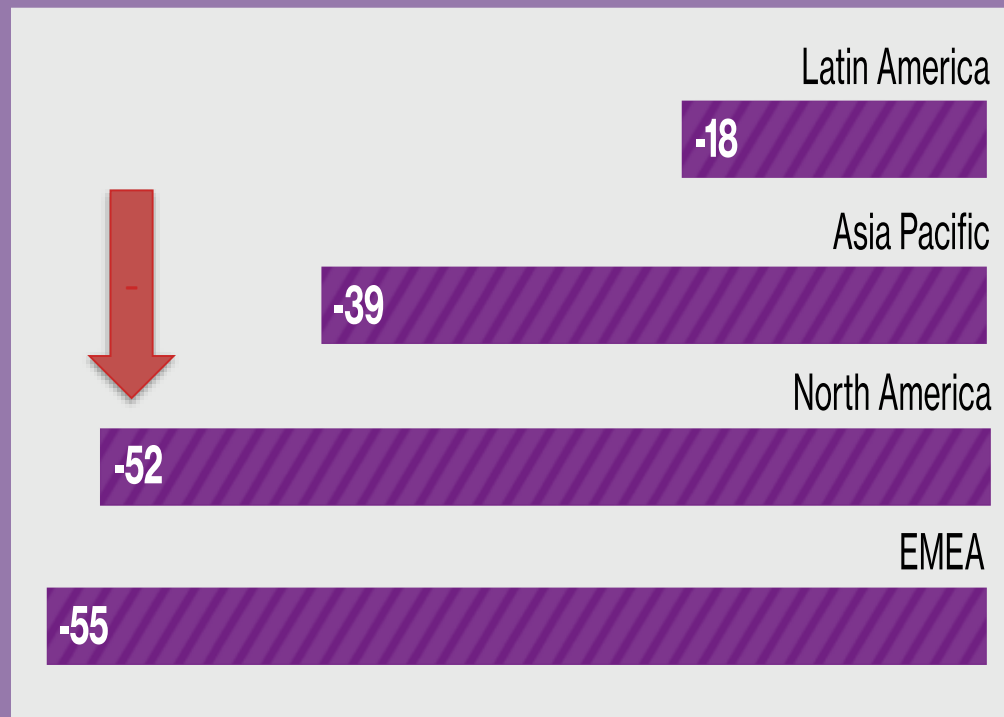
The Invalid Assumptions

- High Healthcare Costs
- Medicalizing the Workplace
- Rewards & Punishments
<https://www.youtube.com/watch?v=VGrcets0E6I>
- Participation vs. Engagement
(compliance)



Net Promoter Score – (NPS) - “How likely would you be to recommend our company, (product, service) to a friend or colleague?”

Willis Towers Watson survey reveals strong employee disdain for clinical wellness programs, with **record-low Net Promoter Score of -52.**



“Wellness or Else” - The Bottom Line

Dr. Soeren Mattke

Biometric Screens, HRA's, Weight Loss Programs

“Those **changes are not large enough** and the **relationships between health risk and spending too weak**, to result in reduction of health care cost let alone in **return of investment.**”



“Wellness or Else” - The Bottom Line

Dr. Soeren Mattke

Assuming an average cost of a family employer health plan of approximately \$16,000, about **\$4,800** of that (30%) might be at risk for failure to meet such benchmarks. With a median annual income of about **\$50,500** per year, this penalty would account for almost **10% of yearly income.**



“Wellness or Else” - The Bottom Line

Dr. Soeren Mattke

“In my mind, exposing the most vulnerable employees to that level of pressure would be sound policy **if, and only if, workplace wellness programs were powerful enough to reverse years of deeply engrained behaviors.**”



“Wellness or Else” - The Bottom Line

Dr. Soeren Mattke

“Our data show that they are not even attracting more than a quarter of employees and have a modest impact on those who participate. That is why I believe it is time to start **rethinking workplace wellness**, and come up with models that are both **fairer and more effective.**”



Workplace Wellness - The Research

The Outcomes, Economics, and Ethics of the Workplace Wellness Industry

<http://scholarlycommons.law.case.edu/cgi/viewcontent.cgi?article=1600&context=healthmatrix>

How Assuming Autonomy May Undermine Wellness Programs

<http://scholarlycommons.law.case.edu/cgi/viewcontent.cgi?article=1603&context=healthmatrix>

The EEOC, the ADA, and Workplace Wellness Programs

<http://scholarlycommons.law.case.edu/cgi/viewcontent.cgi?article=1602&context=healthmatrix>

The Dubious Empirical and Legal Foundations of Workplace Wellness Programs

<http://scholarlycommons.law.case.edu/cgi/viewcontent.cgi?article=1601&context=healthmatrix>

What Do Workplace Wellness Programs Do? Evidence from the Illinois

Study. http://www.nber.org/workplacewellness/s/IL_Wellness_Study_1.pdf

Effect of a Workplace Wellness Program on Employee Health and Economic Outcomes: A Randomized Clinical Trial - <https://jamanetwork.com/journals/jama/fullarticle/2730614>

The Scourge of Workplace Wellness Programs: Employers have become obsessed with improving the health of their employees. But does it do anyone any good? - <https://newrepublic.com/article/154890/>





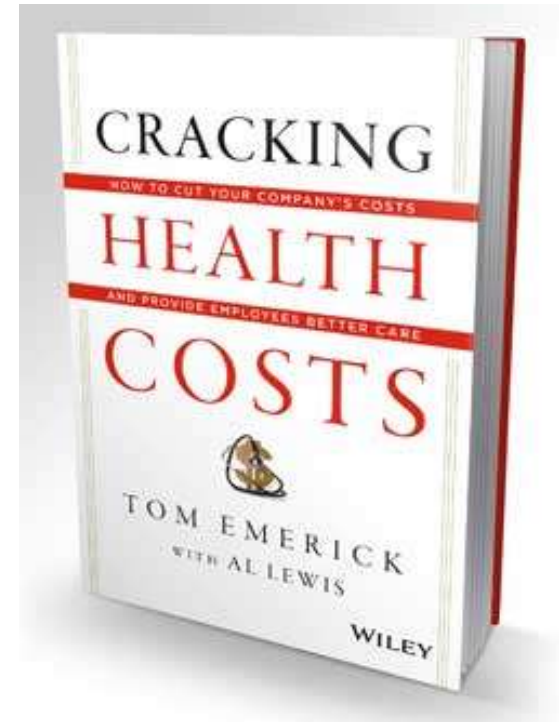
**Organizational and
Employee Wellbeing
What Does Save Money?**

What DOES Save Money

“Most research suggests that the best way to reduce medical spending and absenteeism is to **establish a culture that makes people want to go to work.**”

TOM EMERICK

former VP Global Benefit Design,
Wal-Mart Stores, Inc.



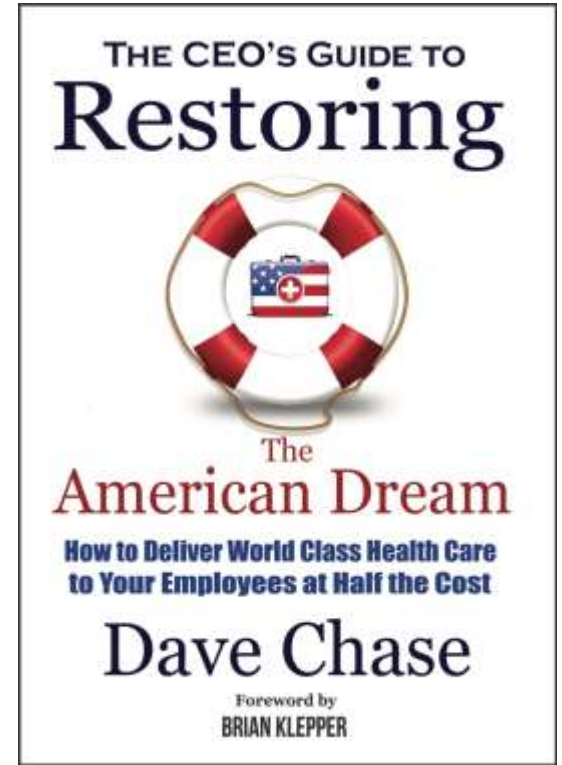
What DOES Save Money

The American Health Care System

“The problem isn’t the people, it’s systemic: our health care system is crushing the altruism right out of physicians and nurses. At the same time, it’s crushing the hopes and dreams of middle-income families.”

David Contorno - <https://vimeo.com/256499327>

<https://healthrosetta.org/>



Health Rosetta

What DOES Save Money

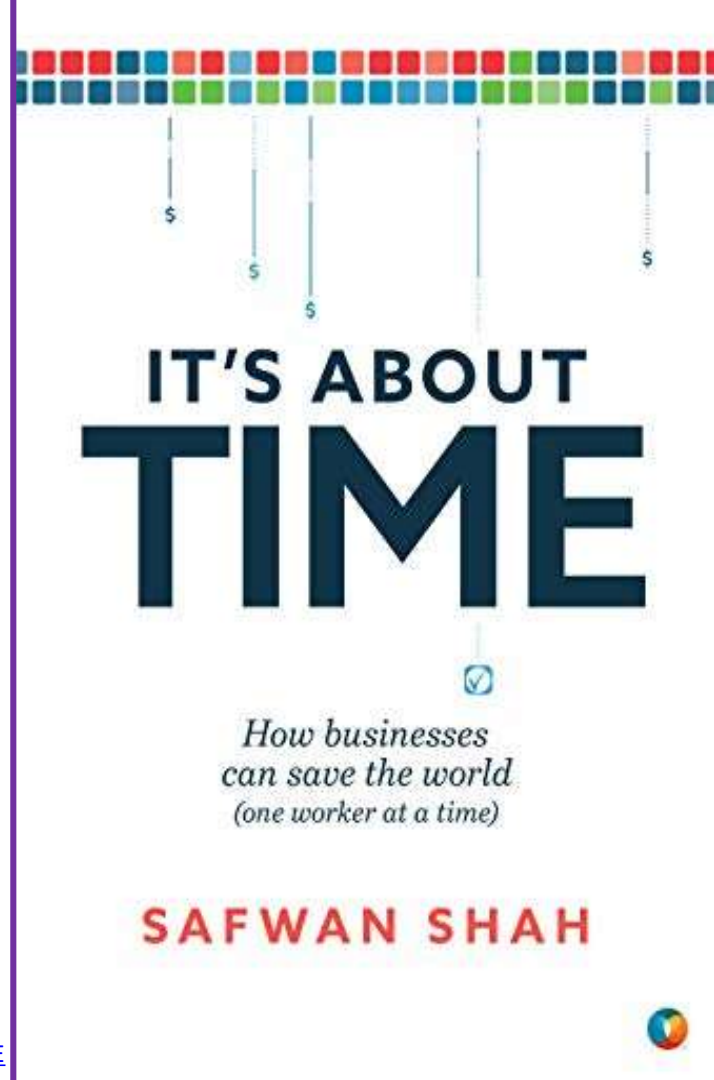
The American Workplace

- Company Sponsored Centers of Excellence
<https://healthrosetta.org/education/tom-emerick-employee-friendly-direct-contracting-with-high-quality-referral-centers>
- Leapfrog Hospital Safety Scores
<http://www.leapfroggroup.org/cp>
- Co-ordinated Care Model
<https://catalyst.nejm.org/what-is-care-coordination/>
- **Chronic Disease Self-Management**
https://www.cdc.gov/arthritis/marketing-support/1-2-3-approach/docs/pdf/provider_fact_sheet_cdsmp.pdf
- **Choosing Wisely®**
<https://www.choosingwisely.org/>
- **Quizzify**
<https://www.quizzify.com/>

What DOES Save Money The American Workplace

- 3rd world in the belly of America
- 250 Billion Dollars - every 2 weeks
- The timing of pay - **PayActiv**
- Reduces absenteeism, improves productivity & increases retention

https://www.youtube.com/watch?v=R8kRc_57Duo -
https://www.payactiv.com/?gclid=EAlalQobChMI05zhnoqe4wIVh4uzCh3PvQ6wEAAYASAAEgKTavD_BwE



Deuteronomy 24:14-15 NIV

- Do not take advantage of a hired man who is poor and needy, whether he is a brother Israelite or an alien living in one of your towns. (15) Pay him his wages each day before sunset, because he is poor and is counting on it. Otherwise he may cry to the LORD against you, and you will be guilty of sin.*



What DOES Save Money

The American Workplace

70% of U.S. workers are not engaged

\$450-\$550 billion dollars a year

Servant Leaders

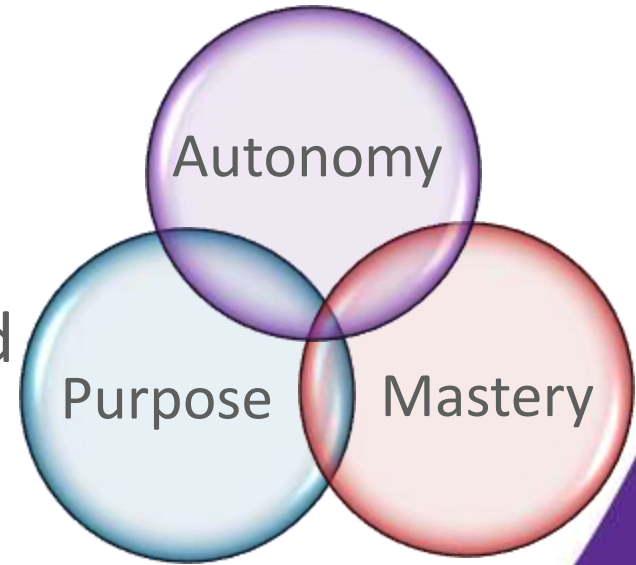
Healthy Culture

Autonomy, Mastery, Purpose

What DOES Save Money

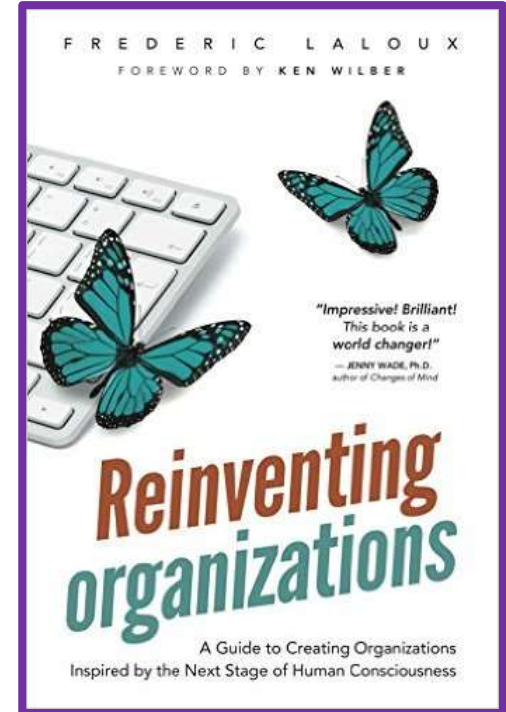
Employee Wellbeing

- **Autonomy** Employees being able to think for themselves and direct their own actions
- **Mastery** Opportunities to learn, grow & become highly skilled
- **Purpose** **Work that is meaningful & connected to a greater purpose**



Self-Management → Autonomy, Mastery & Purpose In Action

- No bosses - no static hierarchy
- Few planned meetings
- Front-line workers make all decisions
- Decision making **not by consensus**
- All company information - transparent
- **Empowerment is not necessary**



A meme featuring Jackie Chan with a confused expression, his hands on his head, and the text "HAVE YOU LOST YOUR MIND?" overlaid. The text is in a large, bold, white font with a black outline. Jackie Chan is wearing a grey jacket and has a white shirt underneath. The background is a blurred grey.

HAVE YOU LOST

YOUR MIND?

Take Home

Organizational Effectiveness depends on culture – “creating the conditions”

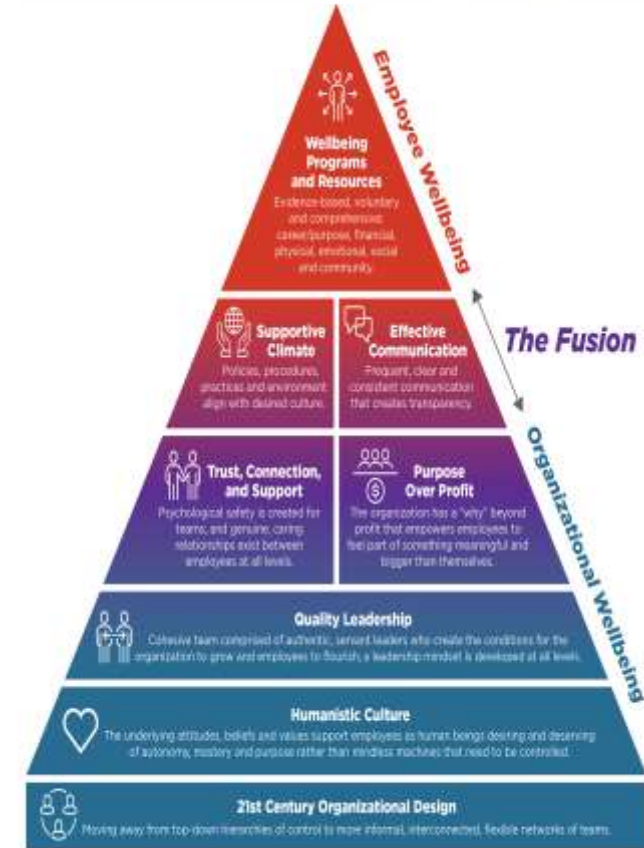
Leaders inspire and take care of those in their purview - like family

Wellness can help with recruitment, retention, & productivity but it is **not** a health care cost savings strategy

Employee wellness/wellbeing begins at the bottom of the pyramid.

The Thriving Organization Pyramid™

How to create a high-performing organization where employees are freed, fueled and inspired to bring their best selves to work - and home - each day.



Sources: Peter Senge, Margaret Wheatley, Edward Deci, Edgar Schein, Patrick Lencioni, Robert Greenleaf, Simon Sinek, Bob Prosen & Lisa Lohry, Alamy Edmondson, Aaron Hurst, Raj Gokul, Bob Chapman, Tara Hesse, Tom Rath & Jim Hester, Frederic Laloux, Ron Fiedler, Weert, and Cothran Senge

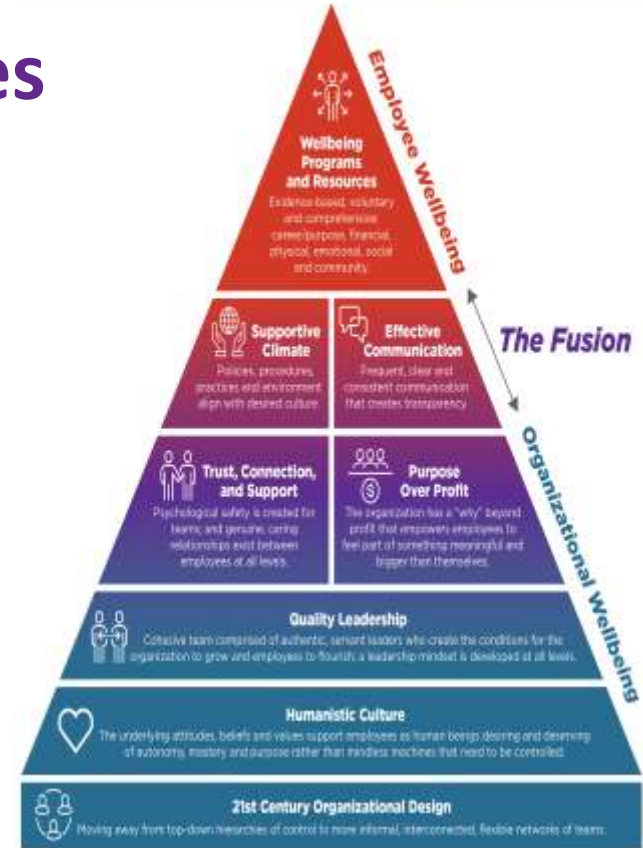
Take Home

Where to Direct Critical Resources For Organizational Health and Employee Wellbeing

- Culture
- Leadership Development
- HealthCare
- Wellbeing Programs/Resources

The Thriving Organization Pyramid™

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Sources: Peter Senge, Margaret Wheatley, Edward Gross, Edgar Schein, Patrick Lencioni, Robert Greenleaf, Simon Sinek, Bob Prosen & Lisa Lohry, Kelly Edmondson, Anne Huff, Big (Globe) Bob Chapman, Gary Hamel, Tom Peters & Jim Haskin, Francis Lantieri, Ross Freedman, Heart, and Common Sense

The Bottom Line

“Everyone wants to do better. **Trust Them.** Leaders are everywhere. **Find them.** People achieve good things, big and small everyday. **Celebrate them.** Some people wish things were different. **Listen to them.** Everybody matters. **Show them.**”

