

Custom-fit healthy workplace strategies

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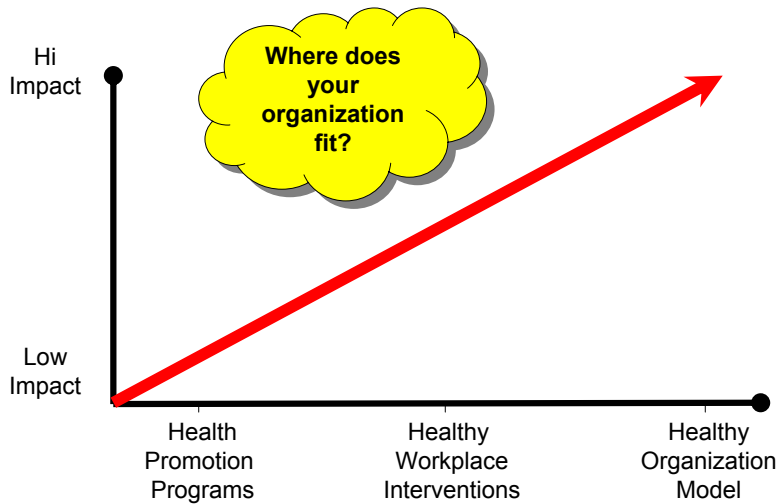
Moving health and performance to a higher level

- **Build** on successes and strengths
- **Learn** from gaps
- **Identify** enabling conditions
- **Design** a strategy that fits your context

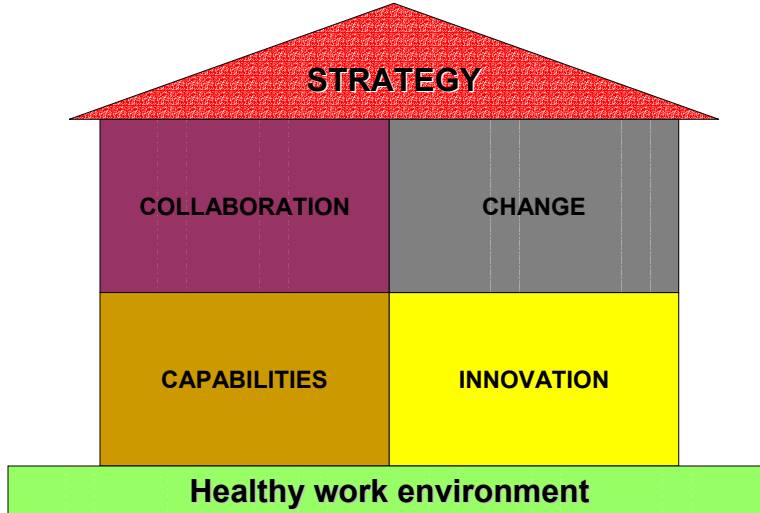


Healthy organizations

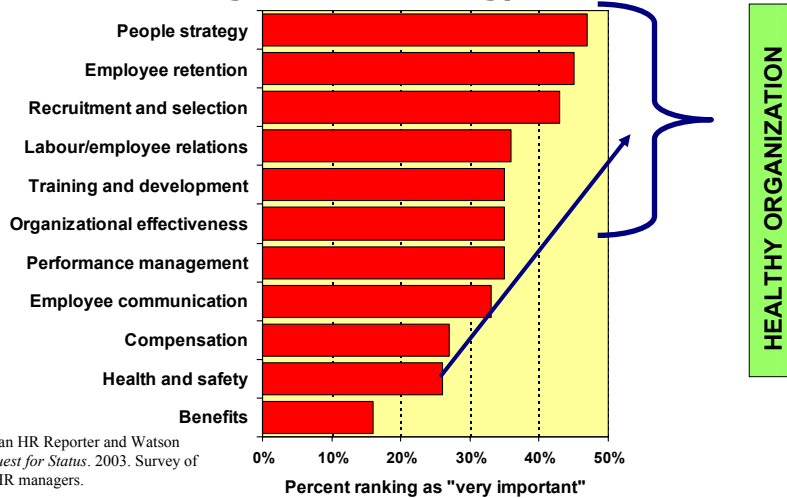
Strategic impact of health and wellness



The healthy organization



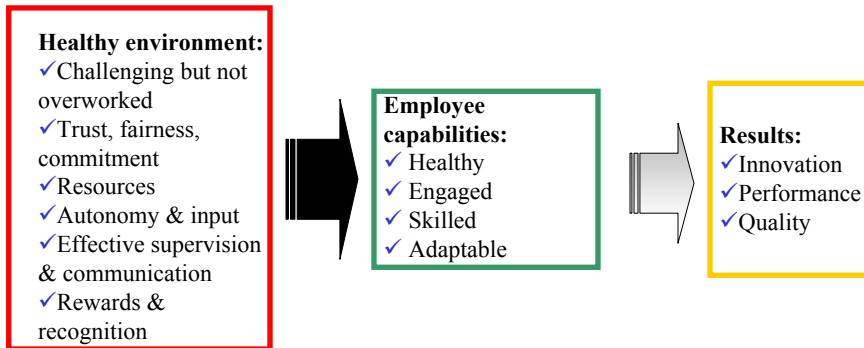
HR managers' perceptions of HR's contribution to organization strategy



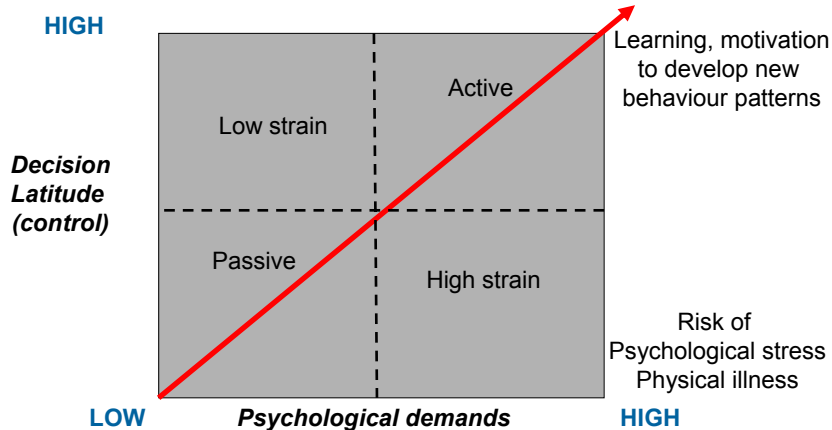
Source: Canadian HR Reporter and Watson Wyatt, *HR's Quest for Status*, 2003. Survey of 500 Canadian HR managers.

The logic of a healthy organization

Here's how a healthy work environment, employee capabilities, and organizational goals are linked:



Demands, control and stress



Source: R. Karasek, *Administrative Science Quarterly*, 1979; Parker and Wall, *Job and Work Design*.

Employees' perceptions of a healthy work environment

BIGGEST POSITIVE IMPACT:

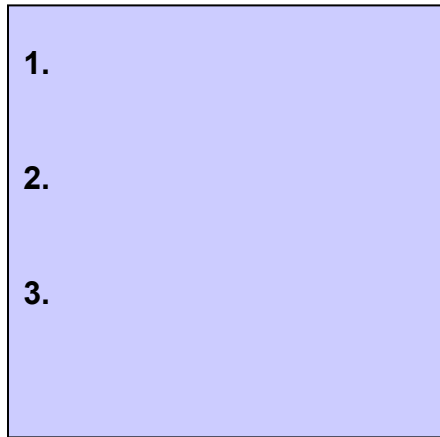
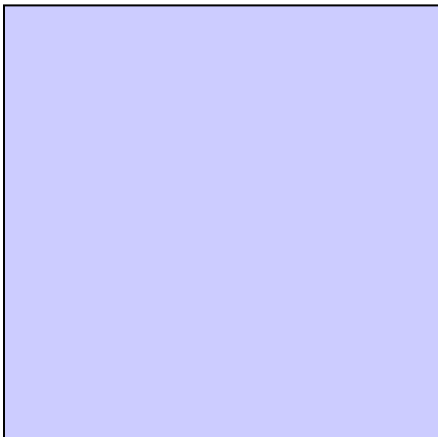
- Good communication and supportive relationships
 - communication
 - co-workers
 - supervisor
 - recognition

OUTCOMES:

- job satisfaction
- commitment
- morale
- lower absenteeism
- lower turnover

Source: G. Lowe, G. Schellenberg, H. Shannon, "Correlates of employees' perceptions of a healthy work environment." *American Journal of Health Promotion*, July/August 2003.

- **Write down your VISION of _____ as a healthy organization...**
- **Write down 3 actions you can take to help make this a 'shared vision' in _____...**



- 1.
- 2.
- 3.

Your challenge



2. → Cultural drivers

Value the soft stuff

- Values are the cornerstone of a healthy organization
- Trust, fairness and respect are upper-most in employees' minds as key workplace values
- Contributes to a 'psychologically healthy workplace,' which is socially responsible
- Fairness is linked to trust
- Trust enables change

Trust

Employees trust managers who:

- Are concerned about their well-being
- Listen and respond to their input
- Are open and honest about change
- Consistently act the values

Trust, learning and performance

- Workplace learning is a key feature of High Performance Work Systems
 - high trust and involvement
 - make better use of all workers' intelligence, skills and creativity
 - engage all employees in seeking ways to improve performance
- "Employees have to feel secure enough to experiment and try new behaviours and learn from mistakes."
- Trust is a precondition for feeling secure

Source: D. Ashton and J. Sung, *Supporting Workplace Learning for High Performance Work*. Geneva: International Labour Organization, 2002.



Nokia

Workplace Practices (from the Nokia Code of Conduct)

Nokia employees must respect and encourage Nokia Values at work, promoting teamwork, individual responsibility, and the strength that comes from diversity. Nokia will strive to pay fair compensation, and provide a safe and healthy workplace for employees. ... Nokia will continue to invest in the personal and professional learning and growth of Nokia's employees. Nokia will encourage its employees to lead balanced personal and professional lives.

• **Respect** (from 'Nokia Values'):

Treating one another with trust and respect is a cornerstone of the Nokia values, and essential for building an open and honest spirit at the workplace.

Nokia.com



www.trilliumhealthcentre.org

Trillium Health Centre

- Our vision, *Together...Leaders in Health Innovation*, is our promise that we will strive every day to bring the best possible health services to our community.
- It takes the combined effort of many individuals to make the vision a reality. Trillium is committed to supporting our people as they give so much of themselves to help others.

Investing in staff and resources

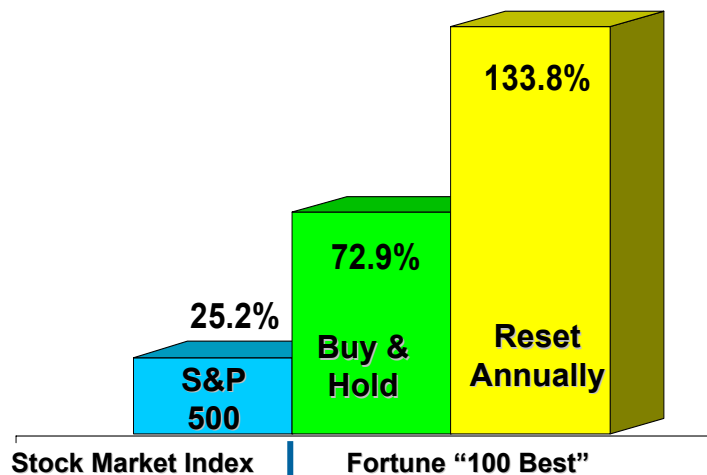
- Trillium has committed to building an organization where staff feel valued and empowered to do their jobs. This is a major, long-term effort that calls for creative collaboration among many team members and openness to innovation and learning....

Fortune "100 Best Companies to Work For" vs. Stock Market

Dec. 1997- Jan. 2004 Cumulative Return



Best workplaces identified using the Great Place to Work® Trust Index© and Culture Audit©



Source: Frank Russell Company, 2004

- **What are your organization's values...**

- **Now assess...**

1.	1. How 'embedded' are the values?
2.	2. To what extent do they guide behaviour at all levels?
3.	
4.	3. How can the values support healthy workplace changes?
5.	
6.	



Leading change

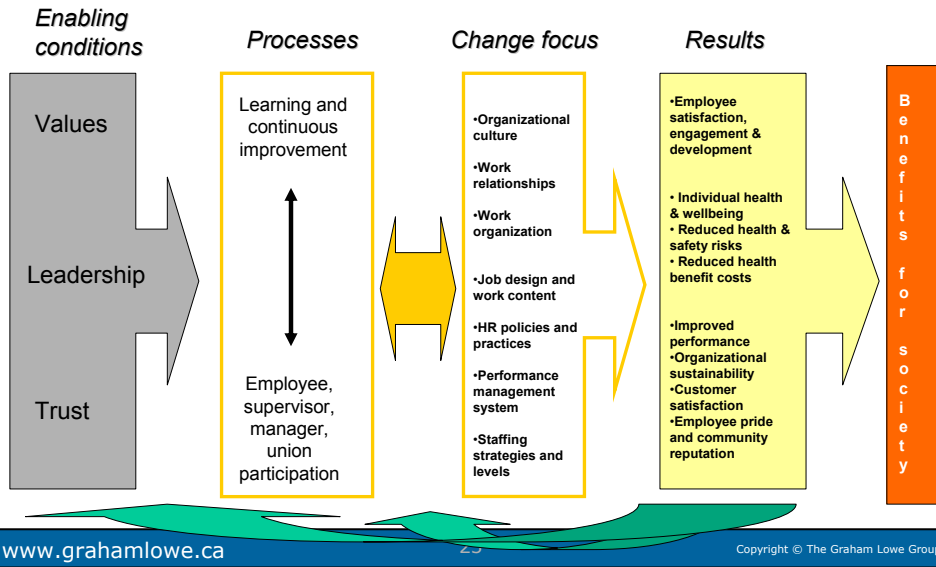
Understanding change

- Change *should* provide continuous learning about how to do things better
- Needs to be both top-down and bottom-up
- The process determines the outcomes
- Organizational change can be stressful
- Resistance and inertia are common
- Many change initiatives don't meet goals

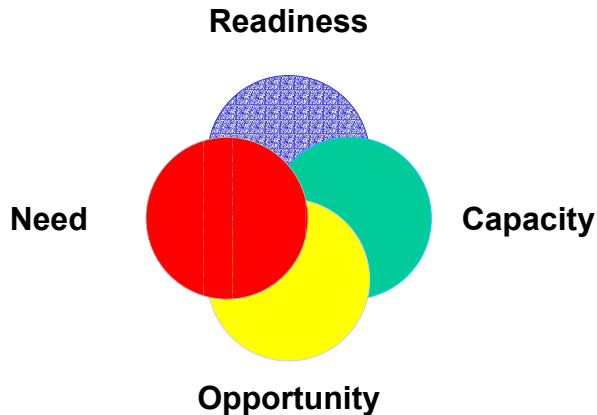
Thought ↔ Action

- Process models the goals
- Vision driven
- Values based
- Strategic focus
- Top-down & bottom-up
- Empowerment & engagement
- Not a 'program'!

Action model for creating healthy organizations



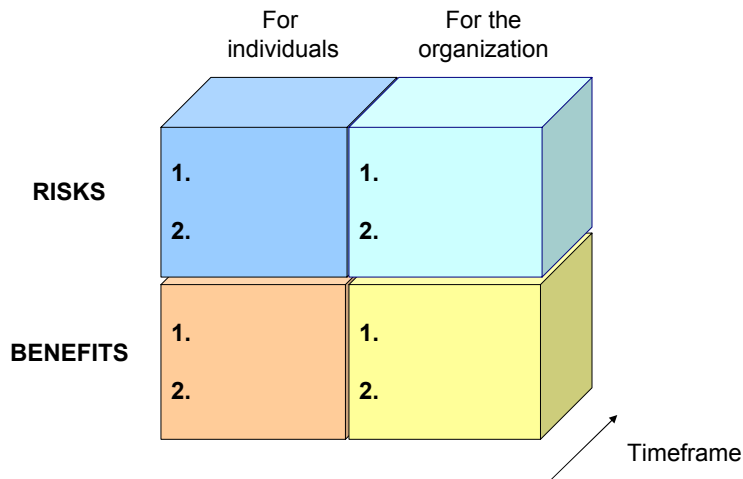
Positioning change in your context



Assess your organization on the change continuum

<i>Organizational dimension:</i>	Resistance	Readiness	Momentum →
Leadership			
Strategic direction			
Culture			
Structures			
Skills/abilities			
Line managers			
HR/health/safety/ wellness practices			

Assessing the need for change



Typical change barriers

Organizational:

- employees viewed as costs
- top-down control
- crisis management mode
- no burning platform
- lack information on options
- no time
- line manager resistance
- union resistance
- inertia: 'knowing-doing gap'

Individual:

- uncertainty
- fear
- low sense of personal efficacy
- lack of knowledge
- no perceived need
- lack of skills
- distrust

- ***What are the major barriers you face creating a healthier workplace?***

- 1.
- 2.
- 3.

- ***Identify 2 key change enablers in your organization:***

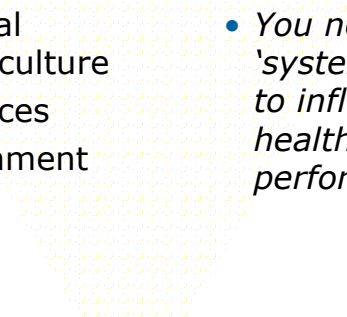
- 1.
- 2.

Change Strategy Checklist

enabling conditions – processes - focus

1. Build on what exists
2. Identify needs and opportunities
3. Leadership commitment and priority
4. Champion on leadership team
5. Guided by values
6. Linked to strategic goals
7. Meaningful language
8. Healthy workplace/organization vision
9. Committee composition and role
10. Collaboration of HR, OD, OHS, line managers
11. Understand and address major barriers
12. Communicate, communicate
13. On-going resources to sustain momentum
14. Accountably (employees and managers)
15. On-going employee involvement
16. Monitor, evaluate, adjust

Focus of interventions

- 
- Organizational structures & culture
 - People practices
 - Work environment
 - Team
 - Job
 - Individual
- *You need a 'systemic' approach to influence key health and performance drivers*



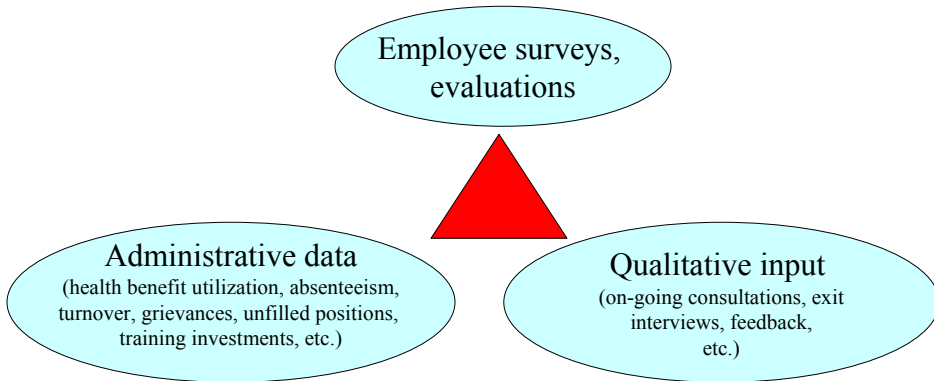
Measuring progress

Results

- The goal is to change behaviour. So you need to have answers to these questions...
 - How are managers and employees held accountable?
 - What are the incentives to act in ways consistent with a high quality workplace?
 - What are the consequences if actions do not measure up?
 - How will you know this?

Measures for accountability

‘Triangulating’ existing data for learning and continuous improvement



VanCity's Social Audit Process



We will be accountable for living up to our commitments. This means we will:

- make continuous improvement and measurable progress in meeting our commitments.
- involve our members, staff and communities in measuring our performance and report the findings in a public, externally verified report.

Key performance indicators reported annually:

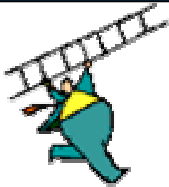
- employee engagement
- work-life balance
- recommend VanCity as a great workplace

www.vancity.com

Learn from your pockets of excellence



- Do your own internal 'benchmarking'
- Every organization has work units that excel
- Figure out how they got to be that way
- Extract and communicate key lessons for action



Discussion and feedback

1. What are the 2 or 3 **key ideas** from the session that are most relevant for you?
2. What **implications** do these ideas have for your work?
3. What **actions** will you take as a result of this session?