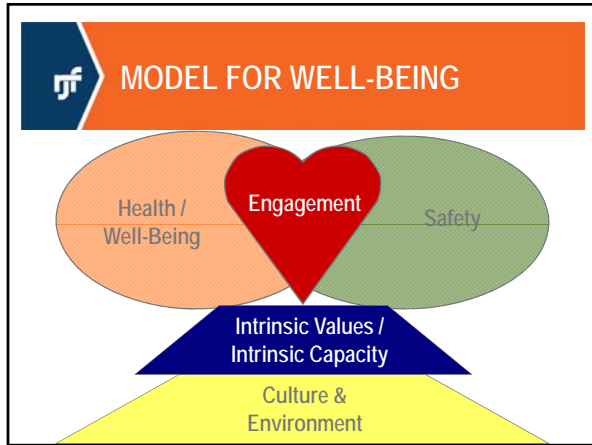




 AGING SERVICES OF MINNESOTA INSTITUTE
FEBRUARY 10, 2012

**RETHINK YOUR
EMPLOYEE WELLNESS
INITIATIVES: CREATING A
CULTURE OF WELL-
BEING & ENGAGEMENT**



 **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 Eating Fruits Normal Cholesterol

Use alcohol in moderation **Physically Active** Manage Stress

Getting Enough Sleep Normal Blood Pressure **Non-Smoker**

Low Fat, High Fiber Diet Normal Glucose Eating Vegetables

Use Sunscreen Wear Seatbelts

WHEN EMPLOYEES FEEL "UN-WELL"

Company Doesn't Care Pulled in too many directions at work & home

No time for me

OVERWHELMED

Worried about layoffs Too much to do Not enough resources

Feel Trapped in my job **Co-workers Don't Care**

All work and no play Unrealistic Company Demands Don't like what I'm doing

ISSUES WITH TRADITIONAL APPROACHES TO CHANGE

- Focused on behavioral management and "getting" people to change.
 - **More important to get underneath surface of behaviors to values & attitudes.**
- Little evidence that short-term changes in attitudes and behaviors resulting from traditional HP programs lasts after the program ends.
- **Stand-alone behavior change programs have proved to be relatively ineffective.**

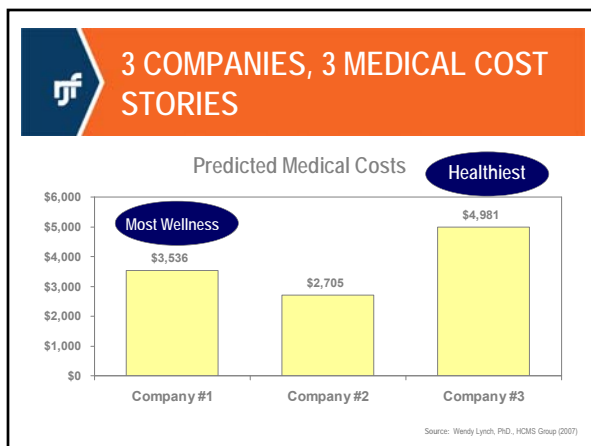
Sources: Jan Robison, Ph.D. (2009); O'Donnell, A.J.P. (1997); Edgington, 2010 Trends (2009); Arife Kahn (2011)

rf **WHAT IS BEING ASSESSED?**

- 1) Would you describe your work as monotonous?
- 2) How satisfied are you with your job?
- 3) How tense or anxious have you been in the past week?

These three questions are part of a screening that is more than 80% accurate at predicting what?

rf **IT'S BIGGER THAN HEALTH...**



OTHER DRIVERS OF HEALTHCARE UTILIZATION

WHAT INTERFERES WITH PRODUCTIVITY?

Factor	Sometimes	Frequently	All the Time
Family Issues	15%	10%	2%
Personal Health Problems	16%	9%	2%
Personal Issues	16%	6%	2%
Not enough training	19%	7%	3%
Low morale in co-workers	29%	10%	5%
Poor communication	26%	9%	3%
Low motivation	31%	12%	4%

Source: Human Capital Motivation & Productivity: Health as Human Capital Survey (2007)

RISING STRESS LEVELS: A WAKE-UP CALL FOR LEADERS

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rf THE REALITIES OF STRESS IN AMERICA


- 1/3 of Americans are extremely stressed; **74% said work is their main source of stress.** (American Psychological Association, Oct. 2007)
- 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)
- Healthcare costs for EEs with high stress levels are nearly 50% higher than for those with low stress. (Goetzel, et al., HERO, JOEM, 1998)

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rf THE BREAKING POINT

- Nearly 1/3 of US workers say they often feel overworked or overwhelmed by what they have to do.
- 1 in 5 people have quit because of workplace stress.**
- “When you feel pressured and pushed, when you feel not respected, when you feel tension at work, when you feel the work that you do isn’t of real value, that leads to **overwork...every employee reaches a point when increasing work demands simply become too much.**”


Sources: Bord, et al. (2002). Highlights of the National Study of the Changing Workforce. Families and Work Institute; Intergis Realty survey (2008)



“If you’re wondering why you’ve been chosen ‘Employee of the Week,’ it’s because your work load is about to increase, while your pay remains the same.”



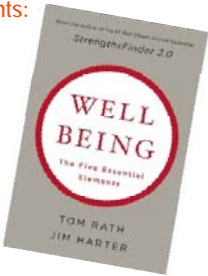
FROM WELLNESS TO WELL-BEING




INDIVIDUAL WELL-BEING

5 Universal, Interconnected Elements:

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





WELL-BEING CONSIDERATIONS

- 66% of people thriving in 2 areas.
- >Only 7% of people thriving in all 5 areas.

- 70-100 = Thriving
- 40-69 = Struggling
- <40 = Suffering

•**Struggling/Suffering people have 2x higher new medical costs due to disease burden** (2008-2009) compared to those who are Thriving.

•**People with high quality friendships at work are 7x as likely to be engaged in their work.**

Source: Rath & Harter (2010), *The Economics of Wellbeing*

IMPACT OF A NEGATIVE WORK ENVIRONMENT

- **Elements of negative work environment:**
 - > Dissatisfaction with job
 - > Authoritative rather than collaborative leadership
 - > Lack of trust and openness at work
 - > Lack of focus on individual strengths
- **Having any one of these four negative factors present drains well-being**
 - > Employers eliminating these negative factors will see one of the greatest improvement in well-being scores and return on employee investment

Source: Gallup-Healthways Well-Being Index - Oct. 2008 Results

WORK ENVIRONMENT, HEALTH AND PRODUCTIVITY

Days Unable to Perform Usual Work Activities Per Year by Number of Disease Conditions for Each Individual by **Type of Work Environment (Positive/Neutral or Negative)**

Number of Disease Conditions	Positive/Neutral Environment	Negative Environment
1-3 conditions	13.5	20.1
4+ conditions	52.7	68.9

Annotations:
 - For 1-3 conditions: Positive/Neutral is 6.6 Days/yr less than Negative.
 - For 4+ conditions: Positive/Neutral is 16.2 Days/yr less than Negative.

Source: Gallup-Healthways Well-Being Index (Oct. 2008)

Copyright 2003 by Randy Glasbergen.
www.glasbergen.com

"I'm sending you home, Janice. Your bad hair day is infecting the entire office!"

rf LIFE EVALUATION & MEDICAL CLAIMS

Thriving
Average 20% Lower Medical Costs

7.0 ↑

4.0 ↓

Struggling

Suffering
Average 50% Higher Medical Cost

Source: Gallup/Healthways Well-Being Index Community Survey and Wellmark Corporate Survey (2008)

rf ENGAGEMENT: THE KEY TO OVERALL WELL-BEING

rf DEFINING ENGAGEMENT

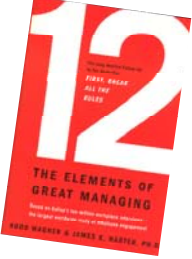
- Engaged:** work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- Not Engaged:** essentially “checked out”; are sleepwalking through their workday, putting time – but not energy or passion – into their work.
- Disengaged:** actively act out their unhappiness and undermine what their engaged coworkers accomplish every day.

Source: The Gallup Organization (2008)

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ORGANIZATIONAL WELL-BEING

- Productivity, profitability, retention and satisfaction all linked to **Engagement**.
- Engagement occurs when EEs know what's expected of them, feel valued, get to leverage their strengths, and have quality relationships at work.



EMPLOYEES SEE THROUGH GIMMICKS



I WANT SUGGESTIONS ON HOW WE CAN WIN ONE OF THOSE "BEST PLACES TO WORK" AWARDS.

YOU COULD STOP TREATING US LIKE DISEASED LIVESTOCK.

STOP BEING LIKE THAT!

Ow!

IF YOU WERE LIVESTOCK, YOU'D BE EATING GRASS.

MY DONUT IS MADE FROM WHEAT FLOUR. WHEAT IS A GRASS.

AND YOU'D BE LIVING IN A PEN.

ALSO KNOWN AS A CUBICLE.

LIVESTOCK HAVE NO FREEDOM.

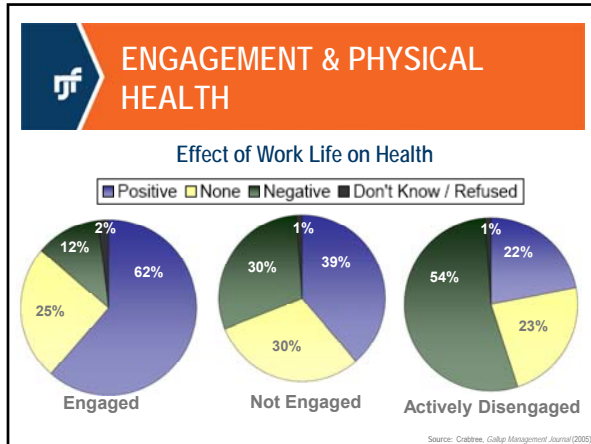
CAN I GO HOME NOW?

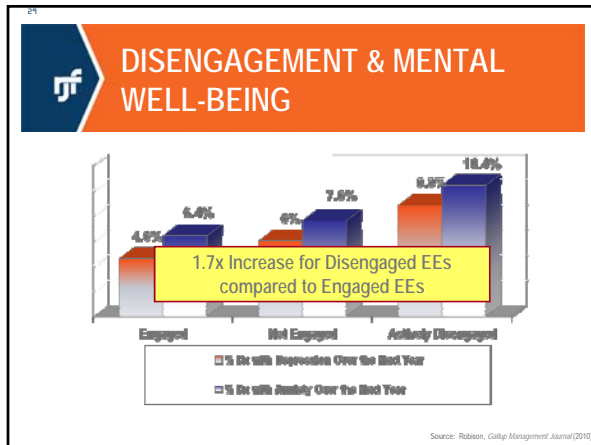
NO. MOO.

ENGAGEMENT & WORKPLACE INJURIES

- Workgroups in bottom 25% of engagement average **62% more accidents** than workgroups in top 25% of engagement.
- **Building on employee strengths and improving engagement** substantially impacts productivity, employee retention and safety, and customer experiences.

Source: Gallup Consulting (2007)






EMPLOYEES JUST BIDDING THEIR TIME?

- Employee engagement dropped 9 percent overall.
- Engagement dropped 25 percent among top performers.

Source: Watson Wyatt Worldwide (2009)

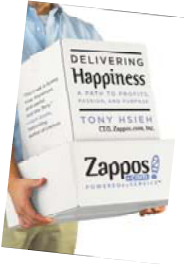






LESSONS FROM ZAPPOS!

- Focus on company culture as the #1 priority!
 - > Culture dedicated to EE empowerment & delivering happiness through satisfied customers and valued workforce
- Help employees grow personally and professionally



rf BEYOND
"CONVENTIONAL
WISDOM" TO CREATE
A CULTURE OF WELL-
BEING

rf BRAIN: FRIEND OR FOE?




Prefrontal Cortex

Basal Ganglia

rf 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)



COGNITIVE CHALLENGES WITH CHANGE

- Change itself amplifies stress & discomfort.
- Carrot & Stick don't succeed in the long run.
- Brains = pattern-making organs with innate desire to create meaningful connections.
- **People can detect the difference between authentic inquiry and persuasion efforts.**
- **Change requires changing mental maps through creating moments of insight.**

Source: Rock & Schwartz, "The Neuroscience of Leadership", Strategy + Business (2009)

TYPES OF MOTIVATION

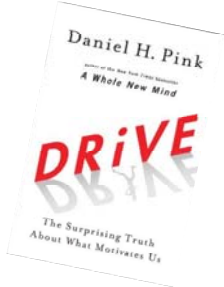
- **Intrinsic Motivation:**
 - > "People doing an activity because they find it interesting and derive spontaneous satisfaction from the activity itself." (Gagne & Deci, 2005)
- **Extrinsic Motivation:**
 - > People are driven to do something due to pressure or tangible rewards rather than for the fun or interest of it." (Petri, 1991)

BUSINESSES IGNORE THE EVIDENCE

Carrot & Stick (especially \$\$\$) not only ineffective but **HARMFUL**

True Motivation = Autonomy; Mastery; Purpose.

- > Results in higher EE satisfaction and stronger results




ESCALATING ZERO POINT

2002 HA Participation:	2006 HA Participation:
• \$50 = 50-60%	• \$100 = 50-60%
• \$100 = 60-70%	• \$200 = 60-70%
• \$200 = 80%	• \$400 = 80%

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

Source: StayWell Health Management (2002, 2006)

SAY "NO" TO THE WHACK-A-MOLE



The illustration shows a man in a white shirt and pants, labeled 'MANAGER' on his back, holding a mallet over a 'Whack a mole!' game. The game board has three gears labeled 'Quality', 'Cost', and 'Delivery'. A mole is popping out of the board.

FOSTERING INTRINSIC MOTIVATION

- Occurs when learning activity & learning environment elicit motivation in a person.
- Key to organizational effectiveness = empowered & intrinsically motivated employees.
- **Individual thoughts central to intrinsic motivation & self-leadership**
 - > Organizations need to create an environment that fosters developing and maintaining constructive thinking.

Sources: Brandt (1999); Chance (1992); Lahiry (1994); Neck & Manz (1992)

	<u>New Knowledge</u>	<u>New Skill Developed</u>	<u>New Behavior at Work</u>
Instruction Only	90%	25%	5%
Add Demonstration	90%	50%	5%
Add Practice	90%	90-95%	5%
Add Feedback	90%	90-95%	5%
Add Coaching	90-100%	90-100%	95%

MOVING BEYOND BEHAVIORS FOR SUSTAINABILITY

GROUP ACTIVITY: WHO AM I?

- Description #1
- Description #2
- Description #3
- Description #4


rf

“Insanity: doing the same thing over and over again and expecting different results.”


~Albert Einstein

rf MOVING BEYOND BEHAVIORS TO ATTITUDES & VALUES

ROBERT S. HARTMAN, PH.D.



C. STEPHEN BYRUM, PH.D.



rf VALUES THINKING / GOOD JUDGMENT

Hartman's Hierarchy of Values:

- **Intrinsic (I)** – value for individual uniqueness
- **Extrinsic (E)** – strategy/expertise, labels
- **Systemic (S)** – concepts/ideas; *ought/should*

• **I > E > S** – people are more valued than things; things are more valued than mere ideas of things or people.

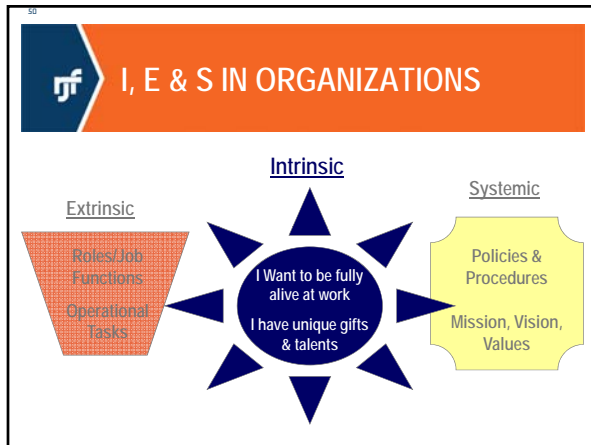
Sources: Hartman (1967) & Pomeroy (2005)

VALUES THINKING IN LIFE

World/Work	Self
•(I): "You Are"	•(I): "I am"
•(E): "You Do" or "It Works"	•(E): "I Do"
•(S): For What Purpose?	•(S): "I Believe"

•Our thoughts represent what we value
 •Valuing = where we direct our thinking

Sources: Hartman (1967) & Pomeroy (2005)



SYSTEMIC (S) vs. INTRINSIC (I) THINKING

S > E > I:	I > E > S:
•Values OUR thinking	•Values OTHER person's thinking
•Conclusive / Evaluative	•Expansive, NEW thinking
•Only sees <i>content</i>	•Takes a little longer
•Habitual (i.e., basal ganglia)	•Recognizes there's more than what's merely apparent to us.
•Narrowing, analyzing	
•Quick, no pause, no new thinking	

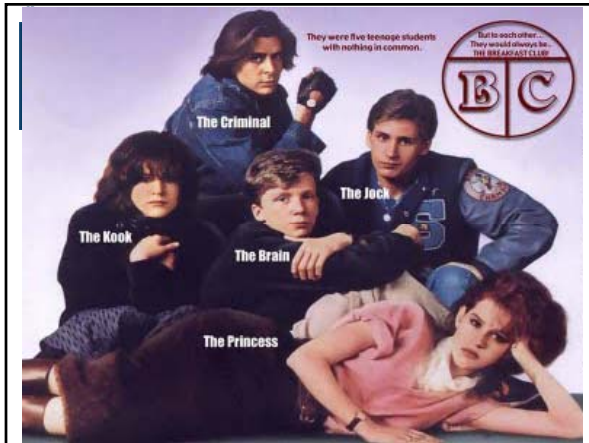
Source: WELCOA, "Changing the Game of Health Coaching" (2010)

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rf WHEN WE ONLY WORK WITH WHAT IS APPARENT TO US...

- Jumping to conclusions
- Judgment
- Impatience
- Frustration

Without the Capacity *and* Ability to work with more than what is merely apparent, you can never be anything other than my ideas about you...



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"I wish my parents would see me for all that I AM instead of all the things that I haven't become!"



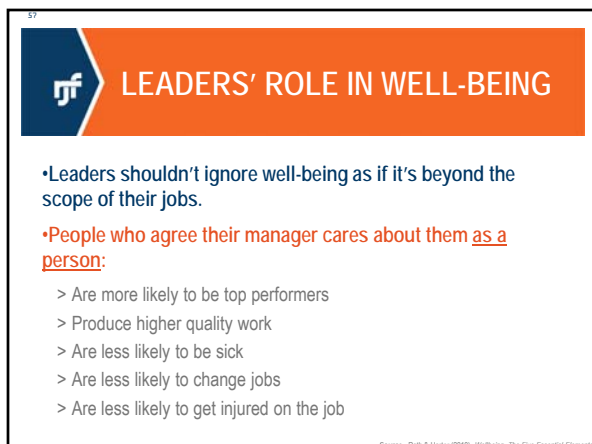
rf THE CRITICAL ROLE OF LEADERSHIP



rf LEADERSHIP CHALLENGES WITH CHANGE

- **Adaptive Challenges** – past experience/usual approach does not help; must find new approach to resolve issues.
- **Technical Challenges** – existing knowledge can be used to find a solution
 - > Either challenge can experience resistance to change
- **Leading through *Adaptive challenges* requires resiliency & intrinsic thinking**

Source: Barbara Doherty, Ph.D. (2011)



rf 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*

LEADERS' ROLE IN ENGAGEMENT

- Individuals need clear direction on organizational vision/direction & need to understand their own values, interest, talents, aspirations.
- Managers' effectiveness is based on who they *are* as much as what they *do*.
- Executives must have trust of the workforce; communication must be a priority & building a culture that supports engagement.

Source: Blessing White Employee Engagement Report (2011)

HOW MANAGERS CAN SUPPORT CAREER WELL-BEING

- Create opportunities to be emotionally connected to others
- Provide opportunities to be **Cognitively stimulated**
- Help workers **connect their work to a higher purpose**
- Invest in developing your employees.

Sources: Harter, Schmidt & Hayes, Journal of Applied Psychology (2002); Economics of WellBeing (2010); Gallup

JUDGMENT INDEX™: ADDING METRICS TO GUIDE STRATEGY

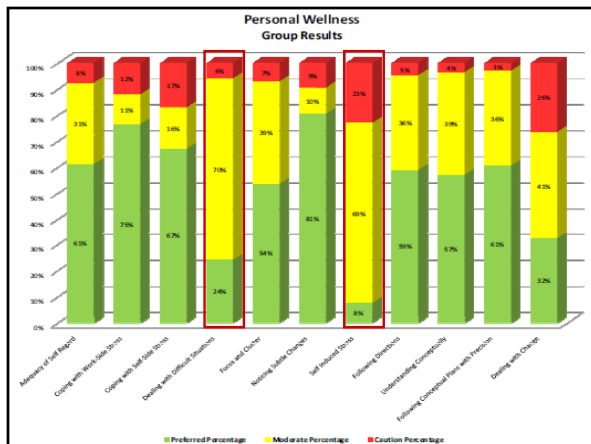
jf
NEED FOR WORK/SELF BALANCE

- Only 7% of population has stronger self-side than work-side (JI™)
 - > Strong, direct link between strong scores on work-life balance indicator and high performance
 - > Clear link between strong balance scores and ability to deal with stress.
- Only 7% of population is thriving in all 5 areas of well-being.

Sources: C. Steven Byrum, Ph.D., Judgment Index (2010); Rath & Harter (2010), The Economics of Well-Being

jf
JI™: WELL-BEING & RISK MANAGEMENT

- **Wellness Report** – 11 indicators that can help facilitate or become obstacles to personal health and well-being.
- **Risk Management/Safety Report** – 7 indicators with specific implication for RM/safety.
 - > Reveals prevailing tendency for unsafe behaviors and likelihood of accidents
- >70% of all organizational accidents and personal health/well-being issues are result of poor judgment.



rf EMPLOYEE ENGAGEMENT

Organizations need to create a **culture** that leads to engagement:

1. Quality of Relationships (*Intrinsic*)
2. Meaningful Work (*Extrinsic and Intrinsic*)
3. Vision (*Systemic*) – leadership has a clear plan and can articulate it.



rf ENGAGEMENT/WELL-BEING REQUIRES A SHIFT IN *THINKING*

- Only 29% of employees believe management cares about them developing their skills.
- Only 42% believe management cares about them at all.
- Creating credibility and trust requires acting in the best interest of others.
 - > Need to show "I care" and mean it

Source: Stephen M. R. Covey, The Speed of Trust

rf STOP DOING, START *BEING*

- People know if being manipulated, coped with, etc....it's not about skills but how leaders *regard* others.
- Our *thinking* about others influences how they perceive our behaviors.
- >People respond not to what we're doing but how we're being.



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rf SHIFTING THINKING PATTERNS

CHRISTINA MARSHALL




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rf INTRINSIC COACHING®:
INCREASING INTRINSIC THINKING

"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" (Totally Coached, Inc.)

•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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rf SCENARIO #1

You are the manager of Sue. She has had an attendance issue lately and has now missed the maximum number of non pre-approved days off. If she misses one more day, you will need to take disciplinary action. You need to address this with Sue.

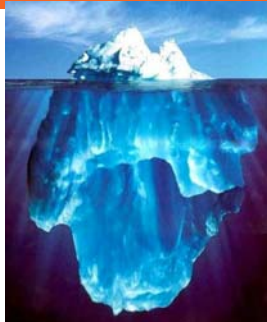
- How could you bring more intrinsic into this situation?

rf SCENARIO #2

You are the leader/facilitator of a regular meeting within your organization. Attendance and active participation at the meetings has been sporadic; many people come unprepared or not having completed their action items; there are chronic complainers at every meeting. This group needs to meet but it has become ineffective.

- How could you bring more intrinsic into this situation?

rf CAPACITY & ABILITY TO
ACTIVATE I > E > S

An image of an iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is below the surface, illustrating the concept of hidden potential or capacity.

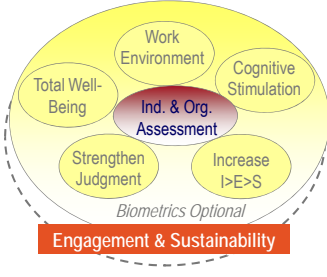
rf SHIFTING OUR APPROACH

Yesterday's Approach

- HA
- Biometric Screenings
- Incent Behaviors

Limited in scope; lacking in sustainability

Today: Organizational Well-Being

A circular diagram representing 'Organizational Well-Being'. At the center is 'Ind. & Org. Assessment'. Surrounding it are 'Work Environment', 'Cognitive Stimulation', 'Increase I>E>S', and 'Strengthen Judgment'. A larger circle encompasses these elements, labeled 'Total Well-Being'. Below this circle is 'Biometrics Optional' and a red box at the bottom labeled 'Engagement & Sustainability'. A red arrow points from the 'Yesterday's Approach' section to this diagram.



MOVING TO WELL-BEING

- Reposition "Wellness Programs" as a *Well-Being BENEFIT* of employment.
- Focus on strengthening CAREER Well-being.
- Focus on improving THINKING skills, therefore building resiliency.
- Make Well-being part of culture and everyday language

MOVING FROM GOOD TO GREAT


Good: Where the Puck Is :

- Measuring & focusing on health risks.
- Using primarily extrinsic approaches to change and participation.
- Focusing on behaviors.
- Focusing on providing more information.

GREAT: Where the Puck is Going:

- Focusing on engagement & eliciting *new thinking*.
- Bringing more intrinsic into well-being efforts.
- When using tools and resources, making the information second to the person.

RF SEEING MORE THAN OUR IDEAS ABOUT PEOPLE



RF WHAT NEW THINKING CAN YOU BRING BACK TO YOUR ORGANIZATION?

RF CONTACT INFORMATION

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