

THE RESEARCH SUMMARY

A shift from the focus on managing individual stress to the holistic strategy of creating 'well' communities at work

Work today is becoming distressing for many employees. This distress reduces the value of an organisation's human capital and its ability to deliver results, affecting long-term success and growth. To reverse this trend requires a fundamental shift in how the problem is viewed and managed.

From managing stress to creating 'well' communities at work

Corporate Heart works to increase organisation wellness, so that the people and business systems work together to produce profitable, healthy, high performance cultures. Wellness defines a degree of 'well' behaviour at an organisational and a personal level simultaneously. It is measured as a key element of organisational culture i.e. 'the way we behave around here'. The approach of building healthy cultures is based on a core philosophy of value creation. This philosophy engages the human spirit, adding value and meaning to the process of change.

A platform for change

UK Business faces many challenges from increasing levels of legislation through to a shift in people's expectations from work and their relationship with it. During this time, many discrete elements of 'people management' have taken centre stage in isolation – work life balance, flexible working, occupational health and more recently, stress. Addressing these issues in isolation will have little impact on the big picture.

Until we begin to look at these dimensions of people holistically, we will continuously work on pieces of the jigsaw and not the whole. To change these 'intangible' elements, people need a common dialogue and platform that will allow the issues of stress, work life balance, performance and health to be worked on together, not separately.

Using **The Wellness Map®**, with sound theoretical principles and empirical experience, Corporate Heart has developed a robust platform for change. This sets parameters for a common dialogue that enables organisations to discuss, communicate and engage in change appropriate to their business needs. The ongoing dialogue around wellness encourages and supports life-long learning. The Wellness Map® is a link between personal health, people's behaviour at work and the organisation's performance.

The Research Survey

How is wellness measured?

The survey has 84 questions based on the premises of the Wellness Map® divided into four quadrants with twelve elements.

Survey development

The questions have been developed and tested with a range of academics, psychologists and HR industry professionals ensuring they use clear language, are well structured and are reliable in the context of the measurement tool.

Survey format

The survey consists of three sections – four demographic requests, 84 random order 'wellness' questions, and a request for freeform commentary on what the

The Research Mission

To test the theory that the Organisation Wellness Survey based on The Wellness Map® forms a comprehensive, reliable and useful measurement for healthy high performance using 'wellness' as the linkage.

Key Objective

To measure wellness by taking into account core 'well' descriptors of behaviour and collecting the perceived views of this behaviour within communities at work.



organisation should "continue, stop and start doing" with reference to wellness related activities. The survey is completely confidential, taken online (illustrated) or paper based. The scores are reported as aggregated groups only, as defined by each organisation.

The research survey collected four demographic data sets:

- Gender
- Age group
- Level of Service
- Length of Service

Respondents answer reflecting on their own experience of 'most people' in their organisation indicating the extent they agree or disagree over six points from strongly agree to strongly disagree.

Corporate Heart Organisation Wellness Survey

Progress

In your view, how do people in your Organisation think and behave? Please indicate to what extent you agree or disagree with the following statements.

From my experience in this Organisation, most people...

Statement	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree
1. Are comfortable asking for and receiving support from others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Are not open to new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Carry on even when physical tiredness reduces effective performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Delegate or share workloads whenever necessary	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Listen carefully to other people's opinions and viewpoints	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Mistrust the official messages and rely on the 'grapevine'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Previous Next

Research Conclusions



The research shows that even the 'most well' organisation (i.e. where scores reach the outer edge of the circle) did not reach above 75 marks for any sector of the circumplex.

The element 'Physical Health' was the only item that scored below 50 marks. This follows the trend across many of the individual reports.

Wellness can be measured

The high statistical reliability of the instrument and the qualitative feedback from research partners confirm that the elements and quadrants that make up this measure of wellness make common sense, are based on sound statistical analysis and are robust. The circumplex illustrates the total research sample scores.

There are sector and company differences

There is no single picture of healthy high performance – it is different for each of the 12 organisations measured. As the data grows with new surveys taken in all sectors, the reports will provide benchmark comparisons so that organisations can evaluate their relative 'wellness' within their sector. The overall trend to perceive physical health as low is a major concern, where sickness-absence and permanent ill health may result if issues are not addressed immediately.

Demographics

There was a significant trend that the perception of organisation 'wellness' declines with both length of service and with age. There were differences between levels of service within organisations, but the differences were not consistent across organisations. There was a small, but not statistically significant effect, for females to respond 'more well' than males. For some organisations there were strong differences between departments. The impact of any of these demographic differences could be a major significance and should be explored within the organisation.

Key behavioural trends

The issues of destructive behaviour, poor health, disengaged communication and management competency featured in the question data and the freeform

commentary. These are challenges that organisations have consistently tried to address, but may have not had the dialogue to discuss. This approach gets "under the skin" of these delicate issues and enables healthy discussion to resolve the issues.

Freeform comments

The freeform section of the survey generated a high level of response, providing a rich and detailed insight into the client organisations. All commentary are reported back verbatim with a executive summary report of freeform 'trends'. Below are generic statements that summarise the overall patterns shown in the commentary.

Employees wish that their organisation continued...

- Investing in learning and development
- Maintaining the organisations high standards
- Open communication
- Fun, relaxed atmosphere
- Promoting core values and visions
- Recognising individual effort
- Supporting people through Occupational Health and HR

Stopped...

- Behind closed doors environment for decisions
- Having a blame culture
- Bullying staff to come to work
- Them and us culture between staff and managers
- Not discussing key change with the people it will affect
- Sticking to the same old ways of doing things
- Concentrating on negatives instead of celebrating successes
- Too much reporting, too much bureaucracy
- Not recognising / rewarding individual effort

Started...

- Understanding real workloads
- Recognising individual effort
- Encouraging more creativity – allow people to fail
- Better communication between management and staff
- Better career planning and development
- Better communication of the organisation's successes
- Act on and gain more feedback from the front-line
- Create a flexible working culture that works
- Having more clearly defined goals at both organisation and personal level

Survey Client Quote

"The mere fact of running the wellness survey, and having to discuss the results, has provided our management team with a dialogue between ourselves that is open, supportive and which has brought about an 'ownership' by the team as a whole.

The immediate influence of this survey has been to enable managers to speak to staff about specific personal views previously undefined; the staff feel noticed and taken seriously, and the managers now have a tool to ask the necessary questions without fear of offending anyone."

Debra Allcock Tyler
CEO

Directory of Social Change

Next steps

Future Growth and Measurement of 'well' communities at work

Corporate Heart is committed to an ongoing review and study of their client organisations using The Wellness Map® as a platform for change. This provides ways for organisations to work through change in a healthy high performance way. This approach to continuous improvement will remeasure the organisation using the survey, enabling them to assess the differences and improvements over time.

Validity

Use of other business performance measures to validate the survey could include health, profit, growth and staff and customer retention levels. Data will be collected and analysed from all future survey clients and will be used to form normative data and benchmark information for a range of specific business sectors.