



Organisation Wellness Survey Findings

A healthy approach to high performance

Work Today

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

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

Human Resources has faced many challenges over the last few years, 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. Does improving work life balance initiatives mean people will be more productive? Does auditing stress mean people will be healthier, happier and more able to do their job?

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 of people we 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.

The Wellness Map[©]

Using sound theoretical principles and the team's invaluable on-the-ground experience, Corporate Heart has developed a robust platform for change – the Wellness Map[©].

The Wellness Map[©] uses a common language that enables organisations to implement 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

The following research data, findings and conclusions are the culmination of many years' work to build a platform that works with core commonalities of behaviour and can underpin any intervention, change process or growth strategy.

Research methodology

How is wellness measured?

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

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 questions, 84 ‘wellness’ questions, presented in a semi-random order and without reference to their Wellness Map® headings, and a request for freeform commentary on what the organisation should “continue, stop and start doing” with reference to wellness related activities. The survey is completely confidential.

This is an online (illustrated) or paper based survey. 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 are given the following overarching question:

In your view, how do people in your Organisation think and behave?

Indicate to what extent you agree or disagree, using the headings Strongly agree, Agree, Mildly Agree, Mildly Disagree, Disagree, Strongly Disagree;

For example:

From my experience in this Organisation, most people:

- 1. Are not open to new ideas*
- 2. Consider problems as challenges that stimulate thought and inventiveness*

Statements can be either positive or negative such that ‘Strongly Agree’ would indicate a ‘well’ response to a positive statement, and would indicate an ‘unwell’ response to a negative statement.

BALANCE	Confidence Alertness Physical health
CONNECTION	Collaboration Appreciation Communication
PURPOSE	Alignment Work life balance Direction
PERFORMANCE	Achievement Growth Resilience



The research objectives

To test the theory that the Organisation Wellness Survey would form a comprehensive measurement tool, we partnered with a range of client organisations to gather data in order to analyse and refine the survey and the interpretation and communication of its outcomes.

This research concludes the first phase of our continuing research into well communities at work. 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.

Key objectives

Wellness

Is there a way to measure wellness by taking into account core behaviours and perceived views within organisations? The research would enable Corporate Heart to use live data to test its premises of wellness and ensure that the instrument was both reliable and meaningful.

Healthy High Performance

The results will enable us to evaluate whether our expectations of what a well community would look like are reasonable. Is there a common picture of healthy high performance for all organisations and sectors?

Demographic trends

Are there issues specific to particular groups within organisations? Do gender, length of service, seniority or age of the survey respondents impact on how ‘well’ they perceive their organisations to be?

Behavioural trends

Are there common behaviours in UK organisations that prevent them from being ‘well’ communities and achieving sustainable healthy high performance?

Build normative data

Normative data will be required to drive the benchmarking and usefulness of the survey. The research will provide us with a sound base in the main sectors of both public and private organisations.

To measure a representative sample of organisations

Organisations were selected from the public, private and voluntary sector with up to 300 people from each company eligible to respond to the questionnaire. Sample groups within the organisations ranged between 10 and 150 people.

Key Findings

The research revealed many interesting insights into how people view their own organisation. The twelve elements are statistically highly reliable and provide a robust and cohesive measurement. The individual reports are confidential and therefore no specific data that can identify a single organisation are included in this document.

The data and conclusions that follow are taken from generic results, aggregated scores and overall trends.

- Wellness, as defined by Corporate Heart, can be measured as an outcome of answering the Organisation Wellness Survey. The twelve sections are statistically highly reliable and provide a robust and cohesive measurement.
- The total wellness score for all organisations in the sample lie between 43 and 66 on the 0-100 scale. See fig 1.
- There are some gender differences, with females overall answering the survey 'more well', however this is not statistically significant.
- Length of service shows some marked differences on tenure. Notwithstanding the increase in wellness after 20 years service, the trend is clearly a decline of wellness during the length of service. See fig 3.
- There is a similar trend for the perception of organisation wellness to decline with age.
- Analysis of the 84 individual questions within the twelve elements does provide a useful and meaningful insight to the summaries. The overall positive / negative split, the strength of the answers and how the questions were ranked – from most well to most unwell, have produced rich data allowing 'big issues' to be drilled-down into more focused terms.
- The freeform questions have provided a powerful platform for anonymous feedback. The responses have proved incredibly useful, providing open and honest commentary about specific issues within an organisation.

The findings are divided into four areas; overall research conclusions; data trends and aggregates taken from the reports; question data and summary from the freeform commentary.

Overall research data

Total population data

Number of respondents	950
Number of Organisations	12
Highest response rate for sample	100%
Lowest response rate for sample	33.3%
Average response	55%
Time by which 80% of respondents had completed the survey	22 minutes
Average length of time spent on freeform questions	4 minutes
Time by which 80% of respondents had completed the whole survey	27 minutes

Reliability data

The internal reliability was tested during the research phase. The final measure of internal reliability was conducted on a sample size of 653 using the Cronbach alpha measure of internal consistency.

N=653

Cronbach's alpha for whole survey = 0.977

All of the 12 scales also show very high reliabilities

The Wellness Map©



Findings from the aggregate results

The circumplex shows the overall wellness score across the elements and quadrants for the total population on a scale of 0-100.

The circumplex is used as a clear visual picture of the Wellness of an organisation or group.

The research shows that even the 'most well' organisation 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.

Further research with academic partners and validation by comparison with other business measures and outcomes of physical health will be reviewed and examined as an ongoing part of the Corporate Heart development plans.

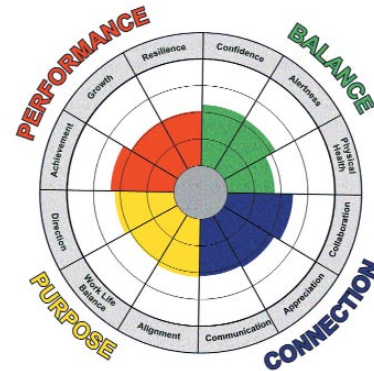


Fig 1. Total population wellness circumplex

Total Wellness score by company

The chart shows all research partners' total wellness score. The organisations are ranked A to L based on how well they scored with A being the most 'well'.

7 out of 12 organisations had more than one division or group surveyed. These were fed back as both individual and aggregate scores and reports. For the purposes of the overview here we have taken the aggregate score for each organisation.

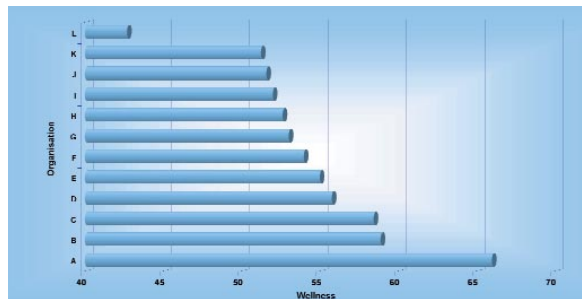


Fig 2. Aggregate wellness score by organisation

Length of service

The length of service graph shows a trend towards a less 'well' perception as time in the organisation increases.

It would be reasonable to suggest that there is a degree of 'honeymoon' period mentality in the 0-6 months group. This would account for the much higher wellness score and the sudden decline in view after 6 months.

This raises some questions about retention.

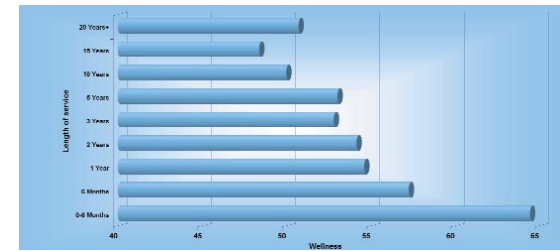


Fig 3. Aggregate wellness score by length of service

Age

The research showed a general decline of perceived wellness with age, with a higher degree of perceived wellness in the under 35 age groups. This trend is independent of Length of Service.

There is a clear rise in perceived wellness from the group closest to retirement age. However, the number of respondents in this group was small in comparison to other age groups.

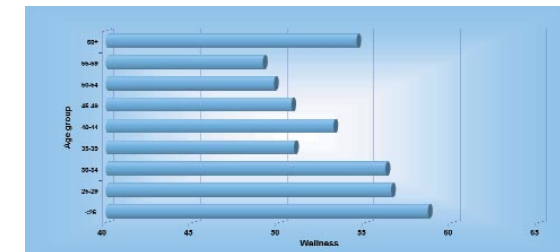


Fig 4. Aggregate wellness score by age group

Level of service

There were no significant differences across level of service as defined by Corporate Heart (admin, junior middle and senior management and technical professionals – junior and senior). While there were no overall trends across the research population, there were differences between job levels within organisations, but sometimes these were in opposite directions for different organisations. Job categories within the survey can be tailored to individual organisations to ensure the data are relevant.

Gender

There is a suggestion of a small gender effect such that females score slightly higher than males in all elements other than Physical Health and Resilience. However, the effect is small in size, and is not statistically robust enough to draw any firm conclusions on.

Organisational example

Most research partners measured more than one department. The graph in Fig 4 shows the overall wellness for two departments within an organisation, scored across the four quadrants. The identification of such differences in wellness across the wider organisation provides an incredibly valuable insight and tool for management to build a more cohesive and aligned internal culture.

By drilling down to the element and individual question level and by analysing the freeform comments, an incredibly rich understanding of the key differences in wellness between departments can be gained.

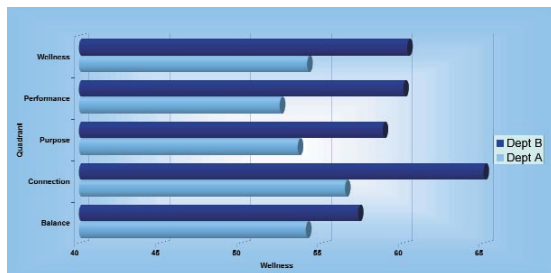


Fig 5. Quadrant comparison for an organisation

Comparison of elements

This graph illustrates how the patterns of differences between the elements of wellness can vary between organisations. While Physical Health scores tend to be generally low, and Collaboration scores generally high in relation to the overall wellness score, for one organisation (A) the two elements are at the same level while others e.g. H, I and L, show large differences.

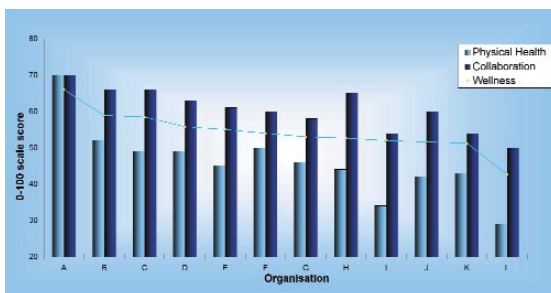


Fig 6. element comparison for an all organisations

Question level data

Client survey reports breakdown the elements into the seven questions of which they are made up. The questions are presented in the report in order of the most 'well' response. This is calculated as a percentage of those who answered in a 'well' manner and those who answered in an 'unwell' manner (the value of agree and disagree scores are reversed in negative questions).

General trends

Many of the questions that evoked the highest proportions of 'well' responses did not necessarily evoke high proportions of 'Strongly Agree/Disagree' responses (i.e. they were mostly 'Agree' and 'Mildly Agree' responses). However, those questions that evoked high proportions of 'unwell' responses did also tend to evoke high proportions of 'Strongly Agree/Disagree' responses. It seems that people often have strongly held views on issues of 'unwellness'.

Most well responses

Conscientiously work to achieve quality standards

86% of respondents answered in a 'well' manner, however only 11% Strongly Agreed with this question. Nearly half (45%) Agreed and 30% Mildly Agreed. This could be an example of the human need to achieve and therefore the perception is that most others within the organisation would also want to achieve (and do their best).

Use appropriate humour to help release the pressure of a situation

84% of respondents answered in a 'well' manner. This may relate to the human physiological reaction to stress – using laughter to release body tension.

Cope very well when faced with the unexpected

81% answered this question 'well'. This may be a result of an acceptance and learned behaviour to deal with 'frequent' change in organisations. This may indicate a desire to manage problems that are immediate satisfying and challenging.

Most unwell responses

Carry on even when physical tiredness reduces effective performance

83% of people agree with this, with 23% (overall) answering Strongly. Physical Health has scored consistently low in comparison to other elements and this particular issue has been consistently supported by freeform commentary.

Experience ongoing 'bottled up' frustrations

77% of the sample agreed with this. Other questions within the Resilience element have shown high levels of ability to cope. This is particularly true of the 'use appropriate humour' question. There is supporting evidence from the survey to show that even where there are high levels of professional conduct – communication, respect, use of appropriate humour – there were still 'bottled up frustrations' with 'talents not recognised'. It may be more personal issues that cause the frustration.

Have talents that are not recognised or not utilised by the organisation

77% of the sample agreed with this. This may be a feeling that talents are not recognised or encouraged to be used.

Destructive behaviour

Feel that destructive behaviour such as bullying accepted

73% responded that they disagreed i.e. that destructive behaviour was not acceptable and many of these scored this strongly. However 27% agree that destructive behaviour is accepted.

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 was reported back verbatim and a summary report of freeform 'trends' provided.

Below are generic statements that summarise the overall patterns shown in the commentary.

In your opinion, what would like the organisation to:

Continue

- 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

Stop

- 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 bureaucracy
- Not recognising / rewarding individual effort

Start

- 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

Conclusions

Wellness can be measured

The high statistical reliability of the instrument and the qualitative feedback from research partners confirms that the elements and quadrants that make up our measure of wellness make common sense, are based on sound statistical analyses and are robust enough to be used as a commercial survey.

Scale

To enhance the usefulness of the Organisation Wellness Survey reports, the graphs will, in future, focus on the meaningful parts of the scale. This will highlight important 'wellness' differences within organisations. The reports will also provide benchmark comparisons so that organisations can evaluate their relative 'wellness'.

There are sector and company differences

There is no single picture of healthy high performance – it is different for each business sector measured. Further data and clients will enable organisations to use benchmark data from other organisations in their sector to gain a picture of how other high performing organisations (based on other measures of performance – profitability, employer identity, growth, sickness), look. The context-free nature of the Wellness Map" will enable them to create their own picture of 'wellness' and healthy high performance.

Demographics

There were significant trends for perception of organisation 'wellness' to decline 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 the issues.

Freeform commentary

The powerful and insightful freeform commentary has provided a rich backdrop and support to the question level outcomes and forms the basis of further internal discussions for organisations.

Next steps

Validity

Use of other business performance measures to validate the survey could include health, profit, growth and staff and customer retention levels.

Intervention and re-measurement

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 continuous improvement approach will provide a re-measurement using the survey enabling the organisation to analyse the differences and improvements over time.

Acknowledgements

Over the last three years Corporate Heart has had the pleasure of working with some of the most inspirational people in the areas of human resources, psychology and academia. There are, as is often the case, numerous individuals, organisations and groups to whom we are indebted, however, there are some that have contributed greatly over the course of the last year and to these we offer our heart felt thanks and appreciation.

Chris Cussons, Corporate Heart Ltd

Philip Palmer, Corporate Heart Ltd

Paul Creighton and Simon Hooper, Creighton Hooper Ltd

Rose Evison, Change Strategies

Professor Alistair Ostell, Bradford School of Management

Professor Richard Ennals, Centre for Working Life Research Kingston University

Cedric Daetwyler, The Swiss Embassy

Pauline Henderson, Consultant to the DTI

Paul Robertson, MD Management Learning Resources

Helena Dennison, Key Learning Ltd,

Julia Gerzon, Randall Hill Consultants

David Harper, Harper Associates

Debra Peacock, previously Avaya Communications

Roland Carlin, RCA Designs

And the inspiration of the Japanese writer, Tsunesburo Makiguchi

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Editorial and Technical Advice from Paul Creighton of Creighton Hooper Ltd

Design by Ben @ Scheidesign

Many thanks to our research partners:

Directory of Social Change
Chubb Insurance
Total Oil
South West Trains
The Metropolitan Police
The Royal National Othopaedic Hospital
Whitehall and Industry Group
NCH (Chemicals)
Alexander Mann
The Concise Group
Fareham College
The MOD

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 • The Directory of Social Change

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