



# Organisational Health and Wellbeing

Masterclass Report

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## Introduction

For ten years, the Future of Work Research Consortium (FoW) has explored the trends shaping industries, organisations and careers. Our people-centric approach inspired our research into Organisational Health and Wellbeing, to explore how organisations can unleash the full potential of their people.

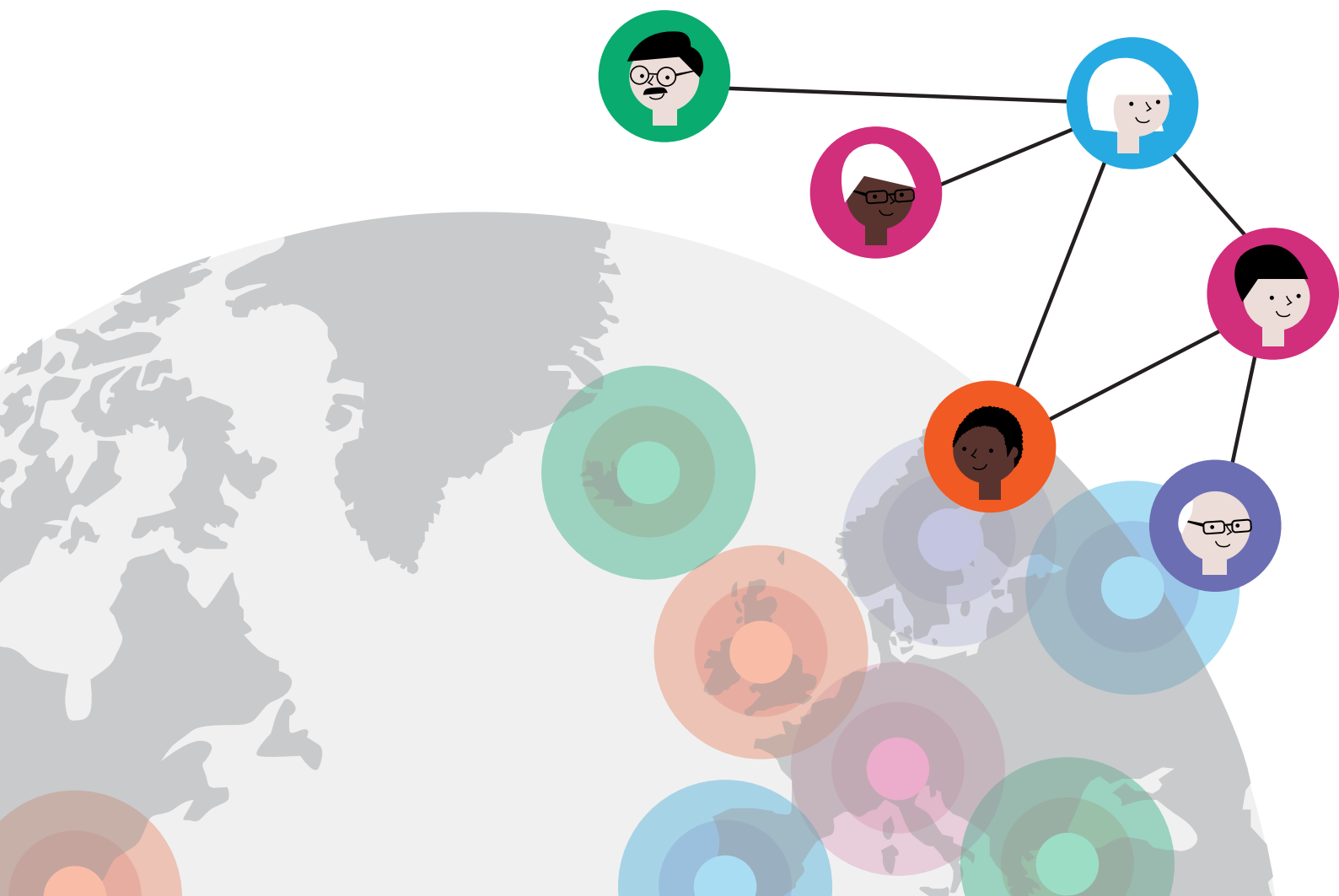
This FoW report reflects the insights of our multi-dimensional research approach, including a cross-company collaboration Jam, an in-depth literature review, and the identification of case studies to provide practical examples of future-proofed practices, as well as the varied experiences and insights shared by our Research Consortium members and expert guest speakers at Organisational Health and Wellbeing Masterclass, which took place in London on 04 February 2020.

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# Research methodology

Our primary research was conducted through the Organisational Health and Wellbeing Jam, which ran for 48 hours from 05-07 November 2019. 323 registrants from 22 countries wrote 1,600 comments and viewed pages over 15,606 times. Participants discussed a broad range of topics on agility, from the preparedness of leaders, to how technology can enable agility, to how agile can and should be defined. Our researchers analysed these comments and produced the Organisational Health and Wellbeing Key Insights Report, which is available to all Consortium members on our FoW Library.

This FoW report reflects the insights of our multi-dimensional research approach, including Jam insights, an in-depth literature review, and identification of case studies to provide practical examples of effective Organisational Health and Wellbeing practices. We further rely on the varied experiences and insights shared by our delegates and expert guest speakers at the Organisational Health and Wellbeing Masterclass, which took place in London on 04 February 2020.



# Key insights

## #1

### **Everyone is responsible for wellbeing**

The pressures of fast-paced work and personal attempts to “have it all” have created a growing need for organisations and employees to partner in improving wellbeing enablers at work. While it is becoming increasingly crucial for organisations to provide the foundations of an environment that promotes wellbeing, individual awareness of wellbeing necessities is key to leading a balanced life.

## #2

### **Wellbeing is shaped by internal perception and external context**

Technological and demographic changes around the world, paired with continuous organisational responses that affect ways of working, can affect wellbeing despite their externality. Naturally, individuals’ reactions to these changes in societal and organisational expectations lead to changing self-perception of wellness.

## #3

### **A co-creational, integrated and personalised approach to wellbeing is required**

The first element of recognising wellbeing needs is actively listening to employees and ensuring that they have a voice in the wellbeing discussions. Wellbeing initiatives that work best are ones that are co-created with employees to develop a personalised offering within the framework of the overarching organisational vision for health and wellbeing.

## #4

### **Reflect on how you manage time and the expectations of your employees**

Taking time to reflect and rejuvenate is necessary for individual rebooting. However, time off is most effective when it is controlled and synchronised. People may appreciate time off on their own; but time off that is shared with others in their immediate networks is growingly recognised as an enabler of psychological health and emotional wellbeing.

## #5

### **Designing jobs for wellbeing is crucial**

As the pace of work is continuously growing faster, it is crucial to Understand the tasks involved in a job and how those tasks act as enablers or blockers of wellbeing. Developing job designs that account for the different types of wellbeing empowers employees and encourages them to lead a balanced life.

## #6

### **Teams are the missing link when it comes to wellbeing**

Emotions are contagious. The emotional state of one person in a team can manage to spill over to everyone else on the team. Positive teamwork dynamics, therefore, can play an active role in enabling wellbeing initiatives just as strongly as negative dynamics can become blockers to these initiatives.



What is  
wellbeing?

# What is wellbeing?

Designing an Organisational Health and Wellbeing approach requires a clear understanding what wellbeing actually means for your people, a view of the broader context, and an understanding of your goals. Wellbeing can be difficult to define, with multiple elements considered, such as physical, mental, and financial health. However, definitions that rely on just a few of these elements risk missing the true complexity and underlying diversity in what's important to different individuals.

Taking a broader more holistic approach is therefore key, exploring the wider social context of people's lives, and where the boundaries of responsibility are between individuals and the organisation. At its core, wellbeing is about individual perception and external context, and any organisational approach needs to balance these two aspects in every action they take.

## You told us

# Wellbeing is multifaceted



Feeling sufficiently energetic



Being physically healthy



Experiencing positive mental health



Having rewarding social connections



Achieving secure financial health



Having adequate psychological safety



Achieving spiritual satisfaction



Being emotionally resilient

# Wellbeing is shaped by what is happening in the world

As wellbeing is about people, it is shaped by what is happening in their lives and wider society.

Complicating matters further, these forces are in a constant state of flux. As the external context shifts, having an approach that is developed with the future in mind becomes vital for success.

## #1

### Technology

Digital technologies have become vastly more pervasive in the last few decades. Increased connectivity is, however, a double-edged sword. Some workers may struggle with the contending forces of leisure time and demanding bosses, while others may never mentally leave work and can be contacted at all hours.

## #2

### Changing Demographics

Increased life spans mean that older generations are increasingly dependent on their children and grandchildren, while working-age people need to plan to work for longer. Family structures are becoming more complex, with the rise of dual-career couples, and other non-traditional structures. This means that people now have more opportunities to transform and adapt, but also means more insecurity and ambiguity within people's lives.

## #3

### Fragmentation of Society

As more of the world moves online, people move away from their birthplaces to cities for work, and towards lifestyles dominated by work, society fragments. More people than ever before report being lonely, and cases of people feeling intensely alone on their weekends and during leisure time abound as traditional friendship and cultural norms deteriorate. Coupled with a general rise in uncertainty over the future this contributes to an increasingly disparate society.

## #4

### Ways of Working

The way that people work is also transforming, becoming increasingly fast paced and pressured. In recent decades the frequency of long work hours increased by 14.4% among the top quintile of American wage earners, highlighting the fact that pay and hours may increase together, thus reducing wellbeing gains even as income rises.

# Everyone is responsible for wellbeing

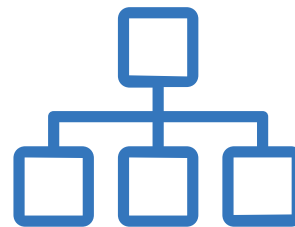
When it comes to wellbeing, both individuals and the organisation have a role to play. There are limits to what an organisation can provide to employees, if individuals do not take an active role and engage. Having a clear understanding of where the boundaries are and what is expected of each side is therefore crucial. Clearly defining roles allows accurate targeting of approaches and helps individuals and organisations work alongside one another.

“an employee should take responsibility for their wellbeing, however their employer should create an environment which makes this possible



## Individuals

- \_ Being positive
- \_ Communicating needs
- \_ Having socio-emotional skills
- \_ Managing conflict



## Organisations

- \_ Instil beneficial values
- \_ Build a work environment conducive to wellbeing
  - \_ Job design and tasks
  - \_ Team structure and support
- \_ Management training and support

# What does this mean for organisations?

Based on insights shared during the Organisational Health and Wellbeing Jam, we uncovered three key features of organisational approaches that were supported by employees across radically different organisations.

## #1

### Integration

Approaches vary in how integrated into the wider company approaches are. There is a range of possibilities here – will there be perks and offers of wellbeing initiatives that are ‘bolted on’ to the company, or will Organisational Health and Wellbeing be elevated to part of an organisation’s internal strategy. Employees across the entire spectrum of companies voiced support for a high level of integration, citing benefits including greater motivation to engage with an ‘over-arching wellbeing strategy’.

## #2

### Co-creation

Traditionally, organisational approaches to their employees’ wellbeing have been top-down paternalistic affairs. A prime historical example is the creation of Bourneville, a custom-built nineteenth-century town that the Cadbury brothers developed around a new factory. They provided leisure facilities and restricted the sale of alcohol, effectively dictating the Organisational Health and Wellbeing approach to their employees. Involving employees in conversations around design and implementation of wellbeing initiatives has increased in the intervening decades, and participants in the Jam conversation were unified in their calls for greater co-creation.

## #3

### Personalisation

As organisations grow and diversify their workforces likewise diversify. In this context, the degree to which Organisational Health and Wellbeing is tailored to individuals or rolled out uniformly is worth consideration. While this issue is usually determined by cost constraints and data-collection practicalities, conversation during the Jam made it abundantly clear that there is a general consensus that people prefer more personalised approaches. A caveat to this is the impact of technology, with participants reticent over the invasive use of personal data, such as recommending physical health initiatives based on heartrate-tracking watches,

# MARS


## Dedicated entities for wellbeing initiatives:

We have a 'culture club' on site that functionally shares with management the 'temp of the organisation' and suggests how we collaborate to deliver our wellbeing initiatives. These can vary from bigger ticket items such as healthcare provision and physical office organisation to on site exercise classes, a wellbeing allowance (for physical and mental wellbeing activities).

## Using technology for group recognition:

"At TCS we have a global platform called TCS GEMS and this is unique where peers and team members can nominate individuals for awards across 100+ categories. We have awards like TCS soldier award, Bravery award, dare to try award and team awards to recognise their efforts and work. We also introduced the Best people Manager Award that rewards managers nominated by their teams.'



A top-down view of a desk setup. In the top left, a portion of a silver laptop keyboard is visible, showing keys like 'option', 'control', 'fn', 'caps lock', and 'shift'. To the right is a dark grey, textured notebook with a black pen resting on it. Below the notebook is a white Apple EarPods cable. In the bottom right, a spiral-bound notebook with a silver metal spiral binding is open, with a wooden pencil lying across it. The entire scene is overlaid with a semi-transparent purple filter.

# The HSM Wellbeing Framework

# The HSM Wellbeing framework

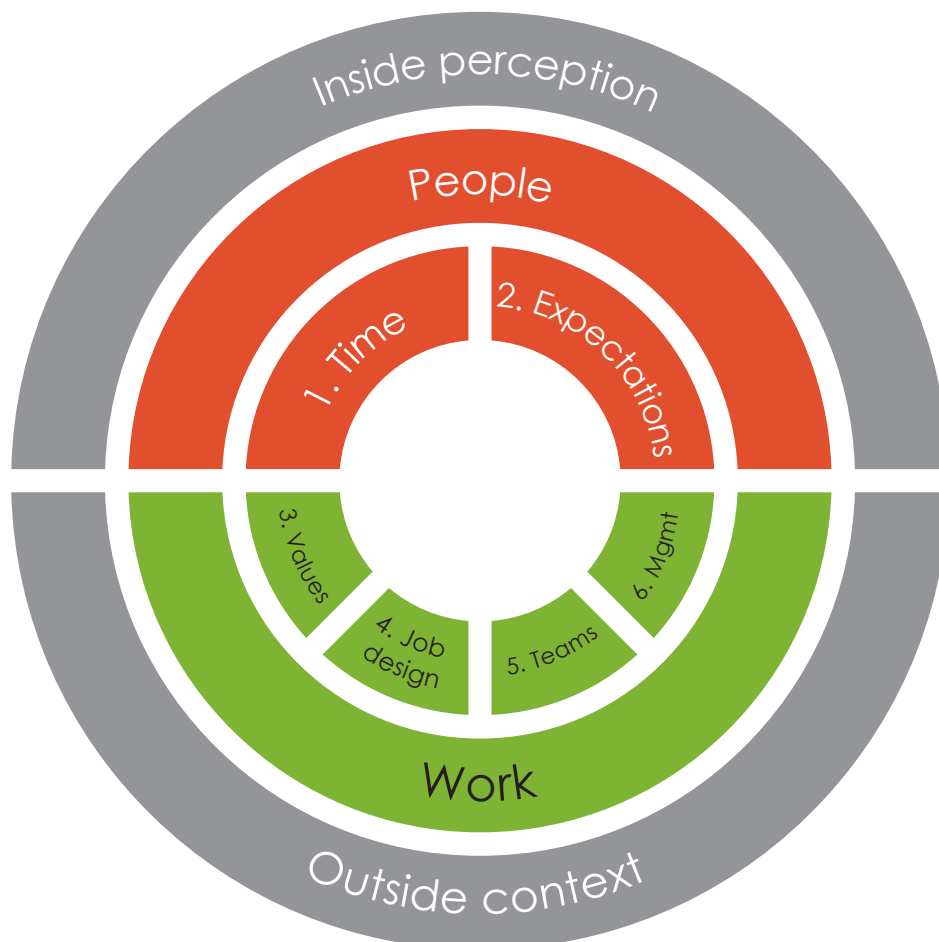
An effective health and wellbeing approach needs to consider both the individual and external contexts.

## Inside perception

...is determined by individuals, and hence involves personal circumstances, preferences, and relations outside of work. The elements in this part of the wellbeing framework vary a lot between people, and ultimately impact how they perceive the world and their response to wellbeing initiatives. The individual experience of individuals is shaped by two main elements: time and expectations.

## Outside context

...is shaped by organisations, who provide the context in which individuals live and work. Different organisational cultures and systems determine wellbeing in a number of ways, and organisations can effect change in through four main elements. These are values, job design, teams, and management.



# Time as a resource

When it comes to the wellbeing of individuals, time is a resource that is often left untapped. For organisations, a positive wellbeing approach comes from investing in this resource and enabling their employees to have sufficient discretionary time. This refers to time that provides people with a choice in how they spend it, rather than being pre-allocated to a particular task.

If organisations view time as a resource to invest in to build employee wellbeing, this simplifies their approach, allowing them to unlock what truly matters to their people, leading to a more engaged workforce. It can also contribute to a more honest evaluation of the impact of multiple wellbeing initiatives. For example, a time-poor line manager who is told they must fit an extra two hours of wellbeing initiatives arranged by their organisation each week, may end up increased hours in the office and increased stress as their discretionary time is depleted.

“I have had reports that some wellbeing material / initiatives have left people feeling anxious and distressed that they are unable to make time for ‘wellbeing activities’ provided.

The challenge for individuals and organisations alike is that the impact of technology and ways of working mean that people struggle to safeguard their discretionary time. This has led to an increase in ‘leavism’ as employees increasingly use paid leave or weekends to work.

**A follow-up study by the Chartered Institute of Personnel and Development in 2018 found that**

**72%**

of respondents had observed “leavism”

**37%**

reported people taking annual leave (rather than sick leave) when they were ill.

More than

**30%**

of those surveyed reported people took leave to catch up on work.

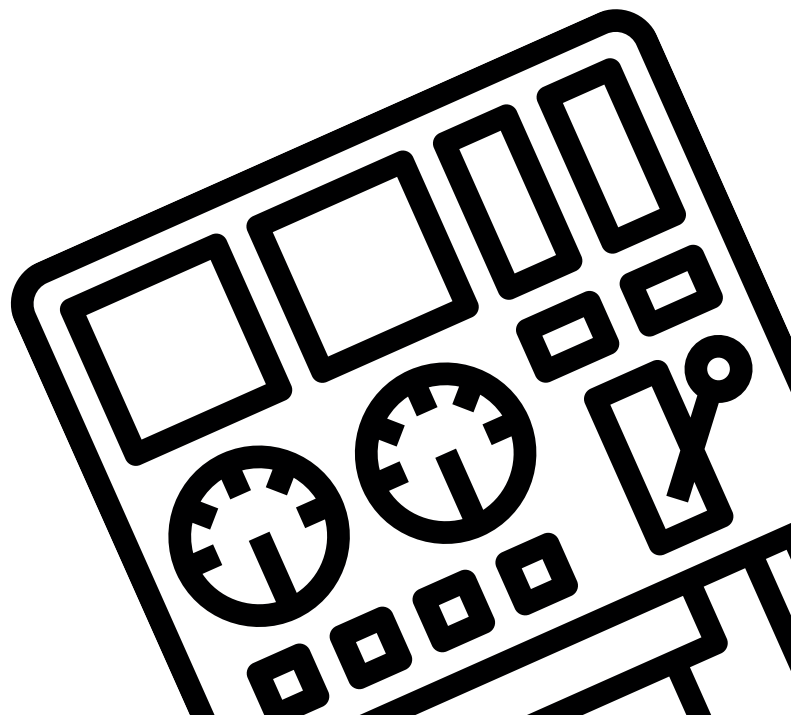
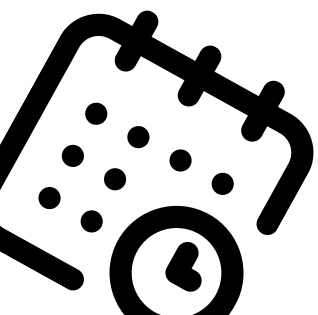
# Discretionary time needs to be:

## Synchronous

Having time off when social connections also have time off is both desirable and highly impactful. Research investigating the effect of extra public holidays found that synchronous time off is more beneficial than time spent as an individual, as the resulting leisure time is 'higher quality'. It is why public holidays, weekends or national level holidays are so prized and why in conversations around the potential rise of the four day week, the importance of a collective approach at the national level is highlighted as important.

## Controlled

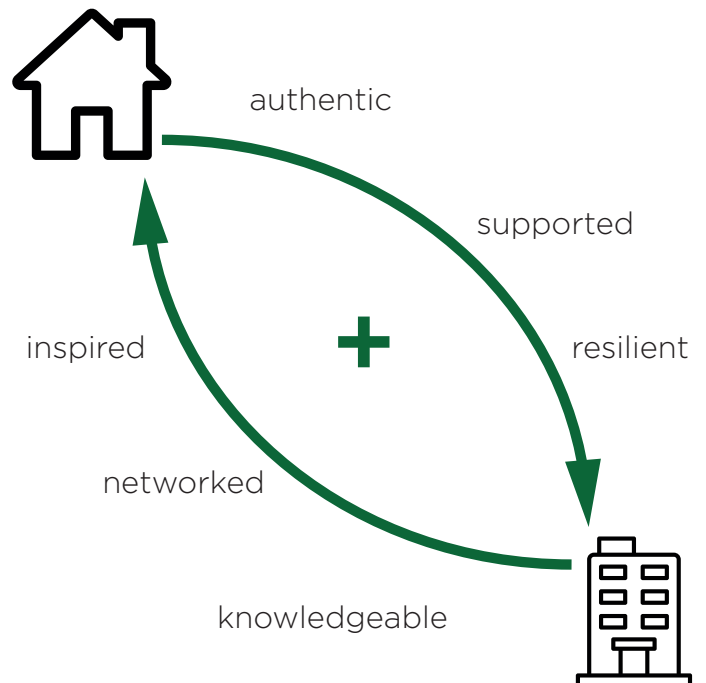
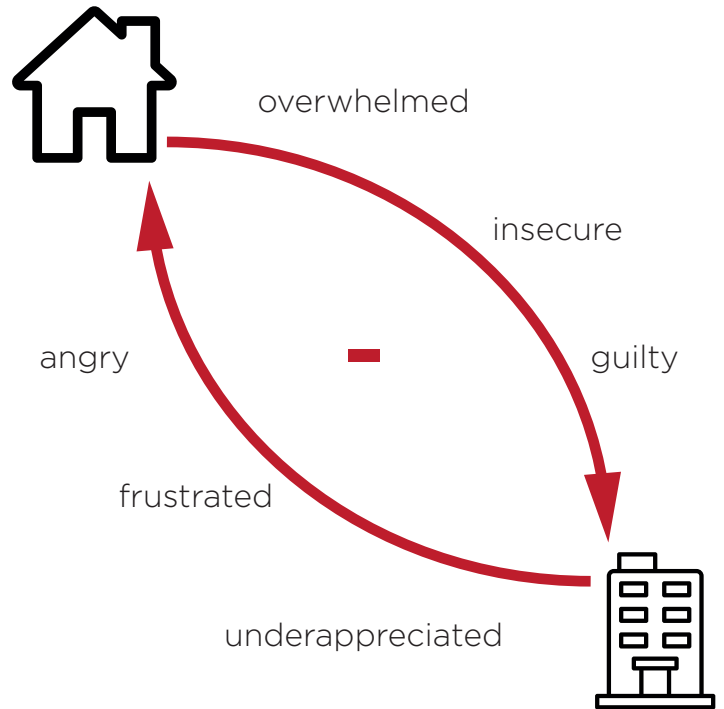
Equally, having the power to self-determine when and how to use time enables people to achieve personal goals and maximise their wellbeing. Rather than assuming that all employees desire the same allocation of time, organisations need to enable people to have some semblance of autonomy and control over their time. This may mean giving employees control over certain allocations of time, or flexibility around when and how they work.



# Expectations of employees

One of the central challenges around organisational wellbeing is the differing life experiences and expectations of individuals. People are different and thus contrast in how they perceive and engage with the health and wellbeing initiatives.

**There is significant variation across motivation, resilience, happiness, and engagement among individuals.** Some people are more resilient than others, some are more positive and this can be impacted both by their personality and their life experiences. 'Spillover' between work and home life is one of the most common ways that shape the expectations of individuals. There are two possibilities for this work-home cycle (illustrated below) - positive or negative, draining self-reinforcement loops. Individuals who are struggling at home can bring that to work, continue to have a negative experience and negatively impact the wellbeing of those around them. Alternatively, this can become a virtuous circle where work and personal lives each reinforce high wellbeing. Companies must think about work and home as two inextricably connected spheres, and do what they can to ensure employees have a cycle of positive spillover between home and work relationships.



People do not always know what they want meaning organisations may implement initiatives that are popular but ineffective, or fail to implement effective but unpopular changes (see diagram). Indeed wellbeing offerings often resonate more with already-healthy employees while alienating those actually dealing with health issues.



### **Balancing personalisation:**

Varying expectations mean there is no one-size fits all response to wellbeing. The challenge for organisation lies in the need to respond to these varied needs without being controlled by them. A case study from the Boston Consulting Group (BCG) highlights this challenge, as employees initially strongly resisted taking one night or one full day off per week, citing concerns over worse performance reviews and career progression. Despite the wellbeing benefits, the stated needs of BCG's staff were opposed. The internal appraisal system was changed to incorporate personal commitments and the respect managers had for them. This had a rapid impact: within months consultants rated their work-life balance as 16% better and value delivery 9% higher than before the change.

# Values as a support for Wellbeing

Organisations need to consider the elements needed to enable an environment that builds, rather than depletes wellbeing.

The first element we consider is values. Values are the foundation which organisations need to invest in, and be secure in, before implementing any wellbeing initiatives. A strong sense of shared values among staff can be decisive in fostering a feeling of belonging and collective identity. Shared values also help people become more resilient to change and uncertainty, crucial attributes to thriving amongst any future change. According to one study, when employees had a strong sense of organisational identity they were more than four times more likely to withstand negative effects of the global economic recession on employee wellbeing than employees in organisations with a weak sense of identity. It also impacted organisational performance: companies with a 'strong organisational identity' were four times more likely to survive the 2008 financial crisis.



## Value-driven resilience:

\_The negative impact on wellbeing if employees fail to share a set of values and collective identity can be significant. HSM's work with Allied Irish Banks (AIB), one of the largest commercial banks in Ireland, demonstrates this adroitly.

\_In the wake of the 2008 Financial Crisis, AIB employees openly voiced that they felt the values of the bank didn't resonate with their personal experience, negatively impacting the employee value proposition. HSM used insights from a Collaboration Jam to create a 'Brand Passport' initiative which coached AIB's top 300 leaders on how to position values and role model behaviours aligned to these values. As a result of deliberately improving public commitment and awareness of AIB's values, morale and engagement were substantially improved across the company, resulting in improved organisational resilience.

# Job Design for wellbeing

The jobs that people do, and the way they are designed is also key in building an effective approach to wellbeing. If the way that people work is not rooted in wellbeing then any further initiatives will not have the desired effect.



Job design should also be rooted in enabling 'good work' within the organisation, that is work that provides a sense of meaning, autonomy, dignity, mastery and sense of belonging. Importantly, building this 'good work' at the level of the task has the greatest impact. Well-being is built in the process of working, and ensuring that the daily tasks that employees do are balanced to provide wellbeing is crucial.

**Mastery** – Jobs that allow individuals to develop their skill mastery feature a balance of difficult and easy tasks. This allows individuals to become highly effective in some areas without overloading them with a never-ending list of extremely difficult tasks.

**Autonomy** – The ability to independently choose between tasks, whether this is done by priority or by doing what generates the most enjoyment, is a vital part of work that builds wellbeing.

**Belonging** – A sense of social belonging, through sufficient and respectful opportunities for contact with other people. The social context of jobs can derail even the most promising of roles, and inspiring a sense of social belonging is a crucial way for work to generate positive wellbeing.

**Meaning** – For a worker to derive meaning from their work it is imperative that they see the intrinsic value in a sufficient amount of their tasks. Designing roles such that they incorporate some obviously-beneficial tasks is one way to achieve this, though different individuals may find value in less obvious tasks if they're given the opportunity to see the full outcomes of their work.

The below case study highlights the power of handing more role-defining power to employees. Although you may believe some job crafting may be good for employees but not their company, the case study research cited above suggests that, on average, it's good for both. Employees' wellbeing is improved while their organisation benefits from a more effective workforce.

Viewing job design as a way to build these elements of 'good work' allows organisations to ensure that the work that their employees do is rooted in their wellbeing, integrating it into their daily life rather than externally imposing it on already stressed, unhappy employees. Whether or not your organisation designs jobs, whatever your chosen design methodology, with wellbeing in mind is of vital importance for Organisational Health and Wellbeing.



## Designing jobs for wellbeing:

\_Handing more role-defining power to employees is a powerful way to ensure jobs are better able to promote good wellbeing. One key case study of this method of job design comes from Google.

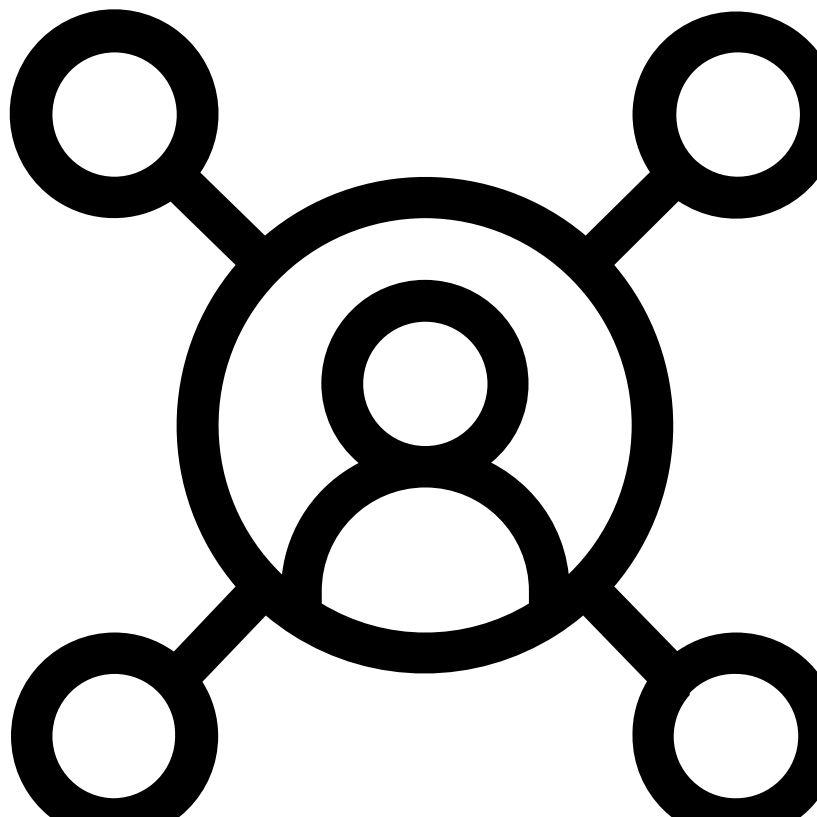
\_Google gave a large number of their staff the power to reconfigure their own jobs, with the explicit aim of increasing belonging, autonomy, and the sense of meaning individuals derived from their work. This resulted in significant wellbeing and job-effectiveness increases just six weeks later. Most notably, these gains were assessed by peers and managers as well as through self-assessment, strongly supporting the objective benefits from the job design exercise.

# Teams that build wellbeing

Another key element of the outside context organisations craft is the teams that surround individuals. Teams play an extremely strong role as enablers or blockers of wellbeing thanks to emotional contagion. This phenomenon describes the transfer of emotional states from one individual to another, and is particularly strong between team members. Given how emotions are contagious, team dynamics and attitudes underpin all wellbeing in organisations.

## **Teams are the missing link**

Ignoring the role of teams may negate an otherwise effective wellbeing approach. Team engagement plays a crucial role in employee health, wellbeing, and productivity. Teams are the missing link between Organisational Health and Wellbeing approaches and initiatives and their effect on individuals. Even carefully co-created, accurately delivered, and manager-supported Organisational Health and Wellbeing cannot be forced through resistant teams. Emotional contagion between team member means that any wellbeing initiatives that provide significant benefits can fail entirely as people around a given individual react negatively and thus reinforce non-engagement.



# Management needs support to support wellbeing

Research shows that managers have a significant impact on employee wellbeing: high managerial commitment to the wellbeing of their employees resulted in a 35% improvement in employee safety behaviour. Yet this contrasts with the high-pressured context in which managers work:

**64%**

of managers say they have had to put the interests of their organisation above employee wellbeing at some point.

Pressures such as financial metrics may dominate the performance measurement of managers, while due to a focus on revenue or profit margins, organisations may neglect their managers' ability to safeguard their teams' wellbeing. Organisations therefore need to support their managers through training, but also signal that employee wellbeing is high on the priority list, rather than something that can be easily pushed aside as the result of other pressures.

This support should be centred on the main ways that managers shape the emotional culture. These are:

**Responsibility** – Managers can and should engage in proactive listening, where they try to proactively identify and ask their team about any ongoing or developing health and wellbeing concerns.

**Engagement** – Managers are responsible for the frequency of one-to-one and group check-ins, and otherwise are a key actor in publicising internal wellbeing resources for their team. They can drive engagement with health and wellbeing resources and control team dynamics, which were previously highlighted in this report of being vitally important.

**Belonging** – Managers can role model open and honest sharing of personal experiences, which can help their team feel safe and more willing to engage with wellbeing resources. Managers also play an important part in role modelling good practices such as 'leaving loudly' which signal to others that a focus on wellbeing is acceptable behaviour.





## Managers and wellbeing:

The important role that managers play in Organisational Health and Wellbeing has been explicitly recognised at many major organisations. At KPMG, line managers are a core part of the firm's mental health strategy. The organisation provides company-wide e-learning mental health resources with modules specific to line managers and their approach to wellbeing issues. The goal is for line managers to support colleagues not as a mental health first aider, nor as a coach or psychologist, but as a manager. Wellbeing is thus internalised as just another part of their role, ensuring authentic and successful delivery to KPMG employees.

A top-down view of a desk setup with a red overlay. In the top left, a portion of a white laptop keyboard is visible, showing keys like 'option', 'control', 'fn', 'caps lock', and 'shift'. To its right is a textured brown notebook with a dark red pen resting on it. Below the notebook, a pair of white earbuds with a white cord is visible. In the bottom right, a spiral-bound notebook with a silver metal spiral binding is shown, with a wooden pencil lying across its pages.

Your  
wellbeing  
signature

# Your Wellbeing Signature

In this report we have considered six elements that make up Organisational Health and Wellbeing for individuals within organisations. Crucially, there is no one-size-fits-all approach to any of these elements, and all are fundamentally dependent on the unique individuals and business context of organisations. The six elements can be used as a diagnostic tool for Organisational Health and Wellbeing; below is a scale on which to rate your own current state.

## #1 Time

My organisation encourages and enables individuals to control how they allocate time

## #2 Expectations

My organisation takes individual contexts and expectations into account when approaching wellbeing

## #3 Values

My organisation promotes values that enrich people's lives in and out of work

## #4 Job design

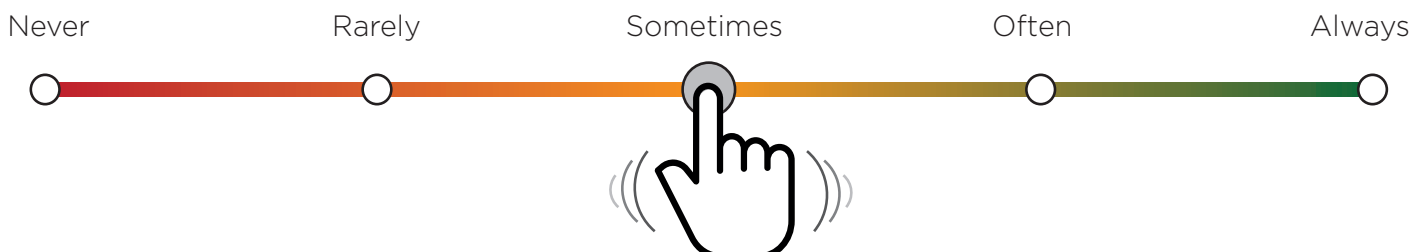
My organisation designs jobs with wellbeing in mind

## #5 Teams

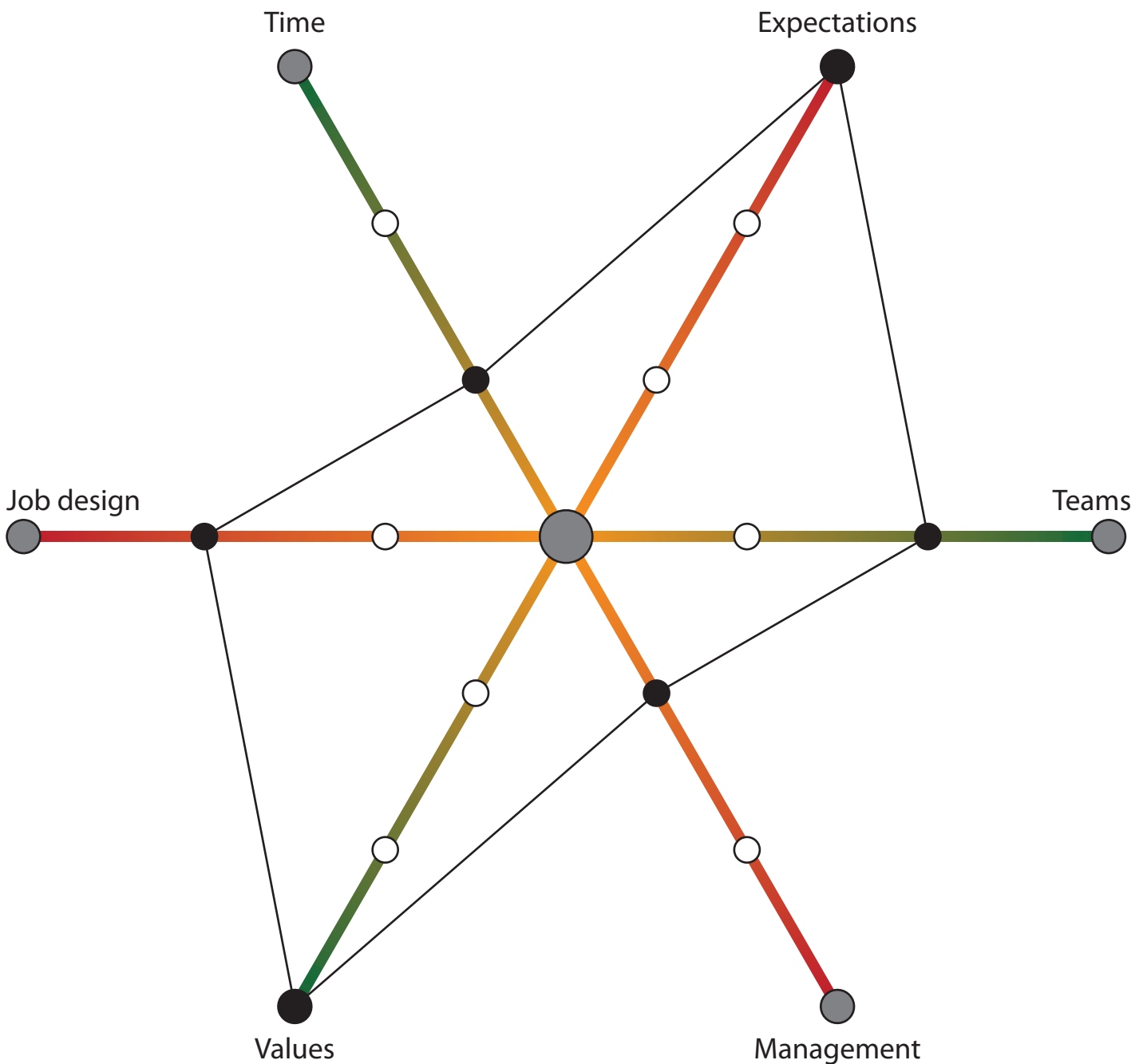
My organisation includes teams as a core part of wellbeing considerations

## #6 Management

My organisation supports managers in building the wellbeing of their teams



Ranking your current state for each of the six elements above give you a first look at your organisation's wellbeing signature. This signature differs according to your people, culture, business environment, and countless other factors. The six elements, however, broadly capture an accurate picture of your current Organisational Health and Wellbeing state, as well as any risk areas.



# Concluding remarks

When it comes to building an effective organisational approach to wellbeing an expansive view is required. Both individuals and the organisation have a role to play, while a more holistic approach encompassing values, teams and job design allows organisations to create a wellbeing approach that is rooted in the way that employees live and work. Taking this expansive view allows more freedom and opportunities for organisations, giving them greater tools to combat the stresses and strains of modern life felt by their employees.

# Key takeaways

## #1

The way you bring out wellbeing in the organisation impacts how it is perceived and received. It's crucial to work on building and communicating a narrative around wellbeing.

## #2

Organisational Health and Wellbeing is about thinking big, but also thinking small. We must put the individual at the heart of the larger interventions.

## #3

A team-approach is needed to increase the level of engagement with wellbeing.

## #4

It's not how much money you throw towards an initiative. It's about making it correctly focus on people - we can serve wellbeing without the need for the commerciality and significant budgets envisioned.

## #5

Balance the need for personal control and the role of the manager when designing Organisational Health and Wellbeing.

## #6

We have the puzzle pieces (the data), but we need the feedback from the other leaders rather than making the initiatives HR-focused. We need to partner with other leaders to create rolemodelling opportunities and a chance to co-create wellbeing efforts.

## #7

It is important to foster joint responsibility for wellbeing through an adult-to-adult relationship that encourages people to naturally accept responsibility for wellbeing, as well as being accountable for wellbeing as an organisation.

## #8

Co-creation of wellbeing programmes means giving people a voice, hearing that voice, and then adapting the framework to those realities and cultures that arise from those voices.

## #9

From a macro-perspective, there's a shift from governments and NGOs to organisations. There's a pressure on organisations from the area of trust and ethics. Now, psychological safety is the priority, which means that the need for trust in the organisation and the consequent ability to have that psychological safety are becoming a priority in the organisation.

## #10

Integrating the narrative into "business as usual" rather than merely presenting and discussing the narrative is important. We need to be implicit as well as explicit as we go about Organisational Health and Wellbeing.

A top-down view of a desk with various items. In the top left, a portion of a white laptop keyboard is visible, showing keys like 'option', 'control', 'fn', 'shift', 'caps lock', and 'tab'. To its right is a grey, textured notebook with a black pen resting on it. Below the notebook are white earbuds with a white cord. In the bottom right, there is a spiral-bound notebook with a silver metal spiral binding and a wooden pencil lying on its pages. The word 'Appendix' is overlaid in white text on the left side of the image.

# Appendix

# About Fow

Over the last twelve years, the Future of Work (FoW) Research Consortium has brought together a global community of 108 of the world's most influential companies, a number which keeps growing. By combining energetic live events with cutting-edge collaborative technology, we have connected more than 500 executives, all of whom are leading their organisations in preparing for the future.

Our Consortium is widely acknowledged as one of the most innovative and collaborative forums for exchanging insights, models and concerns about the future of work. Led by Professor Lynda Gratton, we unite academic research and organisational practice to deliver a unique multidisciplinary experience. Members of the Consortium benefit from access to the very latest academic research along with practical insights and have the ability to learn and develop in a way that is customised to their needs.

For more information on any of the topics explored in this report, please contact Tom Goulding at [tom@hotspotsmovement.com](mailto:tom@hotspotsmovement.com).

## EMEA



## North America



## India



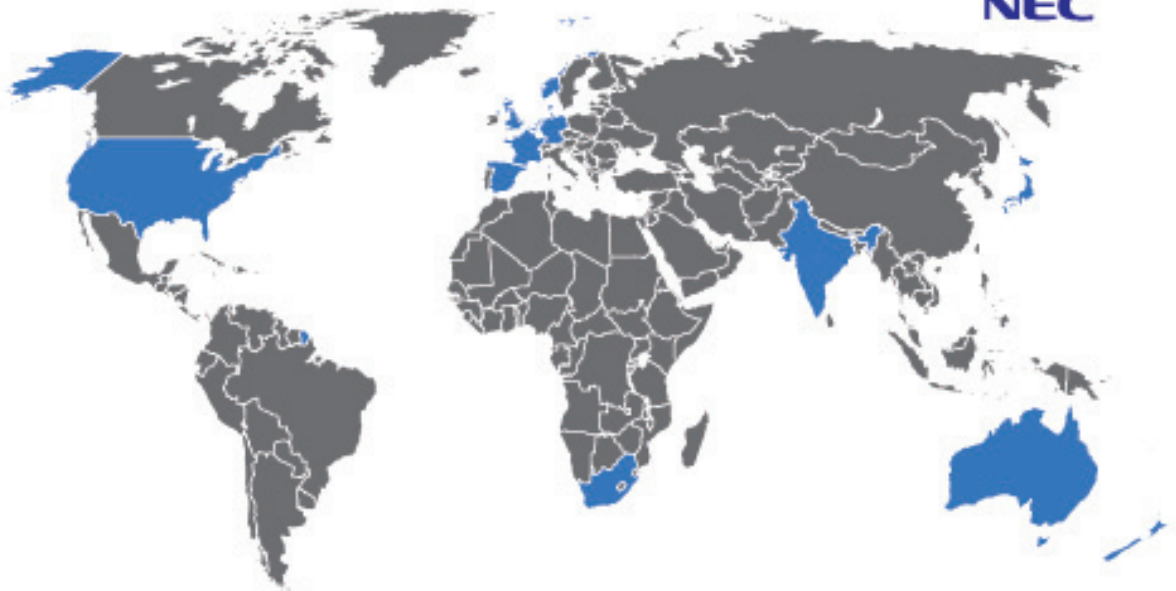
## Australia



## New Zealand



## Japan



# Appendix 1

During the Organisational Health and Wellbeing Masterclass, participants were asked to provide their organisational insights on their approach to wellbeing from four angles: accountability, blockers, enablers and managerial support. Below are some common themes that emerged during the activity

## Accountability for Wellbeing

- \_Employees are accountable for understanding the role that self-perception affects wellbeing.
- \_Organisational wellbeing initiatives can be linked to employer value proposition.
- \_Recurrent training for managers on wellbeing support is necessary for initiative success.
- \_Leadership support from the top is crucial for wellbeing initiative support across the organisation.
- \_Developing a global but local strategy to wellbeing enables the creation of local programmes within an overarching theme for organisational wellbeing.
- \_“Live it and be it” should be at the core of values developed for wellbeing

## Wellbeing Blockers

- \_Varied outcomes from wellbeing initiatives in different regions
- \_Leadership behaviours that neglect wellbeing and create pressures that discourage initiative efforts
- \_The nature of work in some organisations because of the stressful nature of the industry or sector.
- \_Cultural values that have become established and internalised can be wellbeing blockers, thus making change more difficult.
- \_Growing client demands and customer expectations often leading to long hours and affect work-life balance.

## Wellbeing Enablers

- \_Flexible working arrangements that support work-life balance
- \_Continuous revision of culture and values in alignment with wellbeing goals
- \_Enhancing social connections and networks across the organisation
- \_Introducing tailored programmes based on individual region or office needs

## Managerial Support

- \_Managerial representation of regional differences in perspectives on careers and change resistance
- \_Equipping managers with training to adapt to change and role-model wellbeing values
- \_Reflection on how job descriptions affect wellbeing and support people to adapt accordingly
- \_Raising managerial awareness on the important of change towards wellbeing
- \_Building a wellbeing-focused mindset that prioritised wellbeing efforts even in times of economic and financial uncertainty

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