Wellbeing in Organizations

Wellbeing in organizations infers an alignment of all aspects of organizational life (vision/mission/purpose, organizational structures and strategies, leadership values and behaviors, and organizational culture) in which individual wellbeing is supported and enhanced, resulting in greater employee engagement, performance, retention, and productivity.

Health: The health dimension reflects the organization’s financial health and ongoing viability, ethics and sustainability of business practices, viable role and responsibility structure and workload, and support for individual wellbeing. Strength in this dimension results in long-term organizational viability, employee retention, agility, adaptability, and customer loyalty.

Relationships: This dimension reflects a work environment that fosters authentic connection, recognition, respect, trust, and dignity. When the relationship dimension is strong, people are able to identify in the workplace “someone cares about me as a person” or a “friend.” Happiness at work increases, and employee retention is improved, particularly in the case of improved manager-employee relationships. Employee productivity, creativity, teamwork, and social capital are increased.

Environment: This dimension is focused on job and team structure as well as the natural and built environment. Are jobs and teams structured in a way that supports work outcomes, leading to satisfying results and a sense of meaningful contribution? Are sufficient resources of all kinds (information, financial, leadership support, etc.) provided to get the job done? In what ways does the built environment facilitate work and foster connection to self, others, and nature, and thereby generate positive affect and mood states? Strength in this dimension results in enhanced engagement, increased positivity and productivity, and employee wellness outcomes.

Purpose: Organizational wellbeing is enhanced through the organization’s strength and clarity of purpose, conviction of leadership and employees in acting toward that purpose or mission, and ongoing commitment to the personal and professional development of employees. Strength in this dimension results in an increased sense of challenge at work, decreased boredom, increased alignment of work activities, and ongoing personal and professional development.

Security and Safety: This dimension reflects a core sense of equity across the organization, clear and consistent communication and expectations (particularly as related to ways in which employees are promoted, transferred, or counseled out of roles), and leadership and employee commitment to behaviors and practices that respect all and promote human dignity. Strength in this dimension results in high engagement, retention, and attraction of employees (high net promoter scores by current employees), enhanced productivity and performance, enhanced creativity and adaptability, and strengthened relationships.

Community: This dimension reflects the sense of cohesiveness, shared purpose and meaning, social integration across functions and disciplines, boundary spanning activity, and reserves of social capital and trust in the organization. Strength in this area results in increased speed of workflow and results, enhanced transfer of knowledge, greater capacity to include the customer in key work and decisions, and increased collaboration.