

# Recognising and Understanding When Your Workplace Health & Wellbeing Programme Needs to Evolve

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# Multifocal programme and five CSFs



**Communication Coherence**

to bridge across initiatives components integrated into a programme

**Commitment Consistency**

persevere and learn graft onto current practices

**Create**

confront and change toxic and harmful practices into new ones

## 3. Engaged actors to help make sure resources are used



### Catalysts

Instigate wellbeing changes across the organisation by driving a wellbeing agenda.

- Tend to sit at a senior level (e.g. senior managers)



### Practitioners

Inform decisions about wellbeing programmes by using their expertise in the subject.

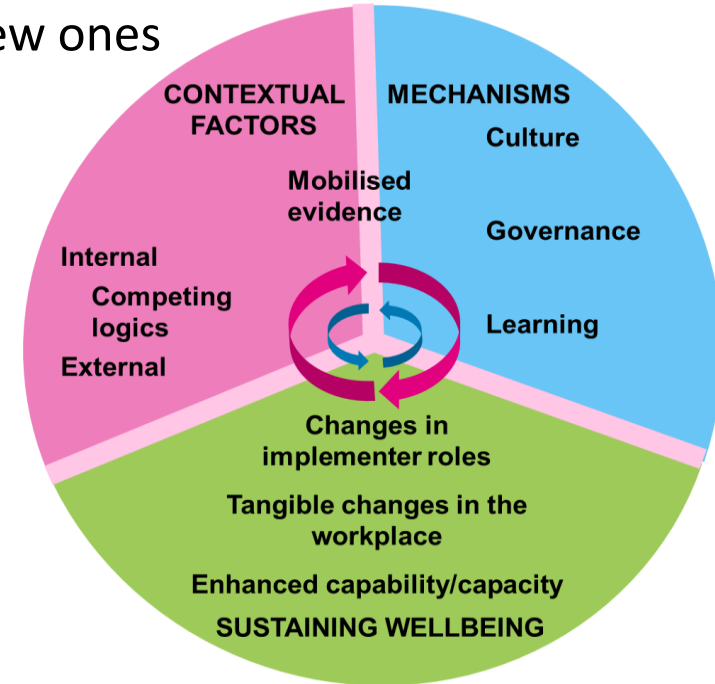
- Tend to sit in functional roles (e.g. OH and HR professionals)



### Agents

Actively support the adopted wellbeing programme day to day.

- Tend to be deployed at all levels and across sites to reach as much of the organisation as possible (e.g. frontline workers as wellbeing champions).



# Why and why not?

- Why

- Legal case – HASW & EDI
- Moral case – CSR
- Business case – Performance, absence, turnover, conflict, employer image linked to ‘average’ and state of the worst off

- Why not

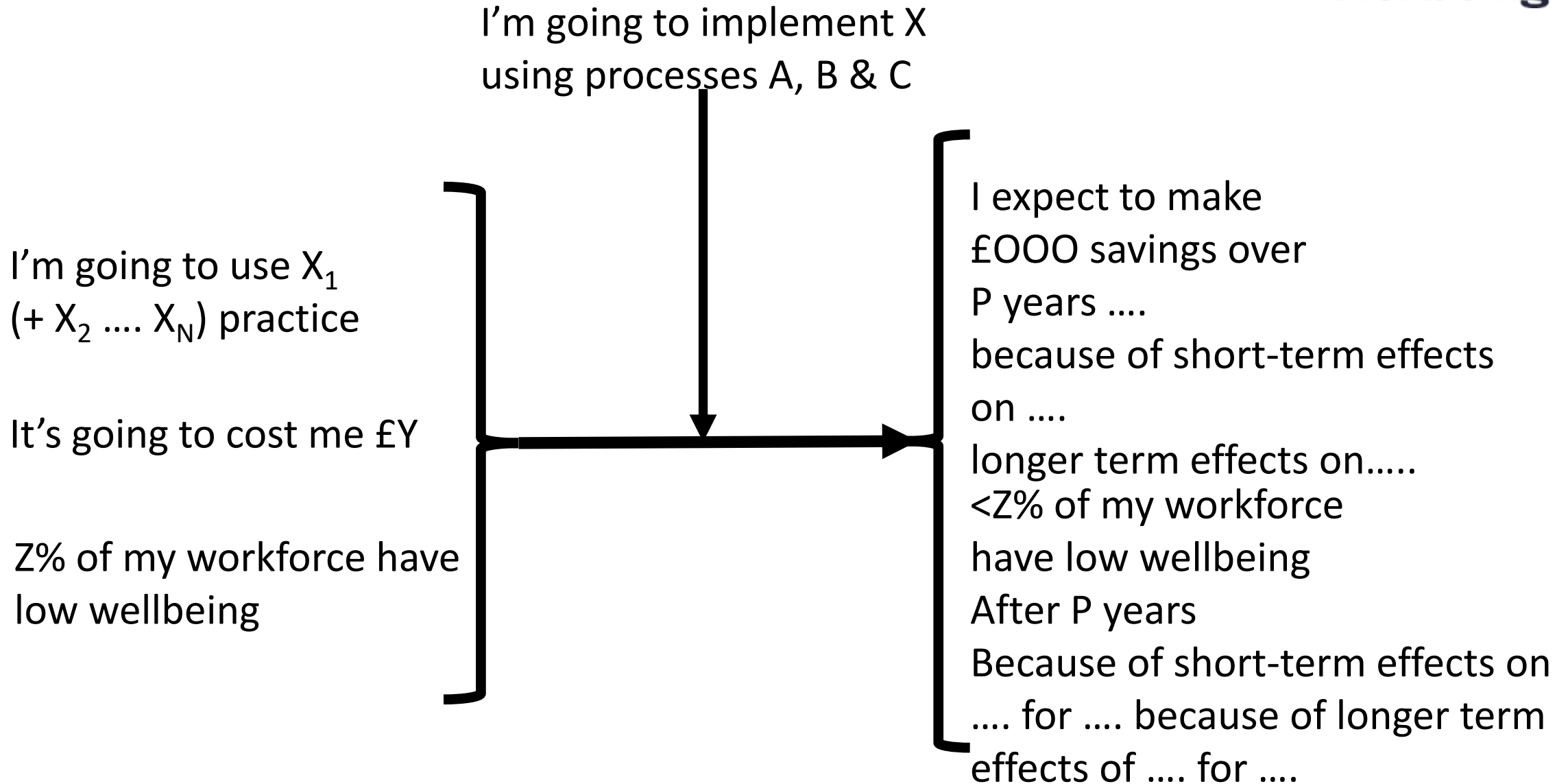
- Something is always more pressing/important
- Rarely are we told ‘we can’t afford it’
- Performance linked to other things
- Cost of doing business
- Health and wellbeing not built into business ‘logic’



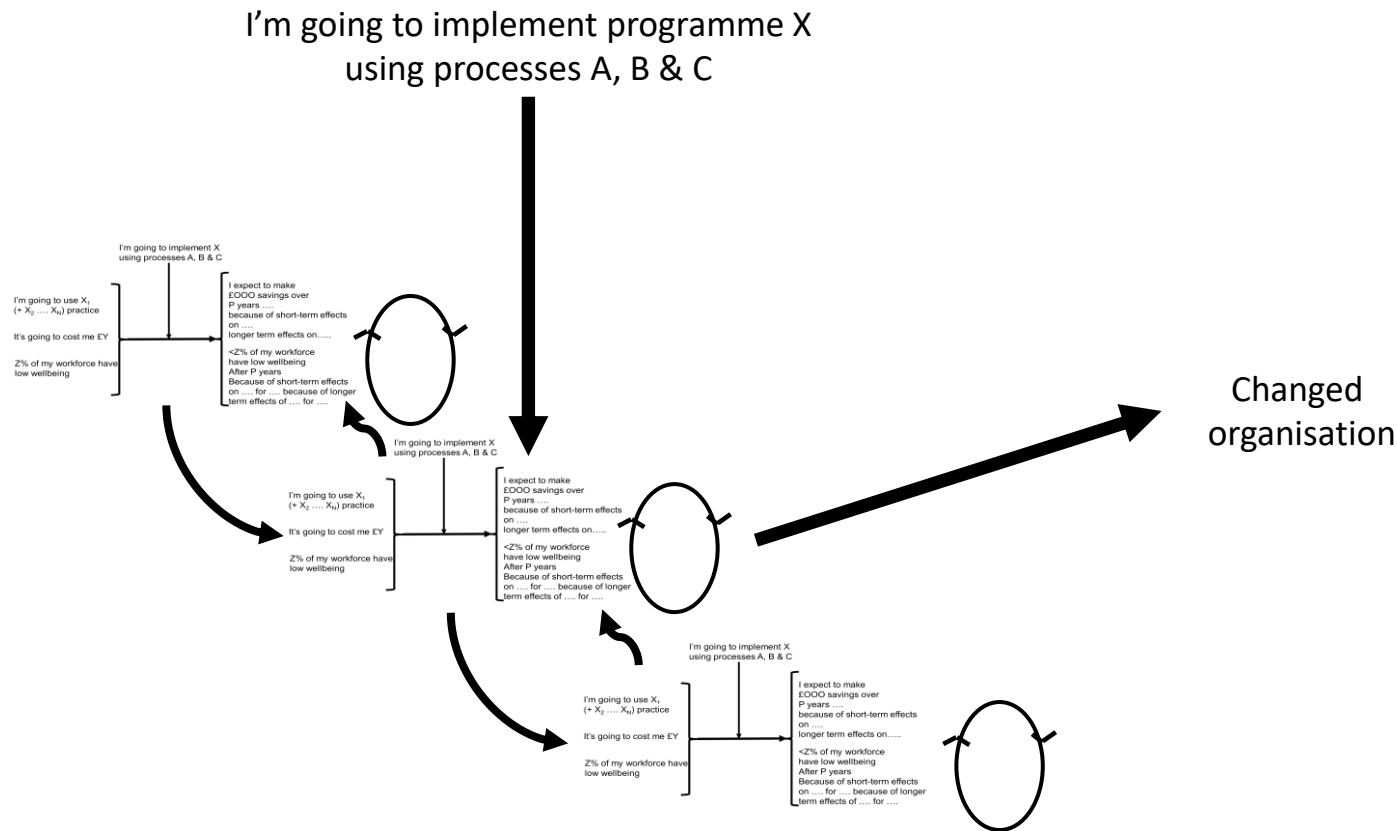
# Business case

- Is more than the economic case
  - Addresses an issue of strategic importance
  - Is evidence-led
  - Is backed up with organisational 'stories'
- business awareness  
knowledge of HWB & analytics  
context and nuance
- Tells you something about the kind of organisation you want to be

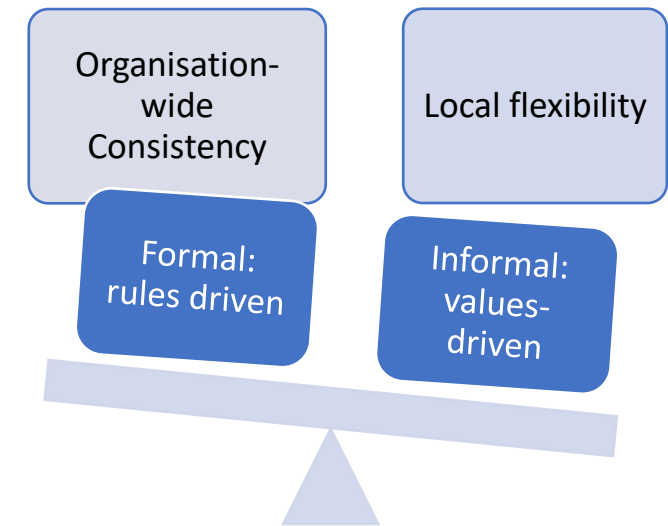
# From one static state to another ....



# To dynamic & balancing Evolving authentically



## Balancing flexibility with consistency



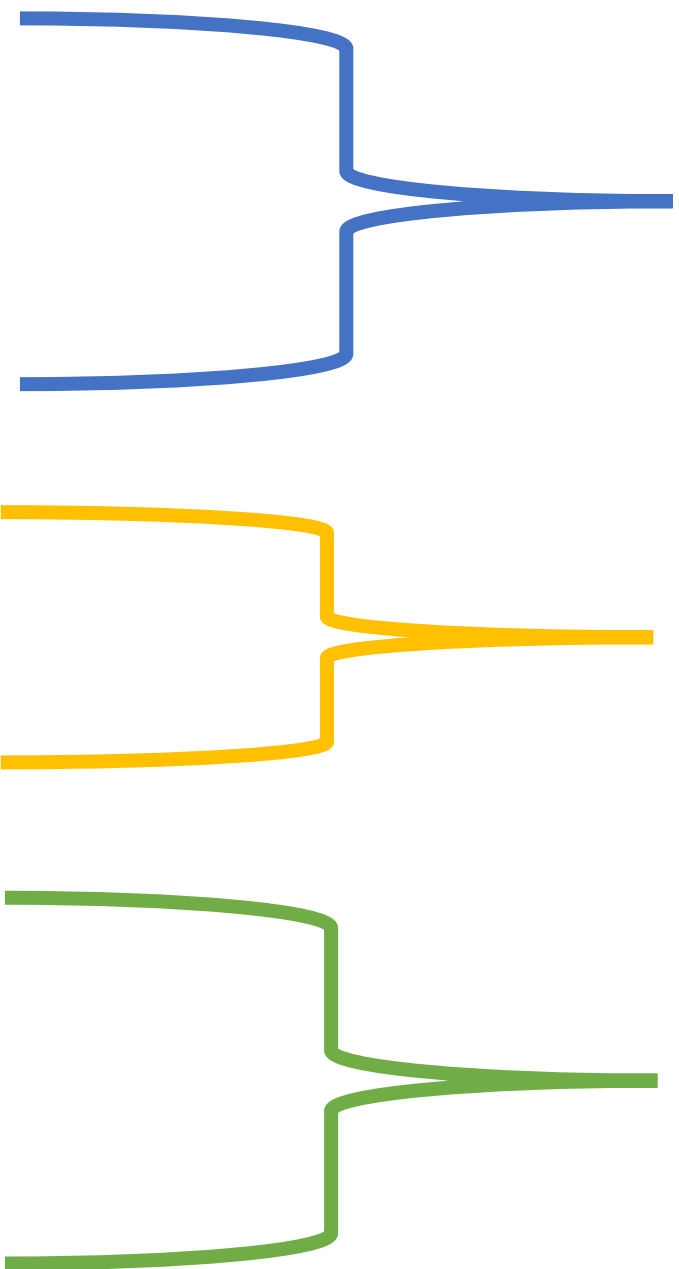
Prior actions & consistency in actions for wellbeing

Expectations of organisational responsibilities e.g. what are competitors doing

Changes in organisational practices

Current patterns in actions for wellbeing

Employee perceptions of organisation's authentic concern



Meeting or exceeding employee concerns

Tensions in employee and employer interests  
***Competing logics***

Authentic renegotiation & action



*Yes, shock tactics. And there might have been, the one thing I've learnt is, you know, the numbers are so, so important to them, that's their language. And I didn't want them to think, oh it's HR coming in with another fluffy initiative. So I made it real and, you know, it's tangible then, isn't it?*

*When I joined in early 2016, their staff turnover rate was higher than the turnover rate in the .... call centres in the late nineties, when call centres were badged as Satanic mills of hell and all of that, and it was higher than the turnover in the call centre back in, you know, the bad days, if you like. And I think that was a real shocker to them.*

*And said, look, if you say you're not going to sign up to this, you're saying that you don't care about the wellbeing of your people. And I think it was the realisation, I think they all knew, they're all behind it, you know, they all support it. But I think it was the kind of, the jolt that was needed, the honesty that was needed. Because I think things had not been how they wanted it for some time but they didn't have that kind of catalyst, if you like. So I came in and just, you know, threw the rocket in and made it happen. **(Head of HR)***

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*I think there is no doubt there are people in business still who would be listening to me thinking what a load of old tosh, I don't get this at all, but that's the type of stuff we have to re-educate people on, in my view. And it is a re-educational process and you're never too old to be re-educated, to learn **(Managing partner)***



# Competing Logics

- Sometimes but not always associated with disruption
- They never seem to go away .... or come back in other ways
  - Highly resistant to change and need clear signals
- But, as pandemic shows – they can be overcome
  - Commitment, learning and adapting are important
  - An on-going pattern of past & present activities in relation to H&WB concerns
  - Notice, understand and acting on changes in employee H&WB concerns
- Try to mainstream H&WB by integrating with other practices
- Work on changing those norms and practices that get in the way

# Summary

- # Changing health concerns
- # Authentically meeting those concerns with tangible action
- # Dynamic balance of local adaptability to efficiency of uniform provision
- # Incorporation of multiple initiatives, somethings not starting from HWB
- # Every organisation has a unique starting point
- # Competing logics don't go away easily and evolve too

[www.evolve workplacewellbeing.org](http://www.evolve workplacewellbeing.org)

[www.uea.ac.uk/groups-and-centres/employment-systems-and-institutions-group](http://www.uea.ac.uk/groups-and-centres/employment-systems-and-institutions-group)

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