

Workplace Wellbeing is NOT about being Happy

Presentation for the Clinical Senate of WA



28th August, 2020

Contention

If staff are happy at work they will be more productive and effective, they will love working here, stay longer and recommend us as an employer of choice...

Will they?

WANT VS NEED = HAPPINESS?



CONSIDER THIS TEAM...

An allied health team is experiencing low levels of morale at present



On the recent engagement survey, they rated the lowest levels of workplace satisfaction in the whole organisation.



One highly competent and capable staff member has just resigned, and the role remains yet to be recruited.



There has recently been a formal complaint about bullying.



HR has sent out a survey about wellbeing. As a team member, what are the things that would help your wellbeing at work?

SAME TEAM...DIFFERENT PERSEPECTIVE

As the Area
Manager, you are
keen to provide this
team with support.

What are the things
that are going to
assist with team
wellbeing?



STRATEGIC

VS

TACTICAL

DATA DRIVEN

SYSTEMIC

PREVENTATIVE

ADDRESSES THE

CAUSE

FLEXIBLE AND
ADAPTABLE

**COST-EFFECTIVE
OVER TIME**



**SUSTAINABLE
OUTCOMES**

**DELIVERS ORGANISATIONAL
BENEFIT**

Ad-Hoc

Individual focus

REACTIVE

**HELPS INDIVIDUALS
RESPOND TO THE
SYMPTOMS**

**VALUE AND COVERAGE
UNKNOWN**

PATCHY OUTCOMES

**DELIVERS
INDIVIDUAL
BENEFIT?**



How do you **FIND**
out what people need
to have **high levels**
of wellbeing in your
organisation?

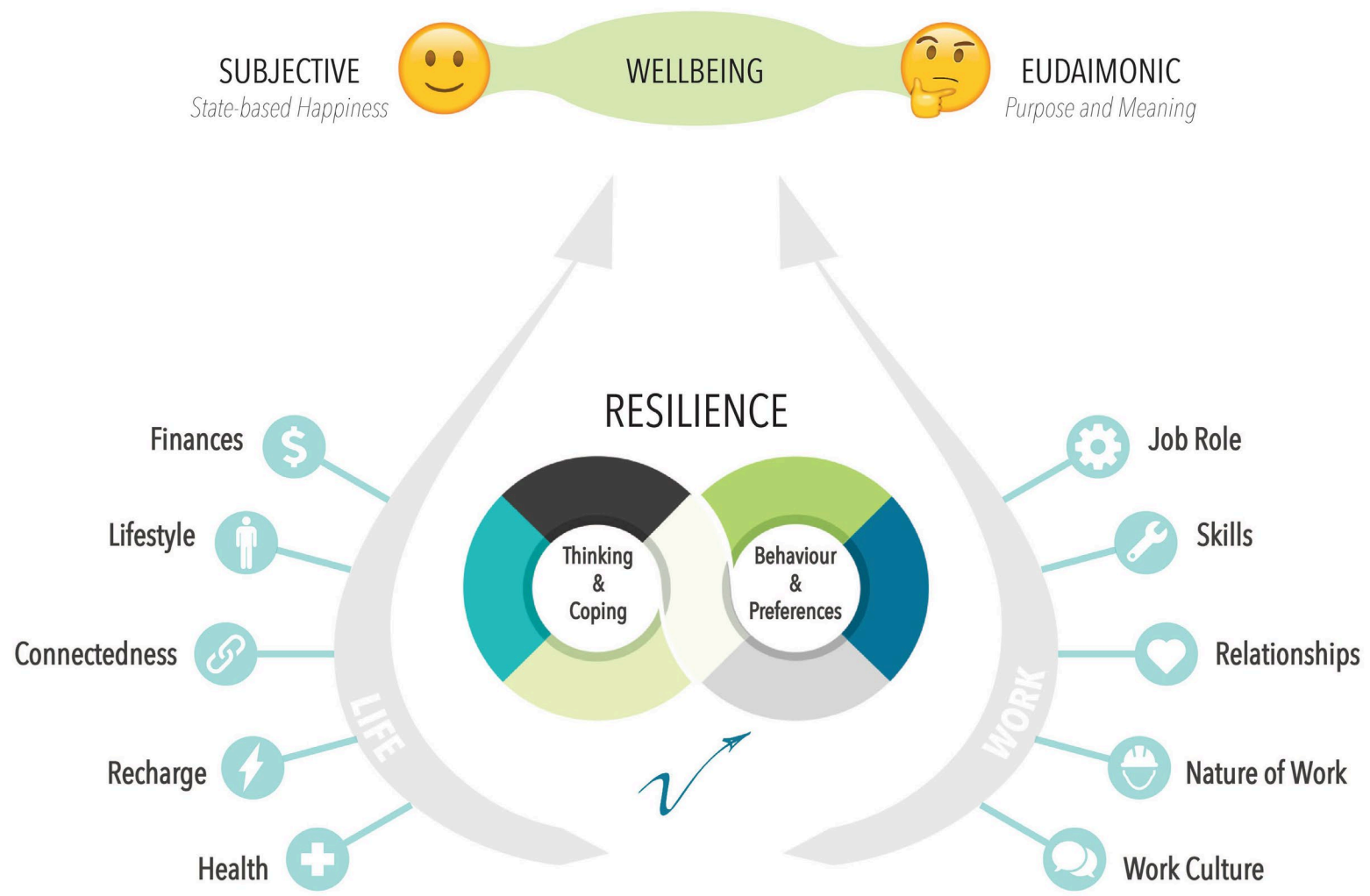
TWO OPTIONS

We could:

- **Ask the team members** what they want done to resolve the issues and increase wellbeing
- However, team members are unlikely to have read the literature around wellbeing, which is like not knowing lettuce is good for you and choosing your diet based on taste alone
- Instead, what we should turn to, when deciding on the best intervention, is the theory, research, and evidence.



AN EVIDENCE-BASED WELLBEING MODEL



TWO COMMON MISCONCEPTIONS ABOUT WELLBEING

1. Most of us think that in order to be well, we need to be
happy

2. For us to be happy we must have an easy, stress-free life



TWO COMMON MISCONCEPTIONS ABOUT WELLBEING

(...that drive our wellbeing initiatives)

1. Most of us think in order for us to be well, we need to be happy
 - This is only half true. Higher levels of happiness help, but they are only half the wellbeing equation. Happiness

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ore

WE

SUBJECTIVE
State-based Happiness



WELLBEING



EUDAIMONIC
Purpose and Meaning


TWO COMMON MISCONCEPTIONS ABOUT WELLBEING (...that drive our wellbeing initiatives)

2. In order for us to be happy we have to have an easy, stress-free life
 - Study after study shows we need challenge and stretch or strive in order for us to feel at our best*

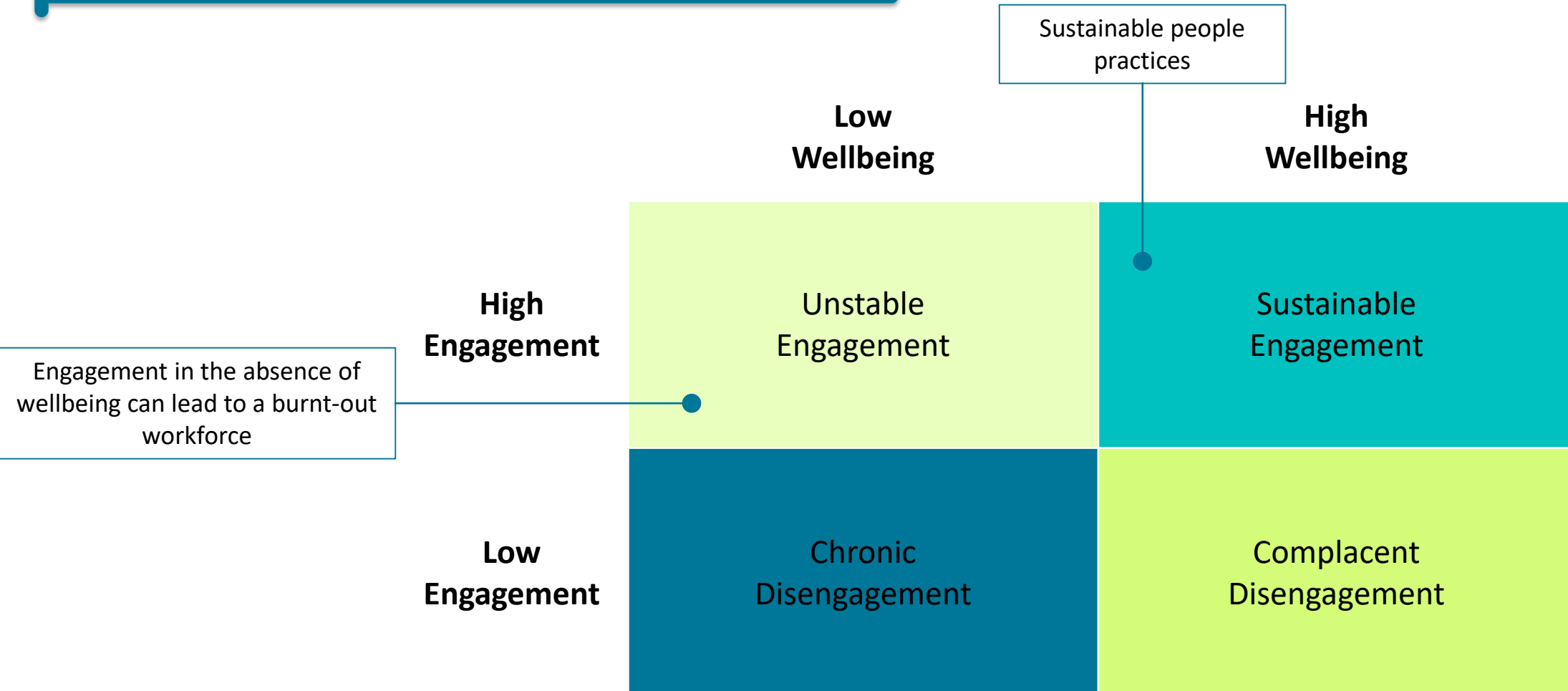


*Michelle McQuaid 2020 *The Wellbeing Lab Workplace Survey 2020*

*Dr Adam Fraser 2020 *Strive: Embracing the Gift of Struggle*

 YOUR EMPLOYEE ENGAGEMENT SCORE	66%	RESPONSE SCALE				% POSITIVE	VARIANCE FROM 2019 SURVEY	Australian Public Health Sector		Global Public Health Sector		Australian Public Sector	
SAY	Q40. I would recommend my organisation as a great place to work	19	42	22	10	62%	+6 ↑	-1	-1	-1			
	Q43. I am proud to tell others I work for my organisation	26	44	21		70%	+5 ↑	+1	0	+1			
STAY	Q5. I feel a strong personal attachment to my organisation	23	42	22	9	65%	+5 ↑	+5 ↑	+5 ↑	+4			
STRIVE	Q44. My organisation inspires me to do the best in my job	19	40	25	10	59%	+7 ↑	+6 ↑	+3	+6 ↑			
	Q47. My organisation motivates me to help it achieve its objectives	13	40	30	11	53%	+10 ↑	0	+3	-1			

Sustainable engagement



The Talent Management Handbook, Berger and Berger 2011, p. 370.

Wrapping up

- Let's get **strategic about workplace wellbeing** and focus on initiatives that make the biggest difference to our people. Listen to the research NOT people's opinions
- Individuals can only comment from their perspective - this is not a strategic perspective
- Best wellbeing outcomes entail **happiness and purpose and meaning**
- **Engagement drivers and wellbeing** drivers need to be the focus of your initiatives if you want to see an increase in **sustainable engagement** over time

Thank you

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