

Leveraging *The Fusion* to Create Thriving Organizations

Meaningful Conversations for Leading the Paradigm Shift



An eBook by



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PARTNERS

Building Thriving Workplace Cultures

THE PARADIGM SHIFT

For decades, organizations have been attempting to improve the health of their employees to increase productivity and profitability. In recent years, particularly with the passage of the Wellness Provisions in the Affordable Care Act, corporate wellness has grown exponentially and is now estimated to be a 6-billion-dollar industry in the United States.¹ As claims of significant return on investment have been repeatedly proven false² and resistance to the “Wellness or Else” approach grows, there is much uncertainty and debate as to how exactly to effectively nurture the health of organizations and their employees. Many organizational leaders and wellness professionals recognize the Old Paradigm approach is ineffective, and some are even aware that it is counterproductive and potentially harmful. But few know what else to do.

Fortunately, clarity has arisen. A small group of industry leaders³ from diverse backgrounds has created a road map to organizational and employee wellbeing that is based on the new scientific understanding of humans and the systems in which they live and work. This New Paradigm approach, called *The Fusion*, combines the latest knowledge and best practices from both organizational development and employee wellbeing to create truly thriving cultures in which employees are freed, fueled, and inspired to bring their best selves to work - and home - each day.

As more wellness professionals and business leaders learn about *The Fusion*, support for this New Paradigm approach has increased. In fact, the paradigm shift from conventional employee wellness to *The Fusion* is already underway. Professionals who wish to lead this shift in their organization need to be skilled at effectively communicating these New Paradigm messages to colleagues and business leaders in order to garner support. This can be challenging because many of their colleagues and business leaders may be unaware of the need for a new approach or resistant to letting go of Old Paradigm thinking.

This eBook summarizes the core messages of *The Fusion* and provides strategies for combining evidence and powerful questions into meaningful conversations that will help transform the organizational and employee wellbeing landscape.

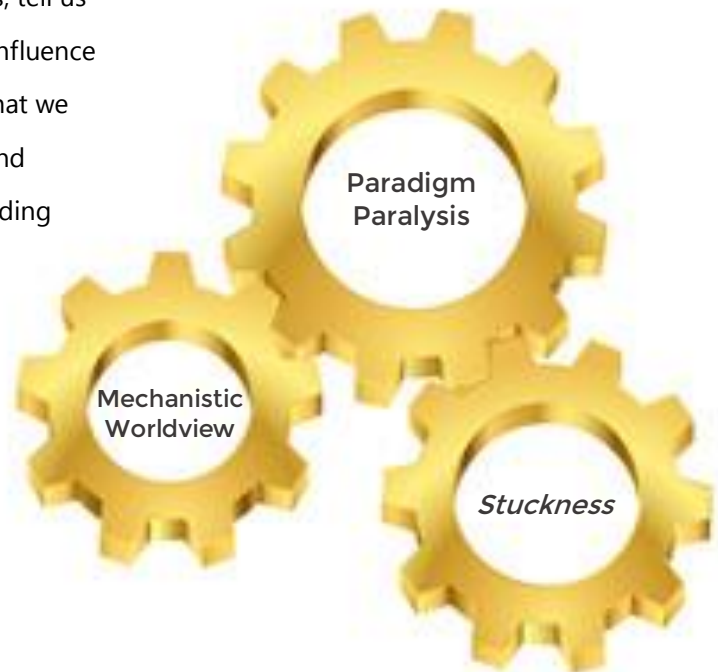


How Did We Get Here?

As ineffective as the conventional approaches to organizational and employee wellbeing are, it's no surprise we've been trying for decades to make them work. The prevailing efforts to change organizations and employees are rooted in the mechanistic worldview, which has dominated most aspects of our culture for more than 400 years. In a nutshell, this worldview considers the universe and everything in it as machines, best understood by reducing them to their smallest component parts. The dualistic nature of this worldview separates matter from spirit and humanity from nature - and assumes that only those things which can be measured and quantified are "real". At the same time, the patriarchal nature of this outdated worldview prizes more stereotypically masculine values such as aggression, competition, and control and devalues traditionally feminine values such as nurturing, cooperation, and trust.⁴

When you consider the influence of this worldview, and the thinking that resulted from it, it makes perfect sense that we've been attempting change at the individual and organizational levels as we have been. Despite the advances in science in the 20th and 21st centuries (which paint a dramatically different picture of reality), the mechanistic worldview spawned a control-oriented paradigm that is deeply entrenched and resistant to change.

Paradigms are powerful: they define boundaries, tell us how to be successful within those boundaries, influence the way we filter information, and determine what we perceive and believe. Paradigms are a normal and necessary component of human nature; but holding on too strongly to outdated paradigms, despite new and contrary evidence, can keep us stuck in inaccurate, counterproductive, and even harmful thinking, ultimately preventing positive growth and change. This "paradigm paralysis"⁵ is rampant and contributes significantly to the current *stuckness* in both the organizational and employee wellbeing industries.



A New Paradigm Blueprint

Scientific study over the last several decades has produced often startling discoveries about the universe, the human experience, and health and illness. Advancements in psychology, neuroscience, quantum physics, psychoneuroimmunology, chaos theory, and other important fields offer an understanding of individuals and organizations that lies in stark contrast to the mechanistic worldview. For example, from these “new” sciences, we now know that:

- The universe is most accurately understood to be made up not of things, but rather of *relationships* between things.
- These relationships are best understood by focusing on their connection to the whole.
- Focusing too narrowly on any one part of an individual, organization, or any other component of the universe can result in misunderstandings about the whole and misdirection in attempts to change it.
- Much like the weather, people and organizations are complex systems that do not lend themselves to linear cause and effect, prediction and control.
- Humans are best understood not as machines, but as complex, ever-changing entities with genetic predispositions, personalities, beliefs, thoughts, feelings and other “immaterial” characteristics that can powerfully impact our quality of life and our ability to resist illness and/or heal.
- This vast array of genetic, biological, social, physical, cultural, and other variables are inextricably connected to both our physical and psychological wellbeing. These aspects of the human experience, though difficult to quantify and predict, are in fact the most important determinants of our quality of life.
- Whether working with individuals or organizations, not everything that matters can be measured – and not everything that can be measured matters.

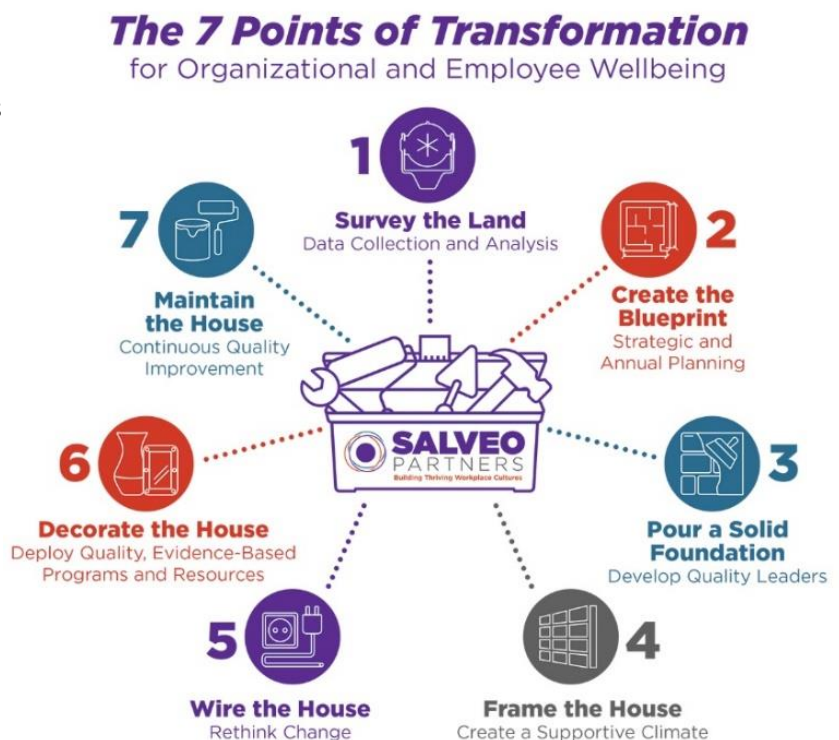
Based on these “new” sciences, *The Fusion* guides us away from the simplified, control-oriented, reductionist view of organizational and individual change toward a holistic, integrated, and practical approach. It offers a New Paradigm blueprint for success that we call *The 7 Points of Transformation*.



The 7 Points of Transformation

Using this New Paradigm blueprint, we approach organizational and employee wellbeing with the following assumptions:

- Data collection and analysis are important, but done in a context-dependent way in which the system determines what's meaningful to notice, information is accepted from as many places as possible, and the focus is on adaptability and growth.
- Strategic and annual planning includes as many employees as possible and ensures that: core values are clearly defined; the focus is on strategic *thinking* and adaptability instead of set-in-stone plans; metrics for success are identified; and wellbeing is holistically weaved into the future direction of the organization.
- A leadership mindset is developed in both formal and informal leaders of the organization, including: enhancing self-awareness; building effective thinking skills; fostering quality relationships; and growing the organization.
- The difference between culture and climate is clear – and there is intentional alignment between the two.
- The process of change is aligned with New Paradigm knowledge as outdated change models are replaced with updated ones. Autonomy, mastery, and purpose are fostered; and employees are engaged and inspired to elicit their own best thinking.
- Comprehensive, evidence-based programs, resources, and services that are meaningful to employees are offered on a voluntary basis.
- Quality improvement is a continuous process.



OLD PARADIGM VS. *THE FUSION*

Organizational Wellbeing

The *stuckness* with respect to organizational wellbeing is rooted in outdated, but still pervasive, 17th Century thinking. Based on the mechanistic, reductionist, dualistic, patriarchal paradigm, many organizations still function with a primary focus on productivity and profit. Employees are paid for what they produce; efficiency is king; and the role of managers is to prescribe goals and control job tasks. Power and money are valued over work-life integration and engagement, and employees are given accolades for working long hours. Despite this, individual employees are “encouraged” to improve their personal behaviors and health to improve the bottom line of the company.

Unfortunately, these Old Paradigm approaches have resulted in myriad unintended consequences that threaten the health of the organization and its ability to thrive. Stress and burnout are at an all-time high as employees experience a crisis of capacity; employee engagement is low; and health and wellbeing suffers.

Compare this with the New Paradigm approach to organizational wellbeing, in which the primary focus is on the experience of the employees and all stakeholders, including the communities the organization serves. Understanding the ever-changing and interconnected nature of individuals and the systems in which they live and work, New Paradigm organizations support wellbeing holistically, especially work-life integration, to improve organizational performance. Authentic and transformational leaders are developed within the organization to foster employee engagement and create a thriving culture. Within this culture, the conditions exist in which employees have the resources and support to care for themselves, their families, and their career in ways that are meaningful to them.

In the New Paradigm organizational culture, conditions exist in which employees have the resources and support to care for themselves, their families, and their career in ways that are meaningful to them.

As has been demonstrated by a growing number of companies, focusing on the employee and stakeholder experience holistically is not only the more compassionate and evidence-based thing to do; it ultimately leads to more profitable businesses. For example, research identifying (to date) 28 *Firms of Endearment* (FoEs)⁶ shows that having a total stakeholder approach to business and honoring the complexities of being human is good business. Although it seems counterintuitive, these FoEs take a

humanistic approach to business; they invest more in their employees than their competitors in terms of pay, training and development, benefits, and support of wellbeing. They are very intentional about nurturing their workplace culture. Yet even though they don't focus on profits and spend more on the employee experience, they financially blow their competition out of the water:

- 18 of the FoEs are publicly traded companies; over a ten-year period, they outperformed the S&P 500 by more than an 8-to-1 ratio.
- FoEs also outperformed the 11 *Good to Great* companies, ranging from 73 to 1026 percent. More importantly, none of the *Good to Great* companies would have qualified to be a FoE, as those companies were defined as great simply due to market performance, not by how they treat people; they do not meet the FoE criteria for spreading joy and fulfillment and making the world a better place.

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Employee Wellbeing

Just as with organizational wellbeing, the *stuckness* with employee wellbeing is rooted in outdated science and paradigm paralysis. In conventional employee wellbeing initiatives, the focus is on identifying and eliminating disease, with an emphasis on reducing biomedical risk factors by changing “unhealthy” behaviors. The primary motivation for disease reduction and behavior change is fear: to prevent disease and premature mortality. It is assumed that, left to their own devices, employees will naturally gravitate to unhealthy behaviors and therefore must be incentivized (or penalized) to improve their health. In this Old Paradigm approach, the wellness expert's primary role is to uncover unhealthy behaviors and recommend alternatives.

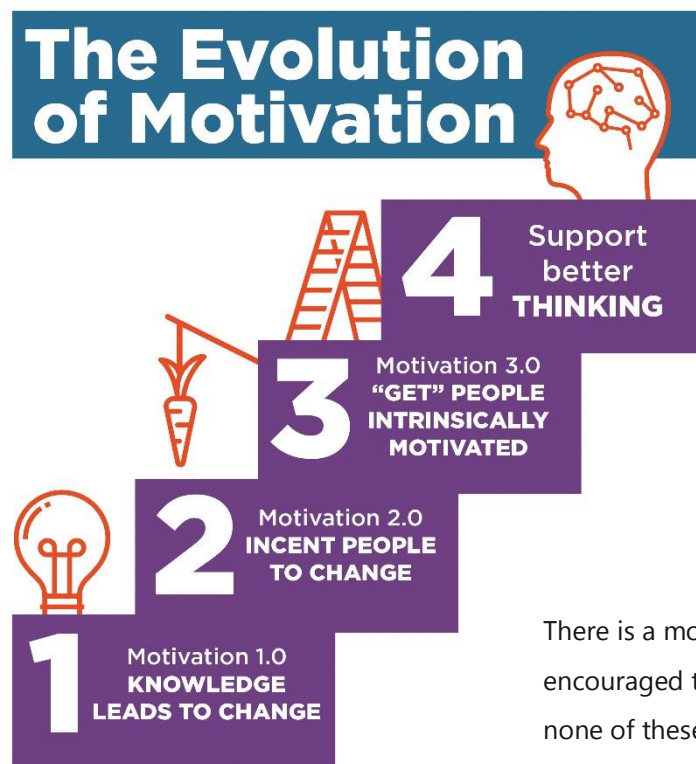
The Fusion is rooted in the new sciences and updated thinking about human nature, so the focus is on holistic wellbeing. The main objective of employee wellbeing initiatives is to address the complex web of factors that influence health and quality of life. Initiatives assume that meaning and social environments are the primary determinants of health status. Instead of fear-based motivation, the New Paradigm approach to employee wellbeing focuses on positive outcomes such as happiness, joy, engagement, and greater purpose. Humans are assumed to have innate wisdom and the ability and desire to seek health given the right nurturing conditions. The wellbeing expert's role in this approach is to facilitate people's connection with their internal wisdom.

Leveraging *The Fusion*, Old Paradigm interventions such as biometric screenings, Health Risk Assessments, weight loss programs, and incentives are gradually phased out and replaced with New Paradigm approaches such as healthcare consumerism/literacy, programs that address wellbeing comprehensively and holistically, initiatives to help people make peace with their bodies and their food, and resources and initiatives that are aligned with a thriving culture.

Behavior Change

Although we have learned a great deal about motivation and human behavior over the last 50 years, you wouldn't know it by looking at how most organizations approach behavior change. Even though business and leadership researchers have definitively demonstrated that the key to organizational effectiveness is having committed employees who are empowered and intrinsically motivated,^{7,8} the prevalent 17th Century mechanistic approach clearly does not foster these key tenets.

The Old Paradigm approach has produced several different iterations of solutions on how best to motivate people to change health and other behaviors. Motivation 1.0 assumed that information was enough to persuade people to change unhealthy behaviors; this was quickly proven ineffective.



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Motivation 2.0 added a Skinnerian² component on top of knowledge, suggesting that employees will only modify behaviors if they are rewarded or punished for doing so (thus, the now rampant incentive-driven wellness programs). The well-intentioned but flawed evolution continued as Motivation 3.0 spread the magical-thinking meme that external motivators (carrots and sticks) would somehow *foster* intrinsic motivation.

There is a mountain of evidence about how humans are best encouraged to change behaviors, but suffice it to say that none of these three solutions has been effective, and the last two have been counterproductive and even harmful.^{9,10}

Behavior change leveraging *The Fusion* is rooted in knowledge from the fields of psychology and neuroscience gleaned over the last several decades. This research (conducted with people, not lab rats like in the Skinner era) definitively demonstrates the importance of effective thinking, self-leadership and emphasis on intrinsic motivation – what we call Motivation 4.0 - as the foundation for meaningful and lasting change.

Whether in reference to personal or professional development, employees are offered opportunities and resources to become more self-aware, choose what is meaningful to them, and elicit their own best thinking. Ideally, this support comes in the form of experienced coaches trained in Intrinsic Coaching® and navigating adaptive challenges,¹¹ as well as other onsite and virtual programs and resources that foster these key tenets.

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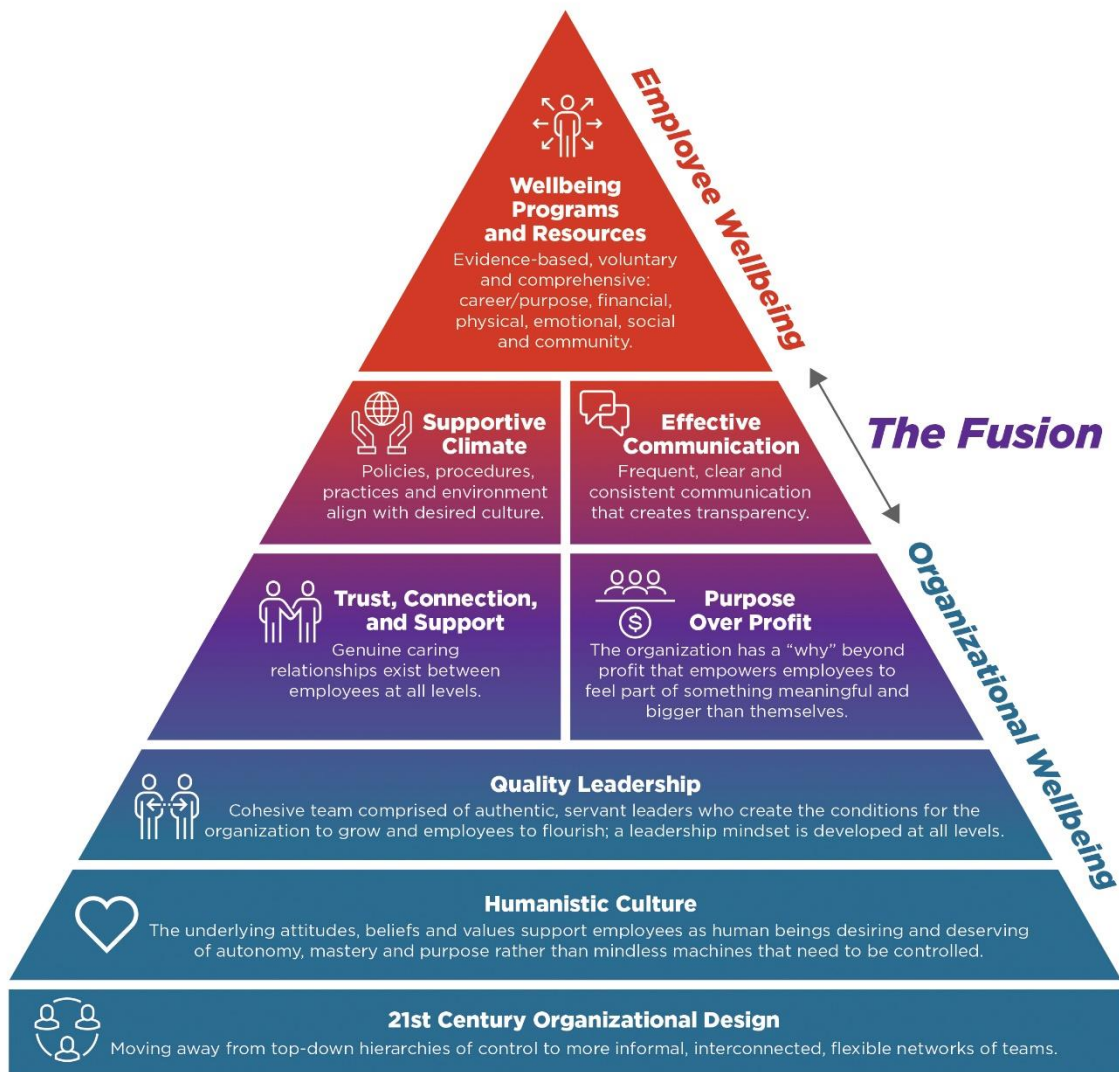


Visualizing *The Fusion*

Given the unprecedented, rapidly transforming nature of the business landscape, creativity, flexibility and innovation have never been more essential for both organizations and employees to flourish. Perhaps the most powerful and succinct way to summarize why *The Fusion* is so critical is *The Thriving Organization Pyramid*, shown here.

The Thriving Organization Pyramid™

How to create a high-performing organization where employees are freed, fueled and inspired to bring their best selves to work - and home - each day.



Sources: Peter Senge, Margaret Wheatley, Edward Deci, Edgar Schein, Patrick Lencioni, Robert Greenleaf, Simon Sinek, Bob Kegan & Lisa Lahey, Aaron Hurst, Raj Sisodia, Bob Chapman, Tony Hsieh, Tom Rath & Jim Harter, Frederic Laloux, Ron Friedman, Heart, and Common Sense

MEANINGFUL CONVERSATIONS TO LEAD THE SHIFT

Once you understand and support the tenets of *The Fusion*, you may feel ready to lead your organization or other organizations in this direction. This can be challenging work because the Old Paradigm is so deeply entrenched that many people will be resistant to considering an alternate approach. The following general tips may be helpful as you enter these important conversations.

Resistance is normal; planting a seed is progress.

As you introduce the New Paradigm approach to creating thriving workplace cultures to your colleagues or business leaders, you'll likely experience resistance. This is normal and to be expected. Especially if it conflicts with their current belief system or if they have invested money, time, or professional reputation in the Old Paradigm, it may be difficult for them to consider an alternate approach. If your first conversation with colleagues and business leaders allows you to simply to plant a seed for consideration, that's progress. Over time, acceptance may grow.

Powerful communication starts with powerful questions.

While evidence is an important part of persuasive communication, asking questions and listening actively is just as essential. Within reason, ask as many questions as you need to understand the perspective and experience of the person or group with whom you are speaking. Ensure your audience feels respected and understood. Answers to the questions you ask may also provide valuable information you can use to make choices about how to guide the conversation. As you communicate new ideas and facts, continue to check in with your audience to get a sense of how the information is settling with them by asking questions such as: *What's your reaction to this? How does this fit with your experience?* You'll find examples of other discovery questions throughout the remainder of this paper.



Use visual aids.

Integrate at least one powerful visual aid into your communication with colleagues and business leaders that drives home key points or summarizes the case. Consider offering a single-page graphic you can leave with your audience that they can easily review and share with others. (To download a printable PDF copy of *The Thriving Organization Pyramid* illustrated on page 9, visit:

<https://salveopartners.com/products-services/pyramid/>.

Follow Aristotle's lead.

The philosopher Aristotle is credited with the introduction of the three ingredients for persuasive conversation: Ethos, Pathos, and Logos. This model is still relevant today as a valuable, multi-faceted approach to communication. As you speak with others about this paradigm shift and *The Fusion*, consider how you might attend to all three of these components:

As you enter into paradigm shifting conversations, consider how you might attend to all three components of powerful communication: credibility, emotional appeal, and logic.

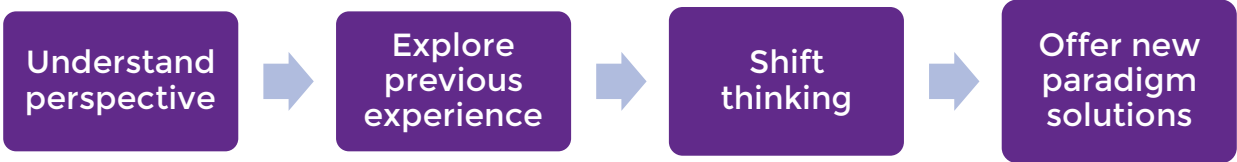
- **Ethos** refers to the perceived credibility or character of the presenter. Based on your language, vocal style, body language, appearance, and expertise, will the audience feel they can trust and believe you?
- **Pathos** is the ability of the presenter to appeal to the audience's emotions. Will your style or the content of your case connect with your audience on an emotional level and invoke feelings that inspire change?
- **Logos** refers to the logical appeal of the case. Are you making a reasonable and relevant argument and supporting it with evidence?

Offer evidence in relevant sound bites.

Aristotle's model makes it clear that data alone is unlikely to persuade the audience. Facts and figures are most powerful when they are integrated effectively at relevant points in the conversation. Be cautious of overloading your audience with too many numbers or statistics. Consider sharing facts and figures in small "sound bites" that can be easily understood and processed. You'll find examples of data sound bites throughout this paper.

Meaningful Conversations: A Practical Framework

Although meaningful conversation is as much an art as a science, having a general framework in mind as you enter these conversations can be helpful. The following framework includes four strategies to consider: understand perspective; explore previous experience; shift thinking; and offer new solutions. The rest of this paper explores these strategies and provides examples of how to integrate powerful questions and compelling evidence to create an effective communication style.



I. Understand Perspective

Understanding the perspective of the person or group you’re talking with simply means learning about their current beliefs and assumptions about organizational health, culture, employee wellbeing, and behavior change. Ask questions to discover their opinions and what they currently know (or think they know).

Exploring perspective with colleagues and organizational decision-makers early in the conversation is important because it will help you understand if and to what degree the organization is rooted in Old Paradigm thinking, thereby providing a starting point for the conversation. Non-judgmentally exploring their perspective also sets a respectful tone for the conversation. It signals curiosity on your part rather than an intention to prove them wrong or give advice, thereby building trust and personal connection.

Non-judgmentally exploring perspective sets a respectful tone for the conversation, signaling curiosity on your part rather than an intention to prove your audience wrong or give unsolicited advice.



Powerful questions to understand perspective:

- What do you want for your organization in terms of effectiveness, culture, and employee wellbeing?
- What is your current approach to creating a workplace culture and climate where both the organization and employees can thrive?
- How does your organization currently support the ongoing development of leaders?
- What is your organization hoping to achieve with employee wellness efforts?
- How does your organization currently align efforts and initiatives that all impact the employee experience (e.g., wellness/wellbeing, safety, engagement, recognition, training and development)?
- What outcomes or variables are important to you in terms of employee wellbeing? How well do you feel your initiatives are addressing those?

As you discover your audience's perspective, pay attention to the key points they bring up so you can tie them into the conversation later when appropriate. If the responses to these questions conflict with what you know based on the most recent evidence, be cautious about providing conflicting data or information too early. Although it may be tempting to respond with evidence-based facts and figures to counter Old Paradigm thinking, doing so too early can create resistance. Instead, respond non-judgmentally and move on to the next strategy: explore previous experience.



II. Explore Previous Experience

There are three main reasons to explore the past experiences of colleagues or business leaders in addressing culture, organizational wellbeing, and employee wellbeing. First, you'll be better equipped to ensure the conversation stays relevant and connected to their experience. Second, it can foster greater trust and connection between you and your audience. And third, objectively and non-judgmentally exploring experience may present an opportunity for them see their previous efforts and outcomes in a different way and possibly create more receptivity to new thinking and solutions.



Powerful questions to explore previous experience:

- How effective have your organization's past employee wellness initiatives been?
- How effective have your efforts at organizational change been?
- Have there been initiatives to improve culture? If so, how have they been received?
- Have those initiatives made the type of organizational impact you were hoping for?
- Are you aware of any unintended negative consequences of those initiatives?
- Do you see any gaps or areas for improvement based on past experience?

There is likely to be wide variation in the responses you hear to questions like these. Some colleagues and business leaders may not actually know about the long-term results of the organization's initiatives. Others may only be knowledgeable about one component such as employee wellness or organizational development. Others may assume their past initiatives were successful or may be unaware of adverse consequences, such as reduced employee engagement, decreased trust and employee morale, or dependence on incentives. Those in the latter category may have developed their opinions based on short-term results, ingrained bias, anecdotal stories, or questionable statistics.

Some colleagues and business leaders may wrongly assume past initiatives were successful or be unaware of adverse negative consequences such as reduced employee engagement, decreased trust and employee morale, or dependence on incentives.

For example, you may hear feedback such as:

"Our employee wellness program is doing pretty well. Participation in the biometric screening has gone up every year for the past three years and we're now at about 75% participation!"

"We have really turned our culture around here. We now have healthy food options in all the vending machines and we subsidize the cost of gym memberships. I think there's also a group that goes walking together almost every single day at lunch."

"I know a lot of people sign up for our weight loss programs and many do lose weight."

As you hear feedback like this, use your best judgment to determine whether now is an appropriate time in the conversation to provide new information that could help your audience consider the outcomes of their efforts in a new way. If so, integrate relevant data into your responses.

Evidence-based responses to Old Paradigm descriptions of experience:

"It sounds like you've been focusing quite a bit on biometric screenings, which is understandable given the fact that so many others in the industry are doing so. Did you know that biometric screenings often do not follow preventive care guidelines and result in costly over-diagnosis and overtreatment? Instead of reducing healthcare costs, they're more likely to increase them and consume significant amounts of wellbeing dollars that could be directed toward more effective initiatives. I'd be happy to share some data on that with you if you're interested."

"It's great to hear that you've made some positive changes in your environment! While those changes are valuable, I've recently come to understand the difference between culture and climate – and to recognize that changing culture is really an inside-out job. Many organizations make the mistake of changing things in the environment and thinking they're directly addressing culture, but that's not really the case. Would you be interested in learning more about this?"

"Although people may lose weight at first with traditional weight loss interventions, research indicates that the vast majority of them gain it back—and some gain more than they lost. A 2013 RAND Study concluded that participation in a weight-control program at work for the average adult would result in sustained weight loss of only one-quarter of one pound after four years.¹² How does this fit with your experience?"

III. Shift Thinking

Once you've explored your audience's perspective and past experience, it may be appropriate to direct the conversation in a way that enables a shift in thinking on both the perceived problem(s) and the possible solutions. By reframing an old situation in a new way, you may be able to create an opening for others to see that organizational and employee wellbeing efforts have been stuck in outdated science (paradigm paralysis) and that the outcomes the organization is seeking are *more likely* to be achieved with a shift in direction.



Powerful questions to shift thinking:

- Did you know that conventional approaches to employee wellness and organizational effectiveness are based on science that, in some cases, is more than 400 years old?
- Did you know that the model that so many wellness programs are based on today – that came from the Wellness Provisions of the ACA – are based on made-up data and faulty claims?
- What if you could more effectively meet your organizational and employee wellbeing goals with a different approach that is grounded in the most up-to-date science and thinking?
- Did you know there is a business revolution already underway in which wildly successful companies are breaking the mold in terms of how they run their business, invest in their culture, and foster the wellbeing of their employees? Would you be interested in learning from their success to see how your organization might benefit?
- Would you be interested in considering alternatives to your current approach if you knew they could more effectively improve organizational and employee wellbeing without the counterproductive and harmful consequences?



Based on the answers to these questions, consider integrating evidenced-based sound bites that may help reframe both the perceived problem and potential solutions. Examples are below.

Examples of succinct, evidence-based responses to shift thinking:

“Research has proven that the conventional approach to employee wellness not only doesn’t produce a return on investment - it can have counterproductive and harmful consequences. “Wellness or else” programs run the risk of reducing morale and lowering employee engagement. While biometrics and health behaviors are important, they’re often the result of many other complex variables such as beliefs, thoughts, feelings, relationship with leaders, and working conditions. To effectively support employees to be their best, we need to address wellbeing differently. That means addressing gaps in culture, leadership, and climate that may be negatively affecting employees – and offering programs and resources that address wellbeing holistically and foster autonomy, mastery, and purpose. Would you be open to hearing more about this?”

“Research continues to emerge showing that organizational effectiveness and performance results from bringing humanity back to the workplace in terms of business and leadership practices, communication, and support of employee wellbeing and effectiveness. Unfortunately, many of the “business as usual” practices are actually counter-productive to this and ineffective for working with people. Would you be interested in hearing more about what we’ve learned from businesses that are successfully humanizing the workplace – and seeing great results?”

“Hundreds and hundreds of studies done over the past 30 years consistently and conclusively show that our typical approach of using carrots and sticks to motivate people may result in short-term compliance, but it doesn’t equate to commitment or engagement...and actually has a host of unintended consequences that erode intrinsic motivation, creative thinking and cost more over time. Fortunately, we know what DOES work to foster meaningful and lasting change – without being stuck in the vicious cycle of incentivizing people to do things. Would you like to learn more about this?”

By reframing an old situation in a new way, you may be able to create an opening for others to see that organizational and employee wellbeing efforts have been stuck in outdated science and that the outcomes the organization is seeking are *more likely* to be achieved with a shift in direction.

IV. Offer New Paradigm Solutions

Once you sense receptivity to these New Paradigm ideas from your colleagues or business leaders (which may or may not occur in your first round of conversations), it's time to offer specific ideas about how to shift the direction of their organizational efforts. What and how much you offer will depend on a variety of variables including what you've heard in the conversation so far, your role or relationship with the audience, how extensive an overhaul you feel their current initiatives need, etc. You may describe something as comprehensive as a complete shift in direction of employee wellbeing efforts that would best be done with the support of outside consultants; something as specific as replacing HRAs and biometric screenings with healthcare consumerism; or something in between. As you consider what to suggest, use your intuition and what you've learned in the conversation so far to help you decide where to start.

Here are a few examples of how you might describe New Paradigm solutions:

"I think we'll be best served by first assessing our current culture, specifically the gaps between the culture we'd like to have and the one we do have can also make some suggestions on other data we might want to review to help us figure out where we need to focus our energy first. I'm familiar with a Thriving Workplace Culture Survey™ that comprehensively evaluates culture, organizational wellbeing, and employee wellbeing together. Would you like me to provide you with some information on that?"

"Perhaps we could start with evaluating the annual biometric screenings and Health Risk Assessments and discuss alternatives that might use those resources more effectively. Two that come to mind as possible options include healthcare consumerism/literacy and increasing the training and scope of your in-house coaches. Unlike most other conventional wellness efforts, healthcare consumerism has been proven to save money and doesn't have any negative adverse consequences. By providing Intrinsic Coaching® training to our in-house coaches and broadening the scope of their work, they'll be better equipped to help employees elicit their own best thinking and attend to all aspects of their wellbeing. How do these ideas sound to you?"



“The first thing you might want to consider is shifting away from weight loss programs. There’s a lot of evidence that these are not only ineffective, but counterproductive and even harmful – and they definitely don’t save money! There are evidence-based, weight-neutral programs that have been proven to create sustainable changes without adverse consequences. What are your thoughts on that as starting point?”

“I believe we might ultimately need to take a step back and integrate our organizational development and employee wellbeing efforts in order to effectively create a thriving culture from the inside-out. There are consulting organizations who could help us with this process. Would you be interested in considering this option?”

In Summary

The evidence is clear that the Old Paradigm approach to organizational and employee wellbeing is ineffective at best, and harmful at worst. Fortunately, the New Paradigm blueprint for thriving cultures is available – and *The Fusion* is already underway. Professionals who wish to successfully lead this paradigm shift in their circle of influence must be familiar with the evidence and skilled at effectively communicating New Paradigm messages. Although these conversations can be challenging, being prepared with a framework creates an opportunity to meaningfully connect with and lead others.



Salveo Partners: Founder of *The Fusion* to Build Thriving Workplace Cultures

Imagine an organization where:

- employees look forward to going to work every day;
- employees are truly valued and able to create meaning and purpose in their work;
- the workplace frees, fuels and inspires employees to bring their best selves to work – and home - each day; and
- employees are supported in growing professionally and personally in a way that allows them to better navigate life's challenges.

At Salveo Partners, we believe it's not only possible but critically necessary to create this experience given the rapidly changing nature of the work landscape. In fact, according to the latest research, more than 90% of senior executives and HR leaders worldwide view the need to redesign their organization as their number one business priority. We support organizations in making this vision a reality.

Salveo Partners is a consulting and professional development firm that helps improve the core of what impacts organizational performance and employee wellbeing: workplace culture. Using our proprietary blueprint where science meets practicality, we help organizations assess their current state and change in a holistic way so they can stop doing the same things repeatedly and not getting the results they desire. Instead of quick fixes, Salveo guides organizations to more effectively align strategies and resources so there's across-the-board improvements in organizational effectiveness, performance, employee wellbeing, and engagement.

Scientific advances teach us that organizations are not machines; they are complex living systems. To adapt in our rapidly changing world, living systems require an entirely different approach. We leverage the latest science and the essential understanding of the interconnectedness of organizational development and employee wellbeing to create the conditions in which both the organization and its employees thrive.

For more information about how Salveo Partners can provide support and training to help you bring this work to your organization, visit: www.salveopartners.com.



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Dr. Rosie Ward is a consultant, professional coach, and author known as a thought leader who challenges the status quo, pushes boundaries, and engages people and organizations to find success through shifting old, ineffective thinking habits. She has a diverse background with over 20 years of experience promoting wellbeing, employee engagement, and transforming organizations in various settings. As CEO Partners, Rosie consults with organizations, leveraging *The Fusion* of organizational development and employee wellbeing to provide a unique approach to creating thriving workplace cultures that free, fuel, and inspire people to bring their best selves to work – and home – each day.



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Jon is a gifted speaker, teacher and writer who has devoted his almost 3-decade career working to shift health promotion away from its traditional, biomedical, control-oriented focus with a special interest in *why people do what they do and don't do what they don't do*. Dr. Robison has authored two books (including co-authoring *How to Build a Thriving Culture at Work, Featuring The 7 Point of Transformation*) and numerous scientific articles and book chapters. As co-founder of Salveo Partners, he consults with organizations to promote *The Fusion* of organizational development and employee wellbeing.



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