

Jessica Grossmeier, PhD, MPH - Speaking Points

Jessica's book *Reimagining Workplace Well-being: Fostering a Culture of Purpose, Connection and Transcendence* (May 2022)

In the aftermath of the global pandemic, employees are burned out, unfulfilled, and disconnected leading to millions of people packing up and quitting their jobs.

- *Reimagining Workplace Well-being* integrates science-based workplace well-being best practices with decades of management science research on workplace spirituality.
- This book (released May 2022) focuses specifically on fostering workplace cultures that promote:
 - More meaning and purpose in one's work
 - Higher quality connections with coworkers
 - A connection to something bigger than themselves
- [Book Press Release](#)

A Next Generation Approach to Employee Well-being

When asked what they are looking for their next job, employees say they want to work for a company that cares about their well-being. They want a more flexible schedule. They are also looking for more meaning, purpose, and fulfillment in their work. And they want to feel a stronger sense of connection with their peers.

Next generation well-being initiatives must go beyond traditional approaches to employee wellness in two fundamental ways:

- The first is to move beyond offering only individual programs and resources. A next generation approach to workforce well-being addresses environment and culture as well as offers individual programs to help employee thrive in their work. A next generation approach addresses the root causes of employee burnout and turnover.
- The second way is to move beyond only addressing basic physical and mental health needs. This includes a more holistic approach that addresses emotional and spiritual well-being, which means helping employees find more meaning and purpose in their work, cultivate higher quality social connections with coworkers, and connect to something bigger than themselves.

What is Workplace Spirituality and Why Is It Important for Business?

- According to Fetzer Institute, 86% of working adults consider themselves to be spiritual to some extent. There is an increasing openness to spiritual well-being practices within the workplace emerging trends related to burnout and isolation has increased that openness.

- There is no consensus definition of workplace spirituality but across most research studies, three elements are most frequently mentioned:
 - A sense of meaning and purpose in one's work
 - A sense of connection and belonging
 - A connection to something bigger than oneself
- Workplace spirituality research is linked to higher levels of employee physical and mental well-being as well as higher levels of employee engagement in their work and job performance, as well as to lower turnover rates and reduced absence.

Engaging Employees in Their Health and Well-being

- Though most employers offer a wide array of health and well-being programs and resources for employees, only about 25% to 35% tend to participate in them. Rates are even lower when more robust measures of employee engagement in their well-being are considered.
- Though substantial research supports the use of financial incentives for relatively simple wellness behaviors, there is very little research supporting the effectiveness of incentives on sustained behavior change and health outcomes.
- Research shows that financial incentives work best when they are supported by organizational commitment to a culture of health.
- Intrinsic motivation strategies are an important complement to financial incentives. This includes helping employees to link healthy behaviors to their deeper values and purpose in life, which may include their highest priority relationships and life roles.

The 5 Levels of Influence for Employee Well-being

Effective workplace well-being initiatives address employee well-being across four levels of influence including individual, interpersonal, organizational, and social. They also pay special attention to the role of leaders at all levels because they operate across all four levels of influence.

- Individual-level influences address the knowledge, attitudes, beliefs, skills, and behaviors that support spiritual well-being.
- Interpersonal level approaches address relational dynamics, communication patterns, perceived norms, and skills that support healthy interpersonal interactions and behaviors.
- Organizational-level approaches address workplace policies, practices, processes, structures, and reward systems that influence cultural norms and behaviors.
- Societal-level approaches leverage organizational resources and influence to benefit the broader community or world.
- Leaders operate at all four levels of influence.