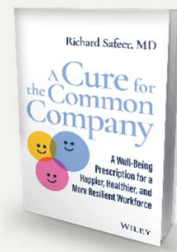


Discussion Guide

Whether you're looking to shape a well-being culture from scratch or improve on your existing well-being culture, use these questions to help inform your analysis, strategy, and implementation.



Chapter 1

- Describe the current “culture of health” within your organization. In what ways is it effective? What needs improvement?
- Is a sense of community within your organization strong, or is it lacking? How do you think it can be improved or strengthened?
- What is the current attitude toward “wellness” or “well-being” in your organization?
- Assess key contributors to your workplace well-being culture:
 - Human Resources*: How is HR currently contributing to and supporting the well-being culture? What can be improved? How can HR influence the environment to support well-being?
 - Occupational Health*: How physically and emotionally safe is the workplace and working environment? What environmental risks currently exist if team members are not well rested, stressed, or are dealing with substance abuse or mental health issues?
 - Health Promotion Specialists*: Are there currently any health promotion specialists within the organization who you can leverage as allies? If so, what are they doing well and not so well? What are their limitations and challenges?
 - Lifestyle Medicine*: Is this a term that is being used within your organization? Do you know if the employer sponsored health insurance plan includes any practitioners board certified in lifestyle medicine? If there are no lifestyle medicine professionals in the organization, is it feasible to hire one?
- What competing priorities are interfering with your organization’s success in creating a well-being culture? How can they be realigned to support a well-being culture?
- In what ways can you focus on and improve your personal well-being so that you can model and shape the appropriate behaviors and attitudes within your organization?

Chapter 2

- Are there any management practices that could contribute to an unwell subculture (e.g., micromanaging, negativity, criticism, etc.)? How can you influence or circumvent these issues?
- Think about company-wide programs, campaigns, or wellness practices already in place. In what ways can you support your team (or subculture) to participate in these well-being activities together?
- What personal well-being stories or experiences can you share with your team?
- What actions can you take to create a safe environment where individuals feel comfortable sharing or participating in wellness practices?
- Are there existing traditional training programs that can be leveraged to support well-being? Are there training programs that could be modified to include well-being topics?

Chapter 3

- Take a moment to think about your company's shared values. Which values support or hinder employee health and well-being? Remember, this does not mean that the values explicitly reference specific health promoting activities, like exercise or nutrition. They can be values that might support things like being part of a team, diversity, personal relationships, connectedness, and more.
- What communication practices are already in place that you could leverage to share well-being values and vision? Are there opportunities to create new communication strategies?
- Is there alignment between your organization's shared values and performance management strategy? What measurable components of the performance evaluation support a well-being culture and which ones might actually run counter to well-being?

Chapter 4

- What are you and/or your organization doing to acknowledge, understand, and support employees' personal challenges that they might be facing at home? What can you expand or influence?
- How can you enhance the sense of community and feelings of belonging on your team? In your organization?
- In what ways can your organization implement a positive social climate across the organization? What are the limitations and how could those limitations be addressed?
- What is the current strategy to help members of your department or organization know how they are all working toward the same goals? What can be done to enhance the feeling that everyone is rowing in the same direction toward the same finish line?

Chapter 5

- What are the current norms that support or interfere with healthy behaviors?
- What internal or external influences might be working against efforts to build or maintain healthy norms?
- What behaviors or attitudes could be strengthened or implemented in a way that encourages healthy practices while also respecting individual choice and discretion?
- In what ways can you 'push back' on unhealthy norms? (Refer to chapter two for the definition of push back.)

Chapter 6

- What culture connection points exist in your organization that can be used to influence a desired healthy norm?
- Do you have your own well-being story, or personal struggles with maintaining a healthy lifestyle? Think about what you feel comfortable sharing with your team and find a way to tell your story.
- What practice do you currently have to welcome new employees that emphasizes the importance of health and well-being?

Chapter 7

- How can you expand or champion existing (or create new) peer support systems that enhance well-being?
- Are there groups or individuals that could serve as champions or ambassadors to impact change?
- In what ways can you connect employees with the same or similar health goals?

Chapter 8

- How can you incorporate well-being into your agenda?
- What training programs or course could be modified to include well-being concepts?
- In what ways can you model communicating and responding to your team members' individual well-being journeys so that people feel safe to be vulnerable?
- What barriers do you think you can remove to make it easier for your team members to achieve more health and happiness?

Chapter 9

- How could you leverage the enthusiasm and momentum from the existing (or potential) innovators and early adopters?
- What can you do to limit the impact of laggards or antagonists who might be inclined to work against your efforts?
- Is there a story from another team within your organization that could inspire your team to act? Is there a well-being story from a competitor that could inspire your own organization to act sooner, rather than later? What stories can you use to prompt change?

Chapter 10

- What existing quantitative and qualitative measurement tools could you use to gather baseline and progress data on your well-being culture strategy?
- Which health and well-being programs within your organization do you want to measure? How will you measure them?
- To whom do you need to demonstrate that your efforts are worthwhile? What key outcomes are important to that person or committee?
- What organizational partners could help shape and measure the well-being culture (e.g., human resources, disability, or accommodations departments, etc.)

Chapter 11

- Do you, your team, your organization have a sense of meaning in the work that you do? If yes, how can you capitalize on that to support well-being? If no, what's missing? How could you help create meaning in the work at a team or organizational level?
- What can you do to “put your own mask on first” and ensure your personal well-being is a priority?