

Wellness at Work Interviews

Organizations, Leaders, & Highlights



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GLOBAL WELLNESS
INSTITUTE™

ORGANIZATIONS & LEADERS

Interviews were performed between July-Sept 2018 with 24 senior leaders from 22 companies globally, noted here in alphabetical order:

- ACRT Inc.: Bob Chess, Chief Human Resources Manager
- American University: Robert Karch, EdD, Professor, Director, International Institute for Health Promotion
- Atos International: Marianne Hewlett, Chief Marketing Officer
- BAK USA: Ulla Bak, President
- CWB National Leasing: Michael Dubowec, President & CEO
- Deloitte: Jennifer Fisher, National Managing Director, Wellbeing
- Health Improvement Solutions: Joseph A. Leutzinger, PhD, Principal
- Heinen's Fine Foods: Tom Heinen, CoPresident
- Hyatt: Mia Kyricos, Senior Vice President, Global Head, Wellbeing Strategy & Innovation
- Korn Ferry International: Katie Bell, Senior Client Partner & Harry Greenspun, MD, Chief Medical Officer & Managing Director
- Marsh & McLennan Agency: Stephen Cherniak, Health Management Consultant, Employee Benefits
- Mori Trust Group: Miwako Date, Chief Executive Officer
- Nike Foundation/Nike, Inc.: Jorge Casimiro, Vice President & Chief Operating Officer, Global Community Impact
- PwC: Anne Donovan, People Innovation Leader
- Raison d'Etre: Neil Jacobs, Chief Executive Officer
- Stena Property Ltd.: Marla Holmberg, Human Resources Director
- TimeZero Enterprises: Sally Breyley Parker, CoFounder
- TransTech Lab: Nichol Bradford, Executive Director
- VTT Technical Research Centre of Finland: Kirsi Nuotto, Senior Vice President, Human Resources & Tua Huomo, Executive Vice President, Knowledge Intensive Products & Services
- WellRight: Tad Mitchell, Chief Executive Officer
- Wilbur Curtis Company: Barry Roa, Executive Manager, Curtis Wellness Programs
- Whole-World View: Jude Currivan, Founder & Futurist

The following leaders performed the interviews:

- Anne Bjurstam, Wellness Pioneer, Six Senses Hotels Resorts
- Joel Hershfield, Healthy Workplace Advisor, Materials Distribution Agency
- Tomonori Maruyama, Chief Researcher, Mitsui Knowledge Industry
- Renee Moorefield, PhD, CEO, Wisdom Works Group & Chair, Wellness at Work Initiative
- Mim Senft, CEO, Motivity Partnerships & Cofounder, Global Women for Wellbeing
- Mary Ellen Rose, PhD, Principal, Pieces for Life
- Gloria Treister, Founder, Well Cleveland™ Project & Founder, Wellness Evolution

INTERVIEW HIGHLIGHTS

As leaders were asked questions about the role of wellbeing given the changing nature of work, workplaces, and workforces, these aspirational highlights emerged across the interviews. (This is not an exhaustive list.)

The Positives of VUCA: The forces of volatility, uncertainty, complexity, and ambiguity (VUCA) will continue to accelerate and drive the costs of too much stress. Yet, this will also ignite more people to become attentive to how VUCA plays out in their lives and organizations; to shift from reactive to generative approaches by building capacities for flexibility, adaptability, and resilience; and, to better navigate and leverage these tensions for positive outcomes and human evolution.

Stress & Consciousness: We will continue to deal with the effects of an overstressed planet that is trying to support a growing human population and an overemphasis by systems (such as business and politics) on money and power. At the same time, we will see a rise in human, spiritual, and earth consciousness, and this will continue redefining the very nature of these systems.

Wellbeing as a Way of Operating: Organizations will finally shift from focusing on employee wellness initiatives to empowering wellbeing as a way of being and operating at every level—individuals, teams and groups, the organization and its system of relationships, and societies. Wellbeing will become a prime avenue for unleashing human potential and tapping into talent across generations, genders, cultures, and all other categories. It will be a strength of the organization's ethos and culture.

No Longer Compartmentalized: Life and work will no longer be compartmentalized. People will be seen as they are in reality—whole, integrated human beings who have a growing agency to make decisions about where and with whom they work. From that frame, work and workplace design will be more actively used as strategies for increasing fulfillment, encouraging positive connection and inclusion, and refreshing the human spirit. Employers will benefit; when people bring their whole selves to work, quality, productivity, creativity, loyalty and other key measures increase.

AI, Work, & Human Development: As artificial intelligence takes over automatable work and creates jobs not yet conceived, it will transform the work to be done by human beings. People-related work will require uniquely human capacities, such as deductive reasoning, creativity and ingenuity, emotional intelligence, the use of all the senses, intuitive insight, building bridges and trustworthy relationships, etc. Demands on these uniquely-human skills will grow, and over time, the transformation of work will bring about an awakening of human development across societies.

The Built Environment: People from inside and outside an organization will work together even more fluidly than today. Employers will be required to offer more opportunities for doing this collaborative work in borderless, creative environments, and in fact, they may partner with other institutions, such as wellness and retreat centers, to create networks of life-enhancing places to work. Overall, the built environment will be viewed as a key strategy for enhancing human wellbeing, individually and collectively, rejuvenating people in body, mind, and spirit.

Technology as a Means (Not the Ends): Technology will be realized as a tool for mitigating suffering and promoting human flourishing, not the end point in and of itself. Although technology enables us to do a lot, individuals and organizations will get more discerning about asking if the technology is truly beneficial and worthwhile over the long haul. Social and ethical frameworks will emerge to assess the creation and use of technology in our organizations and societies, and individuals will use personal wellbeing frameworks to manage how they use technology in personal and professional life. This will create a better balance between the digital and real worlds.

Clarity of Purpose: The core purpose of organizations will be to lift the standard of thriving through human evolution. This is about *self-actualization* (i.e. physical health and vitality, the circulation of bio- energy, mental and emotional health and flourishing, life fulfillment, etc.) and *self-transcendence* (empowering people to use their energies to contribute to meaningful purposes beyond themselves). This will cause a significant shift in the organization's operating model, from a bottom-line to purpose-driven approach with people at the center. Organizations will learn to use their purpose as a beacon for navigating and making strategic decisions, connecting with partners and communities, and fostering cultures of care and wellbeing.

Community Outreach: With the clear purpose to be a force for wellbeing inside and out, organizations will use community outreach initiatives as strategies for employee engagement and development. Employees will have more options to contribute to social good in ways that matter to them, whether as part of a global undertaking or in their local neighborhood.

Customer & Partner Relationships: Wellbeing and its many dimensions (e.g. vision and purpose, a sense of belonging, lovingkindness, mindfulness, etc.) will be more actively utilized for building healthy relationships with customers, consumers, and partners, as well as amplifying their positive impact.

Leading to Serve & Amplify: The role of leader will be to use yourself in service to the wellbeing of the whole, and to build other leaders who can do the same. This includes using your energy, who you are at the essence, what you communicate, and everything you do to transmit and amplify generative leadership and wellbeing at all levels.