



Pillars For Building A Thriving & Prosperous Organization

Developing a culture of safety and well-being is what drives commitment, engagement, and meaningful work. From this perspective safety, wellness and human resource development initiatives are integrated. It's what leads to excellence and sustainability for any organization, and is essential for an organization to thrive and prosper. It's also actually the essential foundation for an individual to thrive and prosper. Truly, no matter how good the business idea, product or service; a company will not thrive without a safe, well, and caring workplace. And no matter how good your safety or wellness programs are, they will not thrive without a culture of safety and well-being.

What embeds safety and well-being deep within an organization's culture? There are several factors that drive this level of business excellence: Leadership Guidance and Involvement, Stakeholder Ownership, Credible Communication, and Peer Support & Involvement. All of these factors begin from a place of respect, value, trust and positivity; plus the realization that all stakeholders have the best of intentions.



Leadership Guidance: There must be an emphasis from executives regarding all aspects of a safe work environment and employee well-being. The emphasis must be infused within all levels of management. This goes beyond words spoken, priorities set, and posters mounted. Executives must agree on and foster a culture of well-being that places people at the center of business strategies. In addition, they must agree on and foster what a safe work environment and organizational well-being mean - not in terms of just individual physical health or a physically safe environment, but an emotionally and psychosocially safe environment as well. One where employee voice is heard, respected and considered. One based on trust, respect, and learning. One where all aspects of employee well-being are considered. Inconsistencies of these meanings among executives must be addressed, and assessments conducted of manager, supervisor and employee interactions to identify areas for improvements.

Stakeholder Ownership: A key characteristic of organization well-being is one where employees are free to make decisions, including applying their judgment when there isn't a clear rule regarding the situation. This changes the culture from compliance and safety rules enforced by managers, to a culture of well-being that includes independent decisions, creativity, and discretionary behaviors within the boundaries of safe & healthy workplace guidelines—where safety and well-being are the core values. When situations fall outside

these values or an error occurs, the incident is used as a learning opportunity to brainstorm root cause and take corrective actions.

Credible Communication: Communications in all forms must be respectful, consistent, easy to understand and credible. This requires a level of trust within the culture, and recognition that leadership and all stakeholders have each other's best interests at heart – what many employees describe as 'having each other's backs'. The messaging forms and campaign initiatives may be different for distinct stakeholder groups based on what is inspiring and meaningful for them. For example, messages may be an alignment with the corporate mission, corporate social responsibility, or cost savings. Whatever the form, the most critical characteristic is that communications are believable, which means the message represents concrete, observable actions within all departments, all aspects of leaderships, and among all stakeholders. It's not just a poster on a wall, but living, active values that are practiced

Peer Support & Involvement: It's necessary to create opportunities for involvement and input in all aspects of the safety & wellness programs, as well as other aspects of the business. Fostering communities of practice and group initiatives helps to encourage engagement along with social support and camaraderie. A key aspect is recognition and gratitude for all contributions. This not only instills a sense of pride and meaning, but also communicates what values and performances are important to the company.



These four components may look different for each organization and the steps may not all be the same, but the bottom line is that organizational well-being, safety and wellness are inextricably connected and must begin with leadership commitment to the necessity to pursue a culture of well-being. There is no doubt of this necessity not only for organizational excellence, sustainability, and success, but also for the success, safety and well-being of all stakeholders. And these are the pillars to creating a thriving and prosperous organization and employees.