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How to Improve your Workplace Wellness: Volume I

Managing Enterprise Wellness with ancient Greek wisdom

John Kyriazoglou

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John Kyriazoglou

How to Improve your Workplace Wellness

Volume I: Managing Enterprise Wellness with ancient Greek wisdom

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How to Improve your Workplace Wellness:
Volume I: Managing Enterprise Wellness with ancient Greek wisdom
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Contents

	Dedications	**11**
	Acknoweledgements	**12**
	Foreword	**13**
	Preface	**19**
1	Introduction	19
2	Proposed Solution	21
3	Sources for the Wellness Approach	24
4	Summary of 'The H4u Wellness Approach'	29
5	Why I wrote this book	30
6	Summary contents of the book	30
7	Audience	30
8	Conclusion	31

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1	**The Wellness Approach**	**32**
1.1	Your Wellness Voyage: Progress so far	32
1.2	Introduction to Wellness	33
1.3	Mental Health Factors	37
1.4	How to deal with Workplace Mental Health issues	39
1.5	The Harmony for You (H4u) Wellness Approach	40
1.6	Workplace Wellness Strategic Action Plan	52
1.7	Reaching your first Wellness milestone	53
1.8	Products and Outcomes	54
1.9	Summary and Conclusion	54
2	**Wellness Management Plan**	**56**
2.1	Your Wellness Voyage: Progress so far	56
2.2	Introduction: The Development Phase	57
2.3	Workplace Wellness Management Plan	58
2.4	Workplace Wellness Model	66
2.5	The Four Wellness Improvement Strategies	68
2.6	Reaching the second Wellness Milestone	71
2.7	Products and Outcomes	72
2.8	Summary and Conclusion	72

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3	**Strategy#1 – Improving Self-Management**	**74**
3.1	Your Wellness Voyage: Progress so far	75
3.2	Introduction: The Role of the Principle of Temperance	75
3.3	Description of the first wellness improvement strategy (Improving Self-Management)	77
3.4	Improving Personal Wellness with Temperance Actions (Strategy #1)	78
3.5	Improving Workplace Wellness with Temperance Actions (Strategy #1)	78
3.6	Corporate Wellness Support Action Plan	90
3.7	Reaching the third Harmony milestone	90
3.8	How to ensure success of strategy # 1 (Improving Self-Management)	92
3.9	Conclusion	93
4	**Strategy #2 – Improving Spirituality**	**95**
4.1	Your Wellness Voyage: Progress so far	95
4.2	Introduction: The Role of the Principle of Faith	96
4.3	Description of the second wellness improvement strategy	98
4.4	Improving Personal Wellness with Spirituality Actions (Strategy #2)	100
4.5	Improving Workplace Wellness with Spirituality Actions (Strategy #2)	101
4.6	Corporate Wellness Support Action Plan	115

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4.7 Reaching the fourth Harmony milestone 116
4.8 How to ensure success of strategy # 2 (Improving Spirituality) 117
4.9 Conclusion 119

5 Strategy #3 – Improving Relationships 120
5.1 Your Wellness Voyage: Progress so far 121
5.2 Introduction: The Role of the Principles related to Relationships 122
5.3 Description of the third wellness improvement strategy 123
5.4 Improving Personal Wellness with Actions related to Relationships (Strategy #3) 125
5.5 Improving Workplace Wellness with Relationship Actions (Strategy #3) 125
5.6 Corporate Wellness Support Action Plan 144
5.7 Reaching the fifth Harmony milestone 145
5.8 How to ensure success of strategy # 3 (Improving Relationships) 146
5.9 Conclusion 148

6 Strategy #4 – Improving Resilience 149
6.1 Your Wellness Voyage: Progress so far 150
6.2 Introduction: The Role of the Principle of Courage 150

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6.3 Description of the fourth wellness improvement strategy 152
6.4 Improving Personal Wellness with Resilience (Strategy #4) 153
6.5 Improving Workplace Wellness with Resilience Actions (Strategy #4) 154
6.6 Corporate Wellness Support Action Plan 174
6.7 Reaching the sixth Harmony milestone 174
6.8 How to ensure success of strategy # 4 (Improving Resilience) 176
6.9 Conclusion 177

7 Evaluating Workplace Wellness 179
7.1 Your Wellness Voyage: Progress so far 180
7.2 The Wellness Evaluating Phase 180
7.3 Personal Wellness Evaluation Plan 181
7.4 Workplace Wellness Evaluation Plan 182
7.5 Corporate Wellness Support Action Plan 200
7.6 Reaching the seventh Harmony milestone 200
7.7 Summary and Conclusion 201

8 Epilogue 203
8.1 Why Workplace Wellness? 203
8.2 Benefits of Workplace Wellness 204
8.3 Workplace Wellness Guidelines 204
8.4 Conclusion 207
8.5 Final Concluding Remarks on Workplace Wellness 209

Notes 210

Bibliography 217

About the Author 235

1 Audit Questionnaires Part II
1.1 Appendix 1.1: Occupational Stress and Corporate Wellness Audit Questionnaires Part II
9.2 Appendix 1.2: Performance Audit Questionnaire of Board and Executive Management Part II

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2	**Plans**	**Part II**
2.1	Appendix 2.1: Personal Wellness Improvement Plan	Part II
2.2	Conclusion	Part II
2.3	Appendix 2.2: Corporate Boardroom Wellbeing Improvement Plan	Part II
2.4	Appendix 2.3: Holistic Life Improvement Road Plan	Part II
2.5	Appendix 2.4: Fire and Safety Evacuation Plan	Part II
2.6	Appendix 2.5: Workplace Wellness Feasibility Study	Part II
2.7	Appendix 2.6: Workplace Wellness Project Plan	Part II
2.8	Appendix 2.7: Occupational Health Records Management Plan	Part II
2.9	Appendix 2.8: Corporate Cultural Resilience Improvement Plan	Part II
3	**Policies and Statements**	**Part II**
3.1	Appendix 3.1: Wellness Policy	Part II
3.2	Appendix 3.2: Occupational Stress Policy	Part II
3.3	Appendix 3.3: Health and Safety Policy	Part II
3.4	Appendix 3.4: Health Records Privacy Policy	Part II
3.5	Appendix 3.5: Human Rights Policy	Part II
3.6	Appendix 3.6: Community Relations Policy	Part II
3.7	Appendix 3.7: Communications Policy	Part II
3.8	Appendix 3.8: Corporate Ethics Policy Example	Part II
3.9	Appendix 3.9: Vision, Mission and Values Statements	Part II
3.10	Appendix 3.10: Corporate Social Responsibility Example	Part II
3.11	Appendix 3.11: Environment Management Policy	Part II
3.12	Appendix 3.12: Seven Golden Instructions for a Better Life	Part II
4	**Duties and Responsibilities**	**Part II**
4.1	Appendix 4.1: Management and Board Responsibilities	Part II
4.2	Appendix 4.2: Wellness Management Roles	Part II
4.3	Appendix 4.3: Health and Safety Officer Responsibilities	Part II
4.4	Appendix 4.4: Occupational Health Data Officer Responsibilities	Part II
5	**Performance Measures**	**Part II**
5.1	Appendix 5.1: Wellness Performance Measures	Part II
5.2	Appendix 5.2: Wellness Objectives	Part II

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6	**Practices**	**Part II**
6.1	Appendix 6.1: Diversity Practices Management Approach	Part II
6.2	Appendix 6.2: Green Business Practices	Part II
6.3	Appendix 6.3: Silence Practices	Part II
6.4	Appendix 6.4: Business Resilience Detail Process	Part II
6.5	Appendix 6.5: Workplace Hazard Prevention Practices	Part II
7	**Controls**	**Part II**
7.1	Appendix 7.1: Business Management Controls Framework	Part II
7.2	Appendix 7.2: Human Resource (HR) Management Controls	Part II
	Notes	**Part II**
1	**Personal Audit and Wellness Improvement Plan**	**Part III**
2	**Improving Personal Wellness with Temperance Actions**	**Part III**
3	**Improving Personal Wellness with Spirituality Actions**	**Part III**
4	**Improving Personal Wellness with Actions related to Relationships**	**Part III**
5	**Improving Personal Wellness with Resilience Actions**	**Part III**
6	**Personal Wellness Evaluation Plan**	**Part III**

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Dedications

This book is dedicated to the glory of Ancient Greece, and to my blue-eyed, lovely grand-daughter, and princess of my life, Melina.

John Kyriazoglou

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Foreword

Mr. John Kyriazoglou's book applies the basic worldview of Ancient Greek wisdom to the problem of reducing stress, both in the workplace and beyond it. Kyriazoglou has spent decades as a business management consultant. He recognizes the problem of job-related stress and knows its negative effect on the ability of an organization to perform its mission. Kyriazoglou cites three reasons for choosing the Ancient Greek wisdom, "Firstly, because of its breadth, non-religious and global appeal, as Ancient Greek philosophy saw life in a holistic sense. Second because of my ability to read and understand better the original philosophical texts [he is Greek-Canadian]. And thirdly because I had to work with people of many religions, cultures, socio-economic backgrounds and corporate settings." I am very sympathetic with this approach.

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My own work in Ancient Greek wisdom includes its application to business ethics and/or institutional leadership of any kind. As a professional philosopher, my work focuses on the overall world view and the ways good leaders should exercise all of Aristotle's virtues in every aspect of their personal, social, intellectual, and professional lives. Mr. Kyriazoglou's book, by contrast, is a more "practical, self-help guide." It includes numerous long lists of what leaders in every part of an organization must do to create, implement and monitor an institutional climate aimed at successfully managing stress. I will discuss a number of reasons why Kyriazoglou's approach, if taking seriously and applied diligently, can promote a less stressful institutional culture.

First, Kyriazoglou sets out the basic view of reality upon which the Greek notion of wisdom is based: the existence of three forces: the powers of nature/reality as a whole, which are much greater than human powers; the powers of social networks and human culture; and the powers of the human soul. Wisdom consists in creating a "microcosm of the macrocosm" within the human soul and living in accordance with, or in harmony with, the natural world. We are able to understand the basic principles and patterns of order in the universe and our place in that order. We are also able to understand that we have the power of choice and that human beings create a realm of human history and culture through the use of the powers of their souls. When we are living according to wisdom, we will create cultures that are integrated with nature, that use natural resources in a way that allows them to replenish themselves or what we now call "sustainable" civilizations.

The powers of the human soul have emerged naturally in response to our context. Because of our power of choice, we can choose to exercise our natural powers of soul in ways that undermine or deny or try to defy our natural limits. The human vices are all unnatural extremes in relation to some aspect of human life. The greatest vice is "hubris," translated pride, but meaning 'overstepping the bounds,' which assumes a natural and universal limit to the human exploitation of nature. Virtue is understood as exercising a power of soul in the way that harmonizes with nature, with other human beings, and with personal integrity.

This approach is crucial today. Although many people accept some kind of "systems thinking," a holistic approach is often considered "post-modern" because it rejects the Enlightenment worldview. During the Enlightenment, the natural world was studied with the purpose of controlling natural forces for the sake of creating human culture (Francis Bacon, 'knowledge is power'). In our time, we know we have gone too far on this model; we now recognize an ecosphere and a biosphere, the way natural phenomena self-organize into complex systems that are internally dependent and that depend upon each other. Human culture emerged from nature and human consciousness from culture; we cannot destroy our roots without destroying ourselves. Mr. Kyriazoglou recognizes that this "new," "post-modern" paradigm is only a more recent version of what the Ancient Greeks and others recognized. Kyriazoglou's list of ways to make an institution sustainable should be adapted in some version by every leader of every institution in the world today.

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Second, the Greek view of culture is also an important model to reintroduce because it describes many, many different kinds of human relationships and gives the model of a wise person as one who can relate to many different kinds of people in many different contexts in ways that promote human flourishing. The Greeks begin with the notion that people are unequal in their natural capacities. Adults develop different types of expertise and make choices based on their expertise that affect everyone who needs what they have to offer. The most important virtue within a culture is justice. This is the virtue we exercise in relation to people we do not know personally. A just person "rules for the well-being of the ruled," or exercises whatever public power he or she has in the way that will promote human flourishing. An unjust person abuses power by using it to gain more power for him or herself and family and friends. The great vice in relation to justice is "pleonexia," the desire for more than one's share, or what is usually translated as "greed" (whether for wealth, or power or another social benefit).

The Greek condemnation of greed is another very, very important insight for our time. Led by the United States, the emergence of a "greed is good" ethos as the foundation for a "flourishing" global economic culture, is another great illusion. The rich are manipulating the many into believing everyone will benefit from the cultivation of greed. The use of emotional manipulation, deceitful rhetoric, facts and statistics taken out of context, and the proliferation of "experts" who make money promoting greed are driving economic "development" to the creation of a very small, very wealthy elite who are taking control of political campaigns, hence of the laws and policies made by legislators who must do what they financial contributors demand.

The middle class shrinks or fails to grow. The Greeks knew that a strong middle class is necessary for social and political stability. Without it, animosity between the rich and poor creates continual clashes; the souls of rich and poor are equally perverted and corrupted. No one flourishes.

Third, the Greek view has an extensive and systematic theoretical description of the powers of the human, soul, all of which begin in relation to nature and mere survival. Kyriazoglou emphasizes the two most important virtues, temperance (self-control) and courage.

The Greeks recognized the power of these virtues and their related vices.

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Temperance relates to the experience of pleasure and pain, especially eating and sexual pleasure. Excesses in relation to these pleasures leads to greed and all of its problems, and to sexual promiscuity and the subsequent breakdown in marriages, families, friendships and mutual trust between fellow citizens, leading to social breakdown at many levels. Courage is the ability to face situations involving fear and to do so for the right reason, in the right way, etc. This virtue extends way beyond the traditional notion of courage in war in the face of an early death. It includes courage in relation to sickness, pain, aging and death. Human beings are also vulnerable in their relationships to each other. They fear social ostracism, the inability to be successful enough in society to get the employment necessary to survive. They fear loss of reputation, money, power, authority, friends, etc. The fear of doing something wrong leads to the inability to do what is best in an immediate situation, when a choice has to be made quickly. Overreacting, however, is also wrong and has bad consequences. Some people put themselves in dangerous situations or take unnecessary risks, just to "prove" to others they have courage. This is rashness, not true courage. An institutional leader must always decide when to act and when to refrain, what risks to take and what to avoid, etc.

Although pleasure, pain and fear are closest to survival drives, human culture emerges from this foundation and gets stronger or is undermined by how individuals and cultures deal with those basic virtues.

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Kyriazoglou's list of seven virtues is a nice summary of what Aristotle and others have more extensive versions of: temperance, courage, justice, faith (the assumption that there are higher powers of some sort and that human beings should respect those powers), harmony (the need for personal integrity, the integration of emotions, thoughts, and actions to achieve a flourishing life), friendship (the importance of acting appropriately in all types of human relationships), and "kalakagathia" (the Greek word that unites the word for beauty with the word for human excellence. The assumption here is that a flourishing human life is also a beautiful life. Beauty, virtue or goodness, and truth are united: a flourishing human being has a beautiful soul, knows the truth about the human condition and his/her place in it, and is good/virtuous because virtue simply consists in realizing one's complete nature. This is the view I call spiritual humanism: Greek humanism describes all the ways the human spirit seeks to achieve goals beyond survival. We seek to create, maintain, or celebrate beauty, truth, goodness, a flourishing culture that promotes the flourishing of all its citizens, the creation of artifacts and literary and dramatic works that aim to educate us about who we are and how we ought to live.

After establishing this overall worldview and his seven basic virtues, Kyriazoglou lists four processes that anyone who runs an organization must engage in to accomplish any goal, including stress reduction: a) envisioning of the organization's mission; b) organization: a framework and list of policies that will best achieve that mission; c) implementation: an organizational structure that is most likely to achieve those goals; and d) monitoring: an organizational way to continually monitor is they goals are being achieved and to adapt when external or internal circumstances change.

Finally, Kyriazoglou lists seven Milestones: Harmony: the ability of employees to integrate desires, thoughts and actions and have integrity at their jobs; Act: the desire for employees to develop their powers of soul to the highest degree they can; Resolve: the ability of employees to act well as a given critical moment, in whatever positions they have; Manage: the ability of employees to manage all aspects of their lives so they live with integrity at work, at home, and in every social role they play; Organize: the ability of employees to calculate the most efficient means of achieving the goal of their particular job, the mission of the company, and the goal of exercising wisdom in life; Nourish: the ability of employees to have leisure time to spend with family and friends, to mentor the youth, older employees to mentor recent employees, to appreciate artistic and intellectual endeavors; Yield: employees will acknowledge higher powers and take pleasure in fitting their lives to recognize those powers. They will recognize the many, many other talents and powers of others within the company and throughout society and will celebrate human excellence in all its manifestation.

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After laying out these foundations, the bulk of Kyriazoglou's book is a series of lists of how each Milestone can best be achieved. His approach is systematic and comprehensive. He also asks people to ask themselves and each other questions related to what must be done to achieve and maintain those Milestones. The process is a continual dialogue, both with oneself and with others. Socrates let the Athenians know that the only way they could develop and maintain their great democratic society, or any society that aimed to cultivate the souls of the citizens, was if they spent their leisure time deliberating about how to live well. They had to become informed citizens about the city's affairs; they had to vote for the politicians who would ask them to behave temperately, courageously and justly. The Athenians were deluded when they believed they could use the "freedom" the city gave them to become as rich, or powerful, or famous as possible, at the expense of everyone else. Using the system for personal gain, the desire for more than one needed, led to the collapse of the society. The rich created a gap between the rich and poor, leading to hostility and animosity. The power hungry took the city to war for personal glory, leading to death, destruction, and impoverishment. The "lovers of freedom for its own sake," did not develop their talents or take on positions of authority, leaving such positions open to abuses by the rich and power hungry or by the incompetent puppets of the rich and powerful. The same happens and will continue to happen in our time.

Every institution is itself a microcosm in the macrocosm. The well-run organization is a model for how to run a family, any other organization, or the political system. Employees in a well-run company will learn how to exercise their authority justly, for the well-being of the ruled. They will recognize political leaders who are exercising their power justly or unjustly. They will be able to speak out against abuses of power and present alternative models, just ways to solve problems. Kyriazoglou, then, provides not only a model for how to run a business well, but a model for how to run a society well. He provides a model for the kind of societies we ought to want to be developing and sustaining in our time. He provides an alternative to the climate-change denying, greed is good bad faith that is polluting and corrupting international culture at this time. In the name of "freedom," the rich control elections so politicians will not regulate their businesses, leading to environmental and cultural destruction. In the name of "equality," the true obligations of the "nobility," those at the top of the institutional chains of commands, are denying their responsibilities.

I hope Kyriazoglou's book, and others like it, will be widely read and applied. Without this kind of universalism and multiculturalism, we shall all perish.

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Preface

'Man is the measure of all things'.

Plato

1 Introduction

Stress, anxiety and depression are found in all people and in all cultures, industries, economies and societies, regardless of the education, social status or economic background of the individuals concerned. This is due to a variety of reasons, but mostly because of the high and extremely demanding aspects of their workplace.

The fact is that most adults, all over the world, spend the largest if not a substantial part of their lives working in private companies or public organizations. Whether they are employed in Canada, the U.S., or Australia, in a high-technology startup in East Asia, a financial institution in England or Germany, or a garment factory in the Dominican Republic or India, they experience extreme occupational stress.

Also they are not engaged at all in their work!

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The quality of their workplace experience (*or workplace wellness*) is inevitably reflected in the quality of their lives. Gallup's finding that the vast majority of employees worldwide report an overall negative experience at work – and just one in eight are fully involved in and enthusiastic about their jobs – is important when considering why the global recovery remains sluggish, while social unrest abounds in many countries.[1]

Why is workplace wellness important?

Workplace Wellness is important as it contributes mainly, in addition to personal life, to the health problems and happiness of employees in all business environments.
According to a recent study[2]:

1. The most common barriers to adopting healthier behaviors at the workplace are lack of willpower, lack of time, and lack of money.
2. Over 30% (about 35%) of employees in a workplace experience high blood pressure, which is the #1 factor of congestive heart failure.
3. Over 50% (about 57%) of Canadians report having two or more risk factors for chronic disease (such as: arthritis, cancer, mental health problems, diabetes, heart disease, high blood pressure, and high cholesterol).
4. The workplace can be a strong contributor to both mental wellness and illness.
5. Exercise is recognized as an essential element in building and maintaining mental health.
6. About 1/6th of Canadians say their health problems limit their ability to work.
7. Over 60% (about 61%) of Canadians don't get reminders when they're due for preventative care.

Also my own consulting experience and various other international studies have shown that business managers (top, middle, bottom, etc.) and professionals, in all types (private, public, etc.) and size (small, medium, large, etc.) of companies in all business functions (Note: Sales, Finance, Production, Logistics, Customer Support, IT, Internal Audit, Compliance, External Auditing, Medical Services, Educational and Academic Services, etc.), have very difficult and stressful jobs[3].

Why is that?

My own guess and possible answer based on my experience and other sources is that this is due to the 21st Century's volatile and perplexed business environment all over the world.

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This environment, among other things, is usually composed of:

1. Increased workloads and demands.
2. Constant shareholder demands for performance, cost-cutting, downsizing, etc.
3. Not well defined and overextended, many times, ranges of accountability.
4. Too wide span of controls assigned to individuals.
5. Turbulent socio-economic conditions (social, religious, etc.) of doing business across the globe.

This makes it absolutely imperative for organizations, public and private, to have strong and motivated managers and professionals to lead their corporate staff toward accomplishing their strategic and operational business goals and objectives, in the best way.

To accomplish these general goals and specific objectives, in an organizational products and services framework, managers and professionals not only use their human resources, but they also use inputs, methods, and systems, to create outputs which can be translated into products and services for customers, and a control system to achieve all these in the most optimal way.

When you take into full consideration the full array of duties, roles and responsibilities in leading and managing their units, departments, organizations, etc., one thing becomes clear: business managers and professionals have very difficult and **stressful** jobs. The same also holds true for employees who are driven and managed by the demands in this highly-volatile business and socio-economic environment.

But how can business managers and professionals, such as military officers, medical experts and nursing staff, reporters, IT managers, internal auditors, firefighters, airline pilots, police officers, production employees, and other operating staff, etc. handle this stressful environment?

As a board member, enterprise owner, Chief Executive, business manager or professional, or simple employee, you must resolve the situation (**workplace wellness and occupational stress**) troubling you and your business entity and its people, with specific actions and activities.

2 Proposed Solution

How can you effectively resolve the issues of workplace wellness and occupational stress management?

My answer is the use of ancient Greek wisdom and specific and practical wellness methods and techniques that you can review, consider, customize and apply to yourself and your own business.

What does ancient Greek wisdom have to do with workplace wellness and occupational stress?

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The current model of living is based more and more on competition, technology, open markets and profit at all costs, and less on harmony, peace (in a true sense) and moral values. This way has been proven wrong. The way we look at harmony, peace, honor and justice does not, I think definitely, seem to resolve our current world problems, at both the personal as well as the business level.

Technology and all other developments have forgotten, in most cases, our mind and soul.

That's where philosophy steps in. As philosophy nourishes our psyche (soul) it becomes most important. And as the world problems are not being tackled and resolved to any level of satisfaction, we have to go back.

Back to the basic principles of philosophy so that we attain the proper principles and virtues so that we bring values, order and balance in our personal life, our business organizations, and our society. This is the only way so that we can all travel the difficult road to a better world.

I selected the ancient Greek wisdom for several reasons.

Firstly because of its breadth, non-religious and global appeal, as Ancient Greek philosophy saw life in a holistic sense.

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Secondly because of my ability to read and understand better the original philosophical texts. And thirdly because I had to work with people of many religions, cultures, socio-economic backgrounds and corporate settings, I had to find another approach.

Why the ancient Greeks?

1. Based on my experience in many leading organizations, there is a need for a common set of categories that gives a theoretical description of universal and cross-cultural virtues; the ancient Greeks have such categories.
2. The ancient Greeks showed that the most important criterion for wisdom is the recognition of higher powers in the universe than human beings, powers humans cannot control. Human beings must create cultures within the context of those greater powers; they must integrate culture with nature.
3. The ancient Greek view of the human psyche has a naturalistic foundation: a virtuous person is also a biologically flourishing person; virtue is not primarily based entirely on a specific cultural context; rather, the basic virtues are connected to the human condition and do not change over time.
4. The ancient Greek idea of a just society is one where those who are competent are given positions of authority based on their competence. Further, one important aspect of competence is that all authority – from the authority of parents over children, to positions of leadership in public life – is exercised for the well-being of those over whom the authority figure has power. Rule is for the sake of the ruled.
5. The most naturally just society is one where as many people as possible are given opportunities to develop their psyches to the highest level possible, including the exercise of personal, social, intellectual and professional virtues.
6. Children are born into a social context and they learn (or fail to learn) the virtues simply by exercising them. An unjust society will habituate its children to be unjust, to exercise vices while a just society will habituate children to behave in ways that conform to virtue and justice. However, every young person must compare his/her habituation and culture to the universal, natural standard and alter his/her behavior and society so that it conforms to the universal and natural standards of virtue and justice.
7. The model I am presenting is one way of articulating universal and cross-cultural standards, based on the ancient Greek wisdom of the past, wisdom that gets passed down from one generation to the next in theory but also applied in practice in ways that differ, based on historical contexts.

This approach (The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'*) is the basis of this book on workplace wellness and occupational stress reduction.

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3 Sources for the Wellness Approach

The wellness management and improvement ways and the stress coping methods and techniques set forth in this book and the policy examples and action plans are based on three sources:

3.1. Source 1: Ancient Greek Wisdom

*This is the first source of my proposed **'The H4u Wellness Approach'** to improving wellness and reducing occupational stress*. As I explained above Ancient Greek culture, philosophy and wisdom saw life in a holistic sense. The main principles proposed were: to free oneself from greediness, to achieve a gentle character, chastity, modesty in clothing and behavior, harmony balance of mind, prompt and rational decisions, honesty, goodness, truth, logical and concise thinking and speech. These were their general rules on how people should approach and live a better life.

In terms of what this book is dealing with and in my experience I have found the following philosophical world views most relevant for crafting stress-reduction strategies and action plans:

1. World-View 1: The Philosophical Concepts of Aristotle (approach of reason)
2. World-View 2: The 'Four-Cure (Tetrafarmakos)' of Epicurus (approach of happiness)
3. World-View 3: The Seven Socratic Principles of Living of Socrates (approach of virtues)
4. World-View 4: The Principles of the Stoic philosophy (approach of resilience).

These are summarized next.

1. **The Philosophical Concepts of Aristotle**

   Aristotle was an Ancient Greek Philosopher (384 BC–322 BC) and believed that our emotions were the only source of our knowledge of the world and all problems of science can be solved by research, experience and logic. Aristotle laid the foundation for reason, i.e., for an explicit, consciously defined and objective method of acquiring knowledge.

   He established the basic principles of **scientific epistemology:** the role of the senses, the role of abstraction, the laws of logic, the types of reasoning and the basic rules of validity in deductive reasoning. Further, he established principles of metaphysics: one reality, a world of particulars, of entities acting in accordance with their nature, lawful, intelligible and understandable by man.

   In ethics, he laid the foundation for world ethics, which states that man's goal is to achieve personal happiness and personal pride by using his intellectual ability to the fullest.

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2. **The 'Four-Cure (Tetrafarmakos)' of Epicurus**

   Epicurus preached that the highest pleasure (tranquility, absence of pain and freedom from fear) was obtained by knowledge, friendship, and living a virtuous and temperate life.

   His 'four-part cure' (Tetrapharmakos)', as the basic guideline on how to live the happiest possible life, consisted of four simple lines:

   Line 1: 'Don't fear God,
   Line 2: Don't worry about death;
   Line 3: What is good is easy to get, and
   Line 4: What is terrible is easy to endure'.

3. **The Seven Socratic Principles of Living of Socrates**

   The guidance of **Socrates** to his students was: To keep interested in the truth; to make sure that their soul is as good as possible; and to get a good soul, they must maintain the four virtues of prudence, temperance, courage and justice.

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This, in summary, is contained in the following 7 Socratic Principles of Living (SPL):

1. SPL 1: Truth
2. SPL 2: Goodness
3. SPL 3: Prudence. Ability to judge between actions at a given time
4. SPL 4: Practicing self-control and abstention
5. SPL 5: Moderation
6. SPL 6: Courage. Endurance and ability to confront fear and uncertainty
7. SPL 7: Justice. Balance between self-interest and the needs of others.

4. **The Principles of the Stoic philosophy**

Zeno of Citium, the founder of Stoicism, defined the principles of life in terms of practical ethics which were mainly occupied with moral obligation, self-control and living in accordance with nature.

Stoicism teaches self-control and an indifference to pain or pleasure while advocating a staunch detachment from emotions. This allows one to be clear thinking, level-headed and unbiased. In practice it is designed to empower an individual with virtue and strength and to give an individual the ability to readily refuse corruption, temptation, and help those who are in need.

Stoicism also teaches independence, or more specifically, independence from society, regarding it as a chaotic and unruly entity that should be guarded against. Virtue, reason and natural law are prime directives. By mastering passions and emotions, it is possible to overcome the discord of the outside world and find peace within oneself. One excellent saying by Epictetus, a noted Stoic is: 'Wise is he who does not mourn for what he does not have but feels joy for what he has[4]'.

In summary, these four philosophical world views (of Aristotle, Epicurus, Socrates and the Stoics) form my first source in crafting the stress-reduction strategies and action plans detailed in this book.

3.2. Source 2: Practical business experience

*This is the second source of my proposed **'The H4u Wellness Approach'** to managing wellness better and reducing occupational stress*. This relates to my varied experience in multinational and multicultural business management, consulting, auditing and volunteering activities, etc. and how these were applied to occupational stress management and reduction in various personal and corporate settings.

To make things more practical and relevant I use seven principles from the ancient Greek wisdom in my proposed *'The H4u Wellness Approach'*.

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These are: Temperance; Faith; Justice; Harmony; Friendship; Kalokagathia (Goodness and Kindness); and Courage.

Why is that?

There are many principles in Aristotle, Plato, Socrates and other ways of articulating virtues and vices in other Ancient Greek philosophers. I have chosen seven that I think are most important, based on my experience in the business world.

Principle 1: Temperance. Self-control in relation to the basic drive for survival and pleasure: food, drink, sex, material acquisition. Clearly these drives are based on the human condition. Every cultural tradition has moral lessons and moral archetypes that encourage self-control and condemn excesses.

Principle 2: Faith. The microcosm in the macrocosm: every cultural tradition has some view of the limits of human powers and condemns human beings when they 'overstep the bounds', the ancient Greek hubris.

Principle 3: Justice. Rule for the well-being of the ruled. Every society is a complex network of relationships based on authority. Authority is natural: we are born needy and depend on others to care for us, to guide us, to instruct us, to sell us well-made products or provide important services, etc. Every society has taught its citizens to rule for the well-being of those over whom they rule (even when the rulers are abusing their power and hiding behind the rhetoric of justice).

Principle 4: Harmony. Personal integrity, the integration of emotions, thoughts, and actions, so one can live one's life in a way that is beautiful and good, always finding the middle group between extremes and doing what is best for the right reason, in the right way, and motivated by the desire to do what is noble because it is noble and for no other reason.

Principle 5: Friendship. This refers to all sorts of relationships: family, friends, employers, teachers, political leaders, doctors, lawyers, people in the business sector who provide all sorts of good and services. Some relationships are between equals and others between un-equals. Most relationships are based on inequality; the people involved have different responsibilities toward each other and must know how to relate as ruler and as ruled. The quality of one's life is developed and sustained (or undermined and corrupted) by the quality of one's relationships.

Principle 6: Kalokagathia. In ancient Greek, the union of the word for beautiful and the word for goodness or human excellence. A well-functioning adult is exercising all the virtues to the highest level possible: personal, social, political, intellectual, artistic, etc. Such a person is both beautiful and good because he or she has the qualities that make a natural or cultural artifact beautiful and good: proportionality, adaptability to the surrounding environment, the full flourishing of a natural specimen or an artifact that expresses the wisdom and insight of its creator.

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Principle 7: Courage. Knowing how to react in situations involving fear. Human beings are by nature extremely vulnerable, which is why they are so dependent upon each other to meet their needs and to enable each other to survive. A courageous person recognizes vulnerability but does not over react. He or she knows how to act bravely in a situation of vulnerability and does so because it is the noble thing to do, not to get the approval of others or to avoid social condemnation. Fearful situations involve fear of death, sickness, aging, as well as fear of social ostracism, loss of reputation, loss of a job or fear of failure to survive, etc.

3.3. Source 3: Books and Other Resources

This is the third source of my proposed ***'The H4u Wellness Approach'*** *to wellness management and improvement and reducing occupational stress*. This source includes various studies, reports, surveys, books, experiences, data and other resources noted in the Bibliography.

In conclusion, these three sources (philosophical world views, experience and bibliography) are my basis in crafting **The Harmony for You (H4u) Wellness Approach, termed** ***'The H4u Wellness Approach'*** to improving workplace wellness and reducing occupational stress**,** summarized next and described fully in the following chapters of this book as well as the 2 volumes complementing this book.

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4 Summary of 'The H4u Wellness Approach'

'The H4u Wellness Approach' is designed to drive, motivate, enable and support you to better manage your workplace wellness and reduce your occupational stress at both levels (personal and business), by the use of:

1. **The HARMONY mnemonic** (H: Harmonize; A: Act; R: Resolve; M: Manage; O: Organize; N: Nourish; Y: Yield),
2. **The SEVEN Principles** (Temperance; Faith; Justice; Harmony; Friendship; Kalokagathia (Goodness and Kindness); and Courage),
3. **The Three Forces** (S1: Supreme Being; S2: Society; and S3: Soul),
4. **The four Wellness Implementation Strategies**, and
5. **The Seven Wellness Milestones.**

This approach uses the following well-tried five-phase model named ADDIE, standing for Analysis, Design, Development, Implementation and Evaluation phases. This model gives you the added assurance that you are doing the right thing when you follow it in improving your workplace wellness[5].

The **Analysis** phase enables you to document your wellness needs; and the **Design** phase helps you design a wellness solution to satisfy your needs (more details in Chapter 1).

The **Development** phase supports you in establishing the environment to implement your wellness actions designed in the Analysis and Design phases (more details in Chapter 2).

The **Implementation** phase facilitates you to execute the specific actions designed and developed previously (more details in Chapters 3, 4, 5 and 6).

Finally, the **Evaluation** phase gives you all the tools to review and assess what may have gone wrong during the implementation of your wellness actions so that you may take further actions to improve your workplace wellness for your business organization (more details in Chapter 7).

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5 Why I wrote this book

This is a sequel to my other books on business management controls and ancient Greek wisdom.

The business books deal with organizing and running better corporate entities and their functions (sales, production, finance, IT, etc.). The wisdom books present the richness of the maxims, sayings and quotations of ancient Greeks (Epicurus, Socrates, Aristotle, etc.) and propose a holistic way (The Pandora Way) to improving your personal life and business activities[6].

This book on wellness is a **self-help guide** and deals with ways to manage wellness better and cope with and reduce the occupational stress for you and your business.

6 Summary contents of the book

This book contains, in summary: A Preface, Three Parts and a Bibliography.

Part A relates to the main wellness approach and the strategies and actions to reduce it. It includes: Preface, Chapters 1 to 7 inclusive, Epilogue, Notes and a Bibliography.

Part B includes an Appendix. It contains numerous Plans, Policies and Questionnaires that complement Part A of the book.

Part C contains a set of Personal Wellness improvement actions that complement Parts A and B of this book.

7 Audience

The audience of this book includes, as an example:

1. Personnel of influence and authority of private companies and public organizations who manage and are involved in the health and safety of people in their business organizations: Board directors, executive officers, business managers, corporate professional staff, internal auditors, etc.
2. Business professionals: Management and professional business consultants, accountants, external auditors, quality management engineers, project managers, health and safety inspectors, industrial psychologists, social workers, etc.
3. Healthcare staff: Medical doctors, nurses, social workers, holistic medicine professionals, psychologists, etc.
4. Anyone interested in managing and improving his or her wellness and occupational stress.

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8 Conclusion

In conclusion, this book is a clear, practical self-help guide for wellness, health and safety. It may transform and enhance your personal life and working practices.

I hope that this book may assist you in improving your wellness and reducing occupational stress for you and your business organization, and in the process improve your personal life and business activities.

In addition it may help you get along better and have a happier, less troublesome and more balanced life.

I am responsible for any mistakes, omissions or errors. Any material or ideas proposed are only for educational and self-help and awareness purposes. If they are used they should be considered only after thorough study and customization to your personal and business requirements and purposes. The author and the publisher bear no responsibility for the probable use of the proposed actions, policies and plans. All comments are welcome and will be acknowledged.

John Kyriazoglou, CICA, B.A. (Hon.)

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1 The Wellness Approach

'For some identify happiness with virtue, some with practical wisdom, others with a kind of philosophic wisdom, others with these, or one of these, accompanied by pleasure or not without pleasure; while others include also external prosperity'.

Aristotle

Chapter Overview
Overall Description This chapter presents an overview of **The Harmony for You (H4u) Wellness Approach, termed *'The H4u Wellness Approach'*** and details the parts making it up. The actions of this chapter pertain to the Analysis and Design phases of the **ADDIE** model that ensures your best wellness effects.
Basic Products **The basic products** of the activities of this chapter are: 1. Workplace Wellness Model. 2. HARMONY Mnemonic. 3. The H4u Wellness Approach. 4. Principles, Forces, Milestones. 5. Wellness Improvement Strategies. 6. Workplace Wellness Strategic Action Plan.
Basic Outcomes **The basic outcomes** of these two phases are: 1. Improved analysis of wellness 2. Improved preparation for Wellness actions at your workplace.
Detail Contents **The detail contents** of this chapter are: 1. Your Wellness Voyage: Progress so far 2. Introduction to Wellness 3. Mental Health Factors 4. How to deal with Workplace Mental Health issues 5. The H4u Wellness Approach (Principles, Forces, Milestones, Strategies) 6. Workplace Wellness Strategic Action Plan 7. Reaching the **first Harmony milestone** ('H' (Harmonize)) 8. Products and Outcomes 9. Summary and Conclusion.

1.1 Your Wellness Voyage: Progress so far

You are now starting your wellness voyage. You are on the first point in your voyage to an eternity of wellness.

This the first set of Wellness Improvement Actions (WI # 1) in managing Personal and Workplace Wellness.

First of all you need to define what wellness means in your business environment and what possible solutions you may require to satisfy these wellness needs for your workplace.

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This is provided to you in this chapter by the first two phases of the ADDIE Model. The **Analysis** phase, which enables you to document your wellness needs; and the **Design** phase, which helps you design a wellness solution to satisfy your needs.

These are accomplished by the presentation of **The Harmony for You (H4u) Wellness Approach, termed *'The H4u Wellness Approach'*** and the parts making it up, such as: definition of the terms (wellness, and stress), mental health factors, how to deal with stress and wellness; the four universal forces and principles that affect your life and help you deal with stress and wellness issues; the three processes; and the workplace wellness strategic action plan, for your consideration and potential use for your business organization.

1.2 Introduction to Wellness

Our workplaces are full of problems, to put it lightly. According to the World Health Organization 'Mental health problems, such as depression, anxiety, substance abuse and stress, are common, affecting individuals, their families and co-workers, and the broader community. In addition, they have a direct impact on workplaces through increased absenteeism, reduced productivity, and increased costs[7].'

As 60–70% of people with common mental disorders were in work, according to various experts and governmental studies, it is up to each company and its individual owners and managers to do something about these crucial and debilitating problems at work.

The principle that investing in support for employees who may be struggling is not just morally correct but a financial imperative is well established, according to experts.[8]

The first thing we have to do, however, is to define the relevant terms. Only once we all have a clear definition of what the terms involve we can start finding and proposing relevant solutions to be implemented to deal with these issues more effectively.

What is then stress and wellness?

1.2.1 Stress

Stress is a feeling of emotional or physical tension. It can come from any event or thought that makes you feel frustrated, angry, or nervous. The term 'stress' is derived from Latin '*stringere*' which means 'draw tight, bind tight, compress, press together, which comes from Greek '*strangein', which means* 'twist'.

Stress is a critical element of our survival as humans. In small doses, stress helps you to stay focused, creative, energetic, sociable, fit and alert. But when stress becomes overwhelming, it can damage your health, your mood, your body, your mind, your family, your productivity, your relationships, and your quality of life[9].

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Moreover it may cause you anxiety and depression.

Stress and anxiety, according to noted psychology and psychiatrist research, can produce both physical and psychological symptoms. Common physical symptoms include: stomach ache; muscle tension; headache; rapid breathing; fast heartbeat; sweating; shaking, etc.

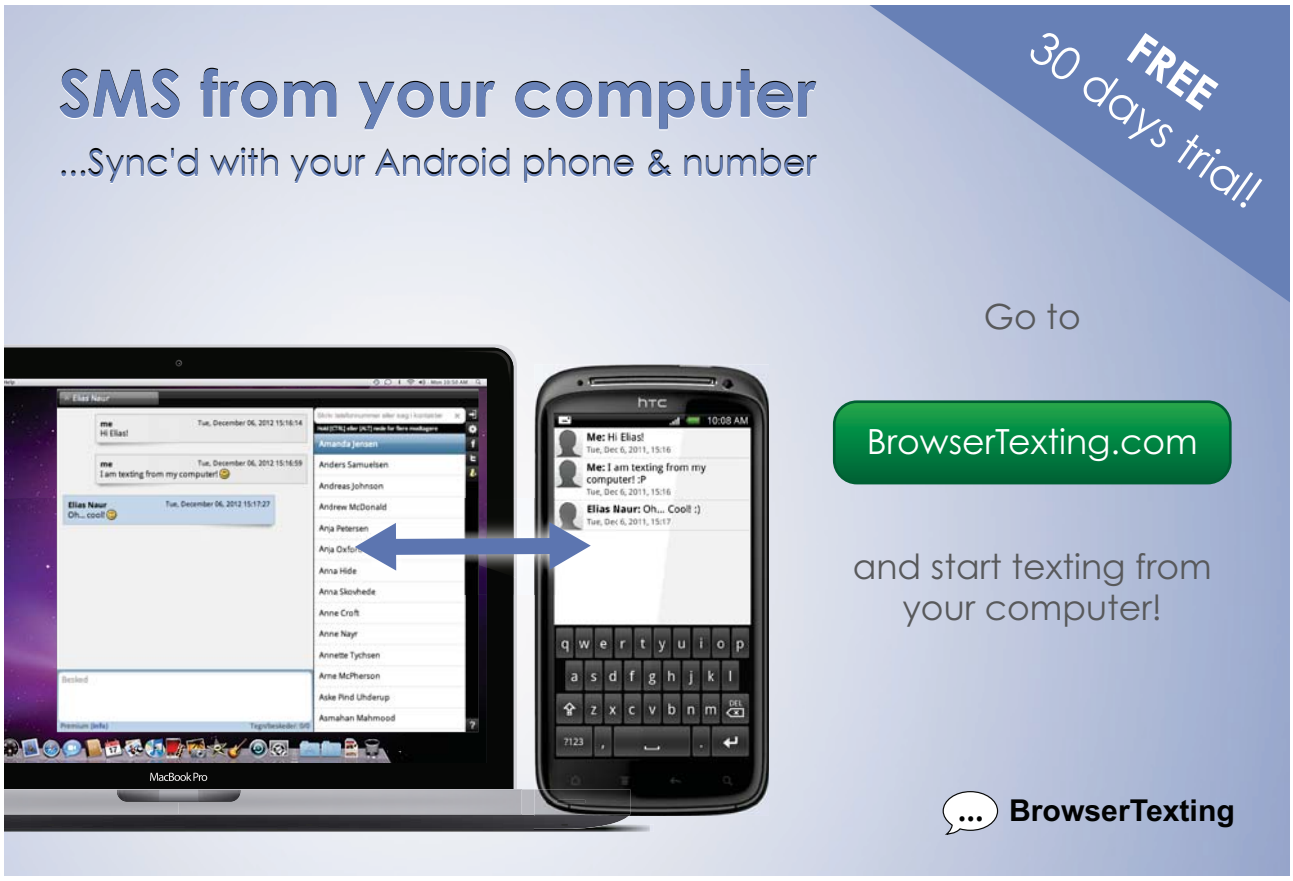
In addition to physical symptoms, stress and anxiety can cause mental or emotional ones, including: feelings of impending doom; panic or nervousness, especially in social settings; difficulty concentrating; irrational anger; restlessness, etc[10].

Stress and wellness are intertwined in our personal life and business activities. If we feel well we are less stressed. And the opposite is also true: 'If we are more stressed we are less well'.

Also we can define wellness at two levels: **personal and workplace**.

1.2.2 Personal Wellness

An English dictionary definition of wellness is: 'Wellness can be broadly defined as the quality or state of being healthy in body and mind, especially as the result of deliberate effort'.



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I like and find Aristotle's definition better and more lucid. **Aristotle** defined the aspects of wellness in terms of a happy, well-spirited ('eudaemonic' from 'eudaemonia') or flourishing life as follows:

1. Happiness is the ultimate end and purpose of human existence.
2. Happiness is not pleasure, nor is it virtue. It is the exercise of virtue.
3. Happiness is a goal and not a temporary state.
4. Happiness is something final and self-sufficient, and is the end of action.
5. Happiness is the perfection of human nature. Since man is a rational animal, human happiness depends on the exercise of his reason.
6. Happiness depends on acquiring a moral character, where one displays the virtues of courage, generosity, justice, friendship, and citizenship in one's life. These virtues involve striking a balance or 'mean' between an excess and a deficiency.
7. Happiness requires intellectual contemplation, for this is the ultimate realization of our rational human capacities[11].

1.2.3 Dimensions of Wellness

What do these definitions mean today?

I think that in our current socio-economic environment and for practical purposes, we have three well-accepted dimensions of personal wellness:

Dimension 1: Wellness of the spirit. The first dimension of wellness focuses on the aspects of your soul that make up your spiritual wellness. Factors like your workplace environment, your personal relationships, lifestyle, culture, family environment and religious or other beliefs influence your own sense of spiritual wellness.

Dimension 2: Wellness of the mind. The second dimension of wellness deals with your mental peace, fortitude, self-image and self-confidence. Your work may be extremely difficult, demanding and stressful and a stressed out, overworked mind is definitely an unhealthy mind. This leads to an unhealthy body.

Dimension 3: Wellness of the body. This dimension of wellness concentrates on sustaining, nourishing and strengthening your physical body effectively. A healthy diet, right food, exercise habits, your illness history, past injuries, key biometric measurements like the weight, blood sugar level and blood pressure, etc. are included while determining the wellness of your physical the body.

I am practically using all these dimensions in my proposed **Workplace wellness model** used throughout this book.

Once we defined personal wellness we have to move on to our business workplace.

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1.2.4 Workplace Wellness

A well-accepted definition is '**Workplace wellness** is any set of workplace health promotion activities, policies and practices designed to support healthy behavior in the workplace and to improve health outcomes'.

Why do you need to manage workplace wellness?

According to a recent World Health Organization study 'Mental health problems, such as depression, anxiety, substance abuse and stress, are common, affecting individuals, their families and co-workers, and the broader community. In addition, they have a direct impact on workplaces through increased absenteeism, reduced productivity, and increased costs. Mental health problems are the result of a complex interplay between biological, psychological, social and environmental factors. There is increasing evidence that both the content and context of work can play a role in the development of mental health problems in the workplace[12]'.

On the basis of the happiness aspects and data described above I crafted the following model of workplace wellness which I have used in various assignments and which I am proposing for your use in improving your personal and workplace wellness.

1.2.5 Workplace wellness model

This workplace wellness model I am proposing is supported by the four strategies and the seven principles (temperance, faith, justice, friendship, harmony, kalokagathia (goodness, kindness) and courage), energized by the three sources (Soul, Supreme Being and Society) and inspired by ancient Greek wisdom.

This workplace wellness model has four dimensions: Believing; Bonding; Belonging; and Benefiting.

Dimension 1: Believe. Believe in God, nature, yourself, your family, your company, your associates, your community, your country and your values and beliefs.

Dimension 2: Bond. Bond with God, nature, your friends, your family, your associates, your community, your company, your country and your profession.

Dimension 3: Belong. Belong to your family, your nation, your company, your associates, your community and your country.

Dimension 4: Benefit. Benefit nature, yourself, your family, your company, your associates, your community, your country, your nation, others less advantaged, and your friends.

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These dimensions are expressed in specific actions as detailed in each strategy used in this book.

Moreover, a healthy workplace is the most crucial contributor to the mental health of its employees. When excellent management policies, procedures and practices are in place to make employees feel valued and respected, the workplace is most unlikely to create, contribute to or increase mental health and wellness problems.

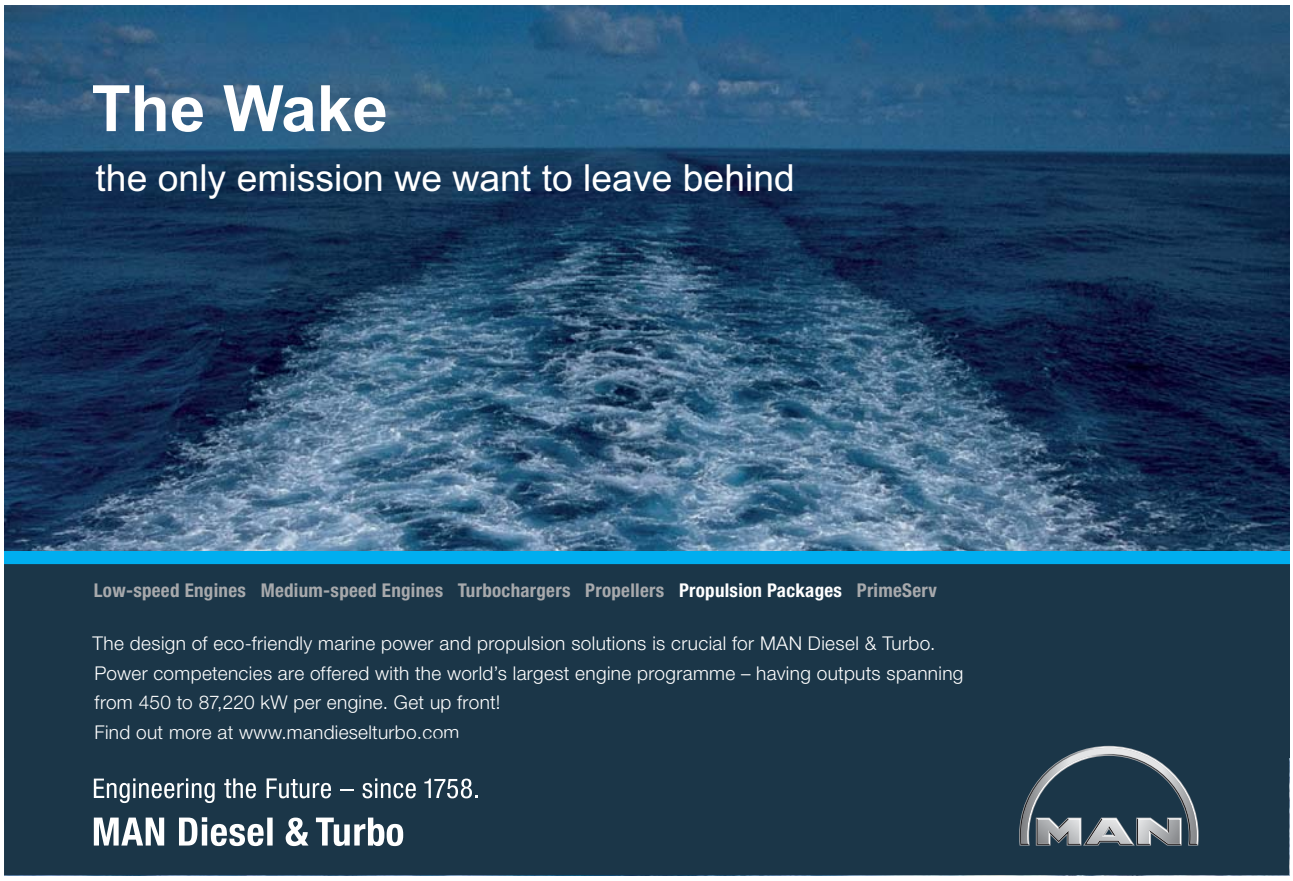
On the other hand, when poor or non-existent management policies, procedures and practices are the usual standard and allow or tolerate workplace harassment or unfair treatment of employees then the workplace environment is most likely to foster mental health and wellness problems to employees.

1.3 Mental Health Factors

What are the causes that are mainly responsible for decreasing or prohibiting personal and workplace wellness?

There are, usually, two main categories of factors associated with the development of mental health problems in the workplace and subsequently in our life, such as: Mental health factors related to personal and family life events; and Occupational or Work-related health factors[13].

These are listed next:



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1.3.1 Mental health factors related to personal and family life events

These normally include:

1. Death;
2. Health;
3. Crime;
4. Self-abuse;
5. Family change;
6. Sexual problems;
7. Argument;
8. Sleep changes;
9. New work hours;
10. Vacation;
11. Moving;
12. Money; and
13. New job.

1.3.2 Mental health factors related to Occupational or Workplace environment

These normally include:

1. The demands of the job;
2. The control staff have over how they do their work;
3. The support they receive from colleagues and superiors;
4. Their relationships with colleagues;
5. Whether they understand their roles and responsibilities;
6. How far the company consults staff over workplace changes;
7. Technology;
8. Rules and Regulations;
9. Information Overload;
10. Work-Family Balance;
11. Poor Leadership;
12. Inequity; and
13. Company Longevity.

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1.4 How to deal with Workplace Mental Health issues

How can we deal with all these and their impact in our personal and business life?

Experience has shown that occupational stress management and reduction and wellness improvement at the workplace need specific actions that must be executed very well.

But above all, wellness improvement and stress reduction need a strong will, faith, commitment and continuous perseverance for the intended actions of wellness and stress management to come to full fruition.

This is because the human brain is divided into two distinct cerebral hemispheres: left and right. The left brain is the seat of order, logic, analysis, sequence, structure, discipline, will power, and problem solving. It is analytical, objective, looks at parts and is rational. The right brain is the seat of creativity, spirituality, aesthetics, intuition, synthesis and holistic thought. It is subjective and looks at the whole.

You need both parts of the brain for best wellness improvement and stress-reduction results: Techniques and actions (the left part) and motivation and creativity and other spiritual dimensions (the right part). You will have better results in wellness improvement and occupational stress reduction if you enable your right brain to better implement the techniques and actions of the left brain.

You do this if you think in more spiritual terms and incorporate the practical left-brain actions with the right brain spiritual world in 'mind-body' interconnected mode (**The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'***) as I propose in this book.

'Mind' expresses the spiritual external and internal forces that inspire and activate you and your business into executing well your wellness improvement and stress-reduction actions, *such as:* **The SEVEN Principles** (Temperance; Faith; Justice; Harmony; Friendship; Kalokagathia (Goodness and Kindness); and Courage); **The Three Forces** (S1: Supreme Being; S2: Society; and S3: Soul); and **The Seven Milestones** driven by **The HARMONY mnemonic;** described later.

'Body' represents yourself and your business and your planned actions in pure physical terms, such as strategies and action plans (*see next chapters 2 to 7*).

All these forces, principles and processes make up **The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'*** whose main aim is to create a healthier and more stress-free workplace in your business organization.

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1.5 The Harmony for You (H4u) Wellness Approach

An approach is very close to or like a formal scientific method even though not so rigorous as you may customize it, many times, to your purposes (not true for a scientific method).

It attempts to minimize the influence of bias or prejudice in the implementer (business manager in this case). Also it provides an objective, standardized approach to follow and, in doing so, improves their results. By using a standardized approach in their wellness improvement and stress management efforts, business managers can feel confident that they will stick to the facts and limit the influence of personal, preconceived notions.

The main objective of the recommended **The Harmony for You (H4u) Wellness Approach, termed *'The H4u Wellness Approach'*** is to provide a way and a road map for you to consider and use to design and implement wellness improvement and stress reduction strategies and actions both for you as well as your business organization. And this way, to manage wellness better and reduce more the occupational stress for you and your business environment.

This approach (***'The H4u Wellness Approach'***) consists of a set of four components as listed in Figure 1.

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Description of Components
1. **The SEVEN Principles**
2. **The Three Forces**
3. **The Seven Wellness Milestones**
4. **The Four Wellness Improvement Strategies**

Figure 1: Components of 'The H4u Wellness Approach'

This approach (***'The H4u Wellness Approach'***) accomplishes the main overall objective of improving wellness by employing these four components in an integrated process, as listed in Figure 2. (**'The H4u Wellness Approach Components'**).

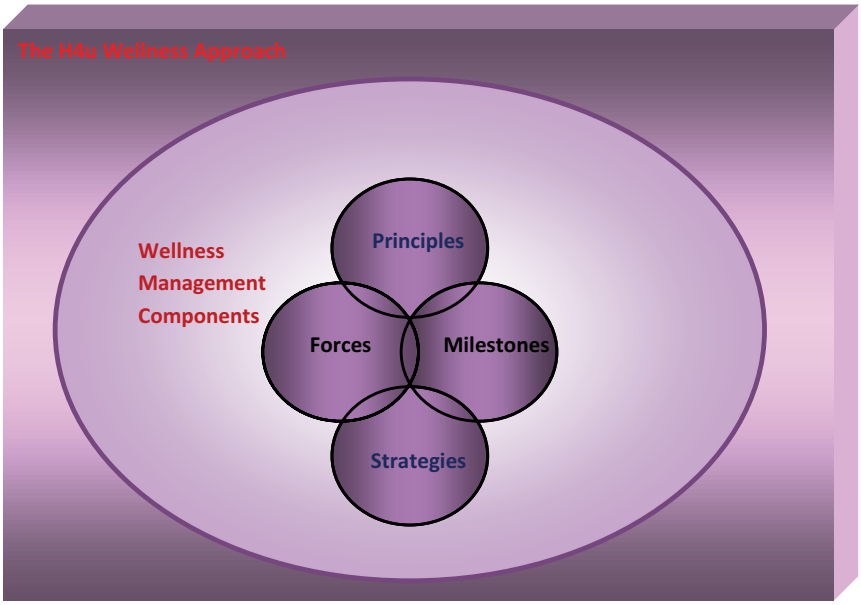

Figure 2: The H4u Wellness Approach Components

These four components (Principles, Forces, Milestones and Strategies) drive, motivate, enable and support you to better manage and reduce your wellness at both levels (personal and business).

But why you may ask do you need all these?

You need all these, in my experience and according to social work studies, to inspire and engage people's hearts and minds[14].

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Because if you want to win the hearts and minds of your people, your board members, your managers, your customers, your colleagues, or even your family, you need to provide them with three things:

1. People need to know 'what to do'.
2. They need to know 'how to do it'.
3. And they need to know 'why to do it'.
   'What' and 'how' engage people's minds. But it's the 'why' that captures their hearts.

The specific wellness actions detailed in this book provide ***'what to do'*** and it is the first fundamental element in engaging people's minds.

The proposed wellness approach (***'The H4u Wellness Approach'***), the management plan (chapter 2), the four strategies (following chapters) with their support activities, policies and practices provide ***'how to do it'*** and they are the second fundamental element in engaging people's minds.

Ancient Greek wisdom sayings and world-views, the three forces, the harmony milestones and mnemonic, the seven principles and my proposed Wellness model (BBBB) provide the ***'why to do it'*** and they are the primary elements that capture their hearts.

I will now describe in more detail the four components of *'The H4u Wellness Approach'*.

1.5.1 The Seven Principles

*This is the first component of **'The H4u Wellness Approach'**.*

Principles, as I described above, provide the ***'why to do it'*** and are one of the primary elements that capture the hearts of the people at your workplace.

Ethical principles are standards of conduct defining the kind of behavior an ethical person or business should and should not engage in. These principles driven by universal spiritual forces not only provide a guide to making decisions but they also establish the criteria by which your decisions will be judged by others.

Within the framework of this book and on the basis of the workplace wellness model (of four dimensions: **Believing; Bonding; Belonging; and Benefiting**) and the ancient Greek wisdom, I have used the following golden principles to practically improve wellness and manage and reduce occupational stress in the terms of each strategy:

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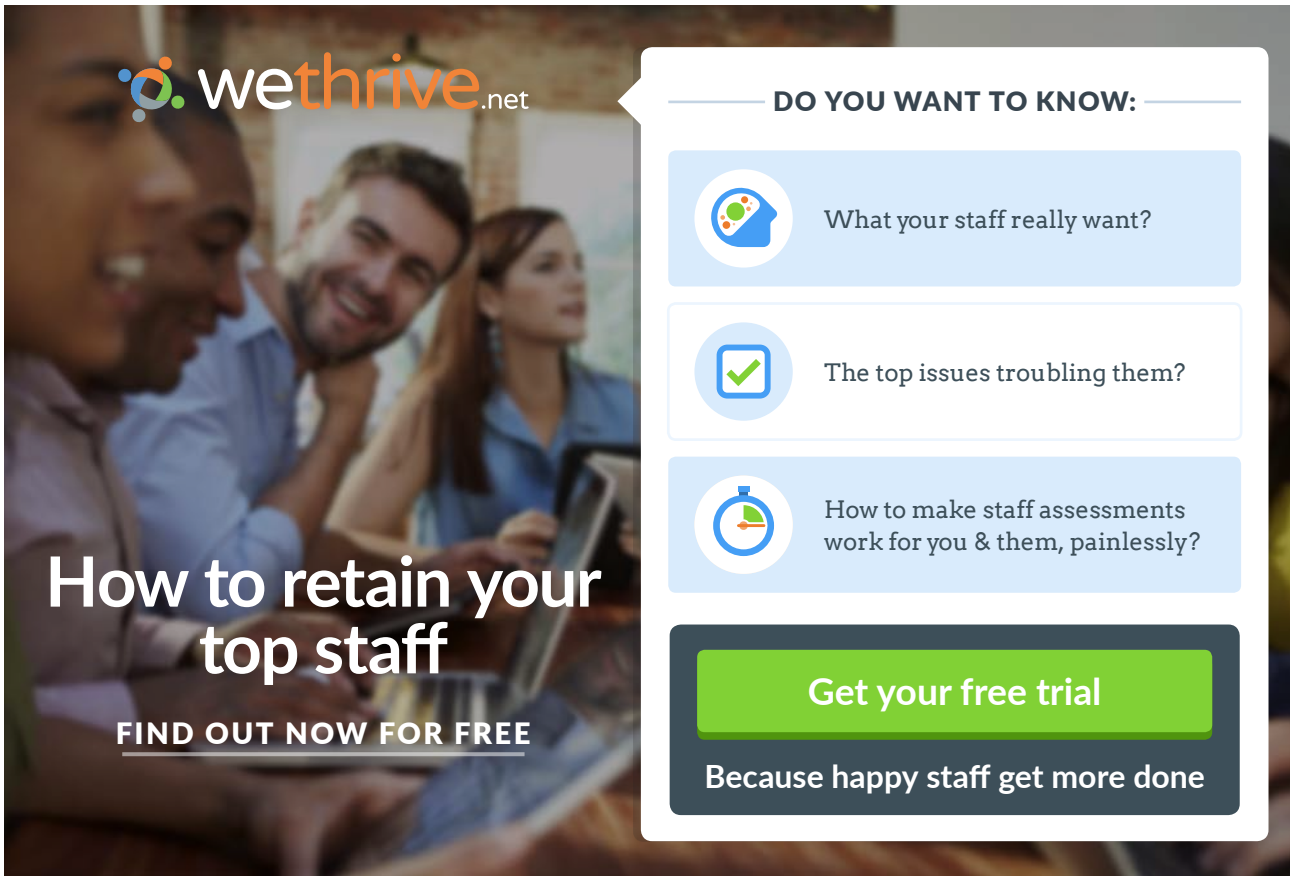
Principle 1: Temperance. Prudence. What the ancient Greeks called '*sophrosyne*': the quality of wise moderation; Greek, 'prudence, moderation in desires, discretion, temperance', from '*sophron*' of sound mind, prudent, temperate. Also the practice of always controlling your actions, thoughts, or feelings so that you do not eat or drink too much, become too angry, etc. Also denotes self-restraint and self-control. Prudence was considered by the ancient Greeks, as the cause, measure and form of all virtues. From Latin '*temperantia*' meaning moderation, sobriety, discretion, self-control, from '*temperans*', present participle of '*temperare*' to moderate. Latin '*temperantia*' was used by Cicero to translate Greek '*sophrosyne*' moderation.

The Seven Sages recommend**:** 'Control yourself'. 'Restrain your anger'. 'Hold your tongue'.

Principle 2: Faith. Trust in others; Belief in a higher power; Being persuaded of something. '*Pistis*', the Greek word for faith denotes intellectual and emotional acceptance of a proposition. *Pistis*, in Greek mythology, was the personification of good faith, trust and reliability. She is mentioned together with such other personifications as *Elpis* (Hope), *Sophrosyne* (Prudence), and the *Charites*, who were all associated with honesty and harmony among people.

The Seven Sages: recommend**:** 'Follow God'. 'Worship God'. 'Pray for happiness'. 'Pray to fortune'.



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Principle 3: Justice. Justice, in its broadest context, includes both the attainment of that which is just and the philosophical discussion of that which is just. It denotes ethical correctness and fairness. In his dialogue 'Republic', Plato uses Socrates to argue for justice that covers both the just person and the just City-State. Justice, according to Socrates, is a proper, harmonious relationship between the warring parts of the person or city. In ancient Greek culture, '*Dike*' ('justice') was the goddess of justice and the spirit of moral order and fair judgement based on immemorial custom, in the sense of socially enforced rules, standards and norms.

The Seven Sages recommend: 'Obey the law'. 'Your laws should be old, your dinners fresh'.

And **Aristotle** complements**:** 'Laws govern and should be above all other rules'. 'There is a law which is superior to all written laws and this is the law of morality'.

Principle 4: Harmony. Harmony is defined as the agreement in action, opinion, feeling or sounds in a social setting. The term harmony derives from the Greek '*harmonía*', meaning 'joint, agreement, concord', from the verb '*harmozo*', 'to fit together, to join'.

To the ancient Greek mentality harmony was an attribute of beauty. The ancient Greeks believed there to be three 'ingredients' to beauty: symmetry, proportion, and harmony. This triad of principles infused their life. They were very much attuned to beauty as an object of love and something that was to be imitated and reproduced in their lives, architecture, education and politics. They judged life by this mentality. Aristotle believed that the soul is a kind of harmony, for 'harmony is a blend or composition of contraries', etc. He says that developing good habits can make a good human being and that practicing the use of The Golden Mean (the desirable middle between two extremes, one of excess and the other of deficiency) when applicable to virtues will allow a human being to live a healthy, happy life. Harmonia (harmony) was the goddess of harmony and concord.

The **Seven Sages** recommend: 'Pursue harmony'; **Aristotle** defines: 'Harmony is a blend or composition of contraries'; and **Heraclitus** complements: 'Opposition brings concord. Out of discord comes the fairest harmony'.

Principle 5: Friendship. Friendship defines how people relate to each other, feel equal to them in most standards, but still respect each other irrespective of their attributes or shortcomings.

Friendship was pivotal in the life of ancient Greeks and no one could attain happiness and tranquility without it. According to the ancient Greeks 'friendship' ('*filotis*'), was more important than money, property, wealth and other material values. They greeted each other by 'Oh Filotis', meaning 'Hi my friend'.

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Ancient Greeks did a lot of activities with their friends: Wrestling and gymnastics to keep up fitness as well as athletics including boxing, discus, running, javelin, and long jump.

Other activities included knucklebones, playing music, and spending time talking with friends and telling stories, playing board games, playing with bow and arrows, or sling shots, swimming, having dinner parties (symposia) and going to public gymnasiums.

Friendship was also more than evident in names as well. There were several such names (over 35) that had the prefix of 'phil', denoting friendship (e.g. Phillip=lover of horses, Philomila=friend of harmony, Philiston, Philoklis, etc.) and which were given to the children of Ancient Greeks by their parents. **Philotes** (or Filotis) was the semi-goddess (spirit) of friendship and affection.

The Seven Sages recommend: 'Interact with everyone'. 'Behave always with courtesy'. 'Socialize with wise people'. 'Do not suspect anyone'. 'Do not acquire friends quickly. When, however, you acquire them, do not reject them quickly'.

Principle 6: Kalokagathia (Goodness and Kindness). This is like a coin of two faces. Goodness defines the state or quality of being good. Kindness is a personal quality that enables an individual to be sensitive to the needs of others and to take personal action and do noble deeds on behalf of others to meet those needs. It also encompasses personal virtue, courtesy and moral excellence in character. It may be considered synonymous to the Greek term of 'christotes', meaning useful (from 'chrao'=use), good, honest, upright and magnanimous.

'Kalokagathia' is a word of Greek origin. It is an ideal of human upbringing, popular in ancient Greece. This meant a combination of both external and internal features, especially physical efficiency, mind and character development. It involves notions of **symmetry** important to Greeks. The word '*kalokagathia*' means the character and conduct of '*kalos kagathos*', that is, of the perfect and just man; thus it includes kindness, uprightness, and honesty, attributes that finally lead to happiness. In classical Greek, the meaning of the word '*kalos*' is linked with the human physique rather than human character; thus, '*kalos*' has to do with the beauty, the harmony, of the body, attained through physical exercise. The word '*agathos*' means the good and virtuous man, who is wise, brave, and just. **Kalokagathia** was the semi-goddess (spirit) of nobility and goodness. She was associated with virtue (Greek '*areti*') and excellence (Greek '*eukleia*').

The **Seven Sages** recommend: 'Your words should be words of kindness and respect'. 'Pursue harmonic co-existence'. 'Praise the good'. 'Struggle without losing your good reputation'. 'Do not beautify your external appearance, but you should look to become good in your behavior'.

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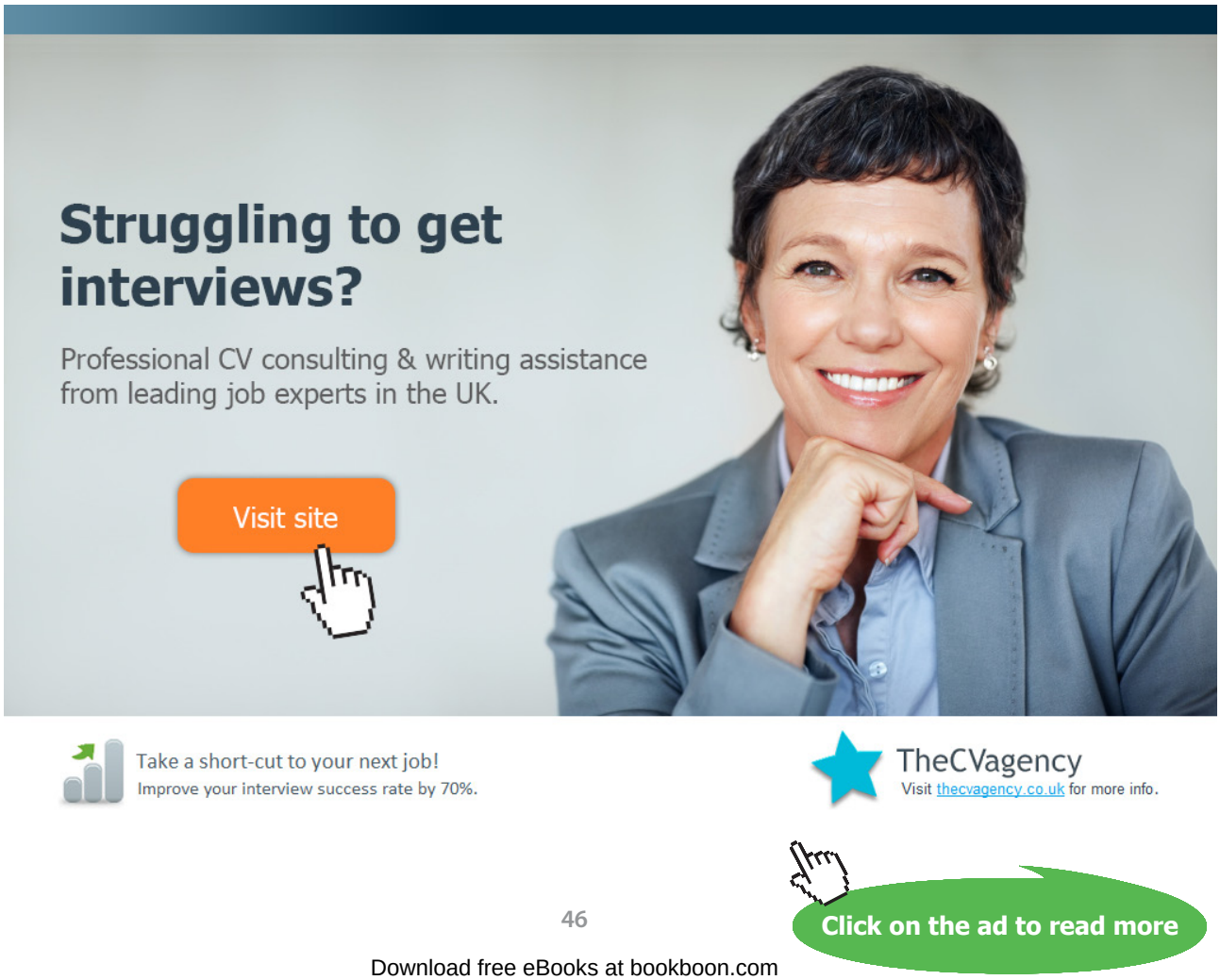
Principle 7: Courage. Courage is one of the so-called 'cardinal values', first identified by Socrates and noted by Plato, his disciple, in 'Protagoras':

Cardinal Value 1: Prudence = Ability to judge between actions at a given time;
Cardinal Value 2: Temperance = Practicing self-control, abstention and moderation;
Cardinal Value 3: Courage = Endurance and ability to confront fear and uncertainty;
Cardinal Value 4: Justice = Proper moderation between self-interest and the need of others.

Plato says: 'Friendship, freedom, justice, wisdom, courage and moderation are the key values that define a good society'.

It is also one of the four cardinal virtues of the Stoic philosophy: Wisdom (*Sophia*), Courage (*Andreia*), Justice (*Dikaiosyne*), and Temperance (*Sophrosyne*).

The **Seven Sages** recommend: 'Carry out your activities with no fear and without losing your courage'. 'Do not abandon what you have decided'. 'Do not be in a hurry to do something, although, once you have started, be steady in doing it'[15].



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Epictetus coped with this insecurity by constantly reminding himself what he could control and what he couldn't. We can control our thoughts, beliefs and attitudes, but everything else is to some extent out of our control – other people's perceptions and behaviour, the economy, the weather, the future and the past. If you focus on what is beyond your control, and obsess over it, you will end up feeling helpless. Focus on what you can control, and you will feel a measure of autonomy even in chaotic situations.

Resilience was built by courage. Courage, in ancient Greek culture was based on the **agonistic ethic** which helped ancient Greeks build resilience and withstand better the rigors of life.

This ethic is based on the concept of **Agon**. **Agon** is an ancient Greek word in reference to several things. In general, the term refers to a struggle or contest. In its broader sense of a struggle or contest, '*agon*' referred to a contest in athletics, music or literature at a public festival in ancient Greece. Building personal resilience is probably best illustrated by the Socratic method of inquiry.

This method (Socratic method) named after Socrates, is a form of inquiry and discussion between individuals, based on asking and answering questions to stimulate critical thinking and to illuminate ideas and concepts[16].

1.5.2 The Universal Forces

*This is the second component of **'The H4u Wellness Approach'**.*

Universal Forces, as I described above, also provide the ***'why to do it'*** and are one of the primary elements that capture the hearts of the people at your workplace.

Within the framework of this book it is worthwhile to conceptualize the existence of three **spiritual universal forces** (3 Ss) that impact, drive, energize, influence the golden principles (just noted) and concern your life and business, and naturally your stress and feelings: ***(S1) Supreme Being, (S2) Society and (S3)* Soul**[17].

Force S1: Supreme Being. To attain a less-stressed and more balanced and happier life both as persons and as business organizations we have to connect with The Supreme Being (God, Nature). This force provides the energy to enable us to improve our wellness and reduce stress effectively by igniting the principle of **Faith** and the completion of the specific proposed actions described in wellness strategy # 2.

It is the Ultimate Logos of Heraclitus. **Heraclitus** proposed the view that all entities come to be in accordance with the Logos (principle of order, reason and knowledge, or God). One of his eloquent sayings is: 'Human laws are the creation of Divine Law, as it (the Divine Law) is superior to all other laws and it is applicable to all people the same way'.

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Force S2: Society. As social beings we have to relate well to others to exist well. This is true for both individual persons and business organizations. Thus to continue to the road of a more improved, happier and less-stressed life both as persons and as business organizations we have to connect with Force 2 (Society). This force provides the energy to us to keep improving our wellness while reducing stress by igniting the **principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** and the completion of their proposed actions (see strategy # 3). The standards, values and morals of the society we live in are taught to us since our earliest childhood. They are incorporated into our own psyche, soul and mind-set.

One of the best examples of living with **goodness, kindness** and friendship was **Epicurus**. Epicurus values friendship highly and praises it in quite extravagant terms. He allowed students to enter his school from all walks of life: uneducated workers, rich people, women, slaves, tradesmen, educated people, etc. He says that the wise man is sometimes willing to die for a friend. Friends, he says, are able to provide one another the greatest security, whereas a life without friends is solitary and beset with perils. In order for there to be friendship, Epicurus says, there must be trust between friends, and friends have to treat each other as well as they treat themselves.

Force S3: Soul. Finally, in order to survive better, we have to sustain well both our own persons as well as our business organizations we have to connect to Force 3 (Soul). This force provides the energy to us to keep improving our wellness while we keep reducing stress even more by igniting the principles of **Temperance and Courage** and the completion of their proposed actions (see strategies # 3 and 4). It is the largest and most critical internal energy source for humans. It is also true for business organizations as they are made up of human beings, who manage its affairs and operations.

And as **Socrates** has said**:** 'Lazy is not only the person who does nothing, but also the person who can do better and he (or she) does not do it'; and 'He who is not contented with what he has, would not be contented with what he would like to have.'

These universal spiritual forces and principles work in miraculous ways. As various neurological studies have shown spiritual forces energize your RAS (Reticular Activating System) which controls your body and mind so that you take action as a human being[18].

Thus these three forces **along with the seven principles, your wellness** goals, tips, milestones, rules, recommendations, plans, ancient Greek wisdom and action points are bound to drive your **RAS** into effective action.

They do this by supporting your RAS to stay focused, do things and achieve what you want. Furthermore they reinforce your learning and your capability to be more adaptable, happier, less stressed and more resilient and change your habits to the better.

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1.5.3 The Seven Wellness Milestones

This is the third component of ***'The H4u Wellness Approach'.***

Milestones, as I described above, also provide the ***'why to do it'*** and are one of the primary elements that capture the hearts of the people at your workplace.

The seven wellness milestones provide conceptual anchors for you to define and reach in your '***H4u***' **Wellness Improvement Roadmap**. Each milestone is symbolized by each key-letter of the **HARMONY** mnemonic.

HARMONY as a mnemonic (*see Figure 3*) stands for several soothing actors that are bound to have calming effects on your soul when you learn and recite it and remember the actions symbolized by each key-letter. In summary:

H: Harmonize; A: Act; R: Resolve; M: Manage; O: Organize; N: Nourish; Y: Yield.

Each of these key-letters (H,A,R,M,O,N,Y) will motivate you to execute the required actions to reach the wellness milestones in your '***H4u***' Wellness Roadmap.

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Letter	TERM	DESCRIPTION OF ACTIONS
H	**Harmonize**	Harmonize your thoughts and actions with your beliefs. Practice humility in all your personal and business affairs.
A	**Act**	Act with determination in life. Conduct and complete your contests ('*agon*' from '*agein*' to lead in ancient Greece like the Olympic games, etc.) in a peaceful manner as struggles for excellence in the ancient Greek way and not for money, self-fame or exorbitant riches.
R	**Resolve**	Resolve with consistency and positive spirit. Make correct and reasonable decisions in the right time.
M	**Manage**	Manage yourself and your business better by permeating your personal life and business with moral values. Provide an ethical example for others to follow.
O	**Organize**	Organize yourself and your business more effectively. Formulate a strong and resilient structure – body and mind – for both yourself and your business.
N	**Nourish**	Nourish, sustain and nurture yourself, your business associates, your family and your country. Donate to others less advantaged.
Y	**Yield**	Yield to truth, justice, kindness, friendship and goodness in all aspects of your personal life and business. Practice '*khairein*' in the ancient Greek way, meaning to rejoice and delight and offer grace to all.

Figure 3: The Harmony Mnemonic

This way you are bound to manage occupational stress better and in the end reduce it and improve your personal and business wellbeing.

These milestones are:

Milestone 1: 'H' (Harmonize). More details are noted in this chapter.
Milestone 2: 'A' (Act). For more details see Chapter 2.
Milestone 3: 'R' (Resolve). For more details see Chapter 3.
Milestone 4: 'M' (Manage). For more details see Chapter 4.
Milestone 5: 'O' (Organize). For more details see Chapter 5.
Milestone 6: 'N' (Nourish). For more details see Chapter 6.
Milestone 7: 'Y' (Yield). For more details see Chapter 7.

1.5.4 The Four Wellness Improvement Strategies

*This is the fourth component of **'The H4u Wellness Approach'**.*

Strategies and actions, as I described above, provide the ***'what to do'*** and ***'how to do it'*** and are two of the primary elements that engage the minds of the people at your workplace.

Also by using the principles, forces and milestones (described above) in an integrated way, give substance to the ***'why to do it'*** capturing the hearts of your people as well.

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Business strategies, general and specific (IT, Sales, production, wellness, etc.) are crafted by a strategic management process. This process is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its long-term general (business) or specific (wellness) objectives, developing wellness policies and plans, which are designed to achieve these objectives, and then allocating resources to implement the wellness policies and plans, projects and programs.

Wellness strategic planning isn't just for the Fortune-500 or large conglomerate companies. In many ways, effective wellness strategic planning is much more important to the long-term success of smaller privately owned businesses because it creates and fosters a much healthier and productive workplace environment and a steadier and better workforce.

In difficult and complicated tasks such as workplace wellness I have found that the use of multiple strategies, like the ones I am proposing next, provide a longer-term advantage as they are more significantly correlated with wellness success.

These four wellness improvement strategies take into consideration a 2 to 4 year time-frame, the workplace wellness model (believe, bond, belong, benefit) described above as well as strengthening your personal wellness as well as the wellness of your people at the workplace in all integrated aspects of living: Physical, spiritual, associating with others and surviving in the long-run.

The objective of the first strategy (**Strategy #1: Improving Self-Management**) is to implement actions inspired by the **Principle of Temperance** to maintain yourself and your business and make both stronger so that you manage, cope with, reduce and alleviate your occupational or workplace stress, and improve your personal and business wellness and life. For more details see Chapter 3.

The objective of the second strategy (**Strategy #2: Improving Spirituality)** is to is to implement actions inspired by the **Principle of Faith** to connect with nature and The Supreme Being so that you and your business *keep* improving wellness while reducing occupational stress more and more. For more details see Chapter 4.

The objective of the third strategy (**Strategy #3: Improving Relationships**) is to is to implement actions inspired by the beneficial aspects of the **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** to sustain and improve your personal emotional health and the health of the people of your business organizations. And this way to keep reducing the occupational stress and improving wellness at both levels: personal and business. For more details see Chapter 5.

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The objective of the fourth strategy (**Strategy #4: Improving Resilience**) is to is to implement actions inspired by the **Principle of Courage** to make you and your business more robust so that you and your business *keep* improving your personal and workplace wellness while reducing occupational stress more and more, and probably reach the end of your wellness improvement efforts. For more details see Chapter 6.

At these initial phases (Analysis and Design) it is best to do the following for each strategy: Establish its general strategic goals, define and obtain board approval for its general time-frame, prepare a budget for the required resources (funds, staff, systems, policies and procedures) and ensure that they do not conflict with general business strategies and practices.

The above-described ***'H4u Wellness Approach'*** along with its principles, strategies and actions is put into practice by a strategic management action plan described next.

1.6 Workplace Wellness Strategic Action Plan

Your Wellness Strategic Plan with its actions, as I described above, provides the ***'what to do'*** and ***'how to do it'*** and are two of the primary elements that engage the minds of the people at your workplace.

Also by using the principles, forces and milestones (described above) in an integrated way, give substance to the ***'why to do it'*** capturing the hearts of your people as well.

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This action plan contains the following seven steps:

Step 1: Develop your workplace wellness solution
Step 2: Operate your workplace wellness management team
Step 3: Establish your workplace wellness management framework
Step 4: Develop and Implement your workplace wellness strategies
Step 5: Establish your workplace wellness communications
Step 6: Monitor and evaluate your workplace wellness activities
Step 7: Manage your workplace wellness performance.

These are detailed in the next chapter.

1.7 Reaching your first Wellness milestone

Up to now, according to the above activities, you have documented your wellness needs and designed a wellness solution for your business organization.

How, then, do you know whether you have reached your first HARMONY milestone?

You can only know this if you ensure that your actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principles of ancient Greek wisdom noted in this book. These strategies and actions should aim at improving both occupational stress and wellness at all human levels: body, mind and spirit.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the first milestone in your ***'H4u' Wellness Improvement Roadmap***. This milestone is symbolized by the first key-letter 'H' (Harmonize) of the **HARMONY** mnemonic, as shown in Figure 4: HARMONY Roadmap.

It enables you to harmonize your thoughts and actions with your beliefs and to practice humility in all your personal and business affairs. This way you are bound to manage occupational stress better and in the end reduce it and improve your personal and business wellbeing.

HARMONY Roadmap	**Milestone H: Harmonize (reached)**
	Milestone A: Act
	Milestone R: Resolve
	Milestone M: Manage
	Milestone O: Organize
	Milestone N: Nourish
	Milestone Y: Yield

Figure 4: HARMONY Roadmap

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Reaching your first milestone signifies the end of the first two phases (Analysis and Design) of the ADDIE Model used to craft your workplace wellness solution. The specific products and outcomes of these two phases are described above and noted next to remind you of where you are at this point in your wellness voyage.

1.8 Products and Outcomes

As I presented above, the actions of this chapter pertain to the Analysis and Design phases of the **ADDIE** model that ensures your best wellness effects.

The basic products of the activities of this chapter are:

1. Workplace Wellness Model.
2. HARMONY Mnemonic.
3. The H4u Wellness Approach.
4. Principles, Forces, Milestones.
5. Wellness Improvement Strategies.
6. Workplace Wellness Strategic Action Plan.

Also the basic outcomes of these two phases are:

1. Improved analysis of wellness
2. Improved preparation for Wellness actions at your workplace.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

1.9 Summary and Conclusion

In summary, the bricks and mortar joining and supporting all pillars and holding this edifice (**The Harmony for You Wellness Approach, termed '*The H4u Wellness Approach*'**) together are represented by the pearls of wisdom of ancient Greece (*contained in this book and in other books of mine listed in the bibliography*), the three universal forces and my golden principles, techniques and action plans, detailed in this book.

At the first level, pearls of wisdom teach us the values of moral and just living and provide examples to follow in occupational stress reduction.

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At the second level, golden principles (Faith, Harmony, etc.) distil in a more concrete and easy-to-remember icon the guiding strategies to follow if we want to improve our wellness and mental health by the use of the specific strategy associated with each principle or principles.

At the third level, techniques show you how I have used the ancient Greek pearls of wisdom and golden principles in practice.

At the fourth level, action plans, incorporating all of the above, give you a ready-made vehicle to implement the required actions for your mental health improvement according to each strategy you may follow.

In conclusion, since everyone has a unique response to wellness, mental health management and occupational stress, there is no 'one size fits all' solution to managing it. No single method works for everyone or in every situation, so experiment with different techniques and strategies. Focus on what makes you and your business organization feel calm and in control.

You may consider reviewing and customizing this approach (***'The H4u Wellness Approach'***) to your requirements. It is entirely up to you and your style of business demands and professional requirements.

The following chapters outline in detail all the processes of ***'The H4u Wellness Approach'***, their proposed strategies and actions for better wellness and mental health improvement and management.

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2 Wellness Management Plan

Pythagoras taught that, 'Evolution is the law of life; Numbers is the law of the Universe; Unity is the law of God'. He believed that everything in the universe was subject to predictable progressive cycles. His meaning of measuring these cycles were the numbers 1 through 9. Numbers operate on the spiritual plane, while figures are for measuring things on the material plane[19].

Chapter Overview
Overall Description This chapter describes: the phase 3 (Development) activities of **The Harmony for You Wellness Management Approach (*'The H4u Wellness Approach'*)**; how to set up a wellness management framework; a **Workplace Wellness Strategic Action Plan**; and the four wellness improvement strategies.
Basic Products **The basic products** of the activities of this chapter are: 1. Wellness and Occupational Stress Audit Report 2. Workplace Wellness Feasibility Study 3. Workplace Wellness Solution 4. Workplace Wellness Project Plan 5. Wellness Policies and Controls 6. Updated Wellness Strategies 7. Wellness Guidelines 8. Workplace Wellness Monitoring Plan 9. Wellness Management Report.
Basic Outcomes **The basic outcomes** of this phase are: 1. Improved organization for managing workplace wellness 2. Improved preparation for implementing wellness actions at your workplace.
Detail Contents **The detail contents** of this chapter are: 1. Your Wellness Voyage: Progress so far 2. Introduction: The Development Phase 3. Workplace Wellness Strategic Action Plan 4. Workplace Wellness Model 5. The Four Wellness Improvement Strategies 6. Reaching the second Wellness Milestone 7. Products and Outcomes 8. Summary and Conclusion

2.1 Your Wellness Voyage: Progress so far

You are now on the second point in your voyage to an eternity of wellness.

This the Second Set of Wellness Management Actions (WI # 2 Actions) in managing the wellness of your company.

In the previous chapter (Analysis and Design phases of the ADDIE Model) you documented your wellness needs and designed a wellness approach (***'The H4u Wellness Approach'***) for your workplace environment.

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This chapter relates to the development phase of the ADDIE Model and supports you in establishing the environment so that you implement your wellness actions later.

This is accomplished by describing ways to set up a wellness management framework, detailing the steps of a **Workplace Wellness Strategic Action Plan** and describing the four wellness implementation strategies (to be implemented in the following chapters).

2.2 Introduction: The Development Phase

Before you execute ***'The H4u Wellness Approach'*** (described in chapter 1) you need to organize your company by developing and establishing a wellness management framework (development phase of the ADDIE Model).

This is carried out by the **Workplace Wellness Strategic Action Plan,** described later, and four wellness improvement strategies summarized later and detailed in the next chapters.

Why are wellness improvement strategies required?

Take a moment, if you please, and think about the ways you currently manage and cope with wellness and occupational stress in your life and business organization. Your stress journal for yourself and the wellness and stress audit for your business, if you have, can help you identify them.

Are your wellness and occupational stress coping strategies healthy or unhealthy, helpful or unproductive? Have they improved the wellness of your employees and alleviated occupational stress in a meaningful way?

Unfortunately, many board members, executives, professionals and managers cope with wellness and occupational stress issues and problems in ways that compound the problem, or have no specific practical plans to manage workplace wellness for the business organizations they lead and manage. Lately various medical facilities offer various health services in this regard but not in a holistic way as they only deal with the person only and not with both persons and workplaces[20].

Given the tremendous pressure of stakeholders and the markets, in many cases, corporate executives are too busy with the everyday operational problems. As they have to perform more and more and better all the time they concentrate mostly on these issues. As these have to do with business transactions, deals and implementation of strategies, they forget or do not pay much attention to the human conditions or mental issues existing or created within their business organization due to the pressures to excel. Thus several problems come to forth including anxiety, occupational stress and other mental issues for their staff and themselves. Then productivity and corporate results are diminishing more and more. Before they know it they have a problem on their hands[21].

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So what's the solution?

There are various solutions to resolving this issue for business executives: From bringing in business consultants, to employing psychologists, taking surveys, assessing your human strategy, etc.

My recommendation to you in this regard is to consider using **The Harmony for You Wellness Approach (*'The H4u Wellness Approach'*)** to managing workplace wellness better and for reducing your occupational stress as outlined in this book.

This includes The Seven Principles Strategies, the first component of ***'The H4u Wellness Approach'*** (see chapter 1), which are best designed and executed via a management plan noted next.

2.3 Workplace Wellness Management Plan

Up to now you have (chapter 1) documented your wellness needs and designed a wellness approach (***'The H4u Wellness Approach'***) for your workplace environment. Now you have to move on. You accomplish this by the action plan that follows.

The **objective** of this strategic action plan (see Figure 5) is to present a set of steps you may use: to establish your workplace wellness framework; and to design, develop, implement and evaluate wellness actions both for you as well as your enterprise (private business, public or non-profit organization).

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Workplace Wellness Strategic Action Plan
Step 1. Develop your workplace wellness solution
Step 2. Operate your workplace wellness management team
Step 3. Establish your workplace wellness management framework
Step 4. Develop and Implement your workplace wellness strategies
Step 5. Establish your workplace wellness communications
Step 6. Monitor and Evaluate your workplace wellness activities
Step 7. Manage your workplace wellness performance

Figure 5: Workplace Wellness Strategic Action Plan

These steps are detailed next.

Step 1: Develop your workplace wellness solution

You develop your workplace wellness solution by executing, in the most effective way, the following:

Action 1: Audit. Scope the wellness issues of your business. Identify the personal and wellness issues at both levels: At your personal level and the workplace level. This entails:

1.1. Taking a wellness and stress audit for your own personal purposes (see 'Personal Audit and Wellness Improvement Plan' in Annex 1 at the end of this chapter), and
1.2. Conducting a wellness and stress audit for your organization. More details are also provided in the Appendix (Appendix 1.1: Occupational Stress and Corporate Wellness Audit Questionnaires[22]).

For the latter case, use existing data to judge your current wellness and stress position, such as personnel exit interviews and sickness, absence and staff turnover records, etc. You may also survey your staff as to their attitude and experience of wellness and occupational stress at your workplace. You may also call in a wellness consultant to coordinate a company-wide stress audit for your business organization.

Action 2: External Analysis.

2.1. Analyze and document the external environment.
2.2. Assign a team of staff to research and inform management and the board about the wellness, health and other related safety and occupational health standards, rules and guidelines that your company must comply with[23].

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Action 3: Conduct Wellness Feasibility Study.

3.1. Analyze all above data.
3.2. Determine the nature and extent of the problems to be solved by the Wellness System.
3.3. Determine the feasibility of any proposed development (technical, operational, economic and social, etc.).
3.4. Propose a general plan of action to solve the problem.
3.5. Detail the various alternative wellness solutions and the resources (funds, people, systems, policies) required to implement one of them. For more details, see Appendix 2.5: Workplace Wellness Feasibility Study.
3.6. Submit all these to the executive board and management for approval.

For more details, see Appendix 2.5: Workplace Wellness Feasibility Study.

Action 4: Project plan. Establish your workplace wellness project plan with a wellness budget to guide the wellness team in their efforts to best implement the chosen wellness solution for your company. This plan should have 2 components: An annual plan and a 5-year plan. For more details, see Appendix 2.6: Workplace Wellness Project Plan.

The basic products of the activities of this step are:

1. **A Wellness and Occupational Stress Audit Report;**
2. **A Workplace Wellness Feasibility Study;**
3. **A Workplace Wellness Solution (see appendix 2.5); and**
4. **A Workplace Wellness Project Plan**.

Step 2: Operate your workplace wellness management team

You operate your workplace team by executing, in the most effective way, the following:

Action 1: Assign project manager or team leader. See Appendix 4.2 ('Wellness Manager Job Description') for a typical example of duties and responsibilities of a Wellness Manager and Appendix 4.1, 4.3 and 4.4 for roles of other managers related to wellness.

Action 2: Appoint and develop terms of reference of the Wellness Committee. The purpose of the committee should be 'to promote and support wellness strategies related to the company's physical and social environment, help practices and personal resources that lead to improved physical, social, emotional, mental and spiritual well-being of employees, both in the workplace and in their private lives'. The committee should consist of a coordinator, who acts as chair, and representatives of each business function of your business organization.

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Action 3: Define the team, duties and the roles within the wellness team.

3.1. Assign specific responsibilities and performance objectives.
3.2. Develop and issue project schedule and reporting mechanisms.
3.3. Educate team on all factors, issues, standards and regulations related to wellness, occupational stress and ways to improve the mental wellbeing of your employees and managers at your organization's workplace.
3.4. Build commitment and trust by valuing the contribution of each member of the team.
3.5. Build empathy for each person's challenges.
3.6. Ensure the competence of the whole wellness team, as well as each member.
3.7. Empower the wellness team by allowing the members to work within the guidelines with each other to accomplish the goals.
3.8. Ensure that they provide support to all business managers implementing the wellness strategies.
3.9. Collect the wellness performance data and issue reports to all concerned.
3.10. Review and make recommendations on wellness and stress issues.
3.11. Ensure that a mechanism is established to resolve conflicts.

The basic product of the activities of this step is a **Wellness Organization**. This way the board and management of the specific company ensure that wellness activities will be managed and monitored appropriately.

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Step 3: Establish your workplace wellness management framework

You establish your workplace wellness framework by executing, in the most effective way, the following:

Action 1: Envision. Set clear vision, mission and values for the wellness project and its expectations. See Appendix 3.9 for examples.

Action 2: Top Wellness Management. Ensure that Board and Management responsibilities are well defined including the establishment of a Wellbeing Steering Committee.

Action 3: Board Room Improvement. Develop a Corporate Board Room Wellbeing Improvement Plan (*see Appendix 2.2*) for your business. This is executed in strategy #4 (*see Chapter 6*).

Action 4: Wellness Policies and Controls. Establish a Wellness Policy (*see Appendix 3.1*), an Occupational Stress Policy (*see Appendix 3.2*), an Occupational Health Records Privacy Policy (*see Appendix 3.4*) and an Occupational Health Records Management System (*see Appendix 2.7*).

Action 5: Education. Educate your wellness team and the leaders, including supervisors, managers, and executives of the company on your workplace mental health strategy and the wellness plans and actions you will implement. Also make them aware of the philosophical concepts of ancient Greek wisdom and other approaches (e.g. The Mindfulness Approach) for wellness and occupational stress management.

Action 6: Institute Principles. Review and finalize the corporate philosophical principles for managing occupational stress for your company. These philosophical principles will include: Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Principles**).

Action 7: Establish wellness goals. *Establish wellness goals, such as: Improve employee physical health; Improve employee mental health; Improve employee retention; Improve employee productivity; and Decrease employee absenteeism.*

Action 8: Establish and operate a wellness data collection process. You should establish a data gathering process using qualitative, quantitative, or mixed methods. More details in step 7 later in this chapter.

Action 9: Ensure Communication. Inform team members of the desired outcomes and measures of success (*see Appendix 5.1: Wellness Performance Measures*). Invite each member to be a part of the team and communicate the goals and why they are selected.

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Action 10: Assess Wellness Framework. Finalize your wellness framework by ensuring that: a wellness organization exists; it is staffed properly; guidelines, rules and regulations have been researched and actions taken to comply accordingly; wellness responsibilities, policies and procedures have been enacted; and wellness goals and objectives have been promulgated and communicated to all relevant parties.

The basic product of the activities of this step is a set of **Wellness Policies and Controls**. This way the board and management of the specific company ensure that wellness activities will be implemented according to approved company and regulatory standards and guidelines.

Step 4: Develop and Implement your workplace wellness strategies

To improve workplace wellness and reduce occupational stress at the personal and business levels you require specific action plans. These can be accomplished by executing, in the most effective way, the following:

Action 1: Review Approach. Review the results of the wellness feasibility study, developed and executed according to the wellness project plan and the results of the previous steps to ensure that you are on the right track.

Action 2: Develop Wellness Strategies. To craft good strategies check to see that the goals established for workplace wellness are still valid. Only then you may develop your four wellness improvement strategies, as described below (*see The Seven Principles Wellness Strategies*). The development aspects are part of this phase (Development). The implementation aspects are part of the fourth phase (Implementation-chapters 3 to 6 inclusive).

The basic product of the activities of this step is a set of **Wellness Strategies**. This way the board and management of the specific company ensure that wellness activities will be implemented according to pre-approved company strategies to meet specific goals and objectives. For more details, see paragraph 5 ('Description of the Seven Principles Wellness Strategies') later in this chapter.

Step 5: Establish your workplace wellness communications

You establish your workplace wellness communications by executing, in the most effective way, the following:

Action 1: Develop Policy. Develop a wellness communication policy (*see example in Appendix 3.7: Communications Policy*) and associated procedures. Complement these with the following:
1.1. Ensure clarity and accountability for all types of communications.
1.2. Ensure that the team shares information and develops an open mind.
1.3. The design and development aspects are part of this phase (Development). The implementation aspects are part of the fifth phase (Evaluation). *More details in Chapter 7.*

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Action 2: Wellness Guidelines. Develop and issue Wellness Guidelines. These are detailed in Part 2 of this book (see *Appendix 3.12: Seven Golden Instructions for a Better Life*). Their full contents could be included in a company newsletter and uploaded in the company web site. A summary, as listed below, could be included in company posters and placed in the offices of the company to remind all employees and inspire them to take actions on their own for their wellness.

Summary of 'Seven Golden Instructions for a Better Life'

Golden Instruction 1: Pray (meditate) daily
Golden Instruction 2: Make friendship, love, goodness and kindness your useful tools
Golden Instruction 3: Make the necessary changes with harmony and balance
Golden Instruction 4: Make silence your useful tool
Golden Instruction 5: Preserve yourself
Golden Instruction 7: Love Nature

The basic products of the activities of this step are a **Wellness Communications Policy** and **the Wellness Guidelines**. This way the board and management of the specific company ensure that wellness activities will be implemented better by engaging all employees of the company.

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Step 6: Monitor and evaluate your workplace wellness activities

You monitor and evaluate your workplace wellness activities and results by executing, in the most effective way, the following:

Action 1: Wellness Monitoring. Establish regular monitoring by developing your **Workplace Wellness Monitoring Plan** and execute its actions during the implementation actions of each strategy (see chapters 3, 4, 5 and 6). *More details about wellness monitoring are included in Chapter 7.*

Action 1: Wellness Evaluation. Review and evaluate all wellness actions, results and progress. Identify issues, and resolve problems. The development aspects are part of this process (Development). The monitoring and evaluation aspects are part of the fourth and fifth phases (Implementation and Evaluation). *More details in Chapter 7.*

The basic product of the activities of this step is a **Workplace Wellness Monitoring Plan**. This is part of the **Workplace Wellness Review and Improvement Plan detailed in chapter** This way the board and management of the specific company ensure that wellness activities will be monitored and reviewed so that they are improved accordingly.

Step 7: Manage your workplace wellness performance

You manage your workplace wellness performance by executing, in the most effective way, the following:

Action 1: Establish and operate a workplace wellness data collection process. Consider the following:
1.1. You should establish a data gathering process using qualitative, quantitative, or mixed methods.
1.2. The degree of detail required will depend upon the complexity of your workplace, the goals of your business and the socio-economic environment in which you operate.
1.3. Any collection of data should comply with all privacy requirements, legislation, collective agreements, and corporate policies.
1.4. You should keep a record of the data collected and of the methods used in data collection.
1.5. Where required by regulation, you should also share the data collected and related reports with authorized parties. Where data is shared, confidentiality of all persons shall be respected according to privacy laws.
1.6. **Data sources** may include: existing company policies and plans pertinent to psychological health and safety in the workplace; job descriptions; job demands analysis; rates of absenteeism; rates of turnover; disability records and costs; benefit claims; workers compensation data; review of incident reports, complaints and investigations; health risk assessment data; laws and regulations, including human rights; etc.
1.7. This process should feed your **Wellness Management Report** and your Worksite Health Scorecard (see also chapter 3).

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Action 2: Establish a workplace wellness performance policy. Consider the following:
2.1. Develop your workplace wellness performance policy for your wellness team members.
2.2. Link this policy with corresponding corporate performance system.
2.3. Award your wellness team members when performance targets related to **stress-management and wellness** are met.
2.4. Manage and improve performance issues related to **stress-management and wellness**.
2.5. The design and development aspects are part of this phase (Development). The implementation aspects are part of the fifth phase (Evaluation). *More details in Chapter 7.*

The basic product of the activities of this step is a **Wellness Management Report** and a Worksite Health Scorecard (see also chapter 3[24]).

This way the board and management of the specific company ensure that approved wellness activities will be managed and improved in a step-wise manner.

In conclusion, as I described above (see '3.Workplace Wellness Management Plan' the **objective** of this strategic action plan is to present a set of steps you may use: to establish your workplace wellness framework; and to design, develop, implement and evaluate wellness actions both for you as well as your enterprise (private business, public or non-profit organization).

Before, however, you go ahead and describe the actions to be implemented in each wellness improvement strategy identified above (see 'Step 4: Develop and Implement your workplace wellness strategies'), you need a 'why' or in other words, a reason to focus your wellness efforts to the best possible results. You need a workplace wellness model, detailed next, for that purpose.

2.4 Workplace Wellness Model

Ancient Greek wisdom is my best bet and guidance here. Aristotle defined the aspects of a happy, well-spirited ('eudaemonic' from 'eudaemonia') or flourishing life as follows:

1. Happiness is the ultimate end and purpose of human existence.
2. Happiness is not pleasure, nor is it virtue. It is the exercise of virtue.
3. Happiness is a goal and not a temporary state.
4. Happiness is something final and self-sufficient, and is the end of action.
5. Happiness is the perfection of human nature. Since man is a rational animal, human happiness depends on the exercise of his reason.
6. Happiness depends on acquiring a moral character, where one displays the virtues of courage, generosity, justice, friendship, and citizenship in one's life. These virtues involve striking a balance or 'mean' between an excess and a deficiency.
7. Happiness requires intellectual contemplation, for this is the ultimate realization of our rational human capacities[25].

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On the basis of these happiness or flourishing aspects I crafted the following model of workplace wellness which I have used in various assignments and which I am proposing for your use in improving your personal and workplace wellness.

This workplace wellness model is supported by the four strategies and the seven principles (temperance, faith, justice, friendship, harmony, kalokagathia (goodness, kindness) and courage), energized by the three sources (Soul, Supreme Being and Society) and inspired by ancient Greek wisdom.

This workplace wellness model has four dimensions: Believing; Bonding; Belonging; and Benefiting.

Dimension 1: Believe. Believe (or have faith) in God, nature, yourself, your family, your company, your associates, your community, your country and your values and beliefs.
Dimension 2: Bond. Bond (or unite) with God, nature, your friends, your family, your associates, your community, your company, your country and your profession.
Dimension 3: Belong. Belong (or attach) to your family, your nation, your company, your associates, your community and your country.
Dimension 4: Benefit. Benefit (be of service or be good to) nature, yourself, your family, your company, your associates, your community, your country, your nation, others less advantaged, and your friends.

These dimensions are expressed in specific actions as detailed in each strategy, summarized next and detailed in full in the following chapters (3, 4, 5 and 6).

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2.5 The Four Wellness Improvement Strategies

The four wellness improvement strategies form the fourth component of ***'The H4u Wellness Approach'*** (see Chapter 1).

The way these strategies operate within the HARMONY Framework is depicted in Figure 6: Operational Framework of the 'H4u Wellness Approach'.

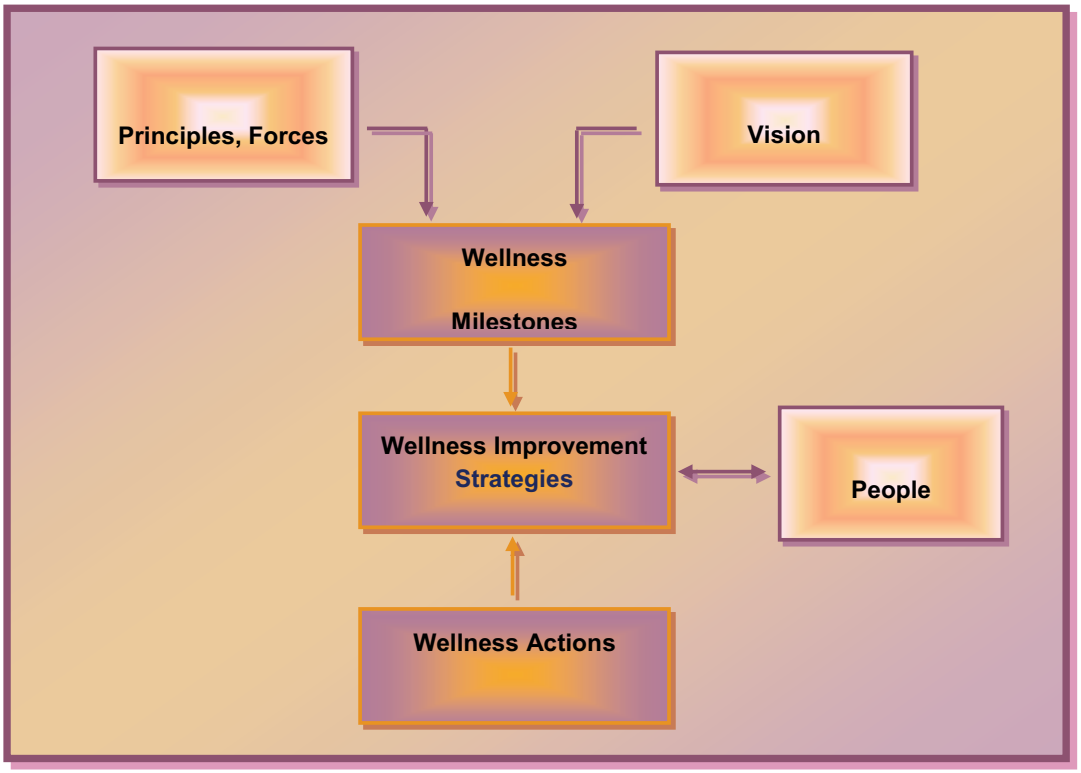

Figure 6: Operational Framework of the 'H4u Wellness Approach'

These strategies also incorporate and use the other three components of ***'The H4u Wellness Approach'*** (see chapter 1), which are: The Seven Principles (component 1), The Three Forces (component 2) and The Seven Milestones (component 3).

Each strategy contains three action plans (Personal, Business and Corporate) with several actions, products, outcomes, policies and ancient Greek wisdom sayings. The Personal Action Plan is designed for you to use; the Business Action Plan for the business you associate with, lead, manage, consult, monitor, etc.; and the Corporate Plan for the support provided by company management in this regard.

The four wellness improvement strategies are described in summary, next.

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2.5.1 Strategy #1: Improving Self-Management

This **strategy** (detailed fully in Chapter 3) describes the role of the first principle (**the Principle of Temperance**) of ***'The H4u Wellness Approach'***.

It is the third set of Wellness Improvement Actions (WI # 3) in managing Personal and Workplace Wellness and contains three action plans (Personal, Business and Corporate Support) with several actions, policies and ancient Greek wisdom sayings. The Personal Action Plan is designed for yourself and the Business Action Plan for the business you associate with, lead, manage, consult, monitor, etc.

Strategy # 1 and its actions mainly focus on attacking the following mental health factors at the workplace: The demands of the job; 2. The control staff have over how they do their work; 3. The support they receive from colleagues and superiors; 6. How far the company consults staff over workplace changes; 7. Technology; 9. Information Overload; and 11. Poor Leadership.

2.5.2 Strategy #2: Improving Spirituality

This **strategy** (detailed fully in Chapter 4) describes the role of the second principle (**Faith**) of ***'The H4u Wellness Approach'***.

It is the fourth set of Wellness Improvement Actions (WI # 3) in managing Personal and Workplace Wellness and contains three action plans (Personal, Business and Corporate Support) with several actions, one prayer, and numerous ancient Greek wisdom sayings, for your review, consideration and potential use.

Strategy # 2 and its actions mainly focus on attacking the following mental health factors at the workplace: 1. The demands of the job; 3. The support they receive from colleagues and superiors; 4. Their relationships with colleagues; 6. How far the company consults staff over workplace changes; 7. Technology; and 12. Inequity.

2.5.3 Strategy #3: Improving Relationships

This **strategy** (detailed fully in Chapter 5) describes the role of the **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** the third, fourth, fifth and sixth principles of ***'The H4u Wellness Approach'***.

It is the fifth set of Wellness Improvement Actions (WI # 3) in managing Personal and Workplace Wellness and contains three action plans (Personal, Business and Corporate Support) with several actions and numerous ancient Greek wisdom sayings, for your review, consideration and potential use.

Strategy # 3 and its actions mainly focus on attacking the following mental health factors: 1. The demands of the job; 4. The relationships of staff with colleagues; 5. Whether they understand their roles and responsibilities; 7. Technology; 8. Rules and Regulations; and 10. Work-Family Balance.

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2.5.4 Strategy #4: Improving Resilience

This **strategy** (detailed fully in Chapter 6) describes the role of the **Principle of Courage** the seventh principle of ***'The H4u Wellness Approach'***.

It is the sixth set of Wellness Improvement Actions (WI # 3) in managing Personal and Workplace Wellness and contains three action plans (Personal, Business and Corporate Support) with over 17 actions and several ancient Greek wisdom sayings, for your review, consideration and potential use.

Strategy # 4 and its actions mainly focus on attacking the following stress factors at the workplace: 1. The demands of the job; 5. Whether staff understand their roles and responsibilities; 7. Technology; 10. Work-Family Balance; 12. Inequity; and 13. Company Longevity.

At this phase of your workplace wellness efforts (Development) and considering what you have done in chapter 1 where you established these strategies in more general terms, it is best to do the following for each strategy: Establish its specific strategic objectives, define and obtain board approval for its specific time-frame (e.g., first year for strategy #1, second year for strategy # 2, etc.), assign the specific required resources (funds, staff, systems, policies and procedures) for its subsequent implementation and ensure that all these do not conflict with general business strategies and practices, as they are right now in your business organization.

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2.6 Reaching the second Wellness Milestone

Up to now, in addition to your documenting your wellness needs and designing a wellness solution for your business organization (chapter 1) you have established your wellness framework with the activities of this chapter.

How, then, do you know whether you have reached your second HARMONY milestone?

You can only know this if you ensure that all your actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principles of ancient Greek wisdom noted in this book. These strategies and actions should aim at improving both occupational stress and wellness at all human levels: body, mind and spirit.

Only this way, in addition to executing all the actions detailed in this chapter, will enable you to reach the second milestone in your ***'H4u' Wellness Roadmap***. This milestone is symbolized by the second key-letter 'A' (Act) of the **HARMONY** mnemonic, as shown in Figure 7: HARMONY Roadmap.

It enables you to act with determination in life. Conduct and complete your contests ('*agon*' from '*agein*' to lead in ancient Greece like the Olympic games, etc.) in a peaceful manner as struggles for excellence in the ancient Greek way and not for money, self-fame or exorbitant riches.

This way you are bound to manage occupational stress better and in the end reduce it and improve your personal and business wellbeing.

HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve
	Milestone M: Manage
	Milestone O: Organize
	Milestone N: Nourish
	Milestone Y: Yield

Figure 7: HARMONY Roadmap

Reaching your second milestone signifies the end of the third phase (Development) of the ADDIE Model used to craft your workplace wellness solution. The specific products and outcomes of this phase are described above and noted next to remind you of where you are at this point in your wellness voyage.

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2.7 Products and Outcomes

As I presented above, the actions of this chapter pertain to the Development phase of the **ADDIE** model that ensures your best wellness effects.

The basic products of the activities of this chapter are:

1. Wellness and Occupational Stress Audit Report
2. Workplace Wellness Feasibility Study
3. Workplace Wellness Solution
4. Workplace Wellness Project Plan
5. Wellness Policies and Controls
6. Updated Wellness Strategies
7. Wellness Guidelines
8. Workplace Wellness Monitoring Plan
9. Wellness Management Report.

The basic outcomes of these two phases are:

1. Improved organization for managing workplace wellness
2. Improved preparation for implementing wellness actions at your workplace.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

2.8 Summary and Conclusion

In summary, this chapter described the Phase 3 (Development) activities of ***'The H4u Wellness Approach'***. These related to the Workplace Wellness Strategic Action Plan and the four wellness improvement strategies:

Strategy # 1 (Chapter 3): **Improving Self-Management** (Force 3, Principle: Temperance);
Strategy # 2 (Chapter 4): **Improving Spirituality** (Force 1, Principle: Faith);
Strategy # 3 (Chapter 5): **Improving Relationships** (Force 2, Principles: Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness); and
Strategy # 4 (Chapter 6): **Improving Resilience** (Force 3, Principle: Courage).

In conclusion, since everyone has a unique response to wellness and stress, there is no 'one size fits all' solution to managing wellness and stress. No single method works for everyone or in every situation, so experiment with different techniques and strategies. Focus on what makes you and the people of your business organization feel better, with more calmness and in better control of their health.

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I am recommending that you use this framework and its constituent strategies in sequence for best results. However, you may also consider using one or more of these strategies independently of each other, as your business situation and operating style require and demand.

You may also consider reviewing, customizing and using one or more or all the recommended strategies of this approach. It is entirely up to you and your style of business demands and professional requirements.

The seven principles and their proposed strategies of ***'The H4u Wellness Approach'*** and actions for stress reduction and health improvement, supported by ancient Greek wisdom, are detailed in the next chapters of this book.

Additional actions on improving other aspects in your personal and family life as well as your business and professional activities after achieving the strategic objectives of reducing your occupational stress and improving the wellness of your company are contained in in the Appendix (*see Appendix 2.3: Holistic Life Improvement Road Plan*).

Finally, the appendices noted in this chapter as well as the actions listed in step 1 (taking a wellness and stress audit for your own personal purposes) are contained in Volumes II and III of this book.

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3 Strategy#1 – Improving Self-Management

'You could not discover the limits of soul, even if you traveled by every path in order to do so; such is the depth of its meaning'.

Heraclitus

Chapter Overview
Overall Description This chapter describes the principle of Temperance, the first of the Seven Wellness Principles and the first Strategy (Improving Self-Management) of the four wellness improvement strategies of *'The H4u Wellness Approach'.* The actions of this chapter pertain to the first part of the Implementation phase of the **ADDIE** model that ensures your best wellness effects.
Basic Products The basic workplace wellness products of this strategy are: 1. Workplace Wellness Project Plan (updated) 2. Health and Safety Policy. 3. Fire Safety and Evacuation Plan. 4. Workplace Hazard Prevention Practices. 5. Automated Workplace Wellness System. 6. Corporate Ethics Policy with Wellness Objectives. 7. Worksite Health Scorecard.
Basic Outcomes The basic outcomes of this strategy are: 1. Improved Personal Wellness by awareness and self-management 2. Introduction of Basic Workplace Wellness actions into business operations.
Detail Contents The detail contents of this chapter are: 1. Your Wellness Voyage: Progress so far 2. Introduction: The role of the Principle of **Temperance** 3. Description of the **Improving Self-Management Strategy** (Strategy #1) 4. Improving Personal Wellness with Temperance Actions 5. Improving Workplace Wellness with Temperance Actions 6. Corporate Wellness Support Action Plan 7. Reaching the **third Harmony milestone** ('R' (Resolve)) 8. Ensuring **success of strategy # 1** (Improving Self-Management) 9. Conclusion

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3.1 Your Wellness Voyage: Progress so far

You are now on the third point in your voyage to an eternity of wellness.

This the third set of Wellness Improvement Actions (WI # 3) in managing Personal and Workplace Wellness. Up to now you have established your approach (Chapter 1) and the wellness management framework (Chapter 2). These two chapters related to the Analysis, Design and Development phases of the ADDIE Model) which supported you in developing wellness actions.

This chapter and chapters 4, 5 and 6 pertain to the Implementation phase of the ADDIE Model and facilitate you to implement the wellness strategies designed and developed previously.

This is accomplished in this chapter by describing the role of the principle of **Temperance**, the first of the Seven Wellness Principles and the first strategy (**Improving Self-Management Strategy**) of the four wellness improvement strategies of **'The H4u Wellness Approach'**, crafted in 'Step 4: Design, Develop and Implement your workplace wellness strategies and action plans' of the **Workplace Wellness Management Plan (chapter 2).**

The other Wellness Improvement Strategies of **'The H4u Wellness Approach'** are:

1. Improving Spirituality Strategy (chapter 4);
2. Improving Relationships Strategy (chapter 5); and
3. Improving Resilience Strategy (chapter 6).

The following paragraphs of this chapter deal exclusively with the details of understanding the role of the principle of temperance in wellness and how you may better implement the wellness actions of Strategy # 1 (Improving Self-Management) in order to reach the **third Harmony milestone** ('R' (Resolve)) in your **HARMONY Roadmap**.

3.2 Introduction: The Role of the Principle of Temperance

Within the framework of this book and on the basis of ancient Greek wisdom I have used the golden principles of Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Principles**) to practically manage wellness and improve the wellbeing of employees in the terms of each wellness improvement strategy. The specific role of the first principle (Temperance) is detailed further in this chapter.

The wise Pythagoras guides us: 'Golden Verse 1And accustom not thyself to behave thyself in anything without rule, and without reason'; 'Golden Verse 2Let no man either by his words, or by his deeds, ever seduce thee'; and 'Seek the true value of all things, and enjoy all gifts of God according to Measure'.

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The Seven Sages complement: 'Regulate your life according to a standard'; 'Benefit yourself'; and 'Maintain your body and mind in good order'.

Life is a true reflection and mirrors of what we were in the past, what we are now, and what we can be in the future. The way we live, that is, our lifestyle (modus vivendi on the sociological vernacular) depends on our thoughts, our concepts, our ideas, and our world-views which we materialize at all times.

In our 21st century society, in both West and East, we are not allowed to know ourselves. As we grow, we have so many responsibilities, duties and roles that we must perform or expected to carry out by greater society. There is no time, or energy, or disposition to analyze or to look at ourselves. To know who we really are, where we come from, what our purpose is on this planet, where we are going, where the path for happiness is, and so on.

Through my experience (consulting, mentoring, coaching, human resource management, volunteering, etc.), I have seen in the world, across many cultures, people who deny their culture, their religion, their country, their lives, their fates, their families, their problems, and even their bodies. They hide their personalities like actors behind theatrical masks and confuse their roles in the theater of life and work-places. Because they need to adapt to survive in an iconic, digital, turbulent and fast-paced world, they are confused, many times, with the roles they are to perform. They pretend to be vain, beautiful, and smart, without being fully aware of their internal insecurity, fear, and heartbreak[27].

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They are probably not fully aware of the absolute need to utilize the **Principle of Temperance** to maintain and sustain themselves and their business organizations and employees better.

Their wellness decreases and stress, both personal and occupational or work-related is at the highest limit. It is time for them to take control, get to know their own self and manage it better, so that they get better, alleviate their occupational stress and become happier.

How do you change all that?

My recommendation is to use the wellness improvement strategy and actions presented in this chapter**.** You may also employ the additional wellness improvement strategies outlined in the following chapters.

3.3 Description of the first wellness improvement strategy (Improving Self-Management)

This strategy (**Strategy #1: Improving Self-Management**) contains three action plans: Personal, Business and Corporate.

The main aim of this wellness strategy is to support you to maintain yourself, your employees and your business and make all stronger so that you manage, cope with, reduce and alleviate your occupational or workplace stress, and improve your personal and business life.

Strategy # 1 and its actions mainly focus on attacking the following mental health factors: 1. The demands of the job; 2. The control staff have over how they do their work; 3. The support they receive from colleagues and superiors; 6. How far the company consults staff over workplace changes; 7. Technology; 9. Information Overload; and 11. Poor Leadership.

This wellness strategy is based mainly on the Seven Principles of Living by Socrates and secondarily by Aristotle's theory of motivation (postulating that motivation is primarily derived from internal cognitive maps or 'expectations' of the potential consequences of various actions) and other ancient Greek wisdom concepts and sayings presented below.

For example **Socrates** guided his students: 'To keep interested in the truth; to make sure that their soul is as good as possible; and to get a good soul, they must maintain the four virtues of prudence, temperance, courage and justice'.

This strategy (**Wellness Improvement Strategy #1)** is driven by the golden **Principle of Temperance,** the first principle of **The Harmony for Wellness Approach (*'The H4u Wellness Approach'*)**.

Also it is inspired and energized by universal force S3 (Soul) and supported by specific implementation actions and policies noted in the following paragraphs.

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Furthermore, my proposed Strategy # 1 and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting. This model complements the principle of temperance and it is yardstick to measure and ensure that the actions of this strategy improve both occupational stress and wellness at all levels of people: body, mind and spirit.

Thus, at both the personal and the business level, it is up to each of us to use the principle of temperance to improve our lives, because we want to live a serene, balanced and less-stressful life. We must meet our own needs and learn to manage our life and business better and with less occupational stress.

The three action plans detailed next are designed to do just that.

3.4 Improving Personal Wellness with Temperance Actions (Strategy #1)

First you start with improving your personal wellness with temperance actions noted next.

The following plan contains 6 actions you can do on your own to manage your wellness and cope with and reduce your occupational stress. It may be complemented, depending on your business specifics with the Workplace Wellness Action Plan and the Corporate Support Action Plan detailed in sections 5 and 6 of this chapter.

Aristotle has guided us: 'Knowing yourself is the beginning of all wisdom'.

Action TP1: Know your true self.
Action TP2: Put happiness in your life.
Action TP3: Improve your self-management
Action TP4: Improve your personal education and learning aspects.
Action TP5: Manage your personal time better.
Action TP6: Rework your personal history and improve your mind with NLP.

For more details, see 'Improving Personal Wellness with Temperance Actions' in Volume III of this book.

3.5 Improving Workplace Wellness with Temperance Actions (Strategy #1)

'Where there is competition, there is happiness'.
Aristotle

Once you have improved your personal wellness with temperance actions (previous paragraph) it is time to improve your workplace wellness with the plan noted next.

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This plan contains several actions you can execute to manage and improve wellness and cope with and reduce occupational or workplace stress with the use of this strategy. You may need these as a business owner, leader, manager, board director, business consultant, or other professional, etc., if you want to improve your business workplace environment and improve your company's effectiveness. It may be complemented, depending on your business specifics with the Personal Wellness Action Plan detailed in section 4 of this chapter.

This plan is also supported by the Corporate Wellness Support Action Plan outlined in section 6 later in this chapter.

To better execute and implement the wellness actions of this plan I highly recommend that you consider and carry out the implementation by following the two things I am presenting next.

First of all, implement these workplace wellness actions in 3 distinct sets so that you and your wellness team stay focused and on track better. I am proposing that you follow the process approach, as follows, in implementing the actions if this strategy. These are:

Process 1: Organization
Process 2: Execution, and
Process 3: Assurance.

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Second of all, when you are executing these actions it would be best that:

1. You believe in the cause of wellness of this strategy with passion, purpose and vitality.
2. You practice wellness in accordance with the principle of temperance and the wellness model (Believing; Bonding; Belonging; and Benefiting) to ensure that others follow your example and derive best results for the complete wellness implementation effort for your company.

Only this way you will likely be better prepared, mentally (yourself) and organizationally (your team and the people you are implementing these for).

The above-mentioned workplace wellness actions are listed in summary next and detailed in the following paragraphs.

Process 1: Organization

Action TB1: Organize to implement the Temperance actions
Action TB2: Get inspired to drive the implementation of the Temperance actions
Action TB3: Organize your business for wellness improvement

Process 2: Execution

Action TB4: Implement an Automated wellness system
Action TB5: Organize and manage your wellness framework and corporate ethics
Action TB6: Monitor, Record and Communicate Results of Strategy # 1
Action TB7: Engage Senior Management in your Temperance Wellness Activities
Action TB8: Govern your business and your people fairly
Action TB9: Manage your business wealth with diligence
Action TB10: Manage your business time and work with friendship
Action TB11: Improve the wellness education and learning of your people
Action TB12: Assess the wellness management skills your people
Action TB13: Develop the wellness management skills your people

Process 3: Assurance

Action TB14: Ensure quality of the products of Strategy # 1
Action TB15: Assess your Temperance actions.

These workplace wellness actions are presented in more details next.

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Process 1: Organization

The objective of the actions of this process is to organize better, yourself, your wellness team and your organization so that your temperance-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #1, such as: The demands of the job; The control staff have over how they do their work; The support they receive from colleagues and superiors; How far the company consults staff over workplace changes; Technology; Information Overload; and Poor Leadership.

Action TB1: Organize to implement the Temperance actions

1. Set time-schedule of implementing the temperance actions of this strategy.
2. Set, communicate and agree strategy goals and objectives with both the wellness team and senior executives. Ensure that you are organizing to reach the third milestone in your **HARMONY Roadmap**, symbolized by the third key-letter 'R' (Resolve) of the **HARMONY** mnemonic.
3. Review progress of previous wellness actions (see previous chapters) and communicate lessons and practices learned to all stakeholders.
4. Ensure participation of employees by providing incentives (cash and non-cash), health promotion training and coaching, and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
5. Ensure availability of required and pre-approved resources. Obtain more resources if needed. *See also Appendix 2.6: Workplace Wellness Project Plan for more details.*

Action TB2: Get inspired to drive the implementation of the Temperance actions

When you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Temperance and the guidance offered by the Ancient Greeks.

1. First of all, you should note that Temperance, as a Principle, in every-day personal life and business operations has to do with: the management of emotions; self-control; patience; prudence; humility; civic duties; wealth; mercy; errors; forgiveness; happiness; hate; anger; personal character; trust; truth; listening; speaking; managing time and work; effectiveness; hope; fortune; punishing; association with others; marriage; family; women; children; parents and living. Your wellness actions should have these in mind and should aim at improving life in these areas.

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2. Second of all, it may be worthwhile for you to get inspired by the following sayings of the Seven Sages: 'Control yourself'; and 'Restrain your anger'; and the supporting guidance of Aristotle: 'Good temper is a mean with respect to anger; the middle state being unnamed, and the extremes almost without a name as well, we place good temper in the middle position, though it inclines towards the deficiency, which is without a name. The excess might called a sort of 'irascibility'. For the passion is anger, while its causes are many and diverse'.
3. Third of all, it may be worthwhile and beneficial to also keep your staff and sponsors aware of the aspects of this principle, my proposed wellness model (Believing; Bonding; Belonging; and Benefiting) and the guidance of the ancient Greeks in this regard.

Action TB3: Organize your business for wellness improvement

1. **Execute Audits.** Ensure that occupational stress and corporate wellness audits have taken place, as noted in step 1 of 'Wellness Management Action Plan' (*Chapter 1*). If these audits have not been done, ensure that they are done effectively.
2. **Review Audit Results** Review the results of these audits. Revisit or use existing data to judge your current business wellness position, such as personnel exit interviews and sickness, staff absence and staff turnover records. Also start surveying staff as to their attitude and experience of wellness at work, e.g. through a survey or questionnaire, etc.
3. **Issue Wellness Policies**. Write and issue all the required policies (wellness, stress, health and safety, etc.).

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4. **Implement Wellness solution**. Implement the wellness solution approved by executive management and the board of the company according to the wellness project plan and the wellness feasibility report. *More details are included in Appendix 2.5 (Workplace Wellness Feasibility Study) and Appendix 2.6 (Workplace Wellness Project Plan).*
5. **Manage Workplace Risks. Conduct a study to analyze workplace risks hazards** and institute measures to avoid and prevent health injuries to staff. *More details are included in Appendix 3.3: Health and Safety Policy, Appendix 2.4: Fire Safety and Evacuation Plan and Appendix 6.5: Workplace Hazard Prevention Practices*[28].
6. Train your staff on wellness management (see also **Action TB**11: Improve the wellness education and learning of your people).
7. **Get support**. Use wellness management experts so that you can learn to manage wellness issues (stress, health and safety, etc.) better.

Process 2: Execution

You just organized yourself, your team and your company. It is time now to implement the wellness actions of this strategy in a practical way with specific actions which are part of this process. The objective of this process is to manage the implementation effort of the following wellness actions for your organization better so that your temperance-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #1, such as: The demands of the job; The control staff have over how they do their work; The support they receive from colleagues and superiors; How far the company consults staff over workplace changes; Technology; Information Overload; and Poor Leadership.

Action TB4: Implement an Automated wellness system

1. Research, purchase and implement an automated (or digital or computerized) system with facilities to record, and remind people of immunizations, cancer screening, and other preventive health or wellness measures.
2. Another strategy is the development and use of evolving software tools to collect, share, analyze and discuss data and information to help improve wellness, health care quality and prevent illness by helping stakeholders build and use evolving wellness data and knowledge bases[29].

Action TB5: Organize and manage your wellness framework and corporate ethics

1. Have a corporate ethics policy (*see also Appendix 8: Example of a Corporate Ethics Policy*). Ensure that stress reduction related activities are included.
2. Craft vision, mission and values statements for your business. Include wellness objectives into these. *See Appendix 5.2 for an example.*
3. Set up a wellness BSC (Balanced Scorecard) or Worksite Health Scorecard with performance objectives, targets and measures to monitor wellness performance[30].

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4. Plan well all your business operations.
5. Know your organization extremely well.
6. Act in a fair, practical, responsible, efficient and results-oriented way.
7. Monitor and improve your business operations and actions.
8. Promote personnel to higher levels of organizational hierarchy, who are capable of forming positive, trusting and caring interpersonal relationships with people who report to them.
9. Train Your People. See Action TB11 below.
10. Involve your business personnel by being passionate and enthusiastic, keeping your company personnel informed and involved in the decision making process, as much as possible.
11. Motivate your people and keep clear channels of communication
12. Act with integrity and keep commitments to all participants in the affairs of the business (employees, authorities, customers, board members, stakeholders, etc.).
13. Protect the interest of all employees in a work group, even those who are absent
14. Handle emotional issues like occupational stress with calmness and fairness
15. Provide a positive and moral example to others[31].

Action TB6: Monitor, Record and Communicate Results of Strategy # 1

1. Monitor and record your temperance wellness results in both the automated wellness system as well as the Worksite Health Scorecard[3].
2. Prepare your Wellness Management Report containing monthly and annual progress-to-date data and information on the wellness results of this strategy and issue to all stakeholders.
3. Communicate good wellness success stories to all.
4. Review and correct any defects and errors of implementing the actions of this strategy.

Action TB7: Engage Senior Management in your Temperance Wellness Activities

Industrial and consulting experience, in addition to various surveys and studies, have shown that senior leadership support is one of the most crucial elements in implementing wellness and health management programs most effectively. This can be done by the following actions:

1. Provide a role for them: Allow corporate leaders and all managers to play a role and help you in designing, developing and implementing your wellness solution as regards temperance. Describe clearly what is expected of them (e.g., changing policies, awareness seminar, monitoring, budget approval, etc.) and how often.
2. Acknowledge your supporters: Find managers who are active and with a positive health and wellness attitude. Recognize managers whose functions or departments meet wellness goals as regards temperance.

   If managers see their peers being recognized for activities that are valued by senior management, they're more likely to join in. Also these can be your wellness role models for all employees to follow.

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3. Cultivate your top-management champion: Find and cultivate your executive champion. These are leading people who believe in the importance of health and wellness, and are in a position to support it. Align your wellness program with this person's vision by collaborating on decisions and regularly let him or her know how the wellness activities are getting along to success.
4. Align wellness as regards temperance with your corporate culture: Connect your health and wellness program and activities to your corporate culture, in terms of aligning your objectives to the published corporate vision, mission and values statements. Ensure that all employees manage their own health and lead healthier lives through wellness education as regards temperance, regular and targeted communication, and, perhaps most important, a workplace environment that supports and cultivates a healthy lifestyle.

Action TB8: Govern your business and your people fairly

Here are several ways to govern others better during your business day and activities.

1. Practice what you preach. You are the best example to follow for your people. Remember the quotation of Archytas 'The right ruler must himself (or herself) obey the laws'.
2. Learn to be governed first before you govern others. Provide positive reinforcement to all personnel and treat all people fairly and justly.
3. Set achievable work-related goals and reward people on job performance.

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4. Promote personnel to higher levels of organizational hierarchy, who are capable of forming positive, trusting and caring interpersonal relationships with people who report to them.
5. Act with integrity and keeping commitments to all participants in the affairs of your business (employees, government authorities, customers, board members, stakeholders, society, country, etc.).
6. Also listen with respect, sensitivity and full attention and develop the interpersonal relationship skills of all personnel.
7. Protect your company, country, its institutions and its laws at all costs. One of the best examples of following the laws of one's country, even if they are not just, is the execution of Socrates on false charges and his voluntary acceptance of the court's verdict even though he could escape his punishment.

Action TB9: Manage your business wealth with diligence

Here are seven ways to govern your wealth better in carrying out your business operations.

1) Establish efficient financial systems and procedures and manage and monitor your accounts payable, receivable and budget very well, and your cash flow and cash very effectively.
2) Establish and execute optimal anti-fraud procedures.
3) Perform due diligence on all your staff and partners.
4) Backup all your critical business data in an offsite safe location.
5) Register all your patents and copyrights.
6) Innovate and keep abreast of market and technology developments.
7) Contribute to social causes, ecology, philanthropy and community work. note
   For more details, see my books in the bibliography

Action TB10: Manage your business time and work with friendship

1. Examine your business activities in accordance with the values of love and friendship, and your obligations.
2. Manage work assignments by delegating tasks; by assigning ownership of the work you give to your employees; by listening to them with respect, sensitivity and full attention; and by providing all necessary training, coaching and support so that they can do their job well.
3. Spend 60% of your business time in critical non-emergency activities, 30% of your business time in critical and emergency activities, and the remaining 10% of your business time in uninteresting activities.
4. Learn to say a friendly 'no' when others attempt to load you with activities that are not aligned with your professional and business needs, corporate vision, mission and values.
5. Use positive and friendly thinking to manage all the events, issues, problems and facts related to your business life and take preventive action when it is required on your part.

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6. Perform your business and professional activities based on the priorities set by you and the time requirements of your business life and company, but also reinforcing the values of justice, goodness, fairness, love and friendship in all business activities.
7. Participate in social groups, professional societies and corporate volunteering (unpaid) activities on the basis of love and friendship.
8. Understand and know your personal limits and the limits of your business organization.

Action TB11: Improve the wellness education and learning of your people

1. Provide appropriate leadership and planning the wellness management and stress reduction activities required for educating, training and coaching both to yourself (as a manager or senior executive, etc.) and to your business staff.
2. Keep records for all training sessions for your staff.
3. Obtain proper funds and other required resources for educating, training and coaching both yourself and your business staff on occupational stress reduction issues.

Action TB12: Assess the wellness management skills your people

1. Assess the stress management skills of yourself and all your managers and employees via self-evaluation methods, coaching, questionnaires, benchmarking or other current education tools and techniques. *Use Appendix 1.1: Occupational Stress and Corporate Wellness Audit Questionnaire and Appendix 1.2: Performance audit questionnaire of Board and Executive Management.*

Action TB13: Develop the wellness management skills your people

1. Develop the occupational stress management interpersonal relationship skills of all personnel and especially those of current managers and employees desiring promotion, by sending them to relevant courses or by coaching and mentoring programs.
2. Consider using specialized training programs, like NLP and Mindfulness training.
   See Annex
3. Upgrade job-related knowledge by attending university and professional seminars, and taking specific industry courses by both yourself and your business staff.
4. Get involved in coaching programs with concentration on occupational stress reduction for both yourself and your staff, as required.
5. Get involved in wellness and occupational stress reduction mentoring programs for both yourself and your staff, as required.
6. Get certified by a professional associations (both yourself and your staff) and get various critical organizational functions (e.g. production, IT, etc.) and components (e.g. IT security) certified.

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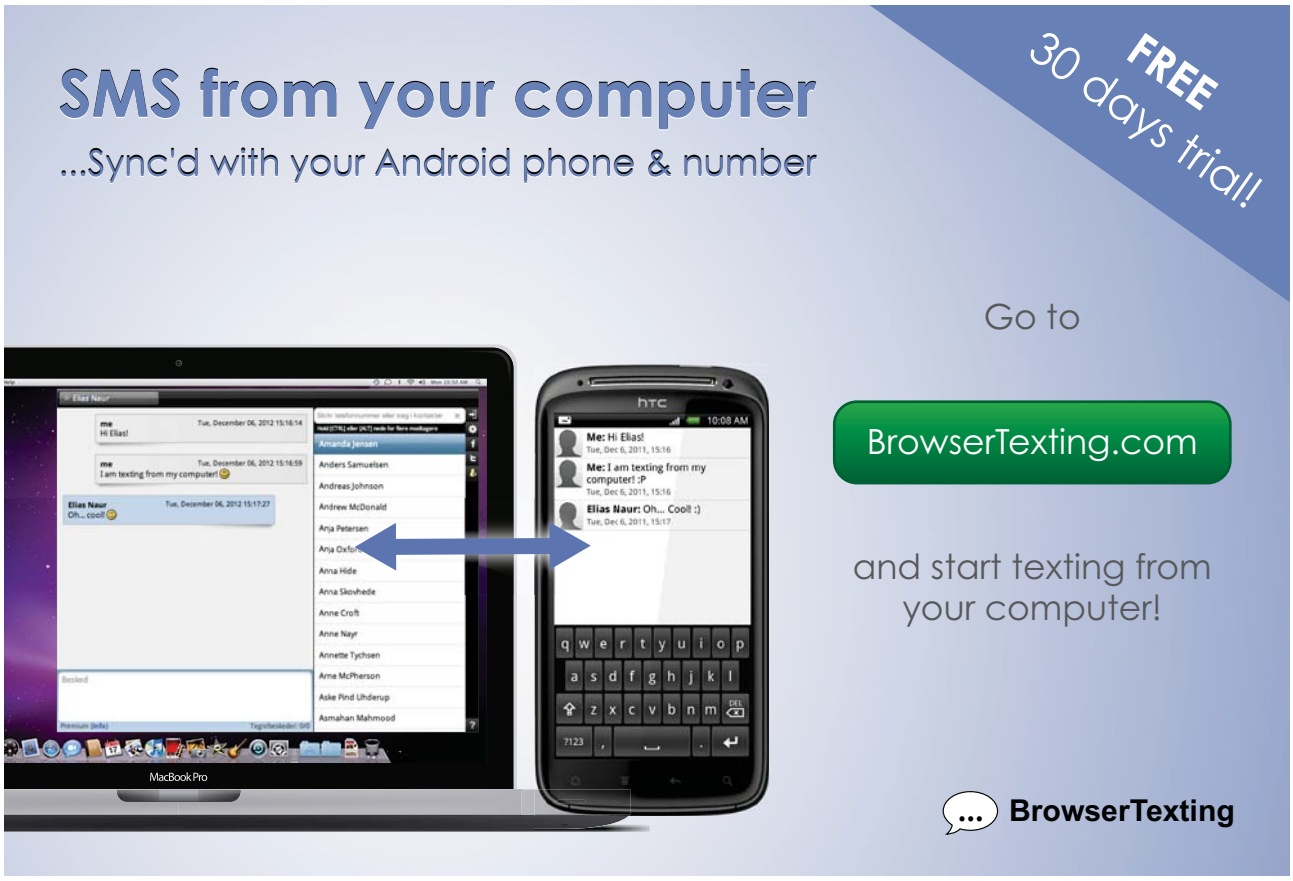
Process 3: Assurance

Up to now you have implemented the wellness actions of this strategy. You also need to support this process for best results for your company. This is the objective of the actions of this process, namely, to manage the review, monitoring and assessment effort to ensure best wellness impact and results of this strategy for your organization.

Action TB14: Ensure quality of the Products of Strategy # 1

The basic products of the activities of this strategy are:

1. Workplace Wellness Project Plan (updated)
2. Health and Safety Policy.
3. Fire Safety and Evacuation Plan.
4. Workplace Hazard Prevention Practices.
5. Automated Workplace Wellness System.
6. Corporate Ethics Policy with Wellness Objectives.
7. Worksite Health Scorecard.



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Basic Outcomes: The basic outcomes of the wellness actions of this strategy are:

1. Improved Personal Wellness by awareness and self-management
2. Introduction of Basic Workplace Wellness actions into business operations.

By identifying and implementing the specific products and outcomes of this strategy and ensuring their quality the board and management of the specific company have a standard to measure up to verify that the specific wellness activities of this strategy strengthen the temperance aspects of all employees of the company they lead and manage[33].

Action TB15: Assess your Temperance actions

1. Assess your temperance-related wellness results recorded in your Automated Wellness System and your Worksite Health Scorecard.
   The following questions (Q) may be used by staff and stakeholders:
   Q 1: Have your temperance-related actions improved wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #1, such as: The demands of the job; The control staff have over how they do their work; The support they receive from colleagues and superiors; How far the company consults staff over workplace changes; Technology; Information Overload; and Poor Leadership?
   Q 2: Which aspects of these actions were most effective?
   Q 3: How can we improve implementation of these actions?
   Q 4: Are all stakeholders aware of these actions?
   Q 5: Can our findings contribute to the development of other best practices?
   Q 6: Is there potential for new policies as a result of what we've learned?
   Q 7: Have various metrics (e.g.: injury-based workers' compensation, disability-driven rehabilitation costs, employee absenteeism, employee productivity, employee turnover, employee physical health indicators, like blood pressure, cholesterol levels, etc.) been improved? *More details are provided in Appendix 5.1: Wellness Performance Measures.*
2. Ensure that your first strategy (Strategy # 1: Improving Self-Management) and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principle of temperance.
3. This means that the actions of this strategy should be assessed to ensure that they have improved or are improving both occupational stress and wellness at all levels: body, mind and spirit of the people for which these actions have been implemented.
   See also Chapter 7 for the overall evaluation and improvement of workplace wellness actions.
4. Also it may be worth noting that as a corporate leader you have to practice temperance along with what you are preaching in terms of workplace wellness.
   The fable **'A mother crab and her son'** by Aesop, outlined next, is most relevant in this respect.

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'A mother crab criticized her son for walking sideways, whereupon the son asked his mother to show him how to walk straight. Of course the mother crab was unable to walk any straighter than her son, and soon apologized for criticizing what she herself was unable to do'.
The meaning of this story is that example is more powerful than precept.

3.6 Corporate Wellness Support Action Plan

Up to now you have improved your personal and workplace wellness with temperance actions presented in the previous paragraphs (4 and 5). Implementing your personal wellness plan is usually done in your own time and place. The workplace wellness plan, however, is implemented in your business locations, and is supported by various corporate-level functions for best results, as noted next.

Various corporate-level actions support your workplace wellness actions presented just before. These usually relate to your Board, Senior Management, HR Management and Wellness Team and other management, depending on your own situation and industry specifics (e.g. Production Manager, Health and Safety Manager, etc.). All of these have a pivotal and crucial role to play in supporting the implementation of your wellness improvement strategy.

Their role, responsibilities and actions are presented in chapter 1 and appendices 4.1 to 4.4 (see Section 4: Duties and Responsibilities in the Appendix, at the end of this book). Especially the chairperson of the Wellbeing Steering Committee should sponsor, facilitate and ensure a smooth implementation and monitoring of the results of this strategy in improving wellness while also reducing occupational stress in your workplace.

3.7 Reaching the third Harmony milestone

Up to now, according to the above plans, you have implemented your wellness actions of strategy #1 (Improving Self-Management).

How, then, do you know whether you have reached your third HARMONY milestone?

You can only know this if you ensure that all your wellness actions are inspired by the principle of Temperance and the sayings of ancient Greek wisdom noted in this book, and that these same actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the third milestone in your **HARMONY Roadmap**. This milestone is symbolized by the third key-letter 'R' (Resolve) of the **HARMONY** mnemonic, as shown in Figure 8: HARMONY Roadmap.

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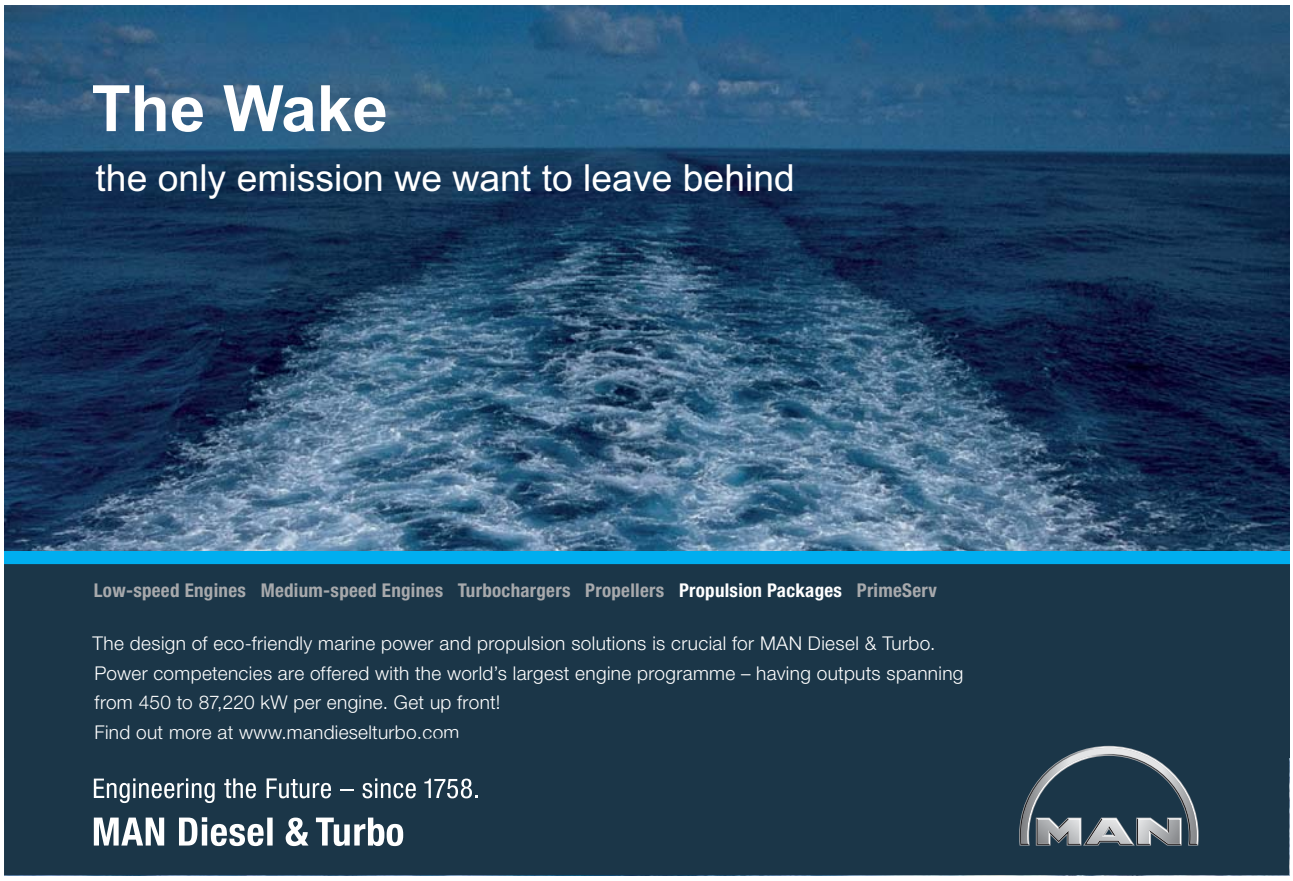
It enables you to resolve your issues with consistency and positive spirit and make correct and reasonable decisions in the right time.

This way you are bound to manage workplace wellness and occupational stress better and in the end reduce stress and improve the wellbeing of yourself, your employees and your business.

HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve (reached)
	Milestone M: Manage
	Milestone O: Organize
	Milestone N: Nourish
	Milestone Y: Yield

Figure 8: HARMONY Roadmap

In the end you will have reached your third milestone in your wellness voyage if all these actions have improved wellness, mental health and occupational stress at all human levels: body, mind and spirit.



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Reaching your third milestone signifies the end of the first part of the Implementation phase of the ADDIE Model used to craft your workplace wellness solution.

The specific products and outcomes of this phase are described above and certain actions are proposed to ensure their quality for your workplace wellness.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

3.8 How to ensure success of strategy # 1 (Improving Self-Management)

Up until now, I have listed a set of wellness actions to be implemented and I have painted a very good picture at implementing these specific actions of this wellness strategy.

Is this, however, the story, in actual business activities and life?

My consulting experience has proved to me and to numerous clients and companies I have advised that **strategies** and plans, alone, are not enough in most cases in the present ever-changing and crisis-ridden environment for best business results.

Even the best designed strategies fail, as, for a variety of reasons they are not well communicated, aligned and supported at all levels off the business organizations.

Several reasons and factors are responsible for this failure, such as: Wellness strategy has different focus than business or IT strategy; Crafting a wellness plan but not executing it; Not understanding the environment or focusing on wrong wellness results; Partial commitment of employees and management on wellness; Lack of resources (people, policies, skills, funds, etc.) for wellness implementation, etc[34].

How do you then close the gap and ensure that the actions of **strategy # 1 (Improving Self-Management)** are successful?

1. **Focus.** Ensure that your Wellness actions of this strategy are focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous. Also be prepared to assign adequate resources to accomplish those goals and objectives outlined in the plan. More details are included above (*Action TB1: Organize to implement the Temperance actions*).
2. **Inspiration.** Ensure that when you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Temperance and the guidance offered by the Ancient Greeks. More details are included above (*Action TB2: Get inspired to drive the implementation of the Temperance actions*).

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3. **Correction.** Ensure that you review and correct any defects and errors of implementing the actions of this strategy. More details are included above (*Action TB6: Record and Communicate Results of Strategy # 1 Action TB15: Assess your Temperance actions*).
4. **Management Engagement.** Ensure that your senior managers and leaders are engaged in your wellness activities in a positive way. More details are included above *(Action TB7: Engage Senior Management in your Temperance Wellness Activities*).
5. **Employee Participation.** Ensure that your employees are actively engaged in your wellness activities in a positive way. Monitor and improve their participation by: providing incentives (cash and non-cash); health promotion training and coaching; leading by example so that they can see that you as a manager lead a healthy life rather than only preaching it; and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
   See also *Action TB1: Organize to implement the Temperance actions*.
6. **Workplace Wellness Solution.** Ensure that your workplace wellness program is as comprehensive as possible by including: multiple wellness strategies (like the ones proposed in the this chapter as well as the other chapters of this book); health awareness initiatives (such as health education, preventive screenings and health risk assessments); maximum management and employee involvement, engagement and participation; initiatives to change unhealthy behaviors and lifestyle choices (such as counseling, seminars and self-help materials); and workplace policies to encourage healthy lifestyles, healthy eating, increased physical activity and improved mental health.
7. **Quality.** Ensure that your Wellness products of this strategy have the quality expected and planned for. Also be prepared to assign adequate resources to accomplish your quality goals and objectives and performance levels outlined in the plan. More details are included above (*Action TB14: Ensure quality of the Products of Strategy # 1*).

3.9 Conclusion

In conclusion, this chapter described the role of the first principle (**Principle of Temperance**) of **The Harmony for You Wellness Approach (*'The H4u Wellness Approach'*)** in our current life and the first Wellness Improvement Strategy (**Strategy #1: Improving Self-Management**). It also used the ideas of Socrates, Aristotle and other ancient Greek wise men (and over 10 of their sayings) and developed and presented three action plans (Personal, Business and Corporate) with over 7 actions, 5 techniques, 2 questionnaires and 3 policies.

The Personal Wellness Actions related to improving your wellness as a person by: Knowing your true self; Putting happiness in your life; Improving your self-management; Improving your personal education and learning aspects; Managing your personal time better; and reworking your personal history and improving your mind with NLP techniques.

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The Workplace Wellness Actions pertained to reducing your workplace wellness by: Organizing to implement the Temperance actions; Getting inspired to drive the implementation of the Temperance actions; Organizing your business for wellness improvement; Implementing an Automated wellness system; and Engaging Senior Management in your Wellness Activities, etc.

In conclusion, the end result of this wellness strategy is to organize you better so that the implementation of its recommended policies, plans, techniques and actions will make you robust spiritually and enable you and your business to *start* well on your wellness voyage better and cope, manage and reducing your workplace occupational stress as well.

Additional actions on improving other aspects in your personal and family life as well as your business and professional activities after achieving the self-management objective and reducing your occupational stress are contained in the Appendix (*see Appendix 2.3: Holistic Life Improvement Road Plan*).

Finally, the appendices noted in this chapter as well as the actions listed in paragraph 4 above ('Improving Personal Wellness with Temperance Actions (Strategy #1)') are contained in Volumes II and III of this book.

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4 Strategy #2 – Improving Spirituality

Human nature has no real understanding; only the divine nature has it'.

Heraclitus

Chapter Overview
Overall Description This chapter describes the principle of Faith, the second of the Seven Wellness Principles and the second Strategy (Improving Spirituality) of the four wellness improvement strategies of *'The H4u Wellness Approach'*. The actions of this chapter pertain to the second part of the Implementation phase of the **ADDIE** model that ensures your best wellness effects.
Basic Products The basic workplace wellness products of this strategy are: 1. Sustainability Report. 2. Business Philosophy Framework (Vision, Mission, Values, Ethics Policy, Corporate Code of Ethics). 3. Avoiding False Advertising Guidelines. 4. Green Business Guidelines. 5. Environment Management Policy. 6. Nature Visits Program. 7. Updated Automated Workplace Wellness System. 8. Updated Worksite Health Scorecard. 9. Workplace Wellness Project Plan (updated)
Basic Outcomes 1. The basic outcomes of this strategy are: 2. Improved Personal Wellness by adding spirituality into your life 3. Improved Wellness of your people by adding spirituality into the workplace.
Detail Contents The detail contents of this chapter are: 1. Your Wellness Voyage: Progress so far 2. Introduction: The role of the Principle of **Faith** 3. Description of the **Improving Spirituality Strategy** (Strategy #2) 4. Improving Personal Wellness with Spirituality Actions 5. Improving Workplace Wellness with Spirituality Actions 6. Corporate Wellness Support Action Plan 7. Reaching the **fourth Harmony milestone** ('M' (Manage)) 8. Ensuring **success of strategy # 2** (Improving Spirituality) 9. Conclusion

4.1 Your Wellness Voyage: Progress so far

You are now on the fourth point in your voyage to an eternity of wellness.

This the fourth set of Wellness Improvement Actions (WI # 4) in managing Personal and Workplace Wellness. Up to now you have established your approach (Chapter 1), the wellness management framework (Chapter 2) and implemented your first wellness improvement strategy (Chapter 3).

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This chapter deals with implementing the actions of the second wellness improvement strategy. This is accomplished by describing the role of the principle of **Faith,** the second of the Seven Wellness Principles and the second wellness strategy (**Improving Spirituality Strategy)** of the four wellness improvement strategies of **'The H4u Wellness Approach'**, crafted in 'Step 4: Design, Develop and Implement your workplace wellness strategies and action plans' of the **Workplace Wellness Strategic Action Plan (chapter 2)**.

The other Wellness Improvement Strategies of **'The H4u Wellness Approach'** are:

1. Improving Self-Management Strategy (chapter 3);
2. Improving Relationships Strategy (chapter 5); and
3. Improving Resilience Strategy (chapter 6).

The following paragraphs of this chapter deal exclusively with the details of understanding the role of the principle of faith in wellness and how you may better implement the wellness actions of Strategy # 2 (Improving Spirituality) in order to reach the **fourth Harmony milestone** ('M' (Manage)) in your **HARMONY Roadmap**.

4.2 Introduction: The Role of the Principle of Faith

Within the framework of this book and on the basis of ancient Greek wisdom I have used the golden principles of Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Wellness Principles**) to practically manage wellness and improve the wellbeing of employees in the terms of each wellness improvement strategy. The specific role of the second principle (Faith) is detailed further in this chapter.

It is worth noting that, Socrates, one of probably the wisest ancient Greeks prayed by reciting the following **prayer**:

'Beloved Pan and you other Gods,
Those we adore in this land,
Make me beautiful internally in my soul.
Make the material things I have,
Harmonious with my ideas.
To think wealthy only the wise man,
To have and hold so much property,
As can be acquired and tolerated by a reasonable man'.

FAITH, as the main manifestation of believing in **The Supreme Being**, is as old as humanity itself. Humans in every society across the globe and over thousands of years practice some type of religion.

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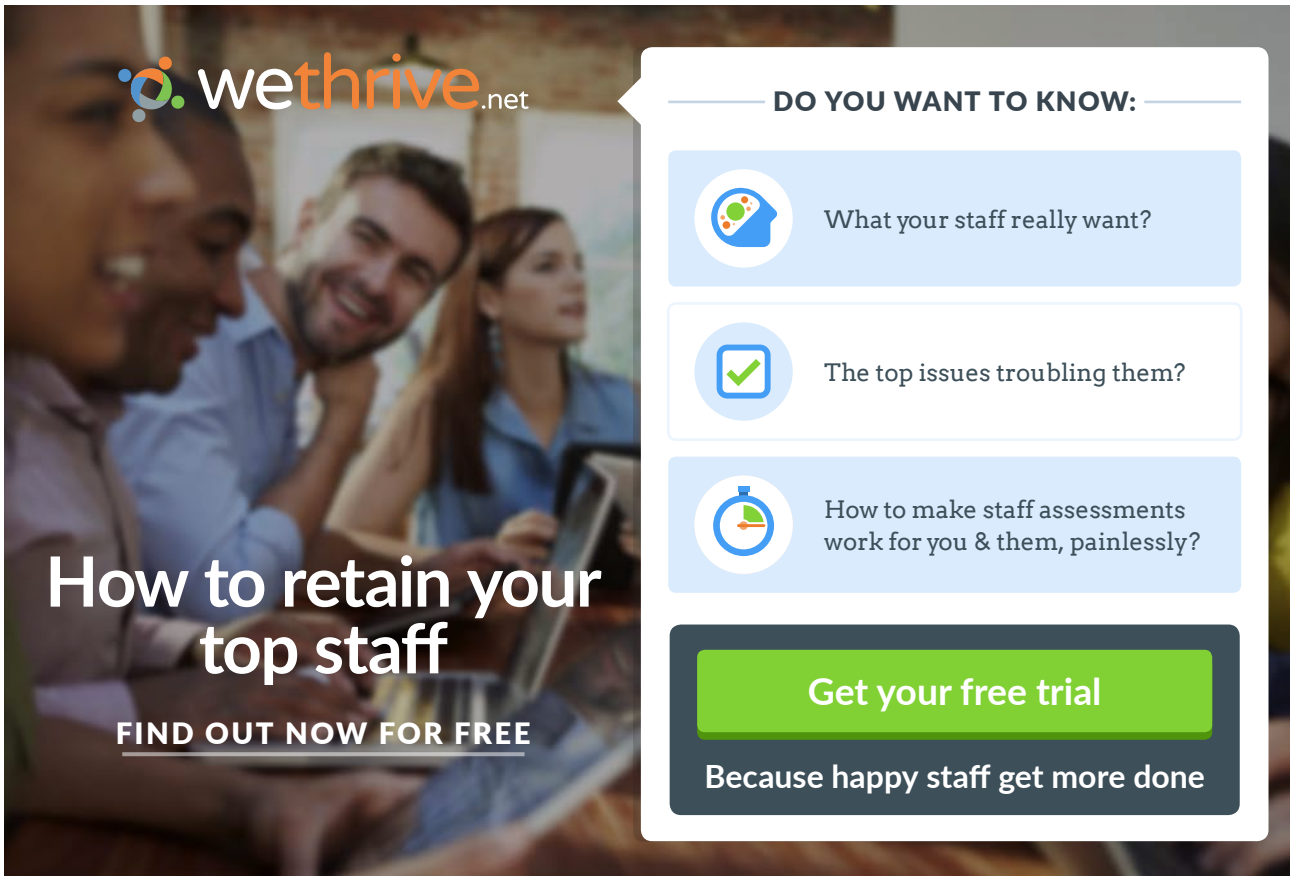
Even though ancient Greek religion was polytheistic, it also incorporated concepts that could be said to resemble an Ultimate Reality or a Supreme Being or a Supreme Law. Divinities manifested by gods, goddesses, semi-gods and semi-goddesses and spirits (daemons, etc.) were the most important element of ancient Greek religion. The ancient Greeks were faithful and prayed to their gods and goddesses. They showed this faith by participating in a number of rituals, rites, ceremonies and sacrifices in order to impress and placate the Gods. Temples, shrines and statues were erected as a designated place to offer sacrifices to the Gods.

To the question 'Does The Supreme Being exist?' one answer might be the existence of the DNA code.

The **DNA code** in each of our cells is made up of four chemicals that scientists abbreviate as A, T, G, and C. These are arranged in the human cell like this: CGTGTGACTCGCTCCTGAT and so on. There are three billion of these letters in every human cell!! Well, just like you can program your cell phone to beep for specific reasons, DNA instructs the cell.

DNA is a three-billion-lettered program telling the cell to act in a certain way. It is a full instruction manual. Why is this so amazing? These are not just chemicals.



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These are chemicals that instruct, in a very detailed way, exactly how the person's body should develop. Natural, biological causes are completely lacking as an explanation when programmed information is involved. You cannot find precise instruction like this, without someone, like The Supreme Being, intentionally constructing it.

NATURE is another manifestation of believing in the existence of **The Supreme Being.**

Nature, in the broadest standard and well-accepted sense, is equivalent to the natural, physical, or material world or universe. 'Nature' also refers to the phenomena of the physical world, and also to life in general. It ranges in scale from the subatomic to the cosmic.

About one half of the forests that covered the Earth are gone. Each year, another 16 million hectares disappear. The World Resources Institute[39] estimates that only about 22% of the world's (old growth) original forest cover remains 'intact' – most of this is in three large areas: the Canadian and Alaskan boreal forest, the boreal forest of Russia, and the tropical forest of the northwestern Amazon Basin and the Guyana Shield (Guyana, Surinam, Venezuela, Columbia, etc.).

In addition to above concerns and issues, experts advise us that faith and nature activities relieve our personal and occupational stress.

Many people across the world, even though religious in many cases, are probably not fully aware of the beneficial aspects of utilizing the **Principle of Faith** to sustain and improve their personal emotional health and the health and wellness of their people in the business organizations they manage. And this way to improve wellness more and keep reducing the occupational stress at both levels: personal and business.

How do you change all that?

My recommendation is to use the wellness improvement strategy and actions presented in this chapter**.** You may also employ the additional wellness improvement strategies outlined in the following chapters.

4.3 Description of the second wellness improvement strategy

This strategy (**Strategy #2: Improving Spirituality)** contains three action plans: Personal, Business, Corporate.

The main aim of this wellness strategy is to support you to connect with nature and The Supreme Being so that you keep improving wellness at both levels, namely, personal and workplace while you also *keep* reducing occupational stress more and more.

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Strategy # 2 and its actions mainly focus on attacking the following mental health factors:

1. The demands of the job;
2. The support they receive from colleagues and superiors;
3. Their relationships with colleagues;
4. How far the company consults staff over workplace changes;
5. Technology; and
6. Inequity.

This wellness strategy is based mainly on the five principles of The Cynics as outlined next and secondarily by other ancient Greek wisdom concepts and sayings (Heraclitus, Socrates, etc.) presented later in this chapter.

The Cynics, ancient Greek philosophers, like Antisthenes (c. 445–c. 365 BC), Diogenes the Cynic (c. 412 404 BC–323 BC), etc. offer the following guiding principles to us:

Principle 1: The goal of life is happiness, i.e. living in agreement with Nature.
Principle 2: Happiness depends on being self-sufficient, and a master of mental attitude.
Principle 3: Self-sufficiency is achieved by living a life of Virtue.
Principle 4: The road to Virtue is to free oneself from any influence such as wealth, fame, or power, which have no value in Nature.
Principle 5: Suffering is caused by false judgments of value, which cause negative emotions and a vicious character.

Aristophanes complements: 'Three things must co-operate for a person to become effective: nature, study and practice'.

This strategy (**Wellness Improvement Strategy #2**) is driven by the golden **Principle of Faith,** the second principle of **The Harmony for Wellness Approach** (***'The H4u Wellness Approach'***).

Also it is inspired and energized by universal force S1 (Supreme Being) and supported by specific implementation actions and policies noted in the following paragraphs.

Furthermore, my proposed Strategy # 2 and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting. This model complements the principle of faith and it is a yardstick to measure and ensure that the actions of this strategy improve both occupational stress and wellness at all levels of people: body, mind and spirit.

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Thus, at both the personal and the business level, it is up to each of us to use the principle of faith to improve our lives, because we want to live a serene, balanced and less-stressful life. We must meet our own needs and learn to manage our life and business better and with less occupational stress.

The three action plans detailed next are designed to do just that.

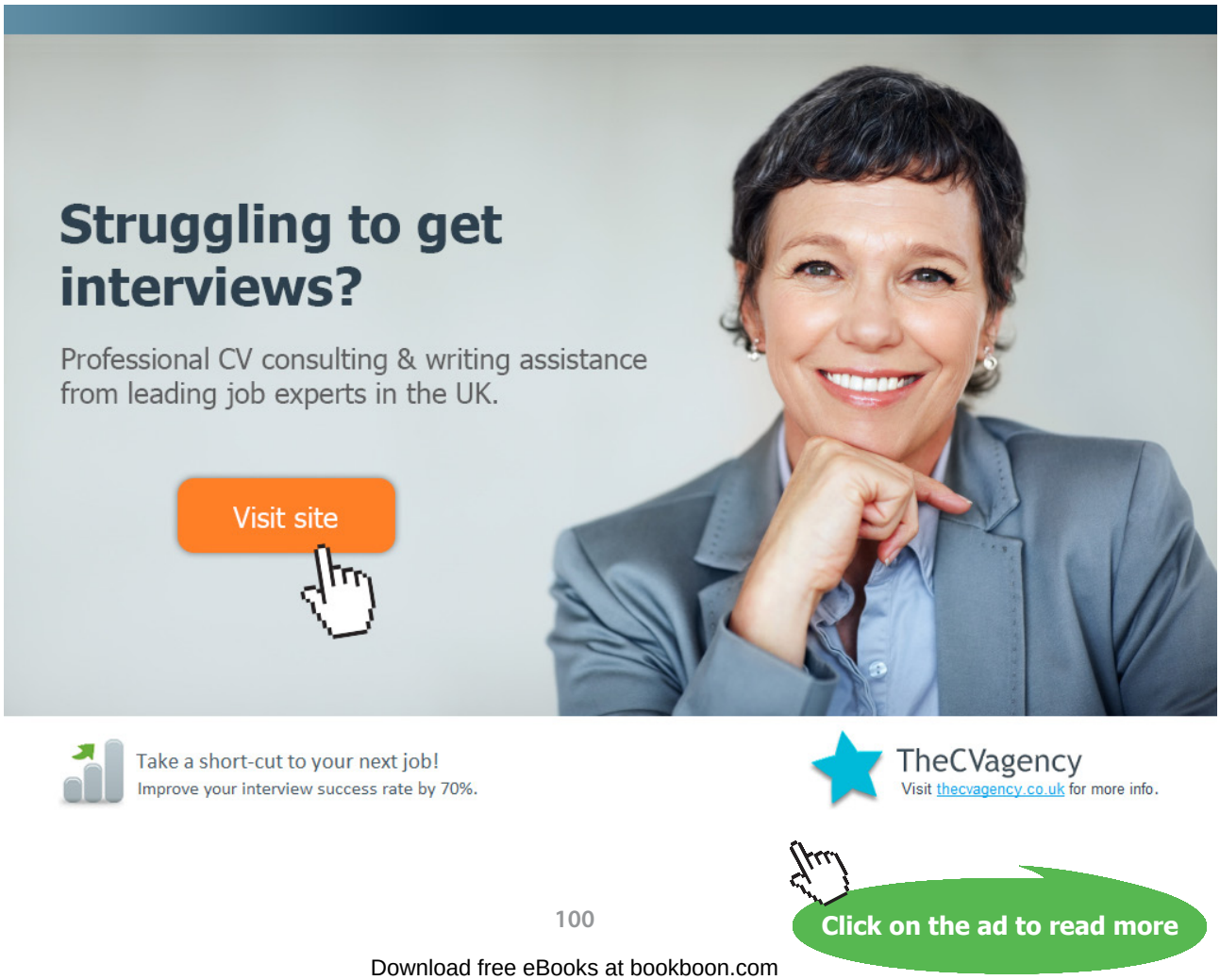
4.4 Improving Personal Wellness with Spirituality Actions (Strategy #2)

First you start with improving your personal wellness with spirituality actions noted next.

The following plan contains 7 actions you can do on your own to manage your wellness and cope with and reduce your occupational stress. It may be complemented, depending on your business specifics with the Workplace Wellness Action Plan and the Corporate Support Action Plan detailed in sections 5 and 6 of this chapter.

4.4.1 Faith related actions

Action SP1: Incorporate religious values into your life.
Action SP2: Pray.
Action SP3: Meditate.
Action SP4: Improve trust.
Action SP5: Manage sadness and loss.



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4.4.2 Nature related actions

Action SP6: Envision and organize your ways to connect to nature.
Action SP7: Overall Nature Program – General Framework

For more details, see 'Improving Personal Wellness with Spirituality Actions' in Volume III of this book.

4.5 Improving Workplace Wellness with Spirituality Actions (Strategy #2)

'Every human being should be concerned with three things: caring for his (her) psyche (soul); caring for his (her) body; and using money the correct way'.
Plato

Once you have improved your personal wellness with spirituality actions (previous paragraph) it is time to improve your workplace wellness with the plan noted next.

This plan contains several actions you can execute to manage and improve wellness and cope with and reduce occupational or workplace stress with the use of this strategy. You may need these as a business owner, leader, manager, board director, business consultant, or other professional, etc., if you want to improve your business workplace environment and improve your company's effectiveness. It may be complemented, depending on your business specifics with the Personal Wellness Action Plan detailed in section 3 of this chapter.

This plan is also supported by the Corporate Wellness Support Action Plan outlined in section 5 later in this chapter.

To better execute and implement the wellness actions of this plan I highly recommend that you consider and carry out the implementation by following the two things I am presenting next.

First of all, implement these workplace wellness actions in 3 distinct sets so that you and your wellness team stay focused and on track better. I am proposing that you follow the process approach, as follows, in implementing the actions if this strategy. These are:

Process 1: Organization
Process 2: Execution, and
Process 3: Assurance.

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Second of all, when you are executing these actions it would be best that:

1. You believe in the cause of wellness of this strategy with passion, purpose and vitality.
2. You practice wellness in accordance with the principle of faith and the wellness model (Believing; Bonding; Belonging; and Benefiting) to ensure that others follow your example and derive best results for the complete wellness implementation effort for your company.

Only this way you will likely be better prepared, mentally (yourself) and organizationally (your team and the people you are implementing these for).

The above-mentioned workplace wellness actions are listed in summary next and detailed in the following paragraphs.

Process 1: Organization

Action SB1: Organize to implement the Spirituality actions
Action SB2: Get inspired to drive the implementation of the Spirituality actions

Process 2: Execution

Action SB3: Monitor, Record and Communicate Results of Strategy # 2
Action SB4: Engage Senior Management in your Spirituality Wellness Activities
Action SB5: Establish your main business philosophy framework
Action SB6: Issue and Implement Vision, Mission and Values Statements
Action SB7: Organize and Implement your Corporate Ethics Policy
Action SB8: Organize and Implement your Corporate Ethics Organization
Action SB9: Spirituality-related complementary actions
Action SB10: Design and Implement Nature related actions
Action SB11: Craft and Implement a green business management plan
Action SB12: Issue and Implement an environment management policy
Action SB13: Develop and implement your green business practices
Action SB14: Get internal support for nature actions
Action SB15: Get external support
Action SB16: Implement your green business performance management
Action SB17: Create and implement a nature visits and events program for your company
Action SB18: Educate yourself and your staff on faith and nature issues

Process 3: Assurance

Action SB19: Ensure quality of the Products of Strategy # 2
Action SB20: Assess your Spirituality actions

These workplace wellness actions are presented in more details next.

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Process 1: Organization

The objective of the actions of this process is to organize better, yourself, your wellness team and your organization so that your spirituality-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #2, such as: The demands of the job; The support they receive from colleagues and superiors; Their relationships with colleagues; How far the company consults staff over workplace changes; Technology; and Inequity.

Action SB1: Organize to implement the Spirituality actions

1. Set time-schedule of implementing the spirituality actions of this strategy.
   These actions are implemented in 2 parts: Part 1: Divinity Actions, and Part 2: Nature Actions.
2. Set, communicate and agree strategy goals and objectives with both the wellness team and senior executives. Ensure that you are organizing to reach the fourth milestone in your **HARMONY Roadmap**, symbolized by the fourth key-letter 'M' (Manage) of the **HARMONY** mnemonic.
3. Review progress of previous wellness actions (see previous chapters) and communicate lessons and practices learned to all stakeholders.

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4. Ensure participation of employees by providing incentives (cash and non-cash), health promotion training and coaching, and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
5. Ensure availability of required and pre-approved resources. Obtain more resources if needed. *See also Appendix 2.6: Workplace Wellness Project Plan for more details.*

Action SB2: Get inspired to drive the implementation of the Spirituality actions

When you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Faith and the guidance offered by the Ancient Greeks.

1. First of all, you should note that Faith, as a Principle, in its broadest sense in today's socio-economic environment and in every-day personal life and business operations has to do with numerous aspects of religiosity, such as: religious activity or behavior; devoutness; dedication and belief in God or Supreme Being and nature; quality of commitment; being ethical and religious; worship; religious and moral behavior; beliefs; praying; meditation; living in agreement with nature; Divine Providence; hope; and Divine Punishment.
   Your wellness actions should have these in mind and should aim at improving life in these areas.
2. Second of all, it may be worthwhile for you to get inspired by the following ancient Greek sayings, such as: 'Follow God' and 'Worship God' by the Seven Sages; 'Human laws are the creation of Divine Law, as it (the Divine Law) is superior to all other laws and it is applicable to all people the same way' by Heraclitus; and 'Divinity is beauty, wisdom, goodness and everything that is the same with these' by Plato.
3. Third of all, it may be worthwhile and beneficial to also keep your staff and sponsors aware of the aspects of this principle, my proposed wellness model (Believing; Bonding; Belonging; and Benefiting) and the guidance of the ancient Greeks in this regard.

Process 2: Execution

You just organized yourself, your team and your company. It is time now to implement the wellness actions of this strategy in a practical way with specific actions which are part of this process. The objective of this process is to manage the implementation effort of the following wellness actions for your organization better so that your spirituality-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #2, such as: The demands of the job; The support they receive from colleagues and superiors; Their relationships with colleagues; How far the company consults staff over workplace changes; Technology; and Inequity.

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Action SB3: Monitor, Record and Communicate Results of Strategy # 2

1. Monitor and record your faith and nature wellness results in both the automated wellness system as well as the Worksite Health Scorecard.
2. Prepare your Wellness Management Report containing monthly and annual progress-to-date data and information on the wellness results of this strategy and issue to all stakeholders. This report may include a sustainability portion which may be written according to an international standard[40].
3. Communicate good wellness success stories to all.
4. Review and correct any defects and errors of implementing the actions of this strategy.

Action SB4: Engage Senior Management in your Spirituality Wellness Activities

Industrial and consulting experience, in addition to various surveys and studies, have shown that senior leadership support is one of the most crucial elements in implementing wellness and health management programs most effectively. This can be done by the following actions:

1. Provide a role for them: Allow corporate leaders and all managers to play a role and help you in designing, developing and implementing your wellness solution as regards spirituality. Describe clearly what is expected of them (e.g., changing policies, awareness seminar, monitoring, budget approval, etc.) and how often.
2. Acknowledge your supporters: Find managers who are active and with a positive health and wellness attitude. Recognize managers whose functions or departments meet wellness goals as regards spirituality.
   If managers see their peers being recognized for activities that are valued by senior management, they're more likely to join in. Also these can be your wellness role models for all employees to follow.
3. Cultivate your top-management champion: Find and cultivate your executive champion. These are leading people who believe in the importance of health and wellness, and are in a position to support it. Align your wellness program with this person's vision by collaborating on decisions and regularly let him or her know how the wellness activities as regards spirituality are getting along to success.
4. Align wellness as regards spirituality with your corporate culture: Connect your health and wellness program and spirituality activities to your corporate culture, in terms of aligning your objectives to the published corporate vision, mission and values statements. Ensure that all employees manage their own health and lead healthier lives through wellness education as regards spirituality, regular and targeted communication, and, perhaps most important, a workplace environment that supports and cultivates a healthy lifestyle.

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Part 1: Divinity Actions

This is the first set of Spirituality actions inspired by the Principle of Faith. These mainly relate to your developing and implementing your corporate ethics, policy and organization.

This set is complemented by Part 2: Nature Actions.

Action SB5: Establish your main business philosophy framework

Establish your main business philosophy framework. This should contain controls, such as:

1. Vision, Mission and Values Statements;
2. Corporate Ethics Policy;
3. Corporate Ethics Committee, Office and Program; and
4. Spirituality-related complementary actions.
   All these are outlined later.

These are complemented by a Corporate Social Responsibility Policy, a Human Rights Policy and Community Relations Policy, described in chapter 5 (strategy # 3), and Diversity Management Practices outlined in chapter 6 (strategy # 4).

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This whole framework and its components are usually guided and monitored by a compliance program, an officer and specific responsibilities and procedures. More details about these are provided in my business management book listed in the bibliography.

The purpose of all these is to guide the organization for the future (where it wants to go), to define more specific ways to accomplish that and to set ethical standards for all parties (board, executives, management, staff, etc.), in order to carry out their daily activities and interactions.

Defining all these (vision, mission, and values, etc.) is usually done once. These however, may be updated, depending on various circumstances and conditions, during the strategic planning or other reviews and evaluation processes of your specific Organization.

Experience has shown that, in the long run, the establishment and activation of all these main business philosophy framework elements has several impacts for your company.

First of all they bond people together and commit them to a common cause and a higher purpose. By bonding your business people to your common company purpose you are bound to reduce occupational or workplace stress and make your organization mentally healthier.

Secondly, besides stress reduction, the following long-term benefits are also likely to accrue to your business:

1. Greater and more improved organizational image and focus.
2. Better operation of your business functions as everyone operates on the basis of the same organizational image and focus.
3. Enhanced professional perception of your organization to society.
4. Improved team oriented environment for your staff.
5. Improved communication among all your business stakeholders.
6. Enhanced management and employee morale.
7. Better attraction and retention of the best people in your business organization.

Action SB6: Issue and Implement Vision, Mission and Values Statements

1. Establish these statements at the overall corporate level.
2. Agree with board and senior management.
3. Communicate to all management and employees.
4. Ensure that all corresponding vision, mission and values statements of the business functions of the company are aligned with the corporate-level statements.
5. Include universal religious principles in your business affairs.

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6. Ensure that your vision, mission and values statements, your business ethics policy and the corporate social responsibility policy of your company are using well-accepted religious principles and values in the business environment you operate.
7. Establish business operations and activities utilizing religious and moral principles and values.
8. Formulate and execute business procedures on the basis of your religious and ethical values.
9. Support religious organizations and philanthropic activities by donating, as a business policy, a small percentage of your net profits.
10. Report on all of these to your board, internal staff and external stakeholders as well as your community by including all relevant data in your corporate reposts and your web-site.

The vision, mission and values statements are detailed in the Appendix 3.9: Vision, Mission and Values Statements.

Action SB7: Organize and Implement your Corporate Ethics Policy

1. Establish your Corporate Ethics Policy. *More details are included in Appendix 3.8.*
2. Agree with board and senior management.
3. Communicate to all management and employees.
4. Ensure that all corresponding vision, mission and values statements of the business functions of the company are aligned with this corporate-level policy.

Action SB8: Organize and Implement your Corporate Ethics Organization

Establishing a corporate ethics committee and office should be done by the board. The corporate ethics program should be developed by the corporate ethics committee (made up of the Chief Executive Officer, Chief Financial Officer, Human Resources Director, etc.).

A corporate ethics committee is a group of senior-level managers within a private company or public organization, established by the Board or other top organizational authority that convene to implement an effective corporate ethics program within their organization.

A corporate ethics office is a formal part of an organization whose sole and main responsibility and duty is to implement the organization's ethics program. Typically, corporate ethics offices handle issues of misconduct, employee communications on the company's standards and aligning management control systems with corporate responsibility goals and specific objectives.

A corporate ethics program is a formal organizational initiative to implement standards of responsible business conduct, initiate awareness and training on ethics throughout the organization and detect and prevent misconduct.

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In implementing your corporate ethics organization and improving wellness in the process, it is also worthwhile to consider the following saying of Socrates: 'True wisdom comes to each of us when we realize how little we understand about life, ourselves, and the world around us'.

Action SB9: Spirituality-related complementary actions

All of the above Divinity actions need to be complemented with the following activities so that you fortify your corporate ethics better and improve your workplace wellness as well.

Code of ethics: A code of ethics is a formal written document that outlines the acceptable and unacceptable behavior of managers and staff of organizations (both private and public), professional bodies (accounting, auditing, engineering, etc.), non profit organizations, etc.

1. Implement the business vision, mission and values statements, the business ethics policy and the corporate social responsibility policy and other diversity policies of your company using well-accepted religious principles and values in the business environment you operate.
2. Solidify your people's **trust** in each other in your profession and company by practicing and promoting your professional and company's moral principles and values in all activities.
3. Formulate and execute activities in your professional and business operations and procedures on the basis of well-accepted religious and ethical values.

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4. Issue and implement your Avoiding False Advertising Corporate Guidelines to ensure that your business managers avoid **lying and deceptive advertising and discrimination** of any kind in your professional and business affairs.
5. Uphold the **rights** of your profession and industry.
6. Uphold the rights of employees, business and community stakeholders.
7. Report on all of these to your company board, internal staff and external stakeholders as well as your community by including all relevant data in your corporate reports and your business web-site. See also 'Action SB3: Record and Communicate Results of Strategy # 2'.

Part 2: Nature Actions

This is the second set of Spirituality actions inspired by the Principle of Faith. These mainly relate to your developing and implementing your nature actions.

This set is complemented by Part 1: Divinity Actions.

In considering the effort to design and implement nature actions to improve your workplace wellness for your business organization and its people, it is worth considering the saying of **Epicurus** of over 25 centuries ago: 'If you do not on every occasion refer each of your actions to the ultimate end prescribed by nature, but instead of this in the act of choice or avoidance turn to some other end, your actions will not be consistent with your theories'.

Action SB10: Design and Implement Nature related actions

Likewise, at the business and professional level, it is up to each of us (owner, manager, CEO, board director, etc.), to use the Faith principle to protect the environment in operating and managing our organizations, managing our people, interacting with our customers and partners, etc. so that we reduce occupational or work-related stress and improve the wellness of our workplace.

The corporate response to environmentalism has taken many forms. These range from simple exploitation of the phenomenon to a deeply committed entrepreneurship by those who share the values of the environmentalists and attempt to incorporate those values into the production process itself in every possible way.

A green business is an organization that demonstrates continuous compliance with applicable environmental regulations, conserve energy, water, and other materials, implement sound environmental practices that prevent pollution and waste generation, and share environmentally responsible practices with other businesses in the community.

A green business is **based on a sustainability framework which balances environmental, economic and social impacts in context of an organization's business needs**[41].

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The following actions will help you establish a green business and reach the objective of more wellness in order to also alleviate your occupational stress at the professional and business level.

Action SB11: Craft and Implement a green business management plan

This contains the management system approach for identifying your business's green objectives. This plan should include how you:

1. Will achieve your objectives and what are the key performance indicators to track the success of your plan;
2. Identify specific activities, (such as a certain percentage of waste diversion, percentage of local or organic meals, etc.) metrics for tracking, and outcomes you want to achieve for each objective identified; and
3. Detail management duties and responsibilities for achieving the end results[42].

Action SB12: Issue and Implement an environment management policy

This contains what your business objectives will be in terms of the environmental legislation, regulations, and other applicable requirements. *See appendix 3.11 for such an example.*

Action SB13: Develop and implement your green business practices

This includes:

1. Issuing your green business guidelines.
2. Action NB3.A: Develop your green business offices practices and guidelines.
3. Action NB4: Make your building as green as possible.
4. Action NB5: Develop your green production operation.
5. Action NB6: Develop your green computing operation.
   More details are included in the Appendix (*see Appendix 6.2: Green Business Practices*).

Action SB14: Get internal support for nature actions

1. Engage internal stakeholders in supporting your nature action plan. These stakeholders involve board members, top management and all levels of management and employees, including, as needed, their union representatives.
2. Establish or create a green business committee to focus on all aspects of green business.

Action SB15: Get external support

1. Engage vendors and supply chain partners in supporting your green business plan.
2. Include your green business specifications in your RFP process and awarding of contracts.
3. Network with them and use their services when you need them. Part of being a green business is making sure that you do your best to ensure that your supply chain is green, too.

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Action SB16: Implement your green business performance management

1. Establish your green performance objectives by quantifying your results in human scale terms (e.g., amount of $$ or Euros saved, amount of trees saved, amount of CO2 kept out of the atmosphere, etc.).
2. Track your Performance. Just as you monitor your budgets, you need to monitor and track the performance of your green business action plans.
3. Ensure accurate reports so you can build on them for future years.
4. Communicate your results to your internal and external stakeholders, including media and the industry, as required.

Action SB17: Create and implement a nature visits and events program for your company

1. Issue your Nature Visits Program by reviewing the actions detailed in Actions **S**P1 to **Action S**P2 (see Annex), and completing the program to suit your company's needs and aspirations.
2. Your goal should be to create rewarding experiences for your attendees (management, staff).
3. Align this program with your organization.
4. Be creative and include a yoga break, human powered energy stations, networking events that have purpose in a local community, etc.
5. Allow for some outdoor or nonscheduled activity time. Your attendees will appreciate your efforts to take care of their green needs.
6. Implement your nature programs and monitor its results.

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Action SB18: Educate yourself and your staff on faith and nature issues

1. Attend yourself and your staff, courses, seminars and industrial conferences on all aspects of green business that apply to your company.
2. Keep records of all training sessions of your staff.
3. Keep up with environmental news and green business trends to identify areas you can improve on.
4. Make your own checklist of green business practices to implement and set deadlines for crossing them off your list.
5. Share green news and tips with your co-workers, employees, and clients.

Process 3: Assurance

Up to now you have implemented the wellness actions of this strategy. You also need to support this process for best results for your company. This is the objective of the actions of this process, namely, to manage the review, monitoring and assessment effort to ensure best wellness impact and results of this strategy for your organization.

Action SB19: Ensure quality of the Products of Strategy # 2

The basic products of the activities of this strategy are:

1. Sustainability Report.
2. Business Philosophy Framework (Vision, Mission, Values, Ethics Policy, Corporate Code of Ethics).
3. Avoiding False Advertising Guidelines.
4. Green Business Guidelines.
5. Environment Management Policy.
6. Nature Visits Program.
7. Updated Automated Workplace Wellness System.
8. Updated Worksite Health Scorecard.
9. Workplace Wellness Project Plan (updated)

Basic Outcomes: The basic outcomes of the wellness actions of this strategy are:

1. Improved Personal Wellness by adding spirituality into your life
2. Improved Wellness of your people by adding spirituality into the workplace.

By identifying and implementing the specific products of this strategy and ensuring their quality the board and management of the specific company have a standard to measure up to verify that the specific spirituality activities of this strategy strengthen the wellness aspects of all employees of the company they lead and manage.

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Action SB20: Assess your Spirituality actions

1. Assess your faith and nature related wellness results recorded in your Automated Wellness System and Worksite Health Scorecard.
   The following questions (Q) may be used by staff and stakeholders:
   Q 1: Have your spirituality-related actions improved wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #2, such as: The demands of the job; The support they receive from colleagues and superiors; Their relationships with colleagues; How far the company consults staff over workplace changes; Technology; and Inequity?
   Q 2: Which aspects of these actions were most effective?
   Q 3: How can we improve implementation of these actions?
   Q 4: Are all stakeholders aware of these actions?
   Q 5: Can our findings contribute to the development of other best practices?
   Q 6: Is there potential for new policies as a result of what we've learned?
   Q 7: Have various metrics (e.g.: Ecological Footprint, energy reduction, purchases of environmentally friendly products, water reduction, paper printing reduction, injury-based workers' compensation, disability-driven rehabilitation costs, employee absenteeism, employee productivity, employee turnover, employee physical health indicators, like blood pressure, cholesterol levels, etc.) been improved? *More details are provided in Appendix 5.1: Wellness Performance Measures.*
2. Ensure that your second strategy (Strategy # 2: Improving Spirituality) and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principle of temperance.
3. This means that the actions of this strategy should be assessed to ensure that they have improved or are improving both occupational stress and wellness at all levels: body, mind and spirit of the people for which these actions have been implemented.
   See also Chapter 7 for the overall evaluation and improvement of workplace wellness actions.
4. Also it may be worth noting that as a corporate leader you have to practice spirituality along with what you are preaching in terms of workplace wellness.

The fable **'The Travelers and the Plane-Tree'** by Aesop, outlined next, is most relevant in this respect.

'Two Travelers, worn out by the heat of the summer's sun, laid themselves down at noon under the wide spreading branches of a Plane-Tree. As they rested under its shade, one of the Travelers said to the other, "What a singularly useless tree is the Plane! It bears no fruit, and is not of the least service to man." The Plane-Tree, interrupting him, said, "You ungrateful fellows! Do you, while receiving benefits from me and resting under my shade, dare to describe me as useless, and unprofitable?

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The meaning of this story is that some men underrate their best blessings and do not feel grateful for anything given to them by God.

4.6 Corporate Wellness Support Action Plan

Up to now you have improved your personal and workplace wellness with spirituality actions presented in the previous paragraphs (4 and 5). Implementing your personal wellness plan is usually done in your own time and place. The workplace wellness plan, however, is implemented in your business locations, and is supported by various corporate-level functions for best results, as noted next.

Various corporate-level actions support your workplace wellness actions presented just before. These usually relate to your Board, Senior Management, HR Management and Wellness Team and other management, depending on your own situation and industry specifics (e.g. Production Manager, Health and Safety Manager, etc.). All of these have a pivotal and crucial role to play in supporting the implementation of your wellness improvement strategy.

Their role, responsibilities and actions are presented in chapter 1 and appendices 4.1 to 4.4 (see Section 4: Duties and Responsibilities in the Appendix, at the end of this book). Especially the chairperson of the Wellbeing Steering Committee should sponsor, facilitate and ensure a smooth implementation and monitoring of the results of this strategy in improving wellness while also reducing occupational stress in your workplace.

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4.7 Reaching the fourth Harmony milestone

Up to now, according to the above plans, you have implemented your wellness actions of strategy #2 (Improving Spirituality).

How, then, do you know whether you have reached your fourth HARMONY milestone?

You can only know this if you ensure that all your wellness actions are inspired by the principle of Faith and the sayings of ancient Greek wisdom noted in this book, and that these same actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the fourth milestone in your **HARMONY Roadmap**. This milestone is symbolized by the fourth key-letter 'M' (Manage) of the **HARMONY** mnemonic, as shown in Figure It enables you to manage yourself and your business better by permeating your personal life and business with moral values and provide an ethical example for others to follow.

This way you are bound to manage workplace wellness and occupational stress better and in the end reduce stress and improve the wellbeing of yourself, your employees and your business.

HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve (reached)
	Milestone M: Manage (reached)
	Milestone O: Organize
	Milestone N: Nourish
	Milestone Y: Yield

Figure 9: HARMONY Roadmap

In the end you will have reached your fourth milestone in your wellness voyage if all these actions have improved wellness, mental health and occupational stress at all human levels: body, mind and spirit.

Reaching your fourth milestone signifies the end of the second part of the Implementation phase of the ADDIE Model used to craft your workplace wellness solution.

The specific products and outcomes of this phase are described above and certain actions are proposed to ensure their quality for your workplace wellness.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

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4.8 How to ensure success of strategy # 2 (Improving Spirituality)

Up until now, I have listed a set of wellness actions to be implemented and I have painted a very good picture at implementing these specific actions of this wellness strategy.

Is this, however, the story, in actual business activities and life?

As I noted in chapter 3, my consulting experience has proved to me and to numerous clients and companies I have advised that **strategies** and plans, alone, are not enough in most cases in the present ever-changing and crisis-ridden environment for best business results.

Even the best designed strategies fail, as, for a variety of reasons they are not well communicated, aligned and supported at all levels off the business organizations.

Several reasons and factors are responsible for this failure, such as: Wellness strategy has different focus than business or IT strategy; Crafting a wellness plan but not executing it; Not understanding the environment or focusing on wrong wellness results; Partial commitment of employees and management on wellness; Lack of resources (people, policies, skills, funds, etc.) for wellness implementation, etc.

How do you then close the gap and ensure that the actions of **strategy # 2 (Improving Spirituality)** are successful?

1. **Focus.** Ensure that your Wellness actions of this strategy are focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous. Also be prepared to assign adequate resources to accomplish those goals and objectives outlined in the plan. More details are included above (*Action SB1: Organize to implement the Spirituality actions*).
2. **Inspiration.** Ensure that when you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Temperance and the guidance offered by the Ancient Greeks. More details are included above (*Action SB2: Get inspired to drive the implementation of the Spirituality actions*).
3. **Correction.** Ensure that you review and correct any defects and errors of implementing the actions of this strategy. More details are included above (*Action SB3: Record and Communicate Results of Strategy # 2 and Action SB20: Assess your Spirituality actions*).
4. **Management Engagement.** Ensure that your senior managers and leaders are engaged in your wellness activities in a positive way. More details are included above *(Action SB4: Engage Senior Management in your Spirituality Wellness Activities*).

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5. **Employee Participation.** Ensure that your employees are actively engaged in your wellness activities in a positive way. Monitor and improve their participation by: providing incentives (cash and non-cash); health promotion training and coaching; leading by example so that they can see that you as a manager lead a healthy life rather than only preaching it; and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
   See also *Action TB1: Organize to implement the Spirituality actions*.
6. **Workplace Wellness Solution.** Ensure that your workplace wellness program is as comprehensive as possible by including: multiple wellness strategies (like the ones proposed in the this chapter as well as the other chapters of this book); health awareness initiatives (such as health education, preventive screenings and health risk assessments); maximum management and employee involvement, engagement and participation; initiatives to change unhealthy behaviors and lifestyle choices (such as counseling, seminars and self-help materials); and workplace policies to encourage healthy lifestyles, healthy eating, increased physical activity and improved mental health.
7. **Quality.** Ensure that your Wellness products of this strategy have the quality expected and planned for. Also be prepared to assign adequate resources to accomplish your quality goals and objectives and performance levels outlined in the plan. More details are included above *(Action SB19: Ensure quality of the Products of Strategy # 2*).

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4.9 Conclusion

In conclusion, this chapter described the role of the second principle (**Principle of Faith**) of **The Harmony for You Wellness Approach** (**'*The H4u Wellness Approach*'**) in our current life and the second Wellness Improvement Strategy (**Strategy #2: Improving Spirituality**). It also used the ideas of the Cynics and other ancient Greek wise men (and several of their sayings) and developed and presented two action plans (Personal and Business) with over 30 actions (14 faith-related, 16 nature-related), one payer, and 7 policies.

The Personal Wellness Actions related to improving your wellness as a person by: Faith related actions (Incorporate religious values into your life; Pray; Meditate; Improve trust; Manage sadness and loss), and Nature related actions (Envision and organize your ways to connect to nature; Overall and detail Nature Program).

The Workplace Wellness Actions pertained to reducing your workplace wellness by: Faith related actions, such as: Establish your main business philosophy framework (Vision, Mission and Values statements, etc.); and Nature related actions, such as: Craft a green business management plan; Develop your green business practices; Create a nature visits and events program for your company; and Educate yourself and your staff.

In conclusion, the end result of this wellness strategy is to support you better so that the implementation of its recommended policies, plans, techniques and actions will make you robust spiritually and enable you and your business to *keep* well on the wellness voyage you have started before and cope, manage and reduce your workplace occupational stress as well.

Additional actions on improving other aspects in your personal and family life as well as your business and professional activities after achieving the spirituality objective and reducing your occupational are contained in the Appendix (*see Appendix 2.3: Holistic Life Improvement Road Plan*).

Finally, the appendices noted in this chapter as well as the actions listed in paragraph 4 above ('Improving Personal Wellness with Spirituality Actions (Strategy #2)') are contained in Volumes II and III of this book.

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5 Strategy #3 – Improving Relationships

'To extinguish hybris (or hubris, meaning exaggerated self-pride) is more needed than to extinguish a fire'.

Heraclitus

Chapter Overview

Overall Description

This chapter describes the principles of Justice, Harmony, Friendship, Goodness and Kindness, the third to sixth of the Seven Wellness Principles and the third Strategy (Improving Relationships) of the four wellness improvement strategies of *'The H4u Wellness Approach'*. The actions of this chapter pertain to the third part of the Implementation phase of the **ADDIE** model that ensures your best wellness effects.

Basic Products

The basic workplace wellness products of this strategy are:

1. Workplace Wellness Project Plan (updated)
2. Sustainability Report (updated).
3. Corporate Social Responsibility Policy.
4. Human Rights Policy.
5. Community Relations Policy.
6. Employee Handbook.
7. HR Management Controls.
8. Updated Automated Workplace Wellness System.
9. Updated Worksite Health Scorecard.

Basic Outcomes

The basic outcomes of this strategy are:

1. Improved Personal Wellness by improving your relationships
2. Improved Wellness of your people by improving relationships in the workplace.

Detail Contents

The detail contents of this chapter are:

1. Your Wellness Voyage: Progress so far
2. Introduction: The role of the Principles related to relationships
3. Description of the **Improving Relationships Strategy** (Strategy #3)
4. Improving Personal Wellness with Actions related to relationships
5. Improving Workplace Wellness with Actions related to relationships
6. Corporate Wellness Support Action Plan
7. Reaching the **fifth Harmony milestone** ('O' (Organize))
8. Ensuring **success of strategy # 3** (Improving Relationships)
9. Conclusion

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5.1 Your Wellness Voyage: Progress so far

You are now on the fifth point in your voyage to an eternity of wellness.

This the fifth set of Wellness Improvement Actions (WI # 5) in managing Personal and Workplace Wellness. Up to now you have established your approach (Chapter 1), the wellness management framework (Chapter 2) and implemented your first two wellness improvement strategies (Chapter 3 and Chapter 4).

This chapter deals with implementing the actions of the third wellness improvement strategy. This is accomplished by describing the role of the principles of **Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness),** the second to sixth of the Seven Wellness Principles and the third wellness strategy (**Improving Relationships)** of the four wellness improvement strategies of **'The H4u Wellness Approach'**, crafted in 'Step 4: Design, Develop and Implement your workplace wellness strategies and action plans' of the **Workplace Wellness Strategic Action Plan** (**chapter2**).

The other Wellness Improvement Strategies of **'The H4u Wellness Approach'** are:

1. Improving Self-Management Strategy (chapter 3);
2. Improving Spirituality (chapter 4); and
3. Improving Resilience Strategy (chapter 6).

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The following paragraphs of this chapter deal exclusively with the details of understanding the role of the principles of **Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness)** in wellness and how you may better implement the wellness actions of Strategy # 3 (Improving Relationships) in order to reach the **fifth Harmony milestone** ('O' (Organize)) in your **HARMONY Roadmap**.

5.2 Introduction: The Role of the Principles related to Relationships

Within the framework of this book and on the basic of ancient Greek wisdom I have used the golden principles of Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Principles**) to practically manage and reduce occupational stress in the terms of each stress reduction strategy. The specific role of the third, fourth, fifth and sixth principles are detailed further in this chapter.

Epicurus advises us**:** 'The largest of the goods that wisdom creates for a happy life is friendship';

We are social animals. Our daily encounters with parents, spouses, bosses, and even strangers shape our brains and affect both our nervous system and cells throughout our bodies, all the way down to the level of our genes. According to various studies if we relate well we tend be less stressed. In the opposite case we get sick easier, both physically and mentally. Sociability is responsible for all of these.

Sociability is a trait, the ability, the act or the quality of a person to seek the pleasant company of others. People who show high levels of sociability are friendly, outgoing, courteous, tactful, diplomatic, sensitive to the needs of others, show concern for their well-being and create cooperative relationships with their colleagues and people they work with. They also show, according to studies, less occupational or workplace stress, in most cases, as they adjust better to the environment they are. In addition, loneliness and sociability were investigated in other studies. Those who are lowest in loneliness produced the highest number of antibodies, while those who ranked as being highly lonely had the lowest number of antibodies[49].

Sociability is built on the concepts and skills of social intelligence. In other words social intelligence in people and corporations is manifested through aspects of sociability.

Social intelligence provides the framework, methods and repertoire of model behaviors for you to attain the required skills to become more sociable in both your personal life and business activities.

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Sociability and social intelligence are part of the greater concept of 'association with others', which is defined by how we interact with one another in all our every-day personal and business activities, in terms of:

1. 'Friendliness' (Friendly Activities), manifested by Friendship, Love, Mercy, Forgiveness, and Happiness;
2. 'Harmony' (Harmonic Symbiosis), expressed by Peace, Justice, Honor and Wisdom; and
3. 'Goodness' (Aspects of Goodness and Badness), depicted by Goodness, Hate, Anger, Murder and Vice.

It is worth noting that the ancient Greeks lived a highly social life, as evidenced by how they participated in open democracy, athletic games, religious festivities, theaters, symposia, etc.

Coming to our century the question is: how do we then improve our sociability and become more intelligent socially, both as individuals as well as business organizations, and decrease our stress, both personal and occupational?

In addition to above concerns and issues, experts advise us that faith and nature activities relieve our personal and occupational stress.

Many senior executives across the world, even though very successful in their own domain, are probably not fully aware of the beneficial aspects of utilizing the **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** to sustain and improve their personal emotional health and the health of their business organizations. And this way to reduce the occupational stress at both levels: personal and business.

How do you change all that?

My recommendation is to use the wellness strategy and actions presented in this chapter**.** You may also employ the additional wellness strategies outlined in the other chapters of this book.

5.3 Description of the third wellness improvement strategy

This strategy (**Strategy #3: Improving Relationships)** contains three action plans: Personal, Workplace and Corporate.

The main aim of this wellness strategy is to support you to connect better with others so that you keep improving wellness at both levels, namely, personal and workplace while you also *keep* reducing occupational stress more and more.

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Strategy # 3 and its actions mainly focus on attacking the following mental health factors: The demands of the job; 4. The relationships of staff with colleagues; 5. Whether they understand their roles and responsibilities; 7. Technology; 8. Rules and Regulations; 10. and 1Work-Family Balance.

This strategy is based mainly on the Principles of Living by the Stoics and the ideas of Aristotle, Epicurus and other noted ancient Greek thinkers presented below.

For example: The principles of living taught by the **Stoics** (Zeno of Citium, Pyrrho, Epictetus, etc.):

1) Prudence (Ability to judge between actions at a given time);
2) Temperance (Practicing self-control, abstention and moderation);
3) Courage (Endurance and ability to confront fear and uncertainty); and
4) Justice (Proper moderation between self-interest and the needs of others).

Epicurus considered friendship a matter of the most crucial importance. Everybody, including women and slaves attended his teachings at his school, called 'The Garden'. He claimed that friendship, more than anything else, contributed to the good and pleasant life as it is the cohesive force that makes society and human cohabitation and coexistence possible at all.

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This strategy (S**trategy #3: Improving Relationships)** is driven by the golden **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** the third, fourth, fifth and sixth principles of **The Harmony for You Wellness Approach** (***'The H4u Wellness Approach'***). Also it is inspired and energized by universal force S2 (Society) and supported by specific implementation actions and policies noted in the following paragraphs.

Thus, at both the personal and the business level, it is up to each of us to use these principles to improve our lives, because we want to live a serene and less-stressful life. We must meet our own health needs and learn to manage our life and business with less occupational stress.

5.4 Improving Personal Wellness with Actions related to Relationships (Strategy #3)

First you start with improving your personal wellness with actions related to relationships noted next. The following plan contains 7 actions you can do on your own to manage your wellness and cope with and reduce your occupational stress. It may be complemented, depending on your business specifics with the Workplace Wellness Action Plan and the Corporate Stress Support Action Plan detailed in sections 5 and 6 of this chapter. These are listed next.

Action RP1: Incorporate harmony and justice into your life.
Action RP2: Put silence in your personal life.
Action RP3: Reduce your noise at home.
Action RP4: Envision silence.
Action RP5: Complement silence with other behavioral characteristics.
Action RP6: Fortify your own confidence in yourself
Action RP7: Craft your personal association with others with friendship
Action RP8: Strengthen your personal association with others with goodness

For more details, see 'Improving Personal Wellness with Relationship Actions' in Volume III of this book.

5.5 Improving Workplace Wellness with Relationship Actions (Strategy #3)

'Where there is competition, there is happiness'.
Aristotle

Once you have improved your personal wellness with relationship actions (previous paragraph) it is time to improve your workplace wellness with the plan noted next.

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This plan contains several actions you can execute to manage and improve wellness and cope with and reduce occupational or workplace stress with the use of this strategy. You may need these as a business owner, leader, manager, board director, business consultant, or other professional, etc., if you want to improve your business workplace environment and improve your company's effectiveness. It may be complemented, depending on your business specifics with the Personal Wellness Action Plan detailed in section 4 of this chapter.

This plan is also supported by the Corporate Wellness Support Action Plan outlined in section 6 later in this chapter.

To better execute and implement the wellness actions of this plan I highly recommend that you consider and carry out the implementation by following the two things I am presenting next.

First of all, implement these workplace wellness actions in 3 distinct sets so that you and your wellness team stay focused and on track better. I am proposing that you follow the process approach, as follows, in implementing the actions if this strategy. These are:

Process 1: Organization
Process 2: Execution, and
Process 3: Assurance.

Second of all, when you are executing these actions it would be best that:

1. You believe in the cause of wellness of this strategy with passion, purpose and vitality.
2. You practice wellness in accordance with the principles of **Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness)** and the wellness model (Believing; Bonding; Belonging; and Benefiting) to ensure that others follow your example and derive best results for the complete wellness implementation effort for your company.

Only this way you will likely be better prepared, mentally (yourself) and organizationally (your team and the people you are implementing these for).

The above-mentioned workplace wellness actions are listed in summary next and detailed in the following paragraphs.

Process 1: Organization

Action RB1: Organize to implement the actions related to Relationships
Action RB2: Get inspired to drive the implementation of the actions related to Relationships

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Process 2: Execution

Action RB3: Monitor, Record and Communicate Results of Strategy # 3
Action RB4: Engage Senior Management in your Wellness Activities related to Relationships
Action RB5: Issue and Implement your Ethics-Complementary Policies
Action RB6: Demonstrate Procedural Justice in the Workplace
Action RB7: Use justice and friendship to craft your business relationships
Action RB8: Use goodness to strengthen your business relationships
Action RB9: Silence related actions
Action RB10: Complement silence with other behavioral characteristics.
Action RB11: Use harmony in your business activities
Action RB12: Build and manage a harmonic team
Action RB13: How to handle angry people at work
Action RB14: Adopt Family-friendly workplace practices
Action RB15: Manage your business people more effectively
Action RB16: Use harmony in your business activities
Action RB17: Sustain Your Professional Relationships with Care and Values
Action RB18: Permeate your business activities with goodness and kindness
Action RB19: Improve the knowledge and skills of your business staff on building stronger relationships

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Process 3: Assurance

Action RB20: Ensure quality of the Products of Strategy # 3
Action RB21: Assess your actions related to improving relationships

These workplace wellness actions are presented in more details next.

Process 1: Organization

The objective of the actions of this process is to organize better, yourself, your wellness team and your organization so that your relationship-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #3, such as: The demands of the job; The relationships of staff with colleagues; Whether they understand their roles and responsibilities; Technology; Rules and Regulations; and Work-Family Balance.

Action RB1: Organize to implement the actions related to Relationships

1. Set time-schedule of implementing the relationships actions of this strategy.
2. Set, communicate and agree strategy goals and objectives with both the wellness team and senior executives. Ensure that you are organizing to reach the fifth milestone in your **HARMONY Roadmap,** symbolized by the fourth key-letter 'O' (Organize) of the **HARMONY** mnemonic.
3. Review progress of previous wellness actions (see previous chapters) and communicate lessons and practices learned to all stakeholders.
4. Ensure participation of employees by providing incentives (cash and non-cash), health promotion training and coaching, and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
5. Ensure availability of required and pre-approved resources. Obtain more resources if needed. *See also Appendix 2.6: Workplace Wellness Project Plan for more details.*

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Action RB2: Get inspired to drive the implementation of the actions related to Relationships

When you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principles of **Justice, Harmony, Friendship, Kalokagathia (goodness and kindness)** and the guidance offered by the Ancient Greeks.

1. First of all, you should note that the principles of **Justice**, **Harmony, Friendship and Kalokagathia,** in every-day personal life and business operations have to do with numerous aspects of relationships, such as: Law; wealth; application of justice; public office; governance; political system of governing; protection of homeland, family and business; living in tranquility; peace and war; wisdom; associating with others; enhancing inter-personal relationships; treating others; practicing friendship; supporting friends; handling enemies; love, mercy and errors; forgiveness; happiness; goodness; gratitude; kindness; malice, badness, hate, anger, vice and errors; and education, knowledge and learning.

   Your wellness actions should have these in mind and should aim at improving life in these areas.

2. Second of all, it may be worthwhile for you to get inspired by the following ancient Greek sayings, such as: 'Be overcome by justice' by the Seven Sages; 'Laws govern and should be above all other rules'; by Aristotle; 'The first fundamental basis of all Justice is Equality: wherefore all things should be common; the next basis of Justice is sociability: association with one's fellows; and the next basis of Justice is Prudence and Providence' by Pythagoras; and 'The largest of the goods that wisdom creates for a happy life is friendship' by Epicurus.
3. Third of all, it may be worthwhile and beneficial to also keep your staff and sponsors aware of the aspects of these principles (**Justice**, **Harmony, Friendship and Kalokagathia**), my proposed wellness model (Believing; Bonding; Belonging; and Benefiting) and the guidance of the ancient Greeks in this regard.

Process 2: Execution

You just organized yourself, your team and your company. It is time now to implement the wellness actions of this strategy in a practical way with specific actions which are part of this process. The objective of this process is to manage the implementation effort of the following wellness actions for your organization better so that your relationship-related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #3, such as: The demands of the job; The relationships of staff with colleagues; Whether they understand their roles and responsibilities; Technology; Rules and Regulations; and Work-Family Balance.

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Action RB3: Monitor, Record and Communicate Results of Strategy # 3

1. Monitor and record your wellness results related to **Justice**, **Harmony, Friendship and Kalokagathia** in both the automated wellness system as well as the Worksite Health Scorecard.
2. Prepare your Wellness Management Report containing monthly and annual progress-to-date data and information on the wellness results of this strategy and issue to all stakeholders. This report may include a sustainability portion which may be written according to an international standard[50].
3. Communicate good wellness success stories to all.
4. Review and correct any defects and errors of implementing the actions of this strategy.

Action RB4: Engage Senior Management in your Wellness Activities related to Relationships

Industrial and consulting experience, in addition to various surveys and studies, have shown that senior leadership support is one of the most crucial elements in implementing wellness and health management programs most effectively. This can be done by the following actions:

1. Provide a role for them: Allow corporate leaders and all managers to play a role and help you in designing, developing and implementing your wellness solution as regards relationships. Describe clearly what is expected of them (e.g., changing policies, awareness seminar, monitoring, budget approval, etc.) and how often.
   Acknowledge your supporters: Find managers who are active and with a positive health and wellness attitude. Recognize managers whose functions or departments meet wellness goals as regards relationships.
   If managers see their peers being recognized for activities that are valued by senior management, they're more likely to join in. Also these can be your wellness role models for all employees to follow.
2. Cultivate your top-management champion: Find and cultivate your executive champion. These are leading people who believe in the importance of health and wellness, and are in a position to support it. Align your wellness program with this person's vision by collaborating on decisions and regularly let him or her know how the wellness activities as regards relationships are getting along to success.
3. Align wellness as regards relationships with your corporate culture: Connect your health and wellness program and activities related to relationships to your corporate culture, in terms of aligning your objectives to the published corporate vision, mission and values statements. Ensure that all employees manage their own health and lead healthier lives through wellness education as regards relationships, regular and targeted communication, and, perhaps most important, a workplace environment that supports and cultivates a healthy and friendly lifestyle.

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Action RB5: Issue and Implement your Ethics-Complementary Policies

These relate to your Corporate Social Responsibility Policy, Human Rights Policy and Community Relations Policy.

More details are included in Appendix 3.10, 3.5, and 3.6.

1. Establish these policies (Corporate Social Responsibility Policy, Human Rights Policy and Community Relations Policy) at the overall corporate level.
2. Agree with board and senior management.
3. Communicate to all management and employees.
4. Ensure that all corresponding vision, mission and values statements of the business functions of the company are aligned with these corporate-level statements.

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Action RB6: Demonstrate Procedural Justice in the Workplace

Procedural justice affects how corporate decisions are made and how corporate policies and procedures are established. It is based on the premise that the most fair and respectful decision will be made in the life of people in the workplace. Procedural justice is also concerned about creating policies and procedures that take all perspectives and concerns into consideration. When a situation cannot be resolved between the parties and a corporate leader or manager is required to make a ruling, procedural justice provides the framework to guide managers to make decisions on the basis of facts and standard, known to all, guidelines.

The following practices implement procedural justice in the workplace.

1. Policies. If a corporate policy is developed for the entire company, all employees must be held to the same standard. If a policy is created for a corporate division or function, that policy needs to apply to everyone in that group.
2. Corporate Policies and Procedures Manual. Include all policies, procedures and forms in a policies manual, make it available to all employees and ensure that it is reviewed and updated annually, at least[51].
3. Equity. Ensure that there is equity and fair treatment among all employees, regardless of their race, gender, age, position, education, training, background, experience, or perceived value to the business.
4. Opportunity. Reaffirm that everyone in your company will receive an equal opportunity to be recognized.
5. Promotions. Ensure that all employee promotions are handled fairly. Offer a fair appeals process.
6. Compensation. Ensure fairness and commitment in your compensation system. When it comes to a sense of fair pay, it's not just about the amount of the paycheck that matters. The transparency of the compensation system and a clear commitment to equity by the organization are both critical in ensuring people feel are fairly paid.
7. Coaching. Provide coaching services to your employees to help them advance their careers.
8. **Employee Handbook**. Craft, issue and implement your Employee Handbook. This should details all above practices and should be used as a guide in employee-related issues. An example of its contents is included in Appendix 7.2: HR Management Controls.
9. Procurement practices. Ensure that you develop and implement Standard Procurement practices that apply to all business functions and external vendors and services providers.
   Note. For more details about the procurement process, see my business management book in the bibliography.
10. External Stakeholders. Be just and fair to all stakeholders. Avoid false advertising for products and services offered to your customers. Avoid false and unfair accounting practices to show more profit. Pay off all your dues, taxes and other obligations to the state, pension systems and industry associations. Distribute true dividends to your stakeholders.

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Action RB7: Use justice and friendship to craft your business relationships

Plato: 'Friendship, freedom, justice, wisdom, courage and moderation are the key values that define a good society'.

1. **Justice and friendship require sensitivity**. Show sensitivity to other professions and companies by avoiding derogatory comments and do not criticize, condemn or complain to anyone about them.
2. **Justice and friendship require collaboration**. Make your professional and business goal the habit to work together and collaborate with other professions and companies harmoniously.
3. **Justice and friendship require patience**. Show patience and maintain good relationships with everyone in business and economy (colleagues, supervisors, senior management, customers, authorities, etc.).
4. **Justice and friendship require honesty**. In a business environment, be interested in others (colleagues, supervisors, senior management, customers, etc.) with sincerity, always showing friendship, goodness and honesty to all.
5. **Justice and friendship require politeness**. Address the other professional or business person always in plural terms, unless the other person allows you to speak in the singular.
6. **Importance complements justice and friendship**. Use importance in associating with others. Make the other professional or business person feel important to you, and you do that with sincerity.
7. **Justice and friendship require friendly communication**. Start a professional or business communication in a friendly and pleasant manner. When you are in error, accept it quickly and emphatically and apologize with honesty. Express your sympathy to the other person. Keep your humor within acceptable social boundaries while rejecting slander and vulgarities.
8. **Business time management requires justice and friendship**. Examine your business activities in accordance with the values of love and friendship, and your obligations. Spend 60% of your business time in critical non-emergency activities, 30% of your time in critical and emergency activities, and the remaining 10% of your time in uninteresting activities. Learn to say a friendly 'no' when others attempt to load you with activities that are not aligned with your professional and business needs, vision, mission and values.
9. **Positive thinking complements justice and friendship**. Use positive and friendly thinking and priority. Use positive and friendly thinking to manage all the events, issues, problems and facts related to your business life and take preventive action when it is required on your part. Perform your activities based on the priorities set by you and the time requirements of your life and company, but also reinforcing the values of justice, goodness, fairness, love and friendship in all business activities.

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10. **Justice and friendship require participation**. Participate with friendship. Participate in social groups, professional societies and corporate volunteering (unpaid) activities on the basis of love and friendship. Understand and know your personal limits and the limits of your business organization.
11. **Justice and friendship impact compliance**. Devise and implement your company's compliance actions considering all rules and regulations (your company's rules, policies, and guidelines, as well as laws of your government, industry, professional association, etc.) on the basis of friendship for better implementation[52].

Action RB8: Use goodness to strengthen your business relationships

1. **Goodness requires dedication**. Understand that goodness, kindness, friendship and collaboration (with your customers, staff, stakeholders, etc.) need time and dedication to develop and grow.
2. **Express goodness to society**. Establish and operate a corporate philanthropic program by[53]:
   2.1. Crafting a social responsibility policy (*see Appendix 3.10 for a typical example*);
   2.2. Deciding on the funds to be set aside for such purposes; and
   2.3. Ensuring all executives have clear roles and responsibilities regarding this program; and linking your corporate philanthropy to your business mission and activities.

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3. **Goodness requires right communication**. Use polite, positive and constructive discussions and good communications to support your business relationships so that goodness and friendship can add benefits for yourself and your professional associates.
4. **Goodness requires collaboration**. Learn and practice ways to be good, trustworthy, collaborating and co-operating with your professional associates, both in your work and in your other professional encounters.
5. **Social grooming complements goodness**. Practice good and kind social grooming to solidify your business relationships better. By this you will work in a more productive way, improve your trust in the other person, cooperate with better result for both parties and learn from each other in the process.
6. **Goodness requires limits**. Define your boundaries and limits to the breaches of goodness, kindness, trust and friendship by the other parties.
7. **Goodness strengthens change management**. Manage changes in your business environment in a fair, good, kind, friendly and effective way.

Action RB9: Silence related actions

Silence Action 1: Put silence in your personal life
Silence Action 2: Reduce your noise at home
Silence Action 3: Envision silence
Silence Action 4: Reduce and eliminate the sources of noise at the work-place
Silence Action 5: Use personal protective equipment (PPE) for your staff at the work-place
Silence Action 6: Use silence appropriately
Silence Action7: Make silence improve creativity
Silence Action 8: Let silence support coaching.

More details at: Appendix 6.3: Silence Practices.

Action RB10: Complement silence with other behavioral characteristics.

1. Be sensitive. Show sensitivity to other professions and companies by avoiding derogatory comments and do not criticize, condemn or complain to anyone about them.
2. Be collaborative. Make your professional and business goal the habit to work together with other professions and companies harmoniously.
3. Be patient. Show patience and maintain good relationships with everyone in business and economy (colleagues, supervisors, senior management, customers, authorities, etc.).
4. Be honest. In a business environment, be interested in others (colleagues, supervisors, senior management, customers, etc.) with sincerity, always showing friendship, goodness and love to all.

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5. Be polite. Address the other professional or business person always in plural terms, unless the other person allows you to speak in the singular.
6. Be sincere. Make the other person feel important to you, and you do that with sincerity.
7. Be friendly. Employ friendly rules of communication. Learn to say a friendly 'no' when others attempt to load you with activities that are not aligned with your professional and business needs, vision, mission and values.
8. Apologize. When you are in error, accept it quickly and emphatically and apologize with honesty.
9. Be sympathetic. Express your sympathy to the other person.
10. Use humor. Keep your humor within acceptable social boundaries while rejecting slander and vulgarities.

It is imperative that you to act, given the stated additional problems and industrial diseases caused by noise at work[54] besides the already-mentioned occupational or work-related stress. Thus, as a business person, owner, manager, board member, professional, etc., it is your duty to handle these issues effectively by the use and support of the silence principle.

Action RB11: Use harmony in your business activities

1. Allow time for your company personnel to make harmony, praying, meditation and silence their useful tools.
2. As a business manager get rid of all your negative thoughts by allowing only pleasant, happy and harmonious thoughts to fill your mind.
3. Preserve yourself by maintaining a healthy, harmonious attitude towards sleeping, eating and relaxing, and by relating to nature.
4. Learn how to handle business and professional failure in a calm way and recover from it in an effective way.
5. Use harmony to handle difficult people within your business or profession in a fair and positive manner.
6. Use harmony to work out mutually-agreed solutions on problems and issues involving your associates, customers, professional and business partners.

Action RB12: Build and manage a harmonic team

1. **Scope the problem**: Identify and document specifications, needs, expectations, demands and resources.
2. **Organize the team**: Assign project manager or team manager. Develop terms of reference. Define the team and the roles within the team. Assign specific responsibilities. Develop and issue project schedule and reporting mechanisms.

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3. **Link team to strategy**: Set clear vision, mission, values and targets for the project and its expectations. Inform team members of the desired outcomes and measures of success. Invite each member to be a part of the team and communicate the goals and why they are selected.
4. **Enable team culture**: Build commitment and trust by valuing the contribution of each member of the team. Build empathy for each person's challenges. Ensure the competence of the whole team, as well as each member. Empower the team by allowing the members to work within the guidelines with each other to accomplish the goals. Resolve conflicts.
5. **Establish communications**: Craft and implement communication policy and associated procedures. Ensure clarity and accountability for all types of communications. Ensure that the team shares information and develops an open mind.
6. **Monitor activities**: Establish regular monitoring. Review progress. Identify issues, and resolve problems. Close the project when all project activities have been concluded successfully.
7. **Manage performance**: Develop performance policy for team members. Link this policy with your corresponding corporate performance system. Award team members when they reach they pre-defined performance targets. Manage performance issues.

Action RB13: How to handle angry people at work

Aristotle: 'Anybody can become angry, that is easy; but to be angry with the right person, and to the right degree, and at the right time, and for the right purpose, and in the right way, that is not within everybody's power, that is not easy.'

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1. **Shift perspective**. Take a short walk outside of the location where the conflict has taken place.
2. **Use silence**. Make silence your useful tool. Use it to envision happiness and success.
3. **Meditate**. Breathe slowly and get rid of all your negative thoughts. Allow only pleasant, happy and harmonious thoughts to fill your mind.
4. **Design alternate solutions.** Think out various solutions as regards the difficult person and the situation facing both of you. Work out a mutually-agreed solution with the person(s) involved.
5. **Implement agreed solution**.

Action RB14: Adopt Family-friendly workplace practices

If you are a board director or senior manager it is worthwhile for you to consider adopting family-friendly workplace practices. These are bound to lessen the occupational stress of both employees and your management team. One of the best ways of doing this is to employ the ancient Greek principles of harmony, justice, friendship and kalokagathia (goodness and kindness) as the basis for executing the following steps:

1. Craft your family-friendly workplace practices.
   1.1. Allow certain professionals to work at home via internet, one to two days a week, depending on the job's specifics. For example this can be done for computer programmers, salesmen, accountants, etc.
   1.2. Enable leaving off work early every Friday, assuming the work has been completed during the previous day.
   1.3. Provide child care facilities.
   1.4. Allow taking time off during Christmas for overtime or extra work done previously.
   1.5. Provide a policy for working part-time or creating part-time work opportunities.
   1.6. Allow taking time off for an educational or skill upgrade and agreement to come back.
   1.7. Allow children to access the workplace of their parents working for you under certain conditions, during holidays, etc.
2. Review, agree and communicate these to all staff.
3. Monitor the manner of their implementation.
4. Ensure that these policies and practices apply equally to all people in your business organization.
5. Make all necessary changes and improvements, at least on an annual basis[55].

Action RB15: Manage your business people more effectively

According to some research studies, the number one reason why managers and executives find themselves with a stalled or underperforming career is a lack of interpersonal skills. This might seem surprising, given the amount of training and attention given to technical skills and business knowledge, but the fact remains that there is more to career success than just knowing the facts.

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Here are seven actions for you to use that might support you in managing your business people more efficiently and effectively.

1. **Organize yourself**: Have a vision and a mission, plan well, know your organization extremely well, act in a fair, practical, responsible, efficient and results-oriented way, and monitor and improve your actions.
2. **Advance Your People's Career**: Promote personnel to higher levels of organizational hierarchy, who are capable of forming positive, trusting and caring interpersonal relationships with people who report to them.
3. **Train Your People**: Develop the interpersonal relationship skills of all personnel and especially those of current managers and employees desiring promotion, by sending them to relevant courses or by coaching and mentoring programs.
4. **Involve your personnel**: Be passionate and enthusiastic by keeping your company personnel informed and involved in the decision making process, as much as possible,
5. **Show Commitment**: Motivate people and keep clear channels of communication, act with integrity and keep commitments to all participants in the affairs of the business (employees, authorities, customers, board members, stakeholders, etc.).
6. **Protect Your Personnel**: Protect the interest of all employees in a work group, even those who are absent, handle emotional issues with calmness and fairness, and provide a positive and moral example to others.
7. **Manage Work Assignments**: Delegate tasks by assigning ownership of the work you give to your employees, listen to them with respect, sensitivity and full attention, and provide all necessary training, coaching and support so that they can do their job well.[56]

Action RB16: Use harmony in your business activities

Here is how you may harmonize your business affairs the most optimal way.

1. Make the necessary business changes with harmony and balance.
2. Make praying and silence your useful tool.
3. Get rid of all your negative thoughts by allowing only pleasant, happy and harmonious thoughts to fill your mind.
4. Preserve your-self by maintaining a healthy attitude towards sleeping, eating and relaxing, and by relating to nature.
5. Learn how to handle business failure and recover from it in an effective way.
6. Handle difficult people within your business in a fair and positive manner.
7. Work out mutually-agreed solutions on problems and issues involving your associates, customers and business partners.

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Action RB17: Sustain Your Professional Relationships with Care and Values

Here is how you may use the Principle of Friendship to manage, improve and sustain your professional relationships better.

1. **Sensitivity**. Show sensitivity by avoiding personal comments and do not criticize, condemn or complain to anyone.
2. **Collaboration**. Make your goal the habit to work together harmoniously, show patience and maintain good relationships with everyone (colleagues, supervisors, senior management, customers, authorities, etc.).
3. **Honesty**. Be interested in others (colleagues, supervisors, senior management, customers, etc.) with sincerity, always showing friendship, goodness and love to all.
4. **Respect**. Remember that it is the sweetest sound in any language when you address the other person with friendship and love.
5. **Politeness**. Address the other person always in plural terms, unless the other person allows you to speak in the singular.
6. **Silence**. Use silence appropriately. Be careful how long you talk so that you do not become wordy and boring.
7. **Importance**. Make the other person feel important to you, and you do that with sincerity.
8. **Opinion**. Show respect for the opinion of others and do not to tell them that they are wrong.
9. **Errors**. When you are in error, accept it quickly and emphatically and apologize with honesty.

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10. **Conversation**. Start a conversation in a friendly and pleasant manner.
11. **Sympathy**. Express your sympathy to the other person.
12. **Humor**. Keep your humor within acceptable social boundaries while rejecting slander and vulgarities.
13. **Appreciation**. Relate to the other person by using praise, appreciation and honesty.
14. **Time Management**. Examine your activities in accordance with the values of love and friendship, and your obligations. Spend 60% of your time in critical non-emergency activities, 30% of your time in critical and emergency activities, and the remaining 10% of your time in uninteresting activities.
15. **Rejection**. Learn to say a friendly "no" when others attempt to load you with activities that are not aligned with your needs, your vision, your mission and your values.
16. **Positive Thinking**. Use positive and friendly thinking to manage all the events, issues, problems and facts related to your business life and take preventive action when it is required on your part.
17. **Priority**. Perform your activities based on the priorities set by you and the time requirements of your life, but also reinforcing the values of justice, goodness, fairness, love and friendship.
18. **Participation**. Participate in social groups, professional societies and corporate volunteering (unpaid) activities on the basis of love and friendship.
19. **Ethics**. Understand and know your personal limits and the limits of your business organization.
20. **Quality**. Do not take on more responsibility and tasks that you can do with absolute quality and execute your tasks and deliver your work, studies, services, etc., within well-accepted time and cost limits and best quality, technical and scientific standards.

Action RB18: Permeate your business activities with goodness and kindness

Here is how you may use the Principle of Goodness and Kindness (Kalokagathia) to carry out your business operations more effectively.

1. Understand that goodness, kindness, friendship and collaboration (with your customers, staff, stakeholders, etc.) needs time and dedication to develop and grow.
2. Use polite, positive and constructive discussions and communications to support your business relationships so that goodness and friendship can add benefits for yourself and your professional associates.
3. Learn and practice ways to be good, trust, collaborate and co-operate with your professional associates, both in your work and in your other professional encounters.
4. Communicate on a good, friendly, kind, positive, open-mind and professional basis.
5. Practice good and kind social grooming to solidify your business relationships better. By this you will work in a more productive way, improve your trust in the other person, cooperate with better result for both parties and learn from each other in the process.
6. Define your boundaries and limits to the breaches of goodness, kindness, trust and friendship by the other parties.
7. Manage changes in your business environment in a fair, good, kind, friendly and effective way.

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Action RB19: Improve the knowledge and skills of your business staff on building stronger relationships

1. Planning: Provide appropriate leadership and planning for educating, training and coaching both yourself (as a manager or senior executive, etc.) and your business staff.
2. Resources: Obtain proper funds and other required resources for educating, training and coaching both yourself and your business staff.
3. Evaluation: Assess the skills of all your managers and employees via self-evaluation methods, coaching, benchmarking or other current education tools.
4. Seminars: Upgrade job-related knowledge by attending university and professional seminars, and taking specific industry courses by both yourself and your business staff. Keep records of all training sessions of your staff.
5. Coaching: Get involved in coaching programs for both yourself and your staff.
6. Mentoring: Get involved in mentoring programs for both yourself and your staff.
7. Certification: Get certified by a professional associations (both yourself and your staff) and get various critical organizational functions (e.g. production, IT, etc.) and components (IT security) certified.

Process 3: Assurance

Up to now you have implemented the wellness actions of this strategy. You also need to support this process for best results for your company. This is the objective of the actions of this process, namely, to manage the review, monitoring and assessment effort to ensure best wellness impact and results of this strategy for your organization.

Action RB20: Ensure quality of the Products of Strategy # 3

The basic products of the activities of this strategy are:

1. Workplace Wellness Project Plan (updated)
2. Sustainability Report (updated).
3. Corporate Social Responsibility Policy.
4. Human Rights Policy.
5. Community Relations Policy.
6. Employee Handbook.
7. HR Management Controls.
8. Updated Automated Workplace Wellness System.
9. Updated Worksite Health Scorecard.

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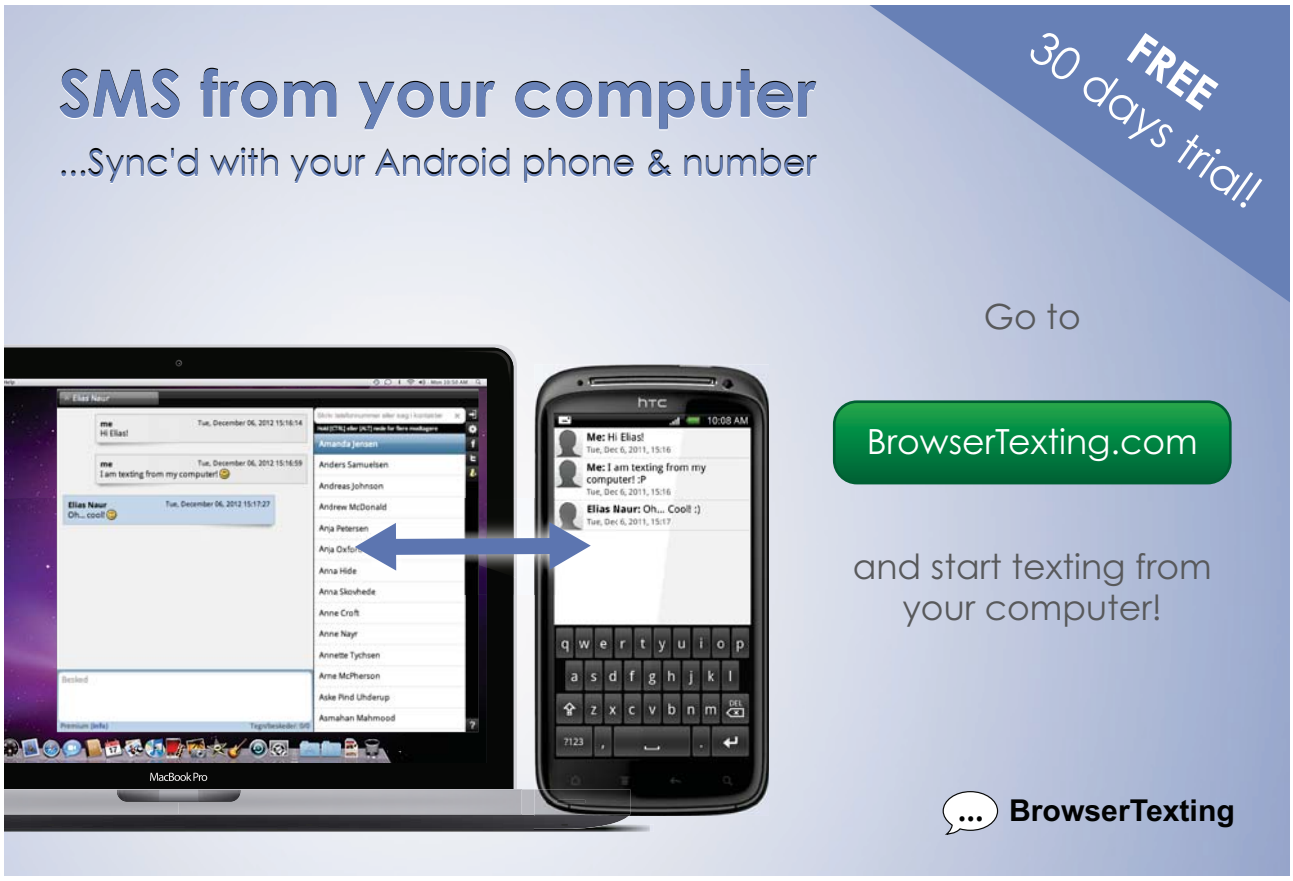
Basic Outcomes: The basic outcomes of this strategy are:

1. Improved Personal Wellness by improving your relationships
2. Improved Wellness of your people by improving relationships in the workplace.

By identifying and implementing the specific products and outcome of this strategy and ensuring their quality the board and management of the specific company have a standard to measure up to verify that the specific activities of this strategy strengthen the wellness aspects of all employees of the company they lead and manage.

Action RB21: Assess your actions related to improving relationships

1. Assess your improving relationships related wellness results recorded in your Automated Wellness System and Worksite Health Scorecard.
   The following questions (Q) may be used by staff and stakeholders:
   Q 1: Have your improving relationships related actions improved wellness by helping you focus on attacking the mental health factors managed by strategy #3, such as: The demands of the job; The relationships of staff with colleagues; Whether they understand their roles and responsibilities; Technology; Rules and Regulations; and Work-Family Balance?
   Q 2: Which aspects of these actions were most effective?
   Q 3: How can we improve implementation of these actions?



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Q 4: Are all stakeholders aware of these actions?

Q 5: Can our findings contribute to the development of other best practices?

Q 6: Is there potential for new policies as a result of what we've learned?

Q 7: Have various metrics (e.g.: Ecological Footprint, energy reduction, purchases of environmentally friendly products, water reduction, paper printing reduction, injury-based workers' compensation, disability-driven rehabilitation costs, employee absenteeism, employee productivity, employee turnover, employee physical health indicators, like blood pressure, cholesterol levels, etc.) been improved? *More details are provided in Appendix 5.1: Wellness Performance Measures.*

2. Ensure that your third strategy (Strategy # 3: Improving Relationships) and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principles of justice, friendship, harmony, goodness and kindness.
3. This means that the actions of this strategy should be assessed to ensure that they have improved or are improving both occupational stress and wellness at all levels: body, mind and spirit of the people for which these actions have been implemented.
   See also Chapter 7 for the overall evaluation and improvement of workplace wellness actions.
4. Also it may be worth noting that as a corporate leader you have to practice improving relationships along with what you are preaching in terms of workplace wellness.

The fable **'The Bear and the Two Travelers'** by Aesop, outlined next, is most relevant in this respect.

'Two men were traveling together, when a bear suddenly met them on their path in a forest. One of them climbed up quickly into a tree and concealed himself in the branches. The other, seeing that he must be attacked, fell flat on the ground. When the bear came up and felt him with his snout, and smelt him all over, he held his breath, and played dead as much as he could. The bear soon left him, for it is widely said and known that bears will not touch a dead body. When the bear was quite gone, the other traveler descended from the tree, and made fun with his friend, inquiring what it was the bear had whispered in his ear. 'He gave me this advice', his companion replied: 'Never travel with a friend who deserts you at the approach of danger'.

The meaning of this story is: Misfortune tests the sincerity of friends.

5.6 Corporate Wellness Support Action Plan

Up to now you have improved your personal and workplace wellness with relationship actions presented in the previous paragraphs (4 and 5). Implementing your personal wellness plan is usually done in your own time and place. The workplace wellness plan, however, is implemented in your business locations, and is supported by various corporate-level functions for best results, as noted next.

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Various corporate-level actions support your workplace wellness actions presented just before. These usually relate to your Board, Senior Management, HR Management and Wellness Team and other management, depending on your own situation and industry specifics (e.g. Production Manager, Health and Safety Manager, etc.). All of these have a pivotal and crucial role to play in supporting the implementation of your wellness improvement strategy.

Their role, responsibilities and actions are presented in chapter 1 and appendices 4.1 to 4.4 (see Section 4: Duties and Responsibilities in the Appendix, at the end of this book). Especially the chairperson of the Wellbeing Steering Committee should sponsor, facilitate and ensure a smooth implementation and monitoring of the results of this strategy in improving wellness while also reducing occupational stress in your workplace.

5.7 Reaching the fifth Harmony milestone

Up to now, according to the above plans, you have implemented your wellness actions of strategy #3 (Improving Relationships).

How, then, do you know whether you have reached your fifth HARMONY milestone?

You can only know this if you ensure that all your wellness actions are inspired by the principles of Justice, Harmony, Friendship, Goodness and Kindness and the sayings of ancient Greek wisdom noted in this book, and that these same actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the fifth milestone in your **HARMONY Roadmap**. This milestone is symbolized by the fifth key-letter 'O' (Organize) of the **HARMONY** mnemonic, as shown in Figure 10.

This way you are bound to manage workplace wellness and occupational stress better and in the end reduce stress and improve the wellbeing of yourself, your employees and your business.

HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve (reached)
	Milestone M: Manage (reached)
	Milestone O: Organize (reached)
	Milestone N: Nourish
	Milestone Y: Yield

Figure 10: HARMONY Roadmap

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In the end you will have reached your fifth milestone in your wellness voyage if all these actions have improved wellness, mental health and occupational stress at all human levels: body, mind and spirit.

Reaching your fifth milestone signifies the end of the third part of the Implementation phase of the ADDIE Model used to craft your workplace wellness solution.

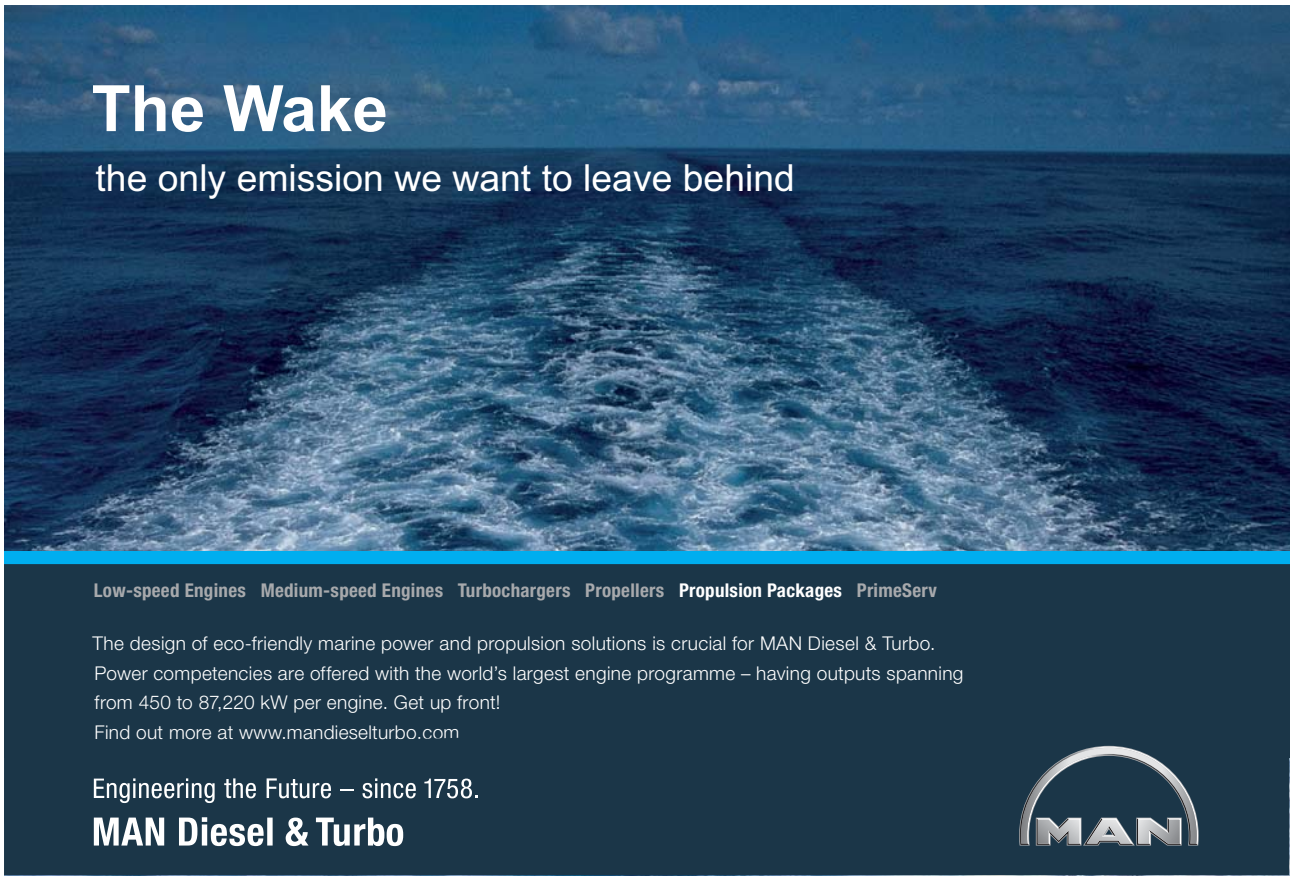
The specific products and outcomes of this phase are described above and certain actions are proposed to ensure their quality for your workplace wellness.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

5.8 How to ensure success of strategy # 3 (Improving Relationships)

Up until now, I have listed a set of wellness actions to be implemented and I have painted a very good picture at implementing these specific actions of this wellness strategy.

Is this, however, the story, in actual business activities and life?



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As I noted in chapter 3, my consulting experience has proved to me and to numerous clients and companies I have advised that **strategies** and plans, alone, are not enough in most cases in the present ever-changing and crisis-ridden environment for best business results.

Even the best designed strategies fail, as, for a variety of reasons they are not well communicated, aligned and supported at all levels off the business organizations.

Several reasons and factors are responsible for this failure, such as: Wellness strategy has different focus than business or IT strategy; Crafting a wellness plan but not executing it; Not understanding the environment or focusing on wrong wellness results; Partial commitment of employees and management on wellness; Lack of resources (people, policies, skills, funds, etc.) for wellness implementation, etc.

How do you then close the gap and ensure that the actions of **strategy # 3 (Improving Relationships)** are successful?

1. **Focus.** Ensure that your Wellness actions of this strategy are focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous. Also be prepared to assign adequate resources to accomplish those goals and objectives outlined in the plan. More details are included above (*Action RB1: Organize to implement the actions related to relationships*).
2. **Inspiration.** Ensure that when you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Temperance and the guidance offered by the Ancient Greeks. More details are included above (*Action RB2: Get inspired to drive the implementation of the actions related to relationships*).
3. **Correction.** Ensure that you review and correct any defects and errors of implementing the actions of this strategy. More details are included above (*Action RB3: Record and Communicate Results of Strategy # 3 and Action RB21: Assess your actions related to relationships*).
4. **Management Engagement.** Ensure that your senior managers and leaders are engaged in your wellness activities in a positive way. More details are included above *(Action RB4: Engage Senior Management in your Wellness Activities related to relationships*).
5. **Employee Participation.** Ensure that your employees are actively engaged in your wellness activities in a positive way. Monitor and improve their participation by: providing incentives (cash and non-cash); health promotion training and coaching; leading by example so that they can see that you as a manager lead a healthy life rather than only preaching it; and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
   See also *Action RB1: Organize to implement the actions related to relationships*.

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6. **Workplace Wellness Solution.** Ensure that your workplace wellness program is as comprehensive as possible by including: multiple wellness strategies (like the ones proposed in the this chapter as well as the other chapters of this book); health awareness initiatives (such as health education, preventive screenings and health risk assessments); maximum management and employee involvement, engagement and participation; initiatives to change unhealthy behaviors and lifestyle choices (such as counseling, seminars and self-help materials); and workplace policies to encourage healthy lifestyles, healthy eating, increased physical activity and improved mental health.
7. **Quality.** Ensure that your Wellness products of this strategy have the quality expected and planned for. Also be prepared to assign adequate resources to accomplish your quality goals and objectives and performance levels outlined in the plan. More details are included above (*Action RB20: Ensure quality of the Products of Strategy # 3*).

5.9 Conclusion

In conclusion, this chapter described the role of the **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness),** the third, fourth, fifth and sixth principles of **The Harmony for You Wellness pproach (*'The H4u Wellness Approach'*)** in our life and the third strategy (**Wellness Strategy #3: Improve Your Relationships**). It also used the ideas of Socrates and other ancient Greek wise men (and several of their sayings) and developed and presented two action plans (Personal and Business) with over 19 actions.

The Personal Wellness Actions related to reducing your occupational stress as a person by: Incorporating harmony and justice into your life; Adding silence in your personal life; Complementing silence with other behavioral characteristics; Strengthening your own confidence; and Crafting your personal association with others with friendship and goodness.

The Workplace Wellness Actions pertained to reducing your occupational stress as a business by: Using friendship and goodness to craft your business relationships; Using harmony and silence techniques and concepts to operate your business, managing teams and handling angry people at work; and adopting family-friendly workplace practices.

The end result of this strategy is to enable you to improve your personal and business relationships better and this way *keep* coping, managing and reducing occupational stress more effectively.

Additional actions on improving other aspects in your personal and family life as well as your business and professional activities after achieving the **Principles of Justice, Harmony, Friendship and Kalokagathia (Goodness and Kindness),** and reducing your occupational stress are contained in the Appendix (*see Appendix 7: Life Improvement Road Plan*).

Finally, the appendices noted in this chapter as well as the actions listed in paragraph 4 above ('Improving Personal Wellness with Relationship Actions (Strategy #3)') are contained in Volumes II and III of this book.

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6 Strategy #4 – Improving Resilience

'It is by disease that health is pleasant, by evil that good is pleasant, by hunger satiety, by weariness rest'.

Heraclitus

Chapter Overview
Overall Description This chapter describes the principle of Courage, the seventh of the Seven Wellness Principles and the fourth Strategy (Improving Resilience) of the four wellness improvement strategies of *'The H4u Wellness Approach'.* The actions of this chapter pertain to the fourth part of the Implementation phase of the **ADDIE** model that ensures your best wellness effects.
Basic Products The basic workplace wellness products of this strategy are: 1. Workplace Wellness Project Plan (updated) 2. Sustainability Report (updated). 3. Diversity Policy and Guidelines. 4. Critical Staff and Parts Plan. 5. Cyber Resilience Plan. 6. Corporate Boardroom Wellbeing Improvement Plan. 7. Corporate Cultural Resilience Improvement Plan. 8. Updated Automated Workplace Wellness System. 9. Updated Worksite Health Scorecard.
Basic Outcomes The basic outcomes of this strategy are: 1. Improved Personal Wellness by improving your resilience 2. Improved Wellness of your people by improving resilience in the workplace.
Detail Contents The detail contents of this chapter are: 1. Your Wellness Voyage: Progress so far 2. Introduction: The role of the Principle of Courage 3. Description of the **Improving Resilience Strategy** (Strategy #4) 4. Improving Personal Wellness with Resilience Actions 5. Improving Workplace Wellness with Resilience Actions 6. Corporate Wellness Support Action Plan 7. Reaching the **sixth Harmony milestone** ('N' (Nourish)) 8. Ensuring **success of strategy # 4** (Improving Resilience) 9. Conclusion

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6.1 Your Wellness Voyage: Progress so far

You are now on the sixth point in your voyage to an eternity of wellness.

This the sixth set of Wellness Improvement Actions (WI # 6) in managing Personal and Workplace Wellness. Up to now you have established your approach (Chapter 1), the wellness management framework (Chapter 2) and implemented your first three wellness improvement strategies (Chapter 3, Chapter 4 and Chapter 5).

This chapter deals with implementing the actions of the fourth wellness improvement strategy. This is accomplished by describing the role of the principle of **Courage,** the seventh of the Seven Wellness Principles and the fourth wellness strategy (**Improving Resilience)** of the four wellness improvement strategies of **'The H4u Wellness Approach'**, crafted in 'Step 4: Design, Develop and Implement your workplace wellness strategies and action plans' of the **Workplace Wellness Strategic Action Plan** (**chapter 2**).

The other Wellness Improvement Strategies of **'The H4u Wellness Approach'** are:

1. Improving Self-Management Strategy (chapter 3);
2. Improving Spirituality (chapter 4); and
3. Improving Relationships Strategy (chapter 5).

The following paragraphs of this chapter deal exclusively with the details of understanding the role of the principle of **Courage** in wellness and how you may better implement the wellness actions of Strategy # 4 (Improving Resilience) in order to reach the sixth **Harmony milestone** ('N' (Nourish)) in your **HARMONY Roadmap**.

6.2 Introduction: The Role of the Principle of Courage

Within the framework of this book and on the basic of ancient Greek wisdom I have used the golden principles of Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage (**The Seven Principles**) to practically manage and reduce occupational stress in the terms of each stress reduction strategy. The specific role of the last principle (Courage) is detailed further in this chapter.

Epictetus provides the guiding principle: 'Never tell yourself that you lost but that you gave it back. Did your child die? It was given back. Did your wife die? She was given back. Was your property stolen? It was given back. Care for whatever you have like it is foreign to you, as passers-by look upon a hotel when they visit it'.

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Society values, unfortunately, success to mean excessive luxury and unwarranted indulgences, fast cars, beach-owning mansions, private planes, super yachts, trophy wives, etc. This makes you not to care about the career you have chosen, whether you have a balanced and harmonious life, and does not make you concentrate on making yourself and society better, in the long run.

But failure is a given in life, no matter what you do. Even the most successful people in business and other sectors of the economy have faced a professional setback at some point. The difference lies in how such failures are handled. Some people, managers and professionals are able to come out of them as better. Others are not, as they cannot or do not know how to manage failure and become more resilient.

This adds to their occupational stress, and creates problems for them and the people they associate with.

What is Resilience?

Resilience is the ability to overcome challenges of all kinds, such as sickness, trauma, tragedy, personal crises, natural calamities, family member deaths, business disasters, corporate financial and other failures, etc., and bounce back stronger, wiser, and better, at levels: yourself, your family, your employees and your company. All these failures and disasters, when they actually appear or happen or when we are thinking about their potential occurrence, they have tremendous impact on both our personal and workplace wellness.

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Resilience is crucial and important therefore, because this is what we need to do when we are all faced with the difficulties coming along, and they sure will, in both our life and business organizations. Resilience develops as you grow up and gain better thinking and self-management skills and more knowledge. Resilience also comes from supportive relationships with your parents, peers and others (like your company managers, colleagues, etc.), as well as cultural beliefs and traditions that help you cope with the inevitable bumps in life.

How then do you bounce back and recover effectively and regain your wellness, at both the personal as well as the corporate level?

My experience and various studies have shown that you need three things: energy, will and preparation. I have presented several implementable actions in the previous chapters on how the principles of temperance, faith, justice, harmony, friendship, goodness and kindness can support you in improving self-management, getting better skills to cope with mental problems and increase your wellness as well as the wellness of your workplace.

This chapter concentrates more on how the principle of courage can motivate you with all the energy, force and will to want to take action by implementing predefined well-thought actions. Thus armed with courage you need to execute and implement these actions to support you in managing failures and recovering from them effectively, regaining your wellness and at the least financial and emotional cost.

Many people across the world, even though successful in many cases, are probably not fully aware of the beneficial aspects of utilizing the **Principle of Courage** to sustain and improve their personal emotional health and the health of their business organizations. And this way to reduce the occupational stress at both levels: personal and business.

So, how do you we strengthen personal and corporate resilience?

My recommendation is to use the wellness strategy and actions presented in this chapter (**Strategy #4: Improving Resilience**). You may also employ the additional wellness strategies outlined in the other chapters of this book.

6.3 Description of the fourth wellness improvement strategy

This strategy (**Strategy #4: Improving Resilience**) contains three action plans: Personal, Workplace and Corporate.

The main aim of this wellness strategy is to support you to connect better with others so that you keep improving wellness at both levels, namely, personal and workplace while you also *keep* reducing occupational stress more and more.

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Strategy # 4 and its actions mainly focus on attacking the following stress factors: 1. The demands of the job; 5. Whether staff understand their roles and responsibilities; 7. Technology; 10. Work-Family Balance; 12. Inequity; and 12. Company Longevity.

This strategy is based mainly on the principles of The Stoics and secondarily by other ancient Greek wisdom concepts and sayings presented below.

For example: The principles of living taught by the **Stoics** (Zeno of Citium, Pyrrho, Epictetus, etc.):

a) Prudence (Ability to judge between actions at a given time);
b) Temperance (Practicing self-control, abstention and moderation);
c) Courage (Endurance and ability to confront fear and uncertainty); and
d) Justice (Proper moderation between self-interest and the needs of others).

This strategy (**Strategy #4:** Wellness Improvement **Strategy**) **is** driven by the golden **Principle of Courage** the seventh principle of **The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'***. Also it is inspired and energized by universal force S3 (Soul) and supported by specific implementation actions and policies noted in the following paragraphs.

Thus, at both the personal and the business level, it is up to each of us to use the principle of resilience to improve our lives, because we want to live a serene and less-stressful life. We must meet our own needs and learn to manage our life and business with less occupational stress.

The three action plans detailed next are designed to do just that.

6.4 Improving Personal Wellness with Resilience (Strategy #4)

First you start with improving your personal wellness with actions related to resilience noted next. The following plan contains 6 actions you can do on your own to manage your wellness and cope with and reduce your occupational stress. It may be complemented, depending on your business specifics with the Workplace Wellness Action Plan and the Corporate Support Action Plan detailed in sections 5 and 6 of this chapter. These are listed next.

Action CP1: Craft resilience values into your life.
Action CP2: Use Resilience Value 1 (Calmness)
Action CP3: Use Resilience Value 2 (Humility)
Action CP4: Use Resilience Value 3 (Goodness)
Action CP5: Use Resilience Value 4 (Focus on the Present)
Action CP6: Use Resilience Value 5 (Follow your dream)

For more details, see 'Improving Personal Wellness with Resilience Actions' in Volume III of this book.

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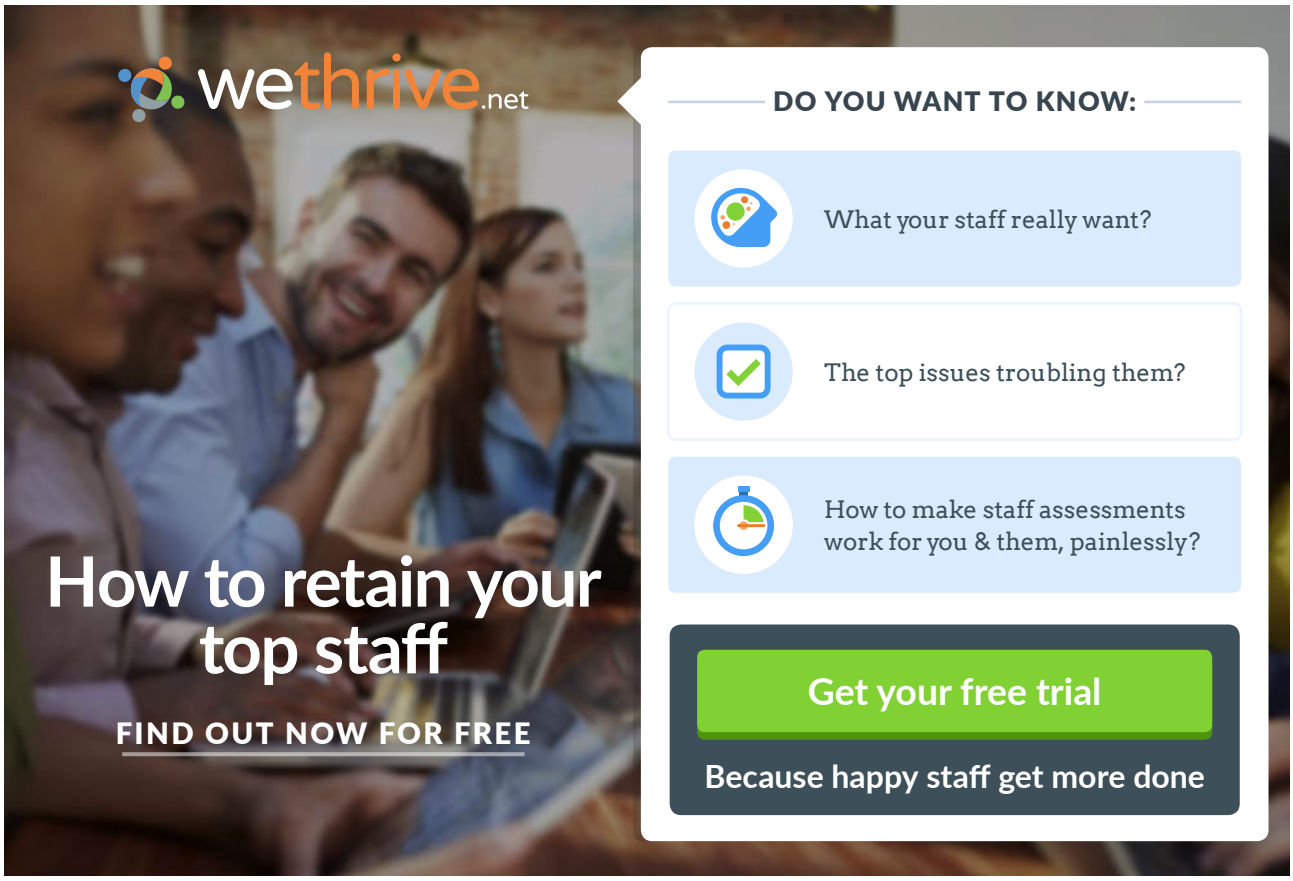
6.5 Improving Workplace Wellness with Resilience Actions (Strategy #4)

Once you have improved your personal wellness with resilience actions (previous paragraph) it is time to improve your workplace wellness with the plan detailed next.

This plan contains several actions you can execute to manage and improve wellness and cope with and reduce occupational or workplace stress with the use of this strategy. You may need these as a business owner, leader, manager, board director, business consultant, or other professional, etc., if you want to improve your business workplace environment and improve your company's effectiveness. It may be complemented, depending on your business specifics with the Personal Wellness Action Plan detailed in section 4 of this chapter.

This plan is also supported by the Corporate Wellness Support Action Plan outlined in section 6 later in this chapter.

To better execute and implement the wellness actions of this plan I highly recommend that you consider and carry out the implementation by following the two things I am presenting next.



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First of all, implement these workplace wellness actions in 3 distinct sets so that you and your wellness team stay focused and on track better. I am proposing that you follow the process approach, as follows, in implementing the actions if this strategy. These are:

Process 1: Organization
Process 2: Execution, and
Process 3: Assurance.

Second of all, when you are executing these actions it would be best that:

1. You believe in the cause of wellness of this strategy with passion, purpose and vitality.
2. You practice wellness in accordance with the principle of Courage and the wellness model (Believing; Bonding; Belonging; and Benefiting) to ensure that others follow your example and derive best results for the complete wellness implementation effort for your company.

Only this way you will likely be better prepared, mentally (yourself) and organizationally (your team and the people you are implementing these for).

The above-mentioned workplace wellness actions are listed in summary next and detailed in the following paragraphs.

Process 1: Organization

Action CB1: Organize to implement the actions related to Resilience
Action CB2: Get inspired to drive the implementation of the actions related to Resilience

Process 2: Execution

Action CB3: Monitor, Record and Communicate Results of Strategy # 4
Action CB4: Engage Senior Management in your Wellness Activities related to Resilience
Action CB5: Prepare to Implement your Resilience Improvement Actions in Parts
Action CB6: Execute Diversity Management Practices
Action CB7: Manage Employees on Standard Rules
Action CB8: Implement a Critical Staff Plan
Action CB9: Build and manage an effective corporate team
Action CB10: Implement a Business Resilience Management Plan
Action CB11: Implement a Critical Parts Plan
Action CB12: Align your IT systems with your business operations
Action CB13: Manage your company's finances very well
Action CB14: Develop and Sell New Products and Services
Action CB15: Implement an Industrial Espionage and Sabotage Management Plan
Action CB16: Implement a Cyber Resilience Management Plan

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Process 3: Assurance

Action CB17: Ensure quality of the Products of Strategy # 4
Action CB18: Assess your actions related to improving resilience

These workplace wellness actions are presented in more details next.

Process 1: Organization

The objective of the actions of this process is to organize better, yourself, your wellness team and your organization so that your resilience related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #4, such as: The demands of the job; Whether staff understand their roles and responsibilities; Technology; Work-Family Balance; Inequity; and Company Longevity.

Action CB1: Organize to implement the actions related to Resilience

1. Set time-schedule of implementing the relationships actions of this strategy.
2. Set, communicate and agree strategy goals and objectives with both the wellness team and senior executives. Ensure that you are organizing to reach the sixth milestone in your HARMONY Roadmap, symbolized by the fourth key-letter 'N' (Nourish) of the HARMONY mnemonic.
3. Review progress of previous wellness actions (see previous chapters) and communicate lessons and practices learned to all stakeholders.
4. Ensure participation of employees by providing incentives (cash and non-cash), health promotion training and coaching, and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
5. Ensure availability of required and pre-approved resources. Obtain more resources if needed. *See also Appendix 2.6: Workplace Wellness Project Plan for more details.*

Action CB2: Get inspired to drive the implementation of the actions related to Resilience

When you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Courage and the guidance offered by the Ancient Greeks.

1. First of all, you should note that the principle of **Courage,** in every-day personal life and business operations have to do with numerous aspects, such as: Courage, Adjustment, Acceptance, Perseverance and Vitality, Contingency Planning, Bravery and Valor, Risk Management, Decision Making, Governance, Protection of Homeland, Managing Time & Work, Risk Management, Decision Making, Effectiveness, Education, Knowledge and Stress Coping Skills, Aging, Death, Health, Pleasures, Marriage, Family, Women, Children, Parents and Conduct and Virtues in life.

   Your wellness actions should have these in mind and should aim at improving life in these areas.

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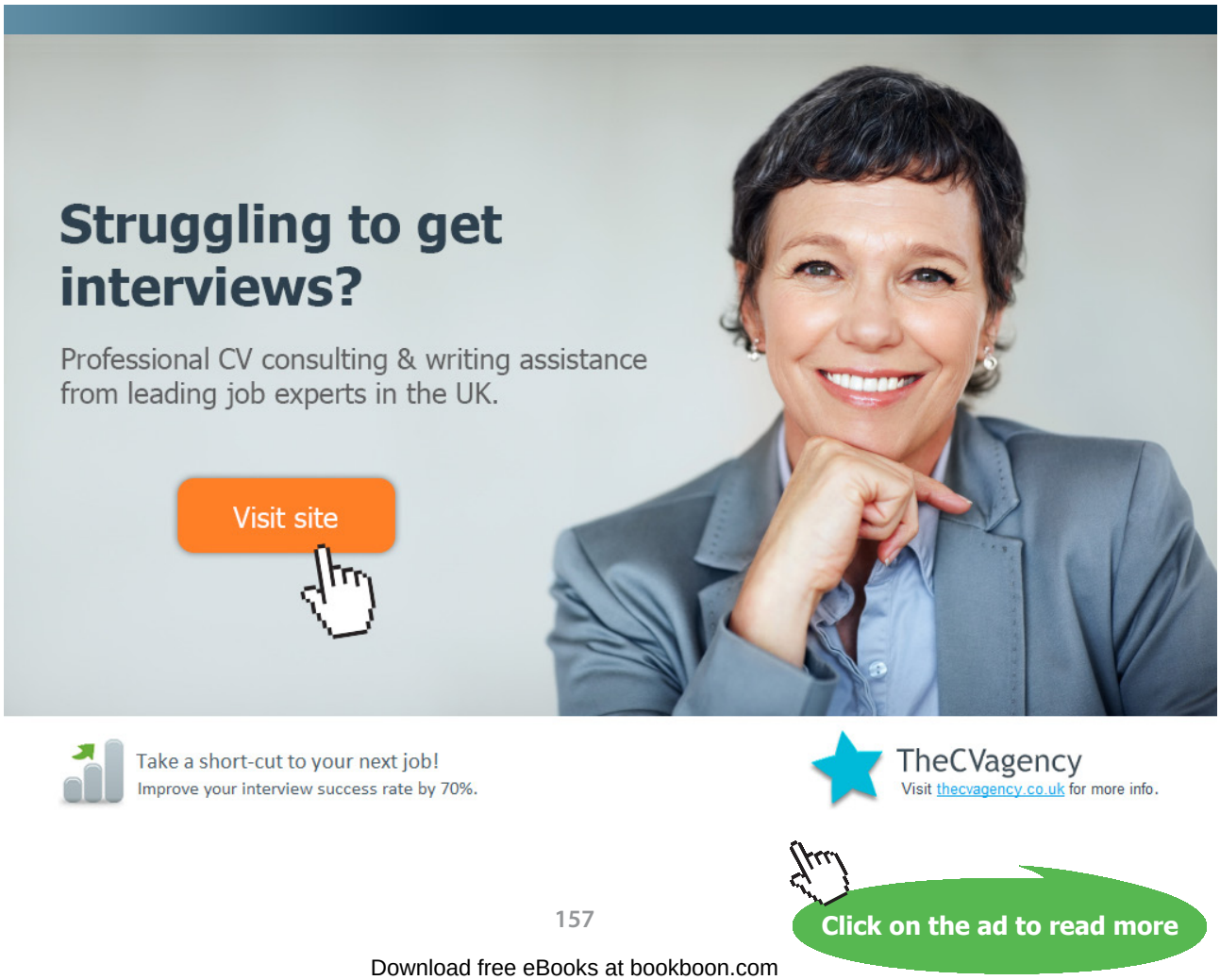
2. Second of all, it may be worthwhile for you to get inspired by the following ancient Greek sayings, such as: 'Carry out your activities with no fear and without losing your courage' by the Seven Sages; 'You will never do anything in this world without courage. It is the greatest quality of the mind next to honor' by Aristotle; and 'You don't develop courage by being happy in your relationships every day. You develop it by surviving difficult times and challenging adversity' by Epicurus.
3. Third of all, it may be worthwhile and beneficial to also keep your staff and sponsors aware of the aspects of this principle (Courage), my proposed wellness model (Believing; Bonding; Belonging; and Benefiting) and the guidance of the ancient Greeks in this regard.

Process 2: Execution

You just organized yourself, your team and your company. It is time now to implement the wellness actions of this strategy in a practical way with specific actions which are part of this process. The objective of this process is to manage the implementation effort of the following wellness actions for your organization better so that your resilience related actions improve your workplace wellness by helping you focus on attacking the mental health factors designed to be managed by strategy #4, such as: The demands of the job; Whether staff understand their roles and responsibilities; Technology; Work-Family Balance; Inequity; and Company Longevity.



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Action CB3: Monitor, Record and Communicate Results of Strategy # 4

1. Monitor and record your wellness results related to Courage in both the automated wellness system as well as the Worksite Health Scorecard.
2. Prepare your Wellness Management Report containing monthly and annual progress-to-date data and information on the wellness results of this strategy and issue to all stakeholders. This report may include a sustainability portion which may be written according to an international standard.
3. Communicate good wellness success stories to all.
4. Review and correct any defects and errors of implementing the actions of this strategy.

Action CB4: Engage Senior Management in your Wellness Activities related to Resilience

Industrial and consulting experience, in addition to various surveys and studies, have shown that senior leadership support is one of the most crucial elements in implementing wellness and health management programs most effectively. This can be done by the following actions:

1. Provide a role for them: Allow corporate leaders and all managers to play a role and help you in designing, developing and implementing your wellness solution as regards relationships. Describe clearly what is expected of them (e.g., changing policies, awareness seminar, monitoring, budget approval, etc.) and how often.
2. Acknowledge your supporters: Find managers who are active and with a positive health and wellness attitude. Recognize managers whose functions or departments meet wellness goals as regards relationships.
   If managers see their peers being recognized for activities that are valued by senior management, they're more likely to join in. Also these can be your wellness role models for all employees to follow.
3. Cultivate your top-management champion: Find and cultivate your executive champion. These are leading people who believe in the importance of health and wellness, and are in a position to support it. Align your wellness program with this person's vision by collaborating on decisions and regularly let him or her know how the wellness activities as regards relationships are getting along to success.
4. Align wellness as regards resilience with your corporate culture: Connect your health and wellness program and activities related to relationships to your corporate culture, in terms of aligning your objectives to the published corporate vision, mission and values statements. Ensure that all employees manage their own health and lead healthier lives through wellness education as regards relationships, regular and targeted communication, and, perhaps most important, a workplace environment that supports and cultivates a healthy and friendly lifestyle.

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Action CB5: Prepare to Implement your Resilience Improvement Actions in Parts

To make it easier for you, your wellness team and your organization, and because resilience has multiple aspects in practice, I recommend that you implement the following resilience actions in three parts, for best results: Part 1: Personnel Resilience Improvement Actions; Part 2: Corporate Cultural Resilience Improvement Actions and Part 3: Business Resilience Improvement Actions.

Part 1: Personnel Resilience Improvement Actions

This is the first part of your resilience actions based on the principle of courage. This is complemented by Part 2: Corporate Cultural Resilience Improvement Actions and Part 3: Business Resilience Improvement Actions.

Why are Personnel Resilience Improvement Actions required?

This is because emerging global trends are driving the growing economic power of a diverse workforce. Most economies and nations across the globe (U.S., China, India, other Asian countries, most European countries, Australia, Africa, South America, etc.) have a workforce made up of mixture of different races, cultures and religions and other preferences. All companies, regardless of their size, in the age of Internet, operate world-wide. The world is diverse, if nothing else[58].

Diversity as a concept focuses on a broader set of qualities than race and gender. In the context of the workplace, valuing diversity means creating a workplace that respects and includes differences, recognizing the unique contributions that individuals with many types of differences can make, and creating a work environment that maximizes the potential of all employees.

There is a legal mandate, in most countries, to accommodate diversity issues and religious practices in the workplace. However, accommodation should not only be a requirement. It is good human resource practice to create an open environment that recognizes religious practices of all employees.

All effective managers must therefore deal with this landscape in a positive, effective way. The following actions related to diversity, managing employees on standard rules, implementing a critical resources plan and building and managing an effective corporate team are my recommendation to you in this regard.

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Action CB6: Execute Diversity Management Practices

This is your first Personnel Resilience Improvement Action.

For best results, consider implementing your diversity approach and practices into your company in steps, as I am recommending next.

Step 1: Add diversity to your Board and Executive management
Step 2: Issue Diversity Policy
Step 3: Issue Diversity Guidelines
Step 4: Provide Diversity Training
Step 5: Study Cultural Traditions
Step 6: Dress Code
Step 7: Include All Employees in Critical Decisions
Step 8: Provide time off to employees for religious reasons
Step 8: Avoid overreacting
Step 10: Monitor the behavior of employees.

For more details, see: Appendix 6.1: Diversity Practices Management Approach.

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Action CB7: Manage Employees on Standard Rules

This is your second Personnel Resilience Improvement Action.

Employees are your most crucial resource and it is absolutely necessary to manage them properly and fairly, meaning that standard rules must apply to all in all situations. My recommended actions follow:

1. Manage your employee issues on the same basis for all and on the basis of standard rules known to all and accepted at the time of hiring. These rules may include:
2. Recruit and select employees on the basis of merit (such as skills, education, training, professional qualifications, experience or ability to perform the job), and regardless of age, race, gender, religion, marital status and family responsibilities, or disability.
3. Dismiss or lay off employees on pre-set criteria and after a review process.
4. Treat all employees fairly and in a just and moral manner.
5. Provide employees with equal opportunity for training and promotions.
6. Enable all employees to achieve their full potential, as conditions allow.
7. Reward employees on the basis of a performance system and pre-set and agreed objectives[59].
8. Ensure the good operation of your Corporate Wellbeing Improvement Plan (an example is provided in Appendix 2.2: Corporate Boardroom Wellbeing Improvement Plan).
9. Ensure the good operation of a grievance process.
10. Ensure that all these are contained in your Employee Handbook and that this is reviewed and upgraded annually[60].

Action CB8: Implement a Critical Staff Plan

This is your third Personnel Resilience Improvement Action.

Very frequently depending on your business and industry situation, there is a long lead-time to acquire hard-to-find specialty resources. If the need is critical enough, you may need to know ahead of time how to find these people and critical parts or equipment on short notice if needed. One way to plan ahead is to work with one or more vendors and partners to have resources identified that can be made available to you in an emergency. If an expert on your team quits, you will not be stuck. You would have already worked out a deal to have substitute resources available on short notice–even if only short-term.

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I am therefore recommending that you consider doing the following in this regard.

1. Create and implement a written critical staff plan.
2. This document should detail how the company manages the succession of its critical resources: How the company's officers are elected and replaced; How successors are to be chosen and the respective roles of the CEO, the board and the various board committees in the succession process; How other critical resources, like IT, Finance, Sales, Production, etc., are hired and replaced; and Emergency succession procedures (sudden death, vacancy, pregnancy, etc.).

Action CB9: Build and manage an effective corporate team

This is your fourth Personnel Resilience Improvement Action.

Your corporate team is your business family. You, as a senior leader, owner or executive, besides your nuclear or extended family, you also have a business to run. Your business is run by people, your corporate team. You have to look after them if you want the best results.

Here are seven practical actions to build, sustain and manage, more effectively, your corporate team.

1. **Scope the problem**: You have to know what the performance problem is with your team. Assess their environment and concerns against your business requirements. Identify the issues involved in solving the specific problem. Document the problem and the solution, in terms of specifications, needs, expectations, demands and resources.
2. **Organize the team**: Assign project manager or team manager or function manager. Develop terms of reference. Define each detail team and the roles within that team. Assign specific responsibilities. Develop and issue project schedule and reporting mechanisms.
3. **Link team to strategy**: Set clear vision, mission, values and targets for the project, team, function, etc., and its expectations. Inform team members of the desired outcomes and measures of success. Invite each member to be a part of the team and communicate the goals and why they were selected.
4. **Enable team culture**: Build commitment and trust by valuing the contribution of each member of the team. Build sympathy for each person's challenges. Ensure the competence of the whole team, as well as each member. Empower the team by allowing the members to work within the prescribed guidelines with each other to accomplish the goals. Resolve conflicts.
5. **Establish communications**: Craft and implement communication policy and associated procedures. Ensure clarity and accountability for all types of communications. Ensure that the team shares information and develops an open mind.

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6. **Monitor activities**: Establish regular monitoring. Review progress. Identify issues, and resolve problems. Close the project when all project activities have been concluded successfully.
7. **Manage performance**: Develop performance policy for managers and team members. Link this policy with corresponding corporate performance system. Award managers and team members when performance targets are met. Manage performance issues.

And as Epicurus, the ancient Greek philosopher advises: 'You don't develop courage by being happy in relationships, every day. You develop it by surviving difficult times and challenging adversity'.

Part 2: Corporate Cultural Resilience Improvement Actions

This is the second part of your resilience actions based on the principle of courage. This is complemented by Part 1: Corporate Cultural Resilience Improvement Actions and Part 3: Business Resilience Improvement Actions.

Why are Corporate Cultural Resilience Improvement Actions required?

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We all know that employees are affected by the behavior of their corporate managers and leaders. Therefore you have to improve the wellness at two sides: The employee side and the corporate management side. I have provided several actions in the previous chapters about improving wellness at the employee side. I will need to also list out activities to show you how you may improve your corporate management culture and align it to your wellness program.

Both of these sets of actions (employee, corporate management) add to the productivity, effectiveness and resilience of the organization in the long run.

The following actions improve your corporate management culture and align it to your wellness program in a more effective way. These actions relate to improving: 'Tone at the Top'; Understanding of the organization by the board; Integrity; Operational philosophy; Ethical Climate; Employee Empowerment; Leadership; Employee Motivation; Openness and Shared Values; Information Flow; Corporate Culture; Morale; Trust; Corporate Attitude; Competence; Expectations; and Structure of Reporting Relationships.

These actions are detailed in Appendix 2.8: Corporate Cultural Resilience Improvement Plan.

Part 3: Business Resilience Improvement Actions

This is the third part of your resilience actions based on the principle of courage. This is complemented by Part 1: Corporate Cultural Resilience Improvement Actions and Part 2: Corporate Cultural Resilience Improvement Actions.

Why are Business Resilience Improvement Actions required?

Because catastrophes and disasters will definitely damage your business or even shut it down completely. Otherwise you have to think of how you can effectively plan for the longevity of the company as well as the people depending on its operations, transactions and profits.

All the potential disasters if not planned and recovery actions not managed effectively can shut down a healthy and profitable business in no time. It is therefore natural and expected that these cause occupational stress to the business owners, executives, managers and professionals, all over the world.

Several questions come to the effective manager's mind.

How can I make my company more resilient? Should I create a resilient corporate culture? How can my organization deal with change? How can business staff cope with ambiguity and uncertainty? How do they allocate resources? How do my managers foster self-effectiveness as opposed to fatalism in their operating staff? Is there trust and goodwill, a shared sense of purpose and a feeling that there exists the capacity and skills to meet all demands? Is there a sense of inter-connectedness, of co-ordination, of real honest communication?

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In my experience there are four things you need to do to prepare yourself and your business organization:

1. Craft and implement resiliency plans, policies, procedures and methods
2. Obtain systems and resources for resilience
3. Improve the resiliency coping skills of your staff
4. Enhance your company's social intelligence.

And let's not forget that you also need a cultural framework and strong leadership to motivate all parties into action, before the disaster strikes and immediately the moment it does.

Business Resilience can be defined, in practical terms, as 'the positive ability of a company to adapt itself to the consequences of a catastrophic failure and recover back to its previous normal business operations in a prescribed time period with the less damage as possible. These catastrophic failures may be caused by one or more of the following, either acting alone or in conjunction with other events. These, as an example include: loss of a very large portion of customers, great losses of markets, product or services obsolescence, major customer electrical or other energy power outage, weather conditions, a fire, a bomb, a major labor dispute and strike, a pandemic, an earthquake, a physical security invasion of facilities, a critical breach or takeover of IT systems and facilities, a major cyber-attack and destruction of company IT resources, or similar such event'.

This can only be put into actual terms for your business by the actions described next.

Action CB10: Implement a Business Resilience Management Plan

This is your first Business Resilience Improvement Action.

Business Resilience Process

A usual Business Resilience Process, in my experience, includes the following seven major sub-processes:

Sub-Process 1: Business resilience planning. This entails studying, analyzing and planning for managing business resilience issues, such as: supply chain logistics, customer issues, brand name, reputation and other competitive advantage issues, privacy, building redundancy with partners, inventory and offshoring facilities, aligning procurement strategy with suppliers, building honest relationships with your employees, customers, and suppliers, etc.

Sub-Process 2: Identifying the business functions, business data, IT systems and resources: This involves identifying funds, personnel, facilities, business functions, IT systems, offices, data, filing systems, equipment, partners, etc.

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Sub-Process 3: Addressing any special security requirements: Companies, regardless of type and size, need to support security-rich communication, business transaction processing and other critical systems and facilities via a well-defined security strategy for protecting the corporate assets including the brand image and other intangible assets.

Sub-Process 4: Developing the plan, changing the corporate culture and assigning roles and responsibilities.

Sub-Process 5: Testing the plan.

Sub-Process 6: Reviewing the plan.

Sub-Process 7: Maintaining the plan.

Furthermore I have used these seven sub-processes to craft a detail plan with 24-steps to execute an effective business resilience process in various client assignments[61].

Action CB11: Implement a Critical Parts Plan

This is your second Business Resilience Improvement Action.

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Very frequently depending on your business and industry situation, there is a long lead-time to acquire hard-to-find specialty resources. If the need is critical enough, you may need to know ahead of time how to find these critical parts or equipment on short notice if needed. One way to plan ahead is to work with one or more vendors and partners to have resources identified that can be made available to you in an emergency.

I am therefore recommending that you consider doing the following in this regard.

1. Create and implement a written critical parts and equipment plan by knowing and analyzing your operational needs and requirements.
2. Detail how your company manages the purchasing and availability of its critical resources for the operation of the business functions and record the details in this document.
3. Work out an agreement with supply partners to hold strategic materials, parts and personnel available within a pre-defined time frame.
4. Create an emergency resourcing budget and reserve some funds in a special account fot this purpose.
5. Test out your plan and improve as needed.
6. Review the plan when a need or disaster strikes and improve it accordingly.

Action CB12: Align your IT systems with your business operations

This is your third Business Resilience Improvement Action.

We live in a cyber-enabled and interconnected world. Our companies cannot survive well if the IT systems used by all business functions are not well aligned with the specific company's business operations. For best results, consider implementing an IT aligning approach and practices into your company in steps, as I am recommending next.

Step 1: Conduct Enterprise Architecture (EA) Preliminary Study
Step 2: Set up EA Organization
Step 3: Commit EA Users
Step 4: Develop EA Communication
Step 5: Document EA Demands Documentation
Step 6: Select EA Framework
Step 7: Define Current Business Model
Step 8: Develop Changes to the Current Business Model
Step 9: Document Future Business Model
Step 10: Craft EA Implementation Plan
Step 11: Execute EA Plan
Step 12: Monitor, Review and Improve EA Process[62].

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Action CB13: Manage your company's finances very well

This is your fourth Business Resilience Improvement Action.

Let's not forget that without good finances any business cannot survive long, nor develop itself and its people further.

For best results, consider implementing your financial management approach and practices into your company in steps, as I am recommending next.

The Seven Sages provide us with the guiding principle: 'Acquire wealth in a just way'.

Step 1: Establish efficient financial and other business recording systems and procedures and manage and monitor your business wealth, such as: investments, accounts payable, receivable and budget very well, and your cash flow and cash very effectively.
Step 2: Establish and execute optimal anti-fraud procedures.
Step 3: Perform due diligence on all your staff and partners.
Step 4: Backup all your critical business data in an offsite safe location.
Step 5; Register all your patents and copyrights.
Step 6: Innovate and keep abreast of market and technology developments.
Step 7: Establish and execute a business policy to contribute to social causes, ecology, philanthropy and community work[63].

Action CB14: Develop and Sell New Products and Services

This is your fifth Business Resilience Improvement Action.

In addition to good finances a business cannot be profitable for a long time unless it develops new products and services.

For best results, consider implementing your new products management approach and practices into your company in steps, as I am recommending next.

Developing a new product or service entails a complex set of activities, such as:

Step 1: Concept development. This includes conceptual design and definition of the characteristics of the new product or service.
Step 2: Product or service planning. This includes market building, small scale testing and a feasibility study.
Step 3: Product and process engineering. This includes detail design of the product, identification of the tools, processes and equipment required and building first prototypes.

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Step 4: Pilot manufacturing. This includes fabricating the first products, reviewing and improving the manufacturing process, marketing the first products, and planning the full production process.
Step 5: Market testing. This includes evaluating field experience with product or service and devising your promotional plan.
Step 6: Market penetration. This includes implementing your promotional plans, evaluating first experiences with product or service, filling distribution channels, promoting products, and interacting with key customers.
Step 7: Review and improve the process as needed[64].

Action CB15: Implement an Industrial Espionage and Sabotage Management Plan

This is your sixth Business Resilience Improvement Action.

In addition to managing your finances, product development and IT systems your business cannot survive very long if it is undermined and its trade secrets and advantages stolen and abused. For best results, consider implementing the following management approach and practices to protect yourself and your company in steps, as I am recommending next.

Step 1: Management Controls. Describe your company's major management controls, and compare them with your industry standards and with the similar-type controls established by other similar companies, and identify any obvious gaps and required improvements.

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Step 2: Investments Quantification. Quantify, in terms of money, the total investments (data, systems, patents, buildings, plants, other assets, etc.) owned and managed made by your company at this point in time.
Step 3: Security Gaps Assessment. Describe your company's major physical (buildings, offices, plants, etc.), IT and web-enabled applications security controls, and identify any obvious gaps and required improvements.
Step 4: Protection. Improve your protection mechanisms of the business data, patents, trademarks and information systems and other assets of your company, according to the gaps identified above.
Step 5: Internal Audit. Improve your internal audit system and ensure execution of both periodic and ad hoc audits of all your business operations and internal controls.
Step 6: Registration. Submit all the documentation required to register your patents, copyrights, intellectual property, inventions, and trademarks with the proper authorities[65].
Step 7: Classification. Classify your business data according to sensitivity criteria (public, first level of privacy, second level of privacy, etc.).
Step 8: Security Risks Assessment. Design, develop and implement adequate security controls on the basis of a company-wide risk assessment of the threats and risks facing your specific company.
Step 9: Training. Train all your users, managers and IT staff in protecting and safeguarding your business data and information against social engineering techniques.
Step 10:Production Quality. Implement production processes that ensure your products are not defective, support these products after they are sold, fix them if they are found defective, and inform your customers if your products are found problematic.
Step 11: Intelligence Team. Set up a unit or team to gather (legally) business intelligence data for your use.
Step 12: Industry Connection. Associate with other firms and partners to make your operations more resilient by exchanging data and techniques[66].

Action CB16: Implement a Cyber Resilience Management Plan

This is your seventh Business Resilience Improvement Action.

Cyber-resilience is the organization's capability to withstand negative impacts due to known, predictable, unknown, unpredictable, uncertain and unexpected threats from activities in cyberspace[67].

The primary objective of the Cyber Resilience Management Plan is to provide guidelines for the implementing an IT security data program for all the information collection, storing and processing activities of the organization.

An example of such a plan is described next.

Step 1: Cyber Risks. Conduct a risk analysis with focus on what risks might hit you and what costs they will imply for your business and cyber operations and business reputation.

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Step 2: Security Committee. Establish the I.T. Security Management Steering Committee and ensure its good operation.
Step 3: Security Model. Examine the various security options and decide on the Security Model to use for your business organization.
Step 4: I.T. Security Strategy. Formulate and issue your I.T. Security Strategy and inform all people of your business on its aspects.
Step 5: Security Policies. Establish and implement security policies, procedures and practices.
Step 6: I.T. Security Organization. Establish the I.T. Security Organization (manager responsible, type of organization: unit, department, team, etc., appointment of security staff, security budget formulation and approval, procurement of other resources, etc.).
Step 7: Security Roles. Describe the responsibilities, roles and work tasks of the I.T. Security Organization (unit, department, team, etc.) and its dedicated staff.
Step 8: Security Awareness. Execute the required activities to instill awareness and sensitivity on security issues to all personnel of your business.
Step 9: Documentation. Document all the activities and transactions of your company where I.T Systems are deployed and used.
Step 10: Security Training. Educate and Train your I.T. Security Team.
Step 11: Security Monitoring. Monitor the execution of your I.T. Security Plan.
Step 12: Security Operation. Ensure full operation of your I.T. Security Organization.
Step 13: Review. Ensure monthly review by the board and improvement of the functions of the I.T. Security Team on the basis of reported results, incidents (detected, reported and resolved), resource utilization, etc.
Step 14: Reporting. Ensure reporting and reviewing of security issues, both every month and on an ad hoc basis (on urgent matters) at the Board and Top Management level.
Step 15: Security Testing. Employ an expert to conduct Cyber Security Penetration Testing, at least annually[68].

Process 3: Assurance

Up to now you have implemented the wellness actions of this strategy. You also need to support this process for best results for your company. This is the objective of the actions of this process, namely, to manage the review, monitoring and assessment effort to ensure best wellness impact and results of this strategy for your organization.

Action CB17: Ensure quality of the Products of Strategy # 4

The basic products of the activities of this strategy are:

1. Workplace Wellness Project Plan (updated)
2. Sustainability Report (updated).
3. Diversity Policy and Guidelines.

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4. Critical Staff and Parts Plan.
5. Cyber Resilience Plan.
6. Corporate Boardroom Wellbeing Improvement Plan.
7. Corporate Cultural Resilience Improvement Plan.
8. HR Management Controls.
9. Updated Automated Workplace Wellness System.
10. Updated Worksite Health Scorecard.

Basic Outcomes: The basic outcomes of this strategy are:

1. Improved Personal Wellness by improving your resilience
2. Improved Wellness of your people by improving resilience in the workplace.

By identifying and implementing the specific products and outcome of this strategy and ensuring their quality the board and management of the specific company have a standard to measure up to verify that the specific activities of this strategy strengthen the wellness aspects of all employees of the company they lead and manage.

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Action CB18: Assess your actions related to improving resilience

1. Assess your improving relationships related wellness results recorded in your Automated Wellness System and Worksite Health Scorecard.
   The following questions (Q) may be used by staff and stakeholders:
   Q 1: Have your improving relationships related actions improved wellness by helping you focus on attacking the mental health factors managed by strategy #4, such as: The demands of the job; Whether staff understand their roles and responsibilities; Technology; Work-Family Balance; Inequity; and Company Longevity.
   Q 2: Which aspects of these actions were most effective?
   Q 3: How can we improve implementation of these actions?
   Q 4: Are all stakeholders aware of these actions?
   Q 5: Can our findings contribute to the development of other best practices?
   Q 6: Is there potential for new policies as a result of what we've learned?
   Q 7: Have various metrics (e.g.: Ecological Footprint, energy reduction, purchases of environmentally friendly products, water reduction, paper printing reduction, injury-based workers' compensation, disability-driven rehabilitation costs, employee absenteeism, employee productivity, employee turnover, employee physical health indicators, like blood pressure, cholesterol levels, etc.) been improved?
   More details are provided in Appendix 5.1: Wellness Performance Measures.

2. Ensure that your third strategy (Strategy # 4: Improving Resilience) and its actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting and are inspired by the principles of justice, friendship, harmony, goodness and kindness.
3. This means that the actions of this strategy should be assessed to ensure that they have improved or are improving both occupational stress and wellness at all levels: body, mind and spirit of the people for which these actions have been implemented.
   See also Chapter 7 for the overall evaluation and improvement of workplace wellness actions.
4. Also it may be worth noting that as a corporate leader you have to practice improving relationships along with what you are preaching in terms of workplace wellness.

The fable **'A Mother Crab and her son'** by Aesop, outlined next, is most relevant in this respect.

'A mother crab criticized her son for walking sideways, whereupon the son asked his mother to show him how to walk straight. Of course the mother crab was unable to walk any straighter than her son, and soon apologized for criticizing what she herself was unable to do'.

The meaning of this story is that example is more powerful than precept.

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6.6 Corporate Wellness Support Action Plan

Up to now you have improved your personal and workplace wellness with relationship actions presented in the previous paragraphs (4 and 5). Implementing your personal wellness plan is usually done in your own time and place. The workplace wellness plan, however, is implemented in your business locations, and is supported by various corporate-level functions for best results, as noted next.

Various corporate-level actions support your workplace wellness actions presented just before. These usually relate to your Board, Senior Management, HR Management and Wellness Team and other management, depending on your own situation and industry specifics (e.g. Production Manager, Health and Safety Manager, etc.). All of these have a pivotal and crucial role to play in supporting the implementation of your wellness improvement strategy.

Their role, responsibilities and actions are presented in chapter 1 and appendices 4.1 to 4.4 (see Section 4: Duties and Responsibilities in the Appendix, at the end of this book). Especially the chairperson of the Wellbeing Steering Committee should sponsor, facilitate and ensure a smooth implementation and monitoring of the results of this strategy in improving wellness while also reducing occupational stress in your workplace.

6.7 Reaching the sixth Harmony milestone

Up to now, according to the above plans, you have implemented your wellness actions of strategy #4 (Improving Resilience).

How, then, do you know whether you have reached your sixth HARMONY milestone?

You can only know this if you ensure that all your wellness actions are inspired by the principle of Courage and the sayings of ancient Greek wisdom noted in this book, and that these same actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the sixth milestone in your **HARMONY Roadmap**. This milestone is symbolized by the sixth key-letter 'N' (Nourish) of the **HARMONY** mnemonic, as shown in Figure 1.

This way you are bound to manage workplace wellness and occupational stress better and in the end reduce stress and improve the wellbeing of yourself, your employees and your business.

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HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve (reached)
	Milestone M: Manage (reached)
	Milestone O: Organize (reached)
	Milestone N: Nourish (reached)
	Milestone Y: Yield

Figure 11: HARMONY Roadmap

In the end you will have reached your sixth milestone in your wellness voyage if all these actions have improved wellness, mental health and occupational stress at all human levels: body, mind and spirit.

Reaching your sixth milestone signifies the end of the Implementation phase of the ADDIE Model used to craft your workplace wellness solution.

The specific products and outcomes of this phase are described above and certain actions are proposed to ensure their quality for your workplace wellness.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

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6.8 How to ensure success of strategy # 4 (Improving Resilience)

Up until now, I have listed a set of wellness actions to be implemented and I have painted a very good picture at implementing these specific actions of this wellness strategy.

Is this, however, the story, in actual business activities and life?

As I noted in chapter 3, my consulting experience has proved to me and to numerous clients and companies I have advised that **strategies** and plans, alone, are not enough in most cases in the present ever-changing and crisis-ridden environment for best business results.

Even the best designed strategies fail, as, for a variety of reasons they are not well communicated, aligned and supported at all levels off the business organizations.

Several reasons and factors are responsible for this failure, such as: Wellness strategy has different focus than business or IT strategy; Crafting a wellness plan but not executing it; Not understanding the environment or focusing on wrong wellness results; Partial commitment of employees and management on wellness; Lack of resources (people, policies, skills, funds, etc.) for wellness implementation, etc.

How do you then close the gap and ensure that the actions of **strategy # 4 (Improving Resilience)** are successful?

1. **Focus.** Ensure that your Wellness actions of this strategy are focused and include a manageable number of goals, objectives, and programs. Fewer and focused is better than numerous and nebulous. Also be prepared to assign adequate resources to accomplish those goals and objectives outlined in the plan. More details are included above (*Action CB1: Organize to implement the actions related to resilience*).
2. **Inspiration.** Ensure that when you are designing your own action plans to implement the wellness activities of this strategy remember to consider the aspects of the Principle of Temperance and the guidance offered by the Ancient Greeks. More details are included above (*Action RB2: Get inspired to drive the implementation of the actions related to resilience*).
3. **Correction.** Ensure that you review and correct any defects and errors of implementing the actions of this strategy. More details are included above (*Action CB3: Record and Communicate Results of Strategy # 4 and Action CB18: Assess your actions related to relationships*).
4. **Management Engagement.** Ensure that your senior managers and leaders are engaged in your wellness activities in a positive way. More details are included above (*Action CB4: Engage Senior Management in your Wellness Activities related to resilience*).

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5. **Employee Participation.** Ensure that your employees are actively engaged in your wellness activities in a positive way. Monitor and improve their participation by: providing incentives (cash and non-cash); health promotion training and coaching; leading by example so that they can see that you as a manager lead a healthy life rather than only preaching it; and ensuring that your ethics, data confidentiality and compliance practices are fully explained and manage all employee health confidentiality issues most effectively.
   See also *Action CB1: Organize to implement the actions related to resilience*.
6. **Workplace Wellness Solution.** Ensure that your workplace wellness program is as comprehensive as possible by including: multiple wellness strategies (like the ones proposed in the this chapter as well as the other chapters of this book); health awareness initiatives (such as health education, preventive screenings and health risk assessments); maximum management and employee involvement, engagement and participation; initiatives to change unhealthy behaviors and lifestyle choices (such as counseling, seminars and self-help materials); and workplace policies to encourage healthy lifestyles, healthy eating, increased physical activity and improved mental health.
7. **Quality.** Ensure that your Wellness products of this strategy have the quality expected and planned for. Also be prepared to assign adequate resources to accomplish your quality goals and objectives and performance levels outlined in the plan. More details are included above *(Action CB17: Ensure quality of the Products of Strategy # 4*).

6.9 Conclusion

In conclusion, this chapter described the role of the **Principle of Courage the last principle of the seven** principles of **The Harmony for You Wellness Approach** (***'The H4u Wellness Approach'***) in our life and the fourth strategy (**Wellness Strategy #4: Improve Your Resilience**).

It also used the ideas of the Cynics and other ancient Greek wise men (and several of their sayings) and developed and presented two action plans (Personal and Business) with over 30 actions and several policies.

The Personal Wellness Actions related to improving your life as a person by: Adding resilience values to your life with Calmness; Humility; Goodness; Focusing on the Present; and Following your dream.

The Workplace Wellness Actions pertained to improving the wellness of your business by: Implementing a Business Resilience Management Plan; Aligning your IT systems with your business operations; Managing your company's finances very well; Developing and Selling New Products and Services; Implementing an Industrial Espionage and Sabotage Management Plan; Implementing a Cyber Resilience Management Plan; Managing Employees on Standard Rules; and Implementing a Critical Resources Plan, etc.

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The end result of this strategy is to organize you better so that the implementation of its recommended policies, plans, techniques and actions will make you robust spiritually and enable you and your business to *keep* coping, managing your wellness and reducing your occupational stress.

Additional actions on improving other aspects in your personal and family life as well as your business and professional activities after achieving the faith objective and reducing your occupational stress are contained in the Appendix (*see Appendix 7: Life Improvement Road Plan*).

Finally, the appendices noted in this chapter as well as the actions listed in paragraph 4 above ('Improving Personal Wellness with Resilience Actions (Strategy #4)') are contained in Volumes II and III of this book.

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7 Evaluating Workplace Wellness

'Know you not how small a part you are compared with the whole. I mean with respect to the body, for as to intelligence you are not inferior to the gods nor less; for the magnitude of intelligence is not measured by length nor yet by height, but by thoughts'.

Epictetus

Chapter Overview

Overall Description
This chapter deals with ways to evaluate, monitor, review, assess and improve all the actions and strategies implemented (see previous chapters) regarding your personal and workplace wellness for your business organization. The actions of this chapter pertain to the Evaluation phase of the **ADDIE** model that ensures your best wellness effects.

Basic Products
The basic products of the activities of the wellness improvement stages are:
Workplace Wellness Project Plan (updated)

1. Workplace Wellness Monitoring Plan.
2. Monitored Workplace Wellness Results.
3. Workplace Health Care Costs.
4. Workplace Wellness Audit Reports (Internal, External).
5. Workplace Wellness Assessment Data.
6. Health Screening Program for Employees.
7. Workplace Wellness Improvement Budget.
8. Worksite Health Stations and Wearable Devices.
9. Updated Automated Workplace Wellness System.
10. Updated Worksite Health Scorecard.

Basic Outcomes
The basic outcomes of these improvement stages are:

1. Improved Personal Wellness
2. Improved Wellness of your people in the workplace.

Detail Contents
The detail contents of this chapter are:

1. Your Wellness Voyage: Progress so far
2. The Review and Improvement Process
3. Personal Wellness Evaluation Plan
4. Workplace Wellness Evaluation Plan
5. Corporate Wellness Support Action Plan
6. Reaching the **seventh Harmony milestone** ('Y' (Yield))
7. Summary and Conclusion.

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7.1 Your Wellness Voyage: Progress so far

You are now on the seventh point in your voyage to an eternity of wellness.

This the Seventh set of Wellness Improvement Actions (WI # 7) in managing Personal and Workplace Wellness. Up to now you have established your approach (Chapter 1), the wellness management framework (Chapter 2) and implemented all your four wellness improvement strategies (Chapter 3, Chapter 4, Chapter 5 and Chapter 6).

You are now ready to evaluate how you are doing on wellness.

This is done by the **Evaluation** phase of the ADDIE Model. This gives you all the tools to review and assess what may have gone wrong during the implementation of your wellness actions so that you may take further actions to improve your workplace wellness for your business organization.

This is accomplished in this chapter by describing the ways to review, monitor, assess and improve your Personal and Workplace Wellness efforts. These are included in the following paragraphs as well as the plans (**Personal Wellness Evaluation Plan, Workplace Wellness Evaluation Plan and** Corporate Wellness Support Action Plan) detailed in this chapter.

7.2 The Wellness Evaluating Phase

This is the final phase of **The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'***, containing five phases (Analysis, Design, Development, Implementation, Evaluation) of the ADDIE Model (as outlined in previous chapters of this book).

This phase supports the monitoring, reviewing and improvement tasks of managing wellness and reducing occupational stress for the people of your business organization.

The main aim of this phase is to evaluate and monitor the execution of all previous phases and action plans so that your workplace wellness efforts are improved. This is carried out by the plans (Personal Wellness Evaluation Plan, Workplace Wellness Evaluation Plan and Corporate Wellness Support Action Plan) and actions detailed next.

This phase and its actions focus entirely on ensuring that all other processes attack all your workplace mental health factors. It is based mainly on what Aristotle has advised:

'Excellence is an art won by training and habituation. We do not act rightly because we have virtue or excellence, but we rather have those because we have acted rightly. We are what we repeatedly do. Excellence, then, is not an act but a habit'.

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Also it is driven by all seven golden **Principles** (Temperance, Faith, Justice, Harmony, Friendship, Kalokagathia (Goodness and Kindness) and Courage), inspired and energized by all universal **forces** (S1, S2 and S3) and supported by specific implementation actions and policies noted in the following paragraphs.

So, how do you we improve workplace wellness efforts with this process?

My recommendation is to use the concepts of the following two evaluation plans and corporate performance management and support actions to monitor and improve the workplace wellness management efforts of yourself and your business.

7.3 Personal Wellness Evaluation Plan

It is very crucial and critical to monitor your personal wellness and stress levels. In previous chapters I recommended several actions to reduce and manage your personal stress more effectively.

But you also need to be diligent and monitor your personal stress levels, if not daily, at least periodically, depending on your personal reasons and style of living.

This is so you can take the actions noted in this book.

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This may be achieved by the following actions:

Action AP1: Monitor your personal stress journal
Action AP2: Monitor and evaluate your personal stress improvement actions
Action AP3: Monitor your personal physical health signs
Action AP4: Monitor your personal emotional health signs
Action AP5: Use Stress Monitoring Devices
Action AP6: Review Your Situation with Others.

*For more details, see **'Personal Wellness Evaluation Plan'** in Volume III of this book.*

7.4 Workplace Wellness Evaluation Plan

As I described above it is very crucial and critical to monitor, review and improve your personal wellness in addition to the other personal improvement actions noted in previous chapters.

It is now time to evaluate, review and improve your workplace wellness actions implemented before for your business people. This is best done in 5 stages so that everyone stays focused to the objectives in a better way. A summary list of these activities follows:

Stage 1: Corporate Performance Management

Action AB1: Establish your Corporate Performance Management System
Action AB2: Establish your Business Dashboard
Action AB3: Set up your Corporate Rewards System
Action AB4: Monitor Business Management Controls

Stage 2: Workplace Wellness Monitoring

Action AB5: Establish Monitor Wellness Team
Action AB8: Monitor Compliance
Action AB9: Monitor Performance Review
Action AB10: Monitor Wellness Training
Action AB11: Undertake Wellness Inspection
Action AB12: Monitor Health Practices
Action AB13: Undertake Health and Safety Tours
Action AB14: Monitor Employee Surveys
Action AB15: Monitor Wellness Issues and Events
Action AB16: Monitor Outcomes Evaluation
Action AB17: Document Monitoring Tasks.

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Stage 3: Workplace Wellness Assessment

Action AB18: Calculate your workplace health care costs
Action AB19: Assess your Workplace Wellness actions
Action AB20: Audit your Workplace Wellness actions by your internal auditors
Action AB21: Audit your Workplace Wellness actions by external experts or auditors

Stage 4: Workplace Wellness Performance Management

Action AB22: Organize your Improvement efforts
Action AB23: Improve your workplace wellness management communications
Action AB24: Manage your workplace wellness performance
Action AB25: Improve Wellness Management Strategies

Stage 5: Workplace Wellness Improvement Assurance

Action AB26: Ensure quality of the Products of Improvement
Action AB27: Assure Workplace Wellness for your Business

These 27 actions are further detailed next.

7.4.1 Stage 1: Corporate Performance Management

This is the first stage of your Workplace Wellness Evaluation Plan.

The main objective of the first stage is to ensure that your business organization is functioning properly and effectively before your wellness team and your managers concern themselves about evaluating, reviewing and improving your workplace wellness efforts. This stage is implemented by a **Corporate Performance Management Plan** and its four actions described in this section.

Corporate Performance Management Plan

Corporate performance management is not an end in itself. The usual reason for corporate managers to manage and measure performance is to find measures to evaluate, control, motivate, promote, and improve their business operations and staff. In addition to the regular performance measures (financial, sales, production, IT, etc.) they must also measure the company's efforts in **managing wellness and reducing occupational stress**. They do this effectively by establishing and running a **Corporate Performance Management System** and monitoring all their business management controls and a set of key performance indicators. This is carried by a management plan outlined next.

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This plan contains several actions you can execute and several policies you can implement to manage wellness and cope with and reduce occupational or workplace stress with the strategies identified in this book. You may need these as a business owner, leader, manager, board director, business consultant, or other professional, etc., if you want to improve your business workplace environment and improve your company's effectiveness.

Action AB1: Establish your Corporate Performance Management System

1. Formulate and set up your performance measurement system (e.g., BSC at the corporate level), and other complementary quality systems.
2. Ensure that wellness performance indicators are included in the process (*more details are included in Appendix 5.1: Wellness Performance Measures*).
3. Enter the performance data into your BSC and other performance systems.
4. Carry out the required performance analyses.
5. Link these to the Governance Information System which measures your performance in terms of governance, risk and compliance (in total corporate terms).

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Action AB2: Establish your Business Dashboard

1. Purchase a ready-made computerized **Business Dashboard system** or develop your own.
2. Deploy your **Business Dashboard system** so that you have instant visual and reporting information of all your performance data (including stress).
3. Link this computerized system to your other governance, quality and compliance systems.
4. Also link this system with your automated wellness solution as well as your worksite wellness health card.

Action AB3: Set up your Corporate Rewards System

1. Define your company goals and performance targets that the rewards system and program will support, communicate process to all concerned, and identify the specific desired employee performance details that will reinforce the company's goals.
2. Determine the key performance measurements.
3. Link this rewards system to the corporate performance management system.
4. Develop the appropriate rewards (such as: pay, overtime, bonus, profit sharing, stock options, recognition, career planning, coaching, promotion, group-based rewards, etc.).
5. Set performance targets and communicate the program to all employees.
6. Evaluate, measure and monitor corporate performance (including wellness and stress performance).
7. Collect data, execute rewards process to each employee, review the results and improve process.

Action AB4: Monitor Business Management Controls

There is no point in only tracking **stress and other health issues**. You must also monitor your whole business. This is done by monitoring your business management controls. These must be monitored and reviewed so that the performance, wellness and occupational stress problems and issues that surface during the every-day operations of the specific business are resolved the best way possible. As a minimum, the following should be monitored, reviewed, evaluated and improved on a time-period (quarterly, annually, etc.), appropriate to the conditions of the organization for which these controls operate.

These issues, systems and activities are:

1. Business strategy;
2. Management responsibilities;
3. Compliance issues and breaches;
4. Risks, budgets, corporate investments;
5. Mission support systems;
6. Business continuity plan and testing;
7. Functional and IT operational transactions and errors;

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8. Corporate performance (financial, production, project, IT, etc.);
9. Asset management issues;
10. Security issues and incidents;
11. Customer satisfaction;
12. Internal and external communication;
13. Data and service quality;
14. Segregation of duties in all critical functions (e.g., finance, asset management, IT, etc.);
15. Innovation activities;
16. R&D efforts and projects;
17. Human resource management issues and problems;
18. New project implementations; and
19. Business intelligence activities (information collection and processing as regards industry and competition issues concerning the organization[69].

7.4.2 Stage 2: Workplace Wellness Monitoring

This is the second stage of your Workplace Wellness Evaluation Plan.

In the first stage (described above) you were concerned about managing and running your business well. The main objective of this stage (second stage) is to ensure that your wellness team and business managers monitor wellness in all its aspects (implementation, results, etc.) before they find out what is wrong (stage 3) and improve it (stage 4).

Monitoring the efficiency and effectiveness of policies, rules or other methods in policy statements or plans (policy and plan monitoring) is an important part of the business management process.

When it comes to wellness, policy and plan effectiveness monitoring helps determine the need for further action, and possible changes and improvements in wellness policy statements and plans, or in actions taken to implement them.

Wellness policy and plan effectiveness monitoring provides a means for determining how well wellness plans are working in practice.

This stage is implemented by a **Workplace Wellness Monitoring Plan** and its actions described in this section.

Workplace Wellness Monitoring Plan

Action AB5: Establish Monitor Wellness Team. This entails the establishment of a senior executive or board member and 1 or 2 people for support activities to monitor the execution of all wellness activities.

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Action AB6: Monitor the results of each strategy. This entails monitoring the results, products and outcomes of each of the four wellness improvement strategies, described in previous chapters.

Action AB7: Monitor Wellness Reports. This entails the execution of standard monitoring procedures (e.g. once a month) to monitor specific objectives, such as wellness performance indicators and health and safety incidents in wellness reports by the board of directors.

Action AB8: Monitor Compliance. This entails the periodic examination of documents, policies and procedures related to health and safety policy, wellness policy, etc., to check that systems relating to the promotion of the wellness, health and safety culture are complied with.

Action AB9: Monitor Performance Review. This entails monitoring the regular review of performance of each manager including review of wellness issues and progress.

Action AB10: Monitor Wellness Training. This entails monitoring the assessment and recording of wellness training needs and the delivery of suitable wellness training.

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Action AB11: Undertake Wellness Inspection. This entails the standardized inspection of company premises, offices, plant and equipment by wellness staff and production safety representatives or other assigned employees to ensure the continued effective operation of workplace precautions regarding wellness issues.

Action AB12: Monitor Health Practices. This entails environmental monitoring and health surveillance to check on the effectiveness of health control measures and to detect early signs of harm to health.

Action AB13: Undertake Health and Safety Tours. This entails random observations ('health and safety tours') of all workplace locations and wellness practices by board members and senior managers.

Action AB14: Monitor Employee Surveys. This entails monitoring the results of the execution of periodic surveys of employees' opinions on key aspects of health and safety.

Action AB15: Monitor Wellness Issues and Events. This entails monitoring all wellness events and issues, including injuries and cases of ill health, sickness absence records, damage to property, theft of funds, data and equipment, incidents with the potential to cause injury or ill health or loss, weakness or omissions in performance standards, etc.

Action AB16: Monitor Outcomes Evaluation. This entails asking questions related to the specific wellness actions implemented and their stated outcomes. Areas and examples of questions include:
6.1. Impact: What happened as a result of the wellness project? This may include intended and unintended positive and negative effects.
16.2. Sustainability: Are there lasting benefits after the wellness interventions are completed?
16.3. Relevance: Do the wellness objectives and goals match the wellness problems or needs that are being addressed?
16.4. Efficiency: Is the wellness project delivered in a timely and cost-effective manner?
16.5. Effectiveness: To what extent does the wellness intervention achieve its objectives? What are the supportive factors and obstacles encountered during the wellness implementation?

Action AB17: Document Monitoring Tasks. This entails:
17.1. Recording the information from your monitoring and evaluation efforts described above.
17.2. Analyzing the results of monitoring and interpreting what they mean in your business organization.
17.3. Reporting on the results of monitoring and on the effectiveness of the plan and policy statements.
17.4. Assessing where changes may be required to your policy provisions and plans because of the results of your monitoring efforts.
17.5. Reviewing your wellness solution provisions as a result of monitoring and evaluation of effectiveness.
17.6. Making recommendations for more or different wellness actions.
17.7. Ensuring there is a good written record of this monitoring process and the results of monitoring.

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7.4.3 Stage 3: Workplace Wellness Assessment

This is the third stage of your Workplace Wellness Evaluation Plan.

In the first two stages (described above) you were concerned with managing and running your business well and ensuring that your wellness team and business managers monitor wellness in all its aspects (implementation, results, etc.).

The objective of this stage (stage 3) is to assess what is wrong and improve it (stage 4).

Assessing your workplace wellness solution and results is carried out by the actions of this stage detailed next. I recommend a four-level strategy:

Level 1: Calculate your health-care costs by the use of external resources.
Level 2: Assess your wellness actions by both your wellness team and specific managers.
Level 3: Use your internal audit team to review your wellness actions and results.
Level 4: Use expert wellness external auditors to review your wellness results.

This way you can compare your results against the outside world (action AB18), assess yourself and diagnose what has gone wrong (action AB19), get another perspective from within your business (action AB20) and finally obtain an external more expert opinion (action AB21).

These data of these assessments may be used in stage 4 to improve your workplace wellness.

The assessment actions are detailed next.

Action AB18: Calculate your workplace health care costs. This entails using the resources of government and industry associations to calculate your health care costs on the basis of your inputs and wellness actions. These calculated indicators relate to alcohol, diabetes, obesity, physical inactivity, smoking, maternal and child health, etc[70].

Action AB19: Assess your Workplace Wellness actions. This entails the following:

1. Assessing all your wellness results recorded in your Automated Wellness System and your Worksite Health Scorecard.
   The following questions (Q) may be used by staff and stakeholders:
   Q 1: Have your principle-related actions (see strategies 1 to 4) improved wellness by helping you focus on attacking the mental health factors (MHF) designed to be managed by each strategy, such as:
   MHF 1: The demands of the job?
   MHF 2: The control staff have over how they do their work?
   MHF 3: The support staff receive from colleagues and superiors?

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MHF 4: Their relationships with colleagues?
MHF 5: Whether they understand their roles and responsibilities?
MHF 6: How far the company consults staff over workplace changes?
MHF 7: Technology?
MHF 8: Rules and Regulations?
MHF 9: Information Overload?
MHF 10: Work-Family Balance?
MHF 11: Poor Leadership?
MHF 12: Inequity? and
MHF 13: Company Longevity?

Q 2: Which aspects of these actions were most effective?
Q 3: How can we improve implementation of these actions?
Q 4: Are all stakeholders aware of these actions?
Q 5: Can our findings contribute to the development of other best practices?
Q 6: Is there potential for new policies as a result of what we've learned?
Q 7: Have various metrics (e.g.: injury-based workers' compensation, disability-driven rehabilitation costs, employee absenteeism, employee productivity, employee turnover, employee physical health indicators, like blood pressure, cholesterol levels, etc.) been improved? *More details are provided in Appendix 5.1: Wellness Performance Measures.*

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Action AB20: Audit your Workplace Wellness actions by your internal auditors. This entails the use of the following audit questionnaire.

1. Does your company have a **Workplace Wellness Policy?**
2. Does your workplace wellness policy focus on healthy lifestyle choices and prevention of disease and injury to all company employees and customers or partners engaged in company offices?
3. Is your company wellness program offered in partnership with health insurance companies?
4. Does your company have a contract with businesses that specialize in designing, implementing and operating wellness programs and solutions?
5. Do employees have a choice to participate?
6. Are incentives offered for employee participation?
7. Does the company create a wellness culture through activities and events that encourage all employees to track their participation and success in wellness?
8. Does the company wellness solution encourage all employees to take charge of their physical and mental health?
9. Does the company wellness solution require management to take a holistic approach to worker health that includes workplace safety, a supportive environment and employee empowerment?
10. Does the company workplace wellness team evaluate the actions of the implemented wellness program by installing and using an Automated Workplace Wellness System and a Worksite Health Scorecard?
11. Does the Company management support wellness efforts through training, incentives for participation and related policies such as requiring healthy food choices in vending machines and at workplace events?
12. Does the Company wellness program include health checks, smoking cessation and rewards for fitness accomplishments, participation in leisure time activities and other wellness practices announced from time to time?
13. Are employees encouraged to participate in health screenings, fitness events, health seminars, health coaching, wellness breaks and online health tracking?
14. Is wellness part of the job responsibility of each and every manager?
15. How many company employees comprise your workplace wellness department?
16. What percentage of your company employees participate in your workplace wellness program?
17. How much does your organization budget for wellness and health promotion programs?
18. Is your company workplace wellness program very comprehensive offering a variety of services, such as: Health Club subsidy, Nutrition, Weight-control, On-site fitness center, Health screenings, High blood pressure, Smoking-cessation, Health risk assessments Occupational Stress management, Prenatal care, Disease management, Health education classes, etc.?
19. Which of the services listed in question 18 in your wellness program has had the greatest impact on your organization's workplace healthcare costs?

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20. Has your company workplace wellness program improved one or more of the following indicators, such as: Improved Morale, Less Absenteeism, Less Occupational Stress, Improved Happiness, Increased Productivity, Improved Health, etc.?
21. Do you wellness staff belong to any wellness industry associations?
22. What has been the effect of your wellness program on your organization's healthcare costs (increased or decreased) and how much (percentage or specific amount)?
23. Do you subscribe to any wellness publications or online information services for your wellness program management needs?
24. Are your workplace wellness actions implemented according to a Workplace Wellness Project Plan?
25. Have your basic workplace wellness products, such as the following, issued and implemented effectively?
    25.1. Health and Safety Policy.
    25.2. Fire Safety and Evacuation Plan.
    25.3. Workplace Hazard Prevention Practices.
    25.4. Corporate Ethics Policy with Wellness Objectives.
    25.5. Sustainability Report.
    25.6. Business Philosophy Framework (Vision, Mission, Values, Ethics Policy, Corporate Code of Ethics).
    25.7. Avoiding False Advertising Guidelines.
    25.8. Green Business Guidelines.
    25.9. Environment Management Policy.
    25.10. Nature Visits Program.
    25.11. Corporate Social Responsibility Policy.
    25.12. Human Rights Policy.
    25.13. Community Relations Policy.
    25.14. Employee Handbook.
    25.15. HR Management Controls.
    25.16. Diversity Policy and Guidelines.
    25.17. Critical Staff and Parts Plan.
    25.18. Cyber Resilience Plan.
    25.19. Corporate Boardroom Wellbeing Improvement Plan.
    25.20. Corporate Cultural Resilience Improvement Plan.
26. Have your basic workplace wellness indicators, such as the following, been monitored effectively?
    26.1. Employee absences.
    26.2. Employee turnover rates.
    26.3. The cost of your employee wellness assistance program.
    26.4. The cost of benefits, including short-term and long-term disability payments.
    26.5. The cost of your drug plan.

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26.6. Incident rates and safety records.
26.7. Employees' participation in wellness programs (and whether they're staying in the programs).
26.8. Changes in employees' health habits.
26.9. Level of employees' awareness of healthy lifestyle issues.
26.10. Employee morale and job satisfaction.

The replies to this internal audit work may be used by management before they use the services of an external team (see next action).

Action AB21: Audit your Workplace Wellness actions by external experts or auditors

The workplace wellness external audit usually is conducted by an outside team of experts who assess employees' health and sense of well-being in a standardized, confidential manner. Steps are taken to ensure cooperation with the process by engaging workers and building their confidence in the security and confidentiality of disclosure. Though a workplace wellness audit may not pinpoint exactly which individuals in a workplace have a particular condition, it will enable your business organization to get a better picture of the well-being of your people and to improve the plans for accommodating the needs of your employees.

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The aims of auditing should be to establish that: appropriate management arrangements are in place; adequate risk control systems exist, are implemented, and consistent with the hazard profile of the organization; and appropriate workplace precautions are in place.

The auditing process involves the following work by the auditing team:

1. Discuss and agree the objectives and scope of the wellness audit with relevant managers, the wellness team, board members, and employee representatives.
2. Collect and review documentation related to wellness and health issues (see examples in the appendix).
3. Prepare and agree wellness audit plan.
4. Execute audit tasks. The auditors execute the pre-determined audit work by the use of various tools, such as audit questionnaires (see an example in Appendix 1.1: Occupational Stress and Corporate Wellness Audit Questionnaires), interviewing of people, and software.
5. Review and assess additional corporate documents (e.g. sickness records).
6. Observe physical conditions and work activities.
7. Assemble and evaluate evidence related to the audit findings.
8. Make judgements. The adequacy of a wellness system and a health and safety management system is judged by the auditors by making a comparison between what is found against a relevant 'standard' or benchmark (see also Action AB19: Calculate your workplace health care costs and Action AB20: Assess your Workplace Wellness actions). If there are no clear standards, the audit assessment process will be unreliable. Legal standards, government guidance and applicable industry standards should be used to make audit judgements on wellness.
9. Write first wellness audit report and review with functions audited.
10. Incorporate any relevant comments and issue final wellness audit report to the board of the company.

The work of all these audits is carried out by external auditors on the basis of an audit strategy, an audit plan, and an audit methodology with specific audit objectives, and with the assistance of audit programs, audit checklists, test computerized application systems, and computer assisted audit tools and techniques, like CAATTs, etc.[71]

7.4.4 Stage 4: Workplace Wellness Performance Management

This is the fourth stage of your Workplace Wellness Evaluation Plan.

In the first three stages (described above) you were concerned with managing and running your business well and ensuring that your wellness team and business managers monitor wellness in all its aspects (implementation, results, etc.) and assessing with what has gone wrong and needs improvement. The objective of this stage (stage 4) is to improve the results of your wellness policies and actions for your business organization on the basis of the findings so far.

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Improving your workplace wellness solution and results is carried out by the actions of this stage detailed next. I recommend a three-level strategy:

Level 1: Organize your Improvement efforts.
Level 2: Improve your workplace wellness management communications, performance and strategies.
Level 3: Assure Workplace Wellness for your Business.

The improvement actions are detailed next.

Action AB22: Organize your Improvement efforts

1. Review all assessment data and ideas on improving your workplace wellness of the previous stage (Stage 3: Workplace Wellness Assessment).
2. Reflect and review what wellness has been achieved so far in your workplace.
3. Talk to your customers, suppliers, and other partners to understand their ways to wellness.
4. Attend wellness conferences and events in other industries or functions to get another view on the relevant wellness issues..
5. Decide on what wellness improvements need immediate and longer-term execution.
6. Establish a budget and resources for improvement purposes.
7. Update your Workplace Wellness Project Plan (see Appendix 2.6)

Experience and various studies have shown that wellness improvements fall into three areas: Communications, strategy and performance. These are detailed next.

Action AB23: Improve your workplace wellness management communications

You may recall that in step 5 of chapter 2 (Step 5: Establish your workplace wellness communications in Chapter 2: Workplace Wellness Strategic Action Plan) you did 2 things:

Crafted and implemented your wellness communication policy (*see example in Appendix 3.7: Communications Policy*) and associated procedures, and issued your Wellness Guidelines.

Now you need to re-assess your wellness communications and improve them accordingly.

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You can do this by executing the following:

1. Re-assess all your wellness communications (policy, guidelines, newsletters, etc.) and see where communication might have been ineffective in communicating the wellness messages. Has your communication increased effective listening of senior managers? Has it helped people relieve stress and negative emotions in a calm and positive way? Has it made or contributed to everyone becoming better listeners?
2. Improve the clarity and accountability for all types of communications.
3. Improve the conditions of work to ensure that the team shares information and develops an open mind in a better way.
4. Re-visit, change and re-issue all your wellness communications (policy, guidelines, newsletter, etc.).
5. Update your Automated Workplace Wellness System and your Worksite Health Scorecard with the results of these improvements.

Action AB24: Manage your workplace wellness performance

You may recall that in step 7 of chapter 2 (Step 7: Manage your workplace wellness performance in Chapter 2: Workplace Wellness Strategic Action Plan) you did 4 things:

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Developed a performance policy for wellness team members; Linked this policy with corresponding corporate performance system of the company. Awarded wellness team members when wellness performance targets related to stress-management and wellness were met; and Managed and improved performance issues related to stress-management and wellness.

Now you need to re-assess your workplace wellness performance actions and improve them accordingly. You can do this by executing the following:

1. Re-assess all your wellness performance management actions (performance policy, performance measures, Workplace Wellness Project Plan (see Appendix 2.6), etc.) and see where wellness performance management might have been ineffective in managing your wellness actions. Has your management increased wellness in your company? Has your management style helped people relieve stress and negative emotions in a calm and positive way? Has your wellness management contributed to everyone becoming healthier?
2. Improve the clarity and accountability of your wellness management.
3. Improve the conditions of work to ensure that the wellness team manages wellness in an open mind engaging more and more of your people.
4. Re-visit, change and re-issue all your wellness management performance and project management policies.
5. Update your Automated Workplace Wellness System and your Worksite Health Scorecard with the results of these improvements.

Action AB25: Improve Wellness Management Strategies

You may recall that in step 4 of chapter 2 (Step 4: Design, Develop and Implement your workplace wellness strategies and actions in Chapter 2: Workplace Wellness Strategic Action Plan) you crafted four wellness improvement strategies which you implemented accordingly (see chapters 3, 4 5 and 6).

It is time now to improve these by doing the following:

1. Analyze the results of the strategies (see chapters 3, 4 5 and 6 and specifically the Review, Monitor and Assessment Actions) and stage 3 and make the necessary improvements.
2. Purchase and use self-testing worksite health stations to enable workers to measure their blood pressure and weight.
3. Consider purchasing and giving your employees to use stress or other wearable health monitoring devices[72].
4. Add health screening programs for all your employees.
5. Execute again one or more of the four strategies and their actions.
6. Bring in more wellness experts and obtain their advice.
7. Update your Automated Workplace Wellness System and your Worksite Health Scorecard with the results of these improvements.

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7.4.5 Stage 5: Workplace Wellness Improvement Assurance

This is the fifth stage of your Workplace Wellness Evaluation Plan.

In the first four stages (described above) you were concerned with managing and running your business well and ensuring that your wellness team and business managers monitor wellness in all its aspects (implementation, results, etc.), assessing with what has gone wrong and needed improvement, and carried out the needed improvements in your wellness policies and actions for your business organization. This stage (stage 5) deals with assuring that all your wellness efforts are even more successful for your company.

To carry out this assurance I recommend the following actions:

Action AB26: Ensure quality of the Products of Improvement

The basic products of the activities of the wellness improvement stages are:

1. Workplace Wellness Project Plan (updated)
2. Workplace Wellness Monitoring Plan.
3. Monitored Workplace Wellness Results.
4. Workplace Health Care Costs.
5. Workplace Wellness Audit Reports (Internal, External).
6. Workplace Wellness Assessment Data.
7. Health Screening Program for Employees.
8. Workplace Wellness Improvement Budget.
9. Worksite Health Stations and Wearable Devices.
10. Updated Automated Workplace Wellness System.
11. Updated Worksite Health Scorecard.

Basic Outcomes: The basic outcomes of these improvement stages are:

1. Improved Personal Wellness
2. Improved Wellness of your people in the workplace.

By identifying and implementing the specific products and outcome of this improvement process and ensuring their quality, the board and management of the specific company have a standard to measure up to verify that the specific activities of this process strengthen the wellness aspects of all employees of the company they lead and manage.

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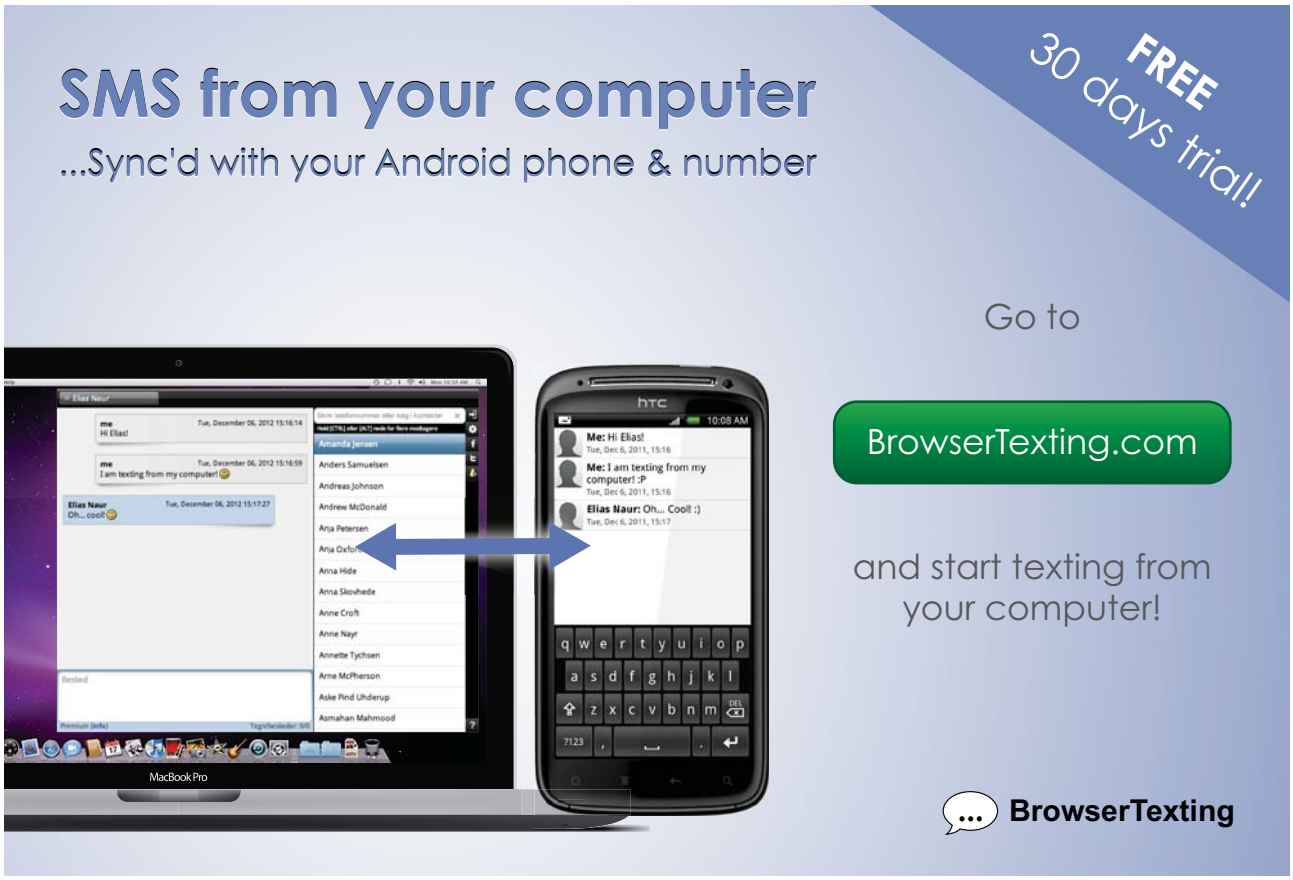
Action AB27: Assure Workplace Wellness for your Business

Up to now you have improved your wellness in the areas of communications, strategy and performance. One final thing you may consider doing is to consider the following healthy cultural signs in your business by asking your managers to see whether you all experience the following in your company.

1. Your leaders support diversity of opinion.
2. Your policies support wellness.
3. Your employees communicate openly.
4. Your employees are encouraged to grow and develop their own careers and talents.
5. Your employees have fun and are mostly happy.
6. Your employees work together as a team, as much as possible.
7. The skills and talents of your employees are matched to their job.
8. Your employees may work on flexible work schedules.
9. Your leaders consider employees their most valuable asset
10. Your company donates to the community and has an excellent name in the market.

I find the following short story by Aesop '**The Dog and the Shadow**' most relevant here.



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'One day a Dog had got a piece of meat and was carrying it home in his mouth to eat it in peace. Now on his way home he had to cross a plank lying across a running brook. As he crossed, he looked down and saw his own shadow reflected in the water beneath. Thinking it was another dog with another piece of meat, he made up his mind to have that also. So he made a snap at the shadow in the water, but as he opened his mouth the piece of meat fell out, dropped into the water and was never seen more'.

The meaning of this story is 'Beware that you do not lose the substance by grasping at the shadow'.

So it must be for all evaluation efforts. As a wellness person, look at the substance and what is important in making things better and adding to your personal and the workplace wellness for your business organization. Disregard the less irrelevant.

7.5 Corporate Wellness Support Action Plan

This plan contains your corporate-level actions that support your **Workplace Wellness Evaluation Plan** presented just before. Other management functions like the Board, Senior Management, HR Management and Wellness Team have a pivotal and crucial role to play in supporting the implementation of all wellness actions.

Their role, responsibilities and actions are presented in chapter 1 and appendices 4.1 to 4.inclusive (second part of this book). Especially the chairperson of the Wellbeing Steering Committee should sponsor, facilitate and ensure a smooth implementation and monitoring of the results of this process in reducing occupational stress in your workplace, even more.

7.6 Reaching the seventh Harmony milestone

Up to now, according to the plans detailed in the previous chapters, you have implemented your wellness actions of the four wellness improvement strategies (Strategy #1: Improving Self-Management; Strategy #2: Improving Spirituality; Strategy #3: Improving Relationships; and Strategy #4: Improving Resilience). Also according to the actions noted in this chapter you have evaluated all your previous actions and will improve all found gaps and errors.

How, then, do you know whether you have reached your seventh HARMONY milestone?

You can only know this if you ensure that all your wellness actions are inspired by the principles of Temperance, Faith, Justice, Harmony, Friendship, Goodness and Kindness and Courage and the sayings of ancient Greek wisdom noted in this book, and that these same actions are permeated by the four dimensions of my proposed workplace wellness model: Believing; Bonding; Belonging; and Benefiting.

Only this way, in addition to executing all the actions detailed in this chapter, you will reach the seventh milestone in your **HARMONY Roadmap**. This milestone is symbolized by the seventh key-letter 'Y' (Yield) of the **HARMONY** mnemonic, as shown in Figure 12.

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It enables you to yield to truth, justice, kindness, friendship and goodness in all aspects of your personal life and business. And also to practice '*khairein*' in the ancient Greek way, meaning to rejoice and delight and offer grace to all.

HARMONY Roadmap	Milestone H: Harmonize (reached)
	Milestone A: Act (reached)
	Milestone R: Resolve (reached)
	Milestone M: Manage (reached)
	Milestone O: Organize (reached)
	Milestone N: Nourish (reached)
	Milestone Y: Yield (reached)

Figure 12: HARMONY Roadmap

In the end you will have reached your seventh milestone in your wellness voyage if all these actions have improved wellness, mental health and occupational stress at all human levels: body, mind and spirit.

Reaching your seventh and final milestone signifies the end of the Evaluation phase of the ADDIE Model used to craft your workplace wellness solution.

It also signals that you have now reached the end of your Wellness Voyage.

The specific products and outcomes of this phase are described above and certain actions are proposed to ensure their quality for your workplace wellness.

All the wellness people and everyone involved and engaged in your workplace wellness efforts must, as a good idea, comprehend and use these in the subsequent wellness work for your business organization.

7.7 Summary and Conclusion

In summary, this chapter described the activities of the final phase (**Evaluation**) of **The Harmony for You Wellness Approach, termed *'The H4u Wellness Approach'*** containing five phases (**Analysis, Design, Development, Implementation and Evaluation**) of the ADDIE Model**.**

This phase supports the evaluation, monitoring, reviewing and improvement tasks of managing workplace wellness and reducing occupational stress for you and your business organization.

The personal wellness evaluation actions related to: Monitoring your personal stress journal; Monitoring and evaluating your personal stress improvement actions; Monitoring your personal physical health signs; Monitoring your personal emotional health signs; Using Stress Monitoring Devices; and Reviewing your situation with others.

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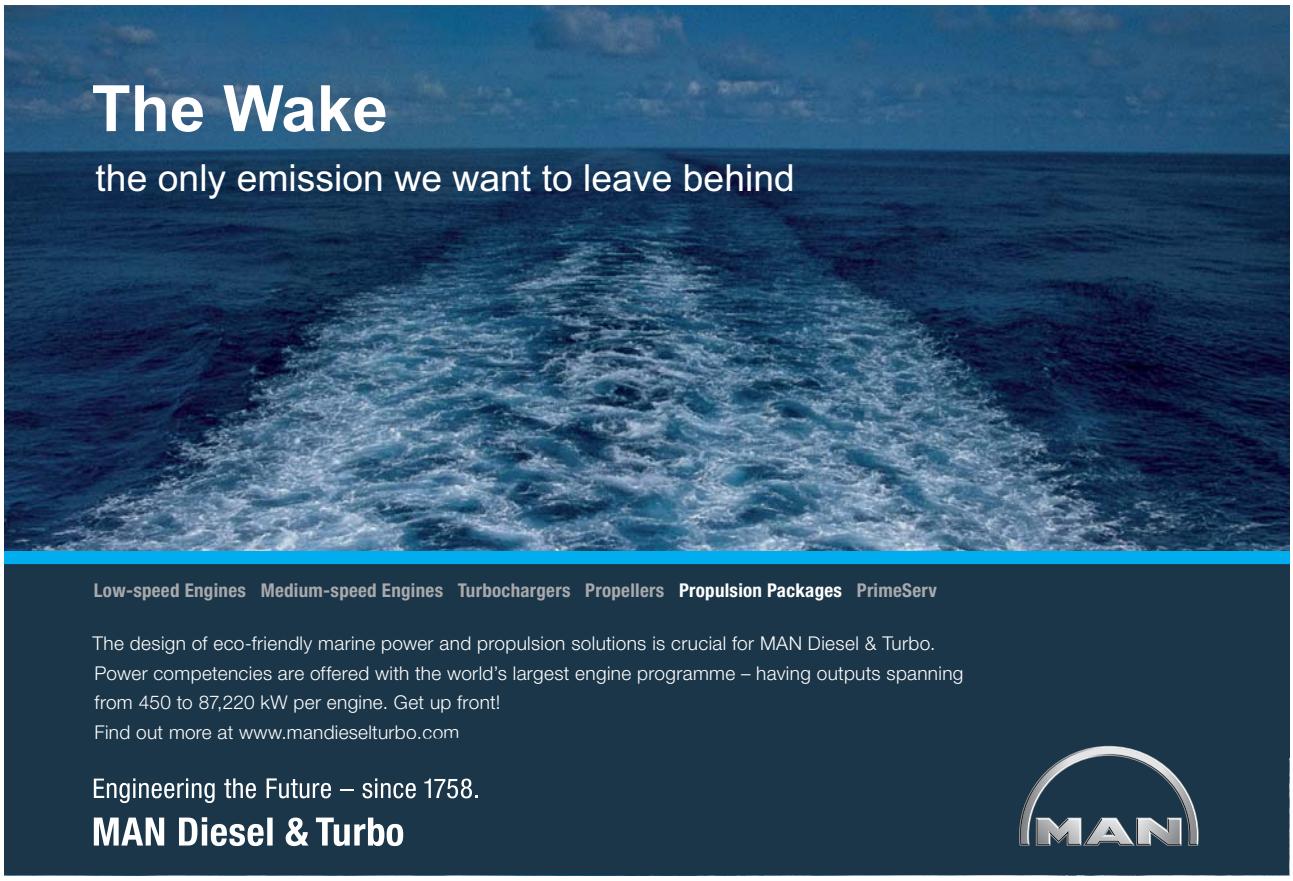
The workplace wellness evaluation actions related to: Establishing your Corporate Performance Management System and Business Dashboard; Setting up your Corporate Rewards System; Monitoring Business Management Controls; Establishing Wellness Monitoring Team and carrying out the monitoring activities; Assessing your workplace wellness with auditors; Managing wellness performance; and Assuring your Workplace Wellness for your Business.

The end result of this phase is to assess and improve your workplace wellness and its implemented policies, plans, techniques and actions for you and your business.

In conclusion, let's remember a wise quotation of Plato: 'Human behavior flows from three main sources: desire, emotion, and knowledge'.

Hopefully by having the desire motivated by the seven principles; the emotion inspired by the three universal forces; and the knowledge given to you by the actions of all these wellness plans you may find it easier to design, implement, evaluate, monitor, review and improve all your company's wellness efforts.

Finally, the appendices noted in this chapter as well as the actions listed in paragraph 4 above ('Personal Wellness Evaluation Plan) are contained in Volumes II and III of this book.



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8 Epilogue

'Happiness resides not in possessions and not in gold, happiness dwells in the soul'.

Democritus

8.1 Why Workplace Wellness?

Modern 21st century corporations and organizations must always seek ways to change and improve their operations and business functions so that they satisfy their customers (citizens in the public sector domain) and their stakeholders and maintain their optimal survival and capability to compete in their own market and socio-economic environment.

In many countries, employers have a legal responsibility to recognize and deal with wellness, health and safety and stress in the workplace so that their employees do not become physically or mentally ill[74].

It is important to tackle the causes of health and stress in the workplace as health and occupational stress issues at work can lead to problems for the individual, working relationships and the overall working environment. These issues may include lowered self-esteem and poor concentration skills for the employee. The employer may suffer from increasing customer complaints, staff turnover and days lost to sickness.

A recent survey conducted in the United States found that 8 out of 10 employees are **stressed at work**. Consider the consequences[75]!

'It has been estimated that work-related stress negatively affects at least 40 million workers in 15 countries of the European Union, costing 20 billion euros annually (European Commission, Employment & Social Affairs, 1999). This survey revealed that 45% of workers had monotonous tasks; 44% did not rotate tasks; 50% had short, repetitive tasks; 35% had no influence on task order; 28% had no influence on work rhythm; 54% reported working at very high speed, and 56% worked to tight deadlines[76]'.

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8.2 Benefits of Workplace Wellness

Creating awareness of health benefits, as well as introducing an interdisciplinary wellness program into a company's workplace, has multiple benefits, such as:

1. **Helping to control costs**. An investment in employees' health may lower health care and medical costs associated with worker's compensation claims. A wellness program also encourages employees with health risk factors to make lifestyle changes to improve their quality of life and lower costs. The payoff in dollars (euros, pounds, etc.), as well as in quality of life, can have a big impact on your company's bottom line.
2. **Healthier employees are more productive**. This has been demonstrated in factory settings and in office environments in which workers with workplace wellness initiatives miss less work.
3. **Passive but present employees**. The state where employees who are physically present on the job but are not at their most productive or effective level, in other words are passive (passive employees), is reduced in workplaces that have wellness programs.
4. **Healthier employees miss less work**. Companies that support wellness and healthy decisions have a greater percentage of employees at work every day. Because health frequently carries over into better family choices, employees may miss less work caring for ill family members. The cost savings of providing a wellness program can be measured against reduced overtime to cover absent employees and other aspects of absenteeism.
5. **Improved morale and enhanced image for the organization**. A company that cares about its employees' health is often seen as a better place to work. Those companies save money by retaining workers who appreciate the benefit of a wellness program and also by attracting new employees in a competitive market[77].

Also workplace wellness programs that address chronic health conditions and support risk management safety initiatives have many potential benefits, including: boosting employee morale; improving employee health; reducing medical plan costs; increasing productivity; and reducing the frequency and severity of workers' compensation claims[78].

To accomplish these gains, a business organization should establish and implement an effective workplace wellness program for its employees.

8.3 Workplace Wellness Guidelines

Improving workplace wellness and managing stress in the workplace is therefore an essential part of both individual and corporate responsibility. It is your job as an owner, board member, CEO, manager and professional.

To accomplish wellness in a most effective way, I recommend that you consider, in addition to the actions and plans included in this book, the optimal execution of following guidelines.

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Guideline 1: Envisioning Wellness

Every company must have a vision, a **final cause**, that toward which all else aims. This is the Ancient Greek view of the nature of the natural world: it evolves in the way that promotes the highest possible level of well-being for as many creatures as possible. The Greeks looked at nature as a whole with parts; Aristotle was an early environmentalist who would completely accept the notion of an ecosphere, biosphere, etc. His Chain of Being was an early example of this way of understanding the natural world. By analogy, every aspect of a culture must have a meaningful purpose or goal within the context of all the purposes and goals of every human culture because of human nature and the human condition.

The **vision statement** should include a general view of the place of the business sector of society in relation to other sectors: education, health care, the arts, transportation, etc. All sectors can be understood as businesses in so far as they are institutions that need to be managed, that respond to a human need (or desire), etc. One can distinguish between what we refer to as the "business" sector from other sectors, however, according to their ultimate purpose.

The business sector should always aim to function in a way that promotes the well-being of the other sectors of society. All sectors depend on each other because they all arise from human needs.

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In conclusion this envisioning process leads you to create a vision of a more stress-free environment for both yourself and your business organization, by the use of mnemonics, definition of wellness and stress, principles, etc., as detailed in Chapter 1.

Guideline 2: Organizing for Wellness

This guideline enables the efforts to organize yourself and your company by establishing a wellness management framework. More details are included in Chapter 2 (**Wellness Management Plan**).

Guideline 3: Implementing Wellness Improvements

This guideline facilitates the implementation of the four wellness improvement strategies identified in Guideline 2 for both yourself and your company. More details are contained in Chapters 3 to 6 inclusive.

Guideline 4: Evaluating Wellness Efforts

This guideline supports the evaluating, monitoring, reviewing and improving efforts of managing workplace wellness and reducing occupational stress for yourself and your business organization. For more details see Chapter 7.

These four guidelines (Envisioning, Organizing, Implementing and Evaluating) drive, motivate, enable and support you to better manage workplace wellness and reduce your occupational stress at both levels (personal and business), by the use of:

1. **The HARMONY mnemonic** (H: Harmonize; A: Act; R: Resolve; M: Manage; O: Organize; N: Nourish; Y: Yield),
2. **The SEVEN Principles** (Temperance; Faith; Justice; Harmony; Friendship; Kalokagathia (Goodness and Kindness); and Courage),
3. **The Three Forces** (S1: Supreme Being; S2: Society; and S3: Soul),
4. **The four Wellness Improvement Strategies**,
5. **The Seven Wellness Milestones**, and
6. **The seven sets of actions** outlined in the management plan noted in Chapter 2.

There is no single right way to approach workplace wellness programs, but winning programs share common success factors. These include commitment from management, employee involvement, adequate resources, and clear policies on workplace health, wellness and safety that align with the organization's mission, vision and values.

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8.4 Conclusion

An organization's health and prosperity is directly influenced by the health and well-being of its employees. In today's competitive business environment, it is critical for organizations to step forward and invest in human capital as a competitive advantage. To contain health care costs, managers should take an active leadership role in measuring health status and then developing and promoting wellness strategies based on those data. With some creativity and innovative planning, HR professionals can improve employees' health status, resulting in a healthier, more engaged and more productive workforce.

Let's remember that according to the latest research in one modern country like Canada[79]:

'According to MHCC research, the total economic burden caused by mental illness in Canada is about $51-billion a year – and a full $20-billion of that comes from workplace losses. Mental health problems and illnesses are estimated to account for nearly 30 per cent of short- and long-term disability claims in Canada, and in some sectors it's closer to 50 per cent'.

As Vera Mashkova**,** HR Director, HP Russia and CIS has said[80]:

'Today we tend to spend a lot of time at work, and no matter how dedicated and committed we are to fulfilling our duties in the pursuit of professional growth and career development, we should always keep in mind that life is beautiful and versatile and we shouldn't deprive ourselves of the great art of living a meaningful and joyful life! In order to be happy at work, one needs to find a fine balance between professional and private life, mundane routine and favorite hobbies, forced politeness and the luxury of being surrounded by real soulmates'.

Her company is using the ancient Greek myth of Pygmalion (Pygmalion effect) to her advantage in creating and fostering a healthy workplace for her employees[81].

The Pygmalion effect is a type of self-fulfilling prophecy where if you think something will happen, you may unconsciously make it happen through your actions or inaction. It occurs in the workplace when a manager raises his or her expectations for the performance of workers and this actually results in an increase in worker performance.

Research has clearly established that employees have a greater level of success when their managers expect more of them. If you believe your employees are high producers and treat them as high producers, they tend to become high producers.

This is because your belief in your employees tends to boost their **self-efficacy**. Self-efficacy is a person's belief in his or her ability to perform the actions necessary for success.

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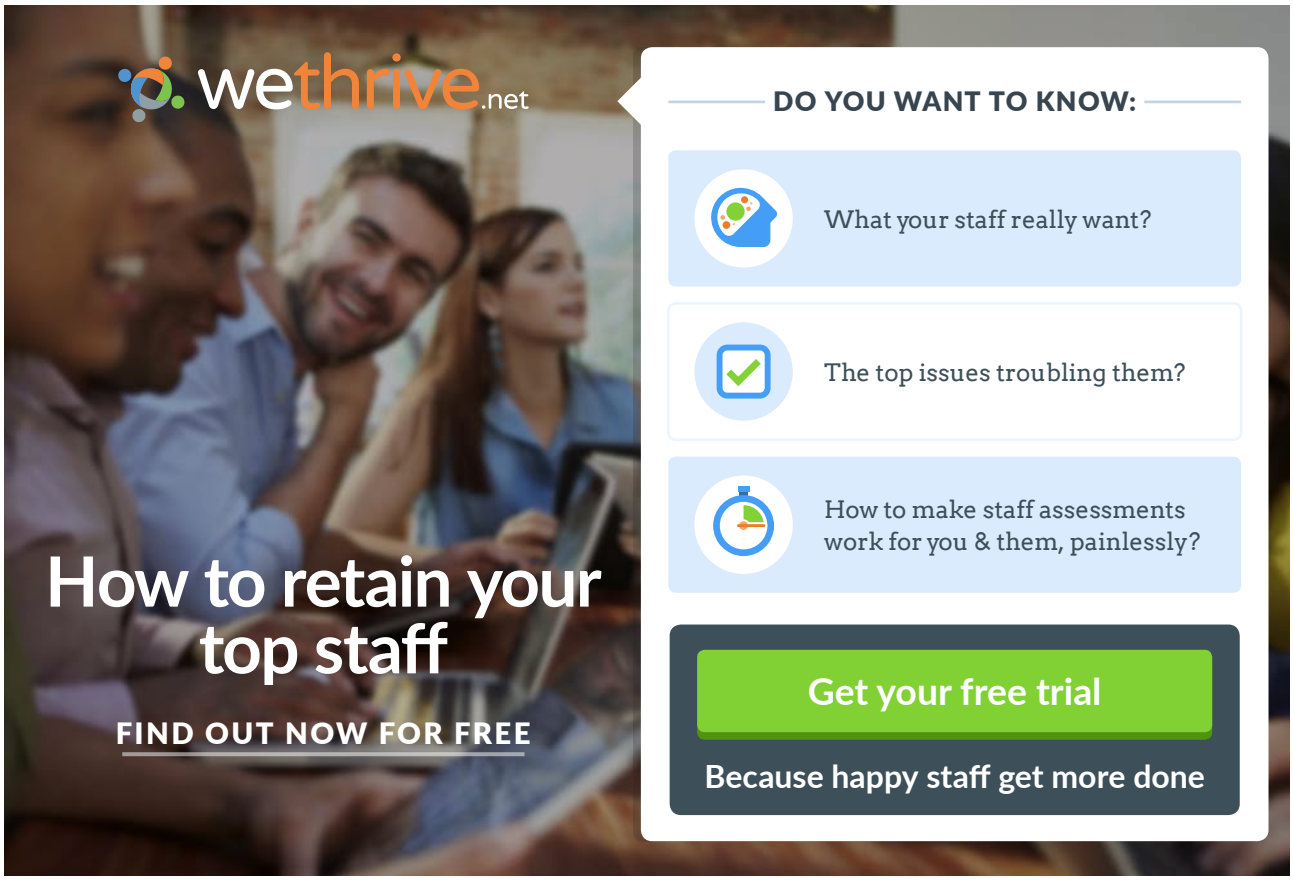
The **Pygmalion-at-work model** suggests that having high expectations of your employees makes you behave towards them in a way that enhances their self-efficacy, which will motivate them to expend more effort, resulting in increased performance.

My practical workplace wellness tips for your consideration:

1. **Never forecast wellness failure in the workplace**. If you know wellness activities are particularly difficult to achieve, tell your wellness teams and your co-workers that even though workplace wellness is difficult you are sure that they will do well if they work hard to prepare for success.
2. **Do not participate in gripe sessions or complain about workplace wellness issues**. Wellness team members and managers who gripe about wellness difficulties are establishing a culture of failure for their colleagues, their wellness department and their own workplace.
3. **Establish high expectations**. Employees and managers achieve more when wellness managers and board members have higher expectations for workplace wellness. If you genuinely believe that your team and employees cannot perform the wellness actions, postpone the actions and re-teach them ways or even bring in more resources to support them in achieving the workplace wellness objectives.



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8.5 Final Concluding Remarks on Workplace Wellness

As Professor Beck writes in the 'Foreword' section of this book:

'Every institution is itself a microcosm in the macrocosm. The well-run organization is a model for how to run a family, any other organization, or the political system. Employees in a well-run company will learn how to exercise their authority justly, for the well-being of the ruled. They will recognize political leaders who are exercising their power justly or unjustly. They will be able to speak out against abuses of power and present alternative models, just ways to solve problems. Kyriazoglou, then, provides not only a model for how to run a business well, but a model for how to run a society well. He provides a model for the kind of societies we ought to want to be developing and sustaining in our time. He provides an alternative to the climate-change denying, greed is good bad faith that is polluting and corrupting international culture at this time. In the name of "freedom," the rich control elections so politicians will not regulate their businesses, leading to environmental and cultural destruction. In the name of "equality," the true obligations of the "nobility," those at the top of the institutional chains of commands, are denying their responsibilities. I hope Kyriazoglou's book, and others like it, will be widely read and applied. Without this kind of universalism and multiculturalism, we shall all perish'.

May be it is time to reconsider our western way of living and try the ancient Greek way.

Focusing not only on procedural, mechanistic ways of applying ancient Greek concepts today but also on the predominant mental and spiritual aspects of ancient Greek wisdom and culture, and how they may improve our life now.

In summary let's remember their world-views:

1. Heraclitus (everything changes, harmony in opposites, logos or reason in our beliefs),
2. Pythagoras (lean living, numbers rule the world),
3. Aristotle (modesty or living according to the golden mean, logic, reason, friendship, justice, courage),
4. The Stoics (rational living, connect to Nature, resilience),
5. Socrates and Plato (virtues, self-control, soul improvement, goodness, ideals, moral living),
6. Epicurus (love, kindness, joy in life), and
7. Dionysus (enjoy living, dancing, festivities, drinking, be in ecstasy).

I hope you have enjoyed this book and its recommendations.
I am open to your comments, suggestions, thoughts, improvements and queries.
Please contact me at: jkyriazoglou@hotmail.com.

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Notes

Preface

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   3) http://www.medcan.com/services/executive_health/
   4) http://www.goodlifefitness.com/workplacewellness/workplace/

   For more details, see the data reported in the organizations listed in the Stress Management Resources in the Bibliography.
5. See also my Pandora book in the Bibliography section for more details on Ancient Greek Wisdom.
6. See more details, at: http://en.wikipedia.org/wiki/ADDIE_Model and http://www.instructionaldesign.org/models/addie.html

   Note For more details, see my books in the Bibliography and the Pandora Approach at: http://www.webzeest.com/article/2051/the-pandora-improvement-approach)

Chapter 1. The Wellness Approach

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8. For more details, see: http://www.theguardian.com/society/2014/sep/10/mental-health-workplace-employers http://www.workplacementalhealth.org/
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12. See page 18 of document at: http://www.who.int/mental_health/policy/workplace_policy_programmes.pdf
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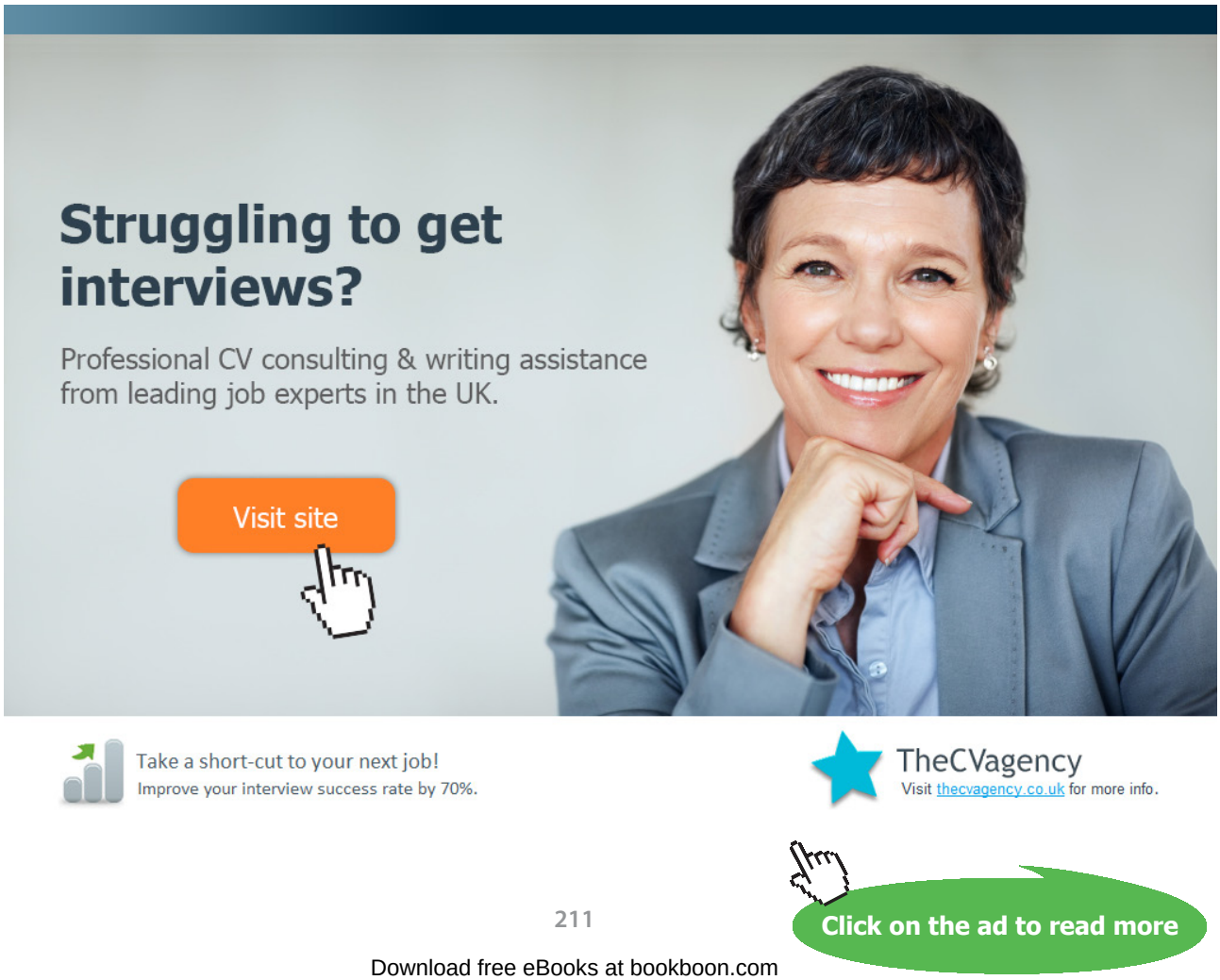
    http://greatleadersserve.com/organizational-effectiveness/win-the-heart/
    http://www.integral.org.au/engaging-people-in-the-workplace
15. For more ancient Greek wisdom quotations see my free book, at:
    http://www.slideshare.net/jkyriazoglou/anthology-of-ancient-greek-sayings
16. See also my Pandora book in the Bibliography section for more details on Ancient Greek Wisdom.
17. Also for more details see my Pandora book in the bibliography and summaries of the Pandora Approach at:
    http://www.webzeest.com/article/2051/the-pandora-improvement-approach and
    http://www.slideshare.net/jkyriazoglou/the-pandora-way
18. More details, at:
    http://www.reticularactivatingsystem.org/
    http://www.make-your-goals-happen.com/reticular-activating-system.html



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Chapter 2. Wellness Management Plan

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    http://www.mayoclinic.org/departments-centers/executive-health-program/overview
21. For more details, see: Executive Time Statistics and Issues in the Bibliography
22. For more help, see also: Stress Management Resources in the Bibliography
23. For more details, see 'Wellness Guidelines' in the Bibliography section.
24. See an example, at:
    http://reports.shell.com/sustainability-report/2013/servicepages/downloads/files/entire_shell_sr13.pdf
    http://www.pwc.com/gx/en/audit-services/corporate-reporting/sustainability-reporting/index.jhtml
25. For more details, see: 'Aristotle Resources' in the Bibliography.
26. See also:
    http://www.stressdirections.com/content/view/34/57/

Chapter 3. Strategy #1 – Improving Self-Management

27. For more details, see the resources on Personality in the Bibliography.
28. For more details, see: **Computing Health and Safety Resources in the Bibliogarphy**.
29. For a practical well-tried procedure how to do this effectively, see my IT Controls book and the 'Automated wellness systems resources' in the Bibliography.
30. Details about setting up your scorecard can be found in my business management controls book in the bibliography. Also examples are available at:
    http://www.cdc.gov/dhdsp/pubs/docs/HSC_Manual.pdf
    http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/balanced_scorecard.html
    http://www.ncbi.nlm.nih.gov/pubmed/12055900
31. For more specific details on organizing, managing and improving your business functions, see my books in the Bibliography section of this book.
32. See example at:
    http://www.cdc.gov/dhdsp/pubs/docs/HSC_Manual.pdf
33. For more details, see 'Wellness Quality Resources' in the bibliography.
34. See also the following resources.
    http://www.forbes.com/sites/aileron/2011/11/30/10-reasons-why-strategic-plans-fail/
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Chapter 4. Strategy #2 – Improving Spirituality

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44. For more details, see Meditation Resources in the Bibliography.
45. For more details, see:
http://www.rd.com/slideshows/medicinal-herbs/
46. For more activities, see:
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47. For more activities, see:
http://www.backyardnature.net/101/summer.htm
http://my.nature.org/birds/index-old.html
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49. Ecological Footprint Resources
http://myfootprint.org/en/take_action/reduce_your_footprint/
http://earthjustice.org/
For more activities, see: http://www.backyardnature.net/101/summer.htm
http://www.fws.gov/letsgooutside/docs/kids/book-of-stuff%20to%20do%20Outside.pdf
http://www.education.com/activity/nature-activities/

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Chapter 5. Strategy #3 – Improving Relationships

50. http://www.ccohs.ca/teach_tools/social/stress.html
    http://bodyandmindbyj9.com/interesting-psychology-facts/2013/6/13/stay-healthy-by-partying-morehow-stress-loneliness-and-sociability-affect-your-immune-system
51. For more details, see:
    https://www.globalreporting.org/reporting/G3andG3-1/g3-guidelines/Pages/default.aspx
52. For more details about establishing a policies manual, see my business management book in the bibliography.
53. For more on compliance, see my business management book in the bibliography.
54. For examples, see: Corporate Philanthropy Resources in the Bibliography
55. For more details, see: Silence Resources in the Bibliography
56. For more details, see: 'Employee Handbook' in Appendix 7.2: Human Resource (HR) Management Controls
57. For more details, see Appendix 7.2: Human Resource (HR) Management Controls
58. For more details, see:
    http://www.motherearthliving.com/health-and-wellness/the-sound-of-silence-how-to-reduce-home-noise.aspx#ixzz3DlJuWayW
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    http://www.hse.gov.uk/noise/reducenoise.htm

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Chapter 6. Strategy #4 – Improving Resilience

59. For more statistics and other information, see: Global Trends in Bibliography.
60. http://www.fairlabor.org/labor-standards
61. For more details, see: Appendix 7.2: Human Resource (HR) Management Controls
62. For more details, see: Appendix 14 – Business Resilience Detail Process
63. For more details see my book 'IT-Business Alignment' (Parts 1 & 2), 2012, bookboon.com.
64. For more details, see: Appendix 7.1: Business Management Controls Framework
65. For more details, see: New Product Development Resources in the Bibliography.
66. For more details, see Intellectual Protection Resources in the bibliography.
67. For more details see: My Business and IT books in the bibliography
68. Information Security Forum: https://www.securityforum.org/
69. For more details, see my books in the bibliography.

Chapter 7. Evaluating Workplace Wellness

70. More specific details on designing and implementing Business Management Controls are included in my Business books in the bibliography section of this book.
71. For a list of these resources, see: 'Resources on Health Care Calculations' in the Bibliography.
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73. For more details, see: Stress monitoring devices in Bibliography
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74. For more details, see: Stress monitoring devices in Bibliography.

Epilogue

75. For more details, see 'Wellness and Health Standards' and other resources in the Bibliography.
76. http://www.entrepreneurhandbook.co.uk/how-gamification-will-influence-the-workplace/
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81. See 'Wellness Makes Corporate Culture Matter to Employees', Apr. 17 2013, in http://www.themoscowtimes.com/business_for_business/article/wellness-makes-corporate-culture-matter-to-employees/478722.html
82. The Pygmalion effect, or Rosenthal effect, is the phenomenon whereby the greater the expectation placed upon people, the better they perform. The effect is named after the Greek myth of Pygmalion, a sculptor who fell in love with a statue he had carved and who subsequently fell in love with it and prayed to Aphrodite to give her life. When his wish was granted he then married her and got a son and some say a daughter as well.
    See also:
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http://www.computerizedscreening.com/products/
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http://searchhealthit.techtarget.com/opinion/Apples-HealthKit-mHealth-platform-linked-with-Mayo-Clinic-Epic
http://www.quackwatch.org/01QuackeryRelatedTopics/Tests/xrroid.html

2.3. Computing Health and Safety Resources

http://www.legislation.gov.uk/uksi/1992/2792/contents/made
http://www.hse.gov.uk/pubns/indg36.pdf
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2.4. Corporate Philanthropy Resources

https://doublethedonation.com/blog/2013/10/corporate-philanthropy-five-companies-doing-it-right/
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http://www.cecpresources.org/
http://foundationcenter.org/findfunders/topfunders/top50giving.html
http://truist.com/best-practices-for-corporate-giving/

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http://www.cipd.co.uk/hr-resources/factsheets/diversity-workplace-overview.aspx
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http://www.hireimmigrants.ca/resources-tools/webinars/accommodating-religious-diversity-in-the-workplace-3/
Religion, spirituality and faith at the workplace: and Canadian, U.S., U.K., Australia, many European and Asian countries, etc.
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http://www.ecolex.org/start.php
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http://www.entrepreneur.com/article/236853
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http://hrcouncil.ca/hr-toolkit/diversity-workforce-matters.cfm
http://www.oxfordeconomics.com/Media/Default/Thought%20Leadership/advisory-panels/diversity_2013_exec_summ.pdf

2.10. Green Building Resources

http://www.epa.gov/statelocalclimate/documents/pdf/12_8_what_is_green_GGGC.pdf
www.greenproductionguide.com
http://www.greenproductionguide.com/resources/best-practices/
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http://greenbuildingelements.com/

2.11. Green Computing Resources

http://www.carnegiecyberacademy.com/facultyPages/greenComputing.html#tips
http://research.microsoft.com/pubs/78813/aj18_en.pdf
Green Data centers: http://hightech.lbl.gov/DCTraining/best-practices-technical.html
http://m.softchoice.com/files/pdf/brands/apc/SLAT-7DCQ5J_R0_EN.pdf
Climate Savers Computing Initiative: http://www.causewaynow.com/
http://www.ictliteracy.info/rf.pdf/greenictpolicy.pdf
http://www.ictliteracy.info/greenict.htm

2.12. Healing Resources

http://www.healyourinnerchild.com/
http://psychcentral.com/blog/archives/2012/09/23/6-steps-to-help-heal-your-inner-child/
http://www.healyourlife.com/love-your-inner-child

2.13. Healthy Living Resources

http://www.the-standard.org/life/dancing-boosts-health-relieves-stress/article_63b27627-c2cc-59cd-832c-14c8a2319487.html
http://www.everydayhealth.com/fitness-pictures/health-benefits-of-dance.aspx
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http://healthyliving.azcentral.com/top-stressrelieving-workouts-1529.html
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http://www.better-your-health.com/dealing-with-stress-naturally/dance_to_reduce_your_stress.php
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For Canadian patents, at: http://www.patentregister.ca/
For European patents, at: http://www.epo.org
For U.K patents, at: http://www.ipo.gov.uk
For Australian patents, at: http://www.ipaustralia.gov.au/.
http://www.forbes.com/sites/jackperkowski/2012/04/18/protecting-intellectual-property-rights-in-china/
http://www.tradecommissioner.gc.ca/eng/document.jsp?did=96027
http://www.wipo.int/about-ip/en/

2.15. Meditation Resources

Book: The Poem of Empedocles: A text and translation with a commentary (Phoenix. Supplementary Volume, 29.) Paperback – January 1, 2001 University of Toronto Press, by Brad Inwood (Editor)
The Six Enneads, By Plotinus, a Neo Platonic Philosopher, written 250 A.C.E.
http://classics.mit.edu/Plotinus/enneads.html
http://www.himalayaninstitute.org/yoga-international-magazine/meditation-articles/reclaiming-the-western-wisdom-tradition/
http://www.freemeditations.com/
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2.16. New Product Development Resources

http://en.wikipedia.org/wiki/New_product_development
http://www.pdma.org/
http://www.aipmm.com/
http://aipmm.com/html/books/
http://ispim.org/
http://www.innovationexcellence.com/blog/2013/05/27/8-step-process-perfects-new-product-development/
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Tosey, P. & Mathison, J., (2006): 'Introducing Neuro-Linguistic Programming', Centre for Management Learning & Development, School of Management, University of Surrey.
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2.18. Resilience Resources

1. Barnes, James C. (2001): A Guide to Business Continuity Planning. New York, NY: Wiley.
2. Bennet, A. & Bennet, D. (2004): Organizational Survival in the New World: The Intelligent Complex Adaptive System. New York: Elsevier.
3. Drewitt, Tony (2012): Everything you want to know about Business Continuity. IT Governance U.K.
4. Kyriazoglou, John (2010): IT Strategic & Operational Controls, IT Governance, U.K.
5. Kyriazoglou, John (2012): **Business Management Controls: A Guide,** IT Governance U.K.
6. Kyriazoglou, John (2012): **Business Management Controls: Toolkit,** IT Governance U.K.
7. http://www.brcci.org/business+resilience+model.htm

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8. http://www.ibm.com/smarterplanet/global/files/us__en_us__security_resiliency__buw03008usen.pdf
9. http://www.drj.com/articles/online-exclusive/thewikipedia-of-business-resilience.html
10. http://www.riotinto.com/sustainabledevelopment2012/governance/business_resilience.html
11. See also the following in this bibliography:
    11.1 Healing Books and Resources
    11.2 Healthy Living Resources

2.19. Resilience on Health Care Calculations

www.alcoholcostcalculatororg/roi
www.ahrq.gov/populations/diabcostcalc/
https://www.wellsteps.com/roi/resources_tools_roi_cal_health.php
http://www.ecu.edu/picostcalc/costcalculator/coi.asp
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www.migrainecalculator.com/welcome.asp
www.businessgrouphealth.org/healthtopics/obesitycostcalculator.cfm
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Slideshare: http://www.slideshare.net/jkyriazoglou

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