



CULTURE AND WELLBEING

IT'S IMPACT ON EVERYONE

PERSONAL DEVELOPMENT REVIEWS

Positive organisational culture can have a positive impact on business objectives. To understand this better, including a cultural framework within PADR's can help align employees' cultures to the organisation. Positive work cultures are more productive for organisations.

- Caring for colleagues as friends
- Creating support for one another
- Avoiding Blame and forgiving mistakes
- Inspiring each other
- Meaningfulness of work
- Treating each other with respect

These are the six essential characteristics that align to a positive culture within an organisation. Engaging staff in relation to the culture that is expected from the moment they join the organisation will lead to a better understanding HBR (2015).



POSITIVE CULTURE

Negative culture increases attrition rates, absence, poor team performance and negative publicity. Inclusive cultures lead to a feeling of belonging and can guide employee behaviour. Organisational culture change is difficult, imbedding our culture framework within PADR's aims to highlight our visions and the impact positive culture has on employees. This is a step to positively impact the understanding of culture. Organisational change is not a quick and easy solution, this only provides an aspiration to improve the overall cultural understanding within the organisation CIPD (2019).



PROCESS AND SUPPORT

Giving meaningful and constructive feedback in relation to performance has been a standard through performance reviews, providing feedback and support with cultural behaviours allows managers to have a more in-depth conversation related to improving behaviours that effect their teams and patients. Highlighting knowledge gaps between the organisation vision and cultures an honest conversation can be had to improve these understandings. These honest conversations can lead to a better understanding of the employees needs and wants, this also helps understand the cultural background the employees originate. Open questions should be used to allow employees to speak with the power of truth HBR (2018).

WELLBEING ENGAGEMENT

Life satisfaction, wellbeing is related to how satisfied you are with your life. Reduced workplace stress and mental health support should be the main aims of a wellbeing programme. The move to home working has led to evidence of presenteeism (working when unwell) and leavism (using holiday while unwell). These findings highlight the challenges to a healthy workplace. The top three benefits that employers are focused on in CIPD 2022 wellbeing at work survey are:

- A healthier and more inclusive Culture
- Better work-life balance
- Better employee morale and engagement



Employee assistance programmes that support flexible working options, are a leading method to reduce employee stress, taking this a step further and engaging with staff to better understand how they want to work flexibly can aid employee wellbeing CIPD (2022).

The question is how do we sync our wellbeing practices with the needs of our staff?

IMPROVING ENGAGEMENT

The ideas of wellbeing have been around for some time, how do we know they work? Metrics can help determine impact of wellbeing programmes, but this limits the wellbeing programme to being that of a solutions-based framework rather than a supportive one. Measuring what staff want and need through gathering feedback to help identify trends before they become metrics offers the best way to implement a wellbeing programme. Ask your employees what they want, let them provide their own suggestions through multiple channels to support data collection. Keep the communication channels open, even if no change is seen it's vital to get employee feedback to believe they have been listened to HIVE (2022).

CULTURE TRAINING

Culture doesn't come with ping pong tables and free food or adding a set of values to your organisation's website, to drive cultural change it starts with people and more importantly the people that influence culture on a daily basis, promote, permit, and ignore. Cultural change only occurs when management behaviours change, making managers accountable over the long-term to allow changes to fully embed. Training should focus on the practice of good culture rather than a transfer of knowledge. Change takes time and it's personal, this is where coaching comes into the mix FORBES (2021).

MORE THAN A TRANSFER OF KNOWLEDGE

Understanding that culture from our leaders has a large impact on employee engagement, highlighting the benefits of culture to our managers also highlights ethical approaches that are also expected from our leaders in the organisation. Empathy and emotional intelligence from leaders can provide better outcomes for employees. Leaders have now become change agents for culture, no longer do they sit apart by now are support mechanisms for each other. This training leads to better delivery of care, creates a greater awareness of belonging and enables staff and leaders to show compassion, speak up and continuously improve and create an environment where there is no unfair treatment NHS England (2022)



References

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