



NATIONAL FEDERATION OF VOLUNTARY BODIES

Providing Services to People with Intellectual Disability

John Ryan CEO Great Place to Work
The Key to Wellbeing at Work

GREAT
PLACE
TO
WORK®

A photograph of a man with a beard and mustache, wearing a blue shirt and a dark tie, sleeping in a lecture hall. He is leaning back in his chair with his eyes closed and a slight smile. Other people in the background are also sleeping or resting their heads on their desks.

AGENDA

- What Makes a Workplace 'Great'?
- Model / Methodology
- Some Practices

A photograph of a man with a beard and a blue shirt sleeping in a conference room. He is leaning back in his chair with his eyes closed. In the background, other people are seated at tables, some appearing to be asleep or resting. The scene is dimly lit, suggesting a meeting or presentation that has become boring or tiring.

AGENDA

➤ **What Makes a Workplace 'Great'?**

➤ Model / Methodology

➤ Wellbeing Practices

Things to Change



A photograph of a man with a beard and a blue shirt, wearing a dark suit jacket, sleeping with his head tilted back in a lecture hall. Other people in the background are also sleeping or resting their heads on their desks.

AGENDA

- What Makes a Workplace 'Great'?
- **Model / Methodology**
- Wellbeing Practices

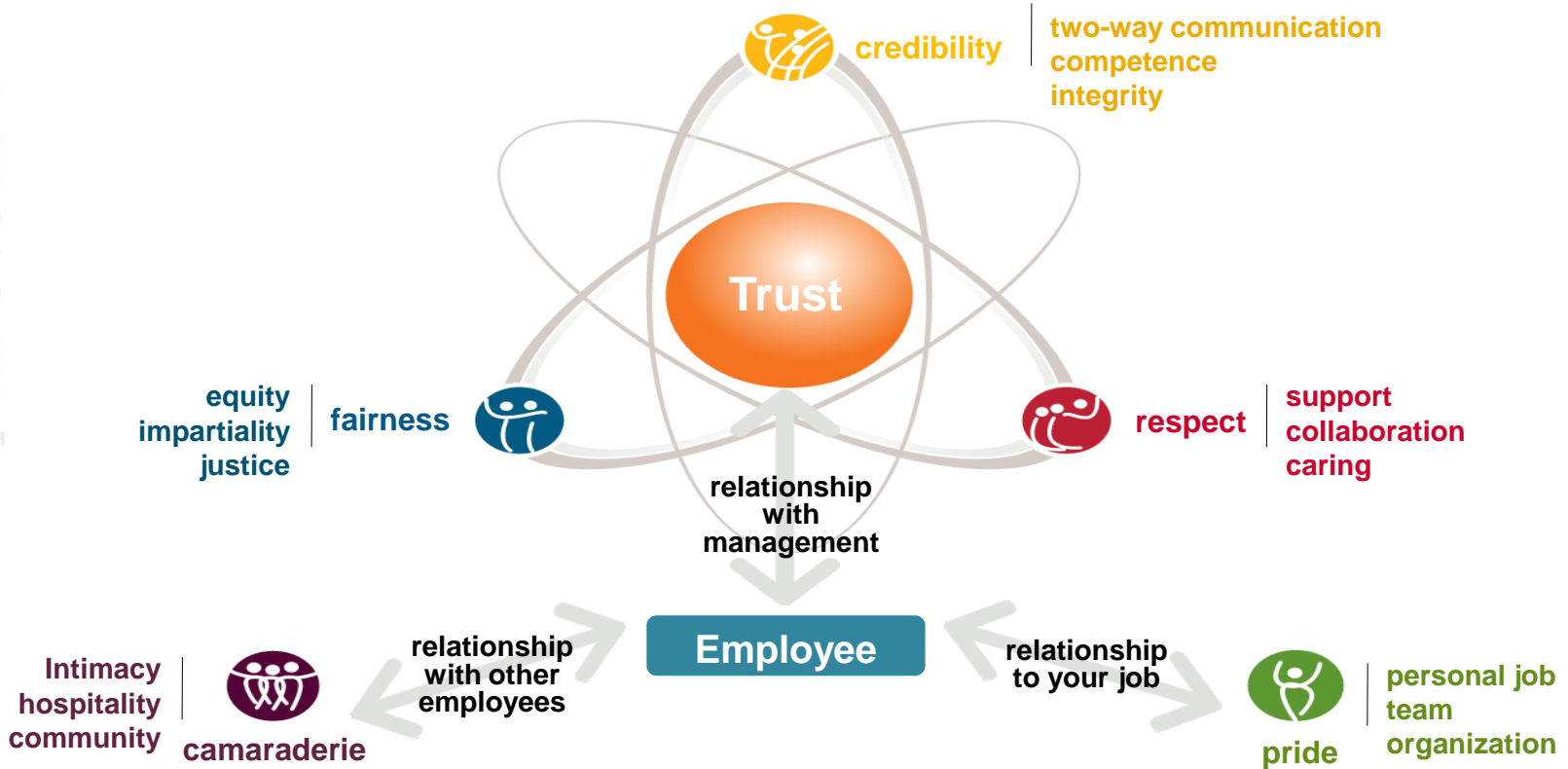
A top-down photograph showing approximately 12 hands of diverse skin tones (ranging from light to dark brown) pressed together in a circle on a sandy surface. The hands are arranged in a ring, with fingers pointing towards the center. The sand is light-colored and textured. The overall composition is circular and centered.

Great Place to
Work Model

What is a Great Workplace? Employee Perspective



Any workplace can be measured through five dimensions: **credibility**, **respect** and **fairness** (which are attributes of **trust**), as well as **pride** and **camaraderie**.



Manager View



achieve organizational objectives

thanking

show appreciation regularly and in unexpected ways

caring

offer distinctive benefits that respond to people's needs; show concern in times of crisis

sharing

share rewards of mutual efforts equitably with all who helped produce those results and with communities

inspiring

help people see how they contribute to an organization's higher purpose

hiring

hire people with gifts/talents who fit into the culture to contribute to the organization's growth

celebrating

celebrate organizational and work group successes in distinctive and unusual ways

developing

help people nurture their gifts to grow professionally and personally

work together as a team/family

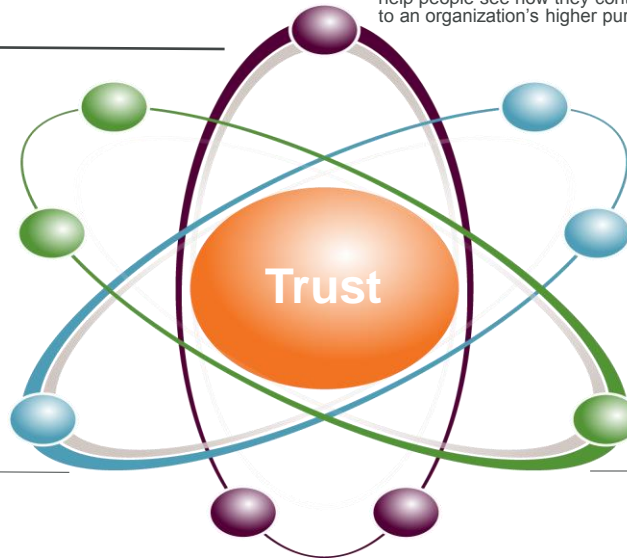
listening

be accessible so people can ask questions, make suggestions and express concerns

speaking

provide information honestly and transparently so people can contribute creatively to the organization's efforts

give their personal best



How Do We Measure Trust?

Your 'Investment' in culture yields a 'Return' through the employee experience.

MANAGEMENT VISION Culture Audit®



+

WORKPLACE CULTURE, POLICIES, & PRACTICES

EMPLOYEE EXPERIENCE Trust Index® Survey

Great Place to Work® Model©		
	Credibility	T
	Respect	R
	Fairness	U
	Pride	S
	Camaraderie	T

Benchmarking helps to identify the real priorities

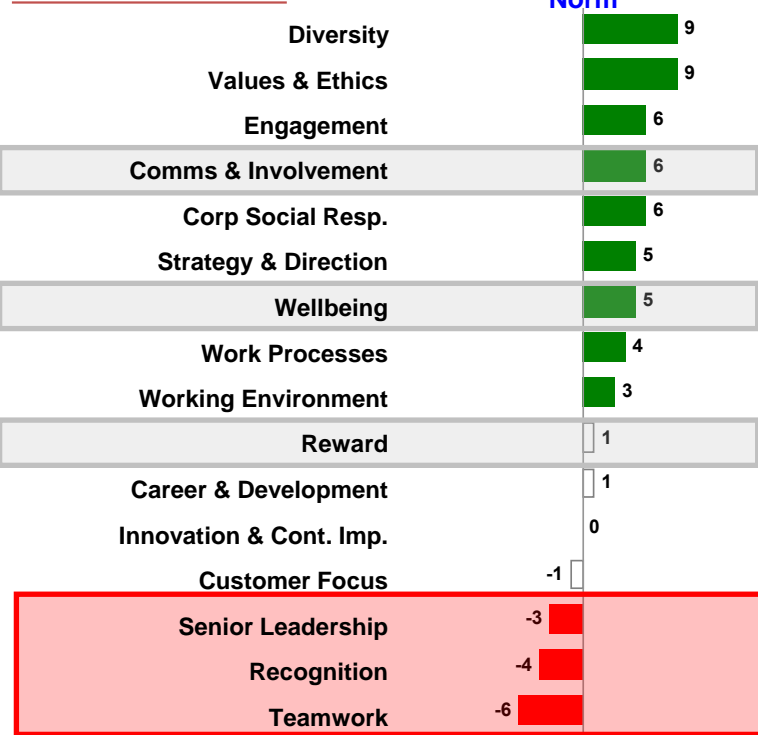
Perceived issues

% Favourable



Actual issues

Difference vs. Irish Sector Norm



What drives wellbeing?



The Top 4 most common drivers of wellbeing in UK organisations are:

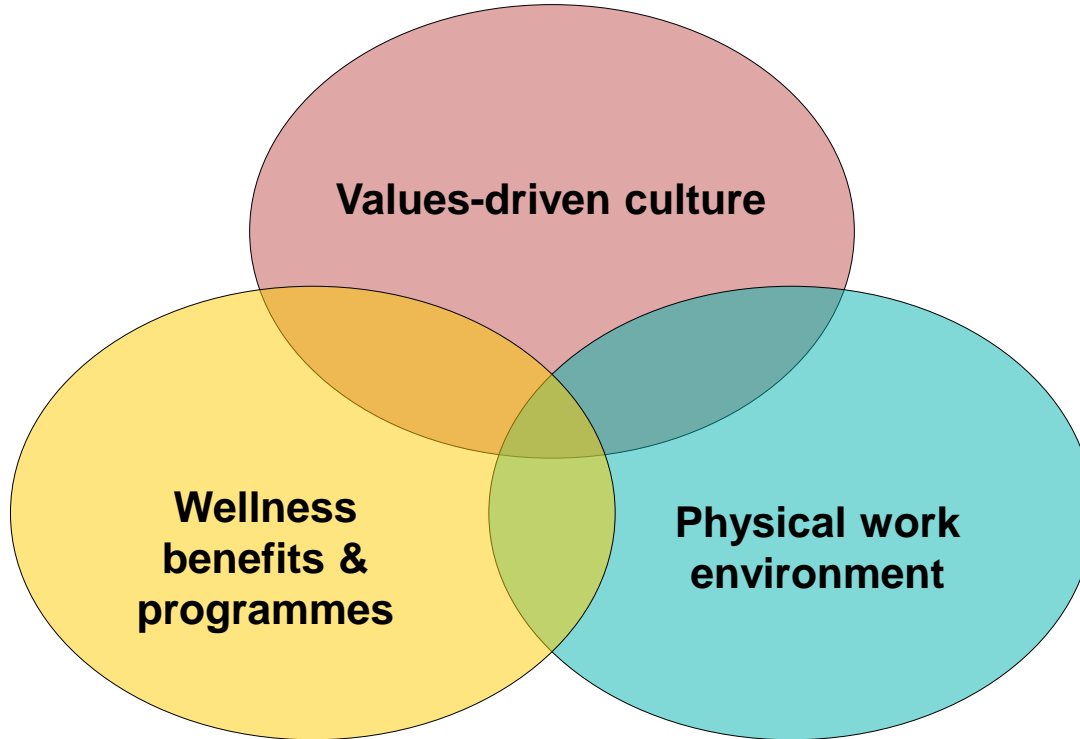
Outcome measure	Wellbeing
Top driver	Values aligned & ethical behaviour <ul style="list-style-type: none">• (i.e. by leaders and the organisation)
2 nd driver	Teamwork <ul style="list-style-type: none">• (i.e. feeling part of a team)
3 rd driver	Work Environment & Processes
4 th driver	Recognition (i.e. being recognised & appreciated by line manager & the organisation)

Wellbeing:

- is more affected than engagement by local issues
- has a strong relationship to intention to stay with/or leave the organisation

Source: Great Place To Work UK. Analysis of 2014 data

The Best Workplaces achieve high levels of wellbeing via three elements of the employee 'deal'

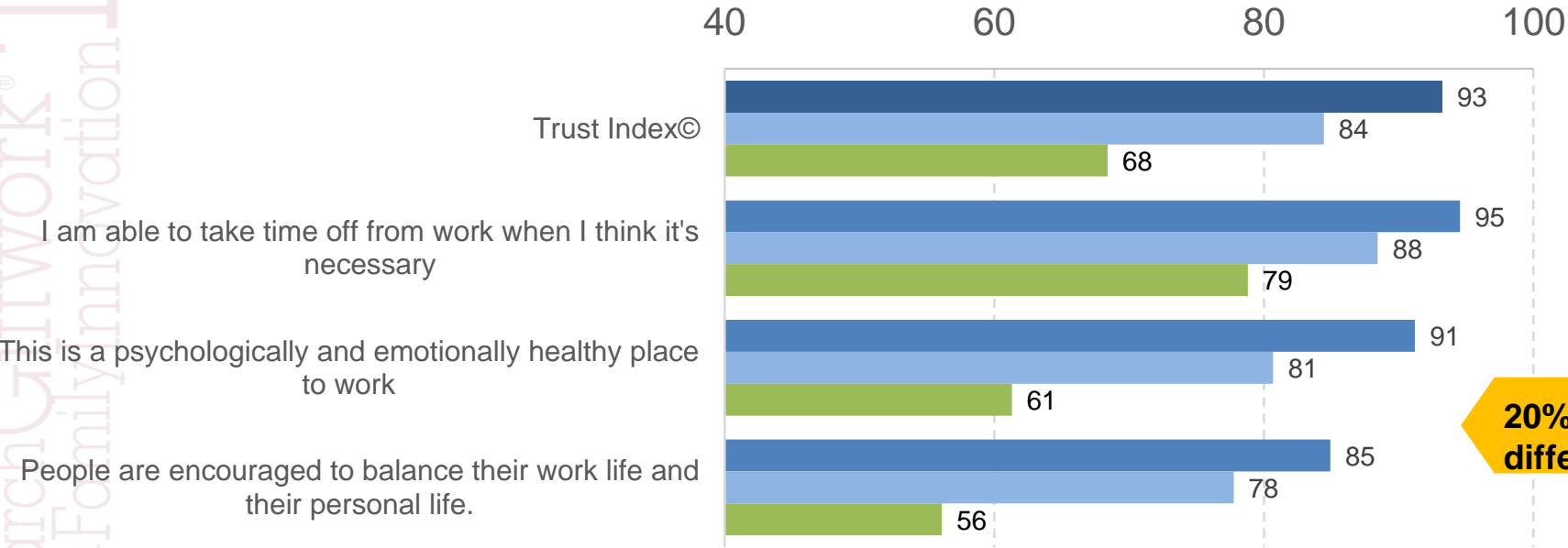


Wellbeing:

difference between Top 10 large & medium and the average Irish workplace



Research
Passion
Family
Innovation
Trust
Gittwork®



20%+ difference

■ Top 10 medium workplaces ■ Top 10 large ■ unlisted workplaces

Work Environment & Processes: difference between Top 10 large & medium and the average Irish workplace



Research with work®
Passion Family Innovation Trust



**20%+
difference**

ork®
vation I
rust

The Best Workplaces create an environment where people can do their best work



In high performance cultures, managers use ordinary everyday interactions as opportunities to build trust

Transactional Commodity

Transformational Discretionary 'Gift-like'



Goal is individual advantage	Goal is mutual growth
Low risk	High-risk, vulnerability
Limited information	Transparency of motive
Transaction completes obligations	Open-ended relationship
Same for all	Highly personalized
Currency is money	Currency is trust

Examples of Transactional Manager Behaviours



Micromanagement is common in low-trust 'command & control' cultures

What Micromanagers Really Mean When They Try To Explain Their Behaviour

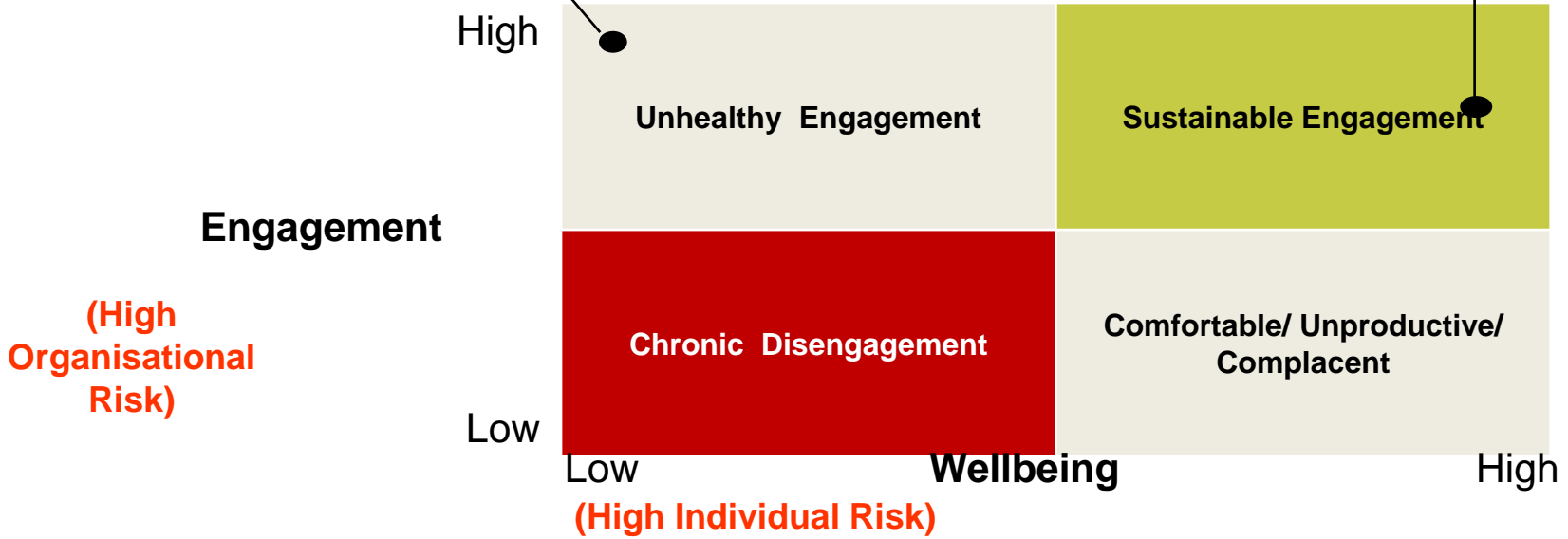
WHAT CHRONIC MICROMANAGERS SAY	WHAT THEY REALLY MEAN
It will save me time if I just do it myself.	I don't believe it's worth my time to let them try, because they won't get it right anyway.
Too much is at stake to allow this to go wrong.	I don't trust them to do their jobs according to my standards.
It's my credibility on the line if we don't get it done on time.	The work won't get done unless I constantly prod them.
When I am not involved, they mess up.	The one time I yielded some control, there was a mistake and I'm not willing to take that risk again.
My boss wants me to be heavily involved in my team's work.	If I don't stay involved, how else will I prove my worth?

FROM "SIGNS THAT YOU'RE A MICROMANAGER," BY MURIEL MAIGNAN WILKINS, NOVEMBER 2014 © HBR.ORG

Sustained workforce engagement: A compelling case for the importance of wellbeing

A low wellbeing environment – characterised by low levels of trust – means that even the most engaged employees will burn-out

A high trust environment supports and sustains engagement by ensuring that people's wellbeing remains high



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AGENDA

➤ What Makes a Workplace
'Great'?

➤ Model / Methodology

➤ **Wellbeing
Practices**

Great
work



Biggest Losers / Made of More

Financial

Nutritional

Mental /

Fitness / Health

Sleep

On Site

Energy

Branding

Thank
you!

GREAT
PLACE
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WORK®