



WELCOME TO EXCELLENCE CHAT
WITH GRAHAM LOWE

HOW A HEALTHY ORGANIZATION ACHIEVES POST-PANDEMIC SUSTAINABILITY

WE WILL GET STARTED AT 2:00 PM EDT

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How a Healthy Organization Achieves Post- Pandemic Sustainability

Excellence Chat with
Graham Lowe

June 11, 2020 | 2PM EDT



Today's speakers



Erin Dick

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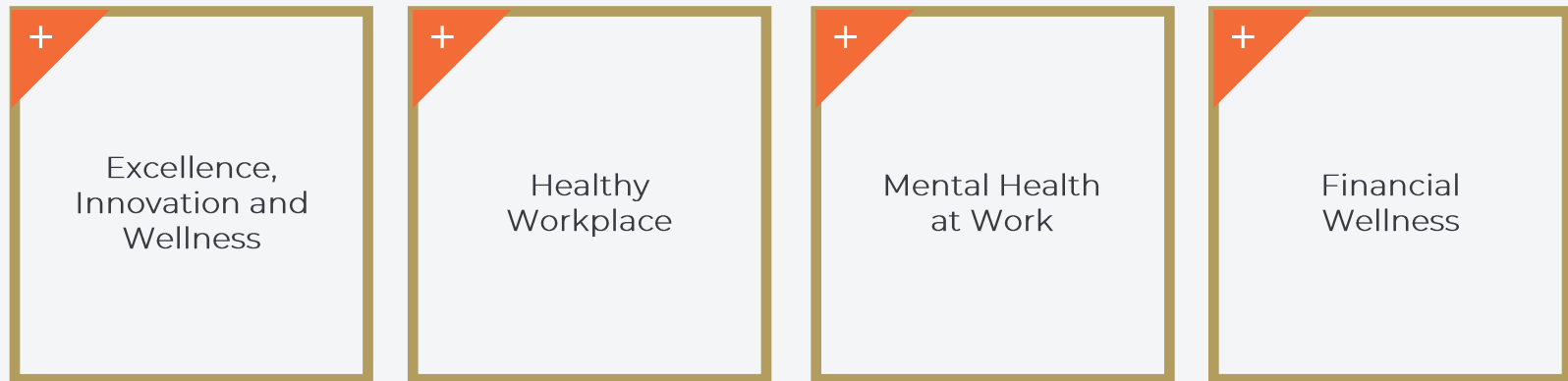


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How a Healthy Organization Achieves Post-Pandemic Sustainability

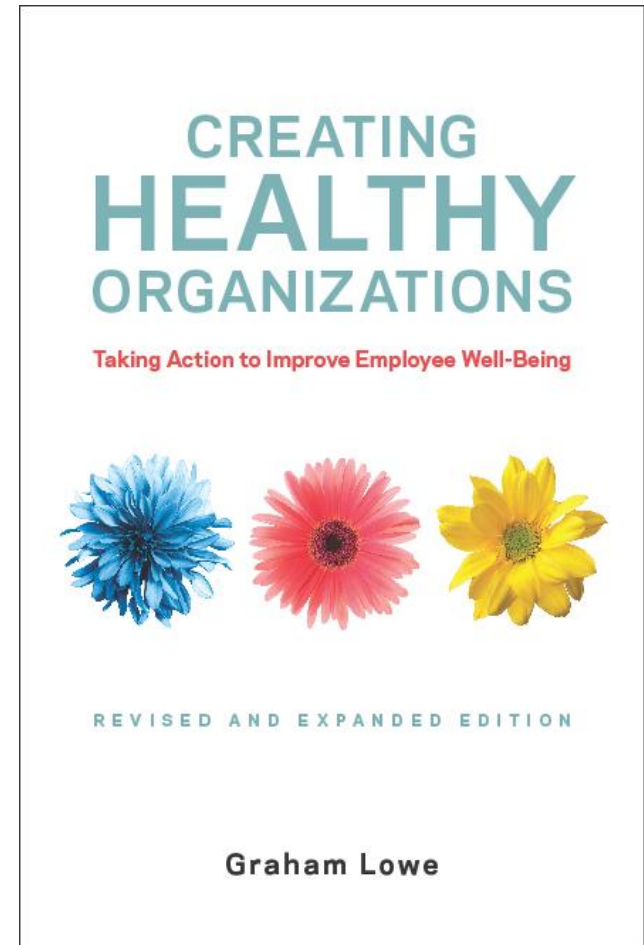
by Graham Lowe, Ph.D.

Excellence Canada, “Excellence Chat”

June 11, 2020

Healthy Organization Principles

1. Employee well-being is not just about employee health. It contributes to organizational performance and sustainability.
2. Well-being and performance are tightly linked, woven into how the organization operates.
3. An integrated approach to HR, OHS, wellness, and CSR provides multiple benefits.
4. Healthy organizations are humanly sustainable, renewing their capabilities and relationships with customers and communities.



Healthy organization building blocks



Unprecedented work disruptions

- 4 in 10 workers are working from home
 - *Mostly well-educated knowledge workers*
 - *2010-2018: 10% of employees “teleworked”*
- 5.5 million Canadians either not working or working less because of COVID-19
 - *Vulnerable workers most affected*



Statistics
Canada

Statistique
Canada

Redesigning work...



How can remote work contribute to these priority people goals?



POTENTIAL REWARDS...

- Flexibility
- Autonomy
- Better quality of life
- Environmentally friendly
- Work-life balance
- Less stress

POTENTIAL RISKS...

- Lack social connections
- Reduced support
- Erodes trust
- Less innovation
- Work-life imbalance
- Health risks

- **Various Canadian surveys of workers show an unmet need for more flexible work arrangements.**

- Downsizing increases stress and diminishes the health of those laid off and ‘survivors’
- Reduces organizational capabilities
- To avoid survivor syndrome:
 - ✓ empower workers to redesign work to fit the renewed mission
 - ✓ respond to employees’ concerns
 - ✓ support individuals and teams to actively manage the changes
- Involving employees in reinventing the business strategy and redesigning work results in sustainable success

Strengthening trust

- ✓ All workplace relationships must rest on a foundation of trust in order for the work environment to be truly healthy, safe and productive
- ✓ Managers who are guided by strong people-oriented values will cultivate trust with employees
- ✓ Culture comes alive in the trust-based relationships that bind employees with each other, with managers, and with customers/clients
- ✓ A trust-based culture makes a workplace psychologically safer and healthier
- ✓ Trustworthy managers are open, caring, fair, receptive and act with integrity
- ✓ A 'culture of health' and a 'safety culture' require trust

- **How can you replicate these trust dynamics virtually?**



Key influences on trust and well-being

- Meaningful work
- Given lots of responsibility
- Treated fairly
- Management seeks & responds to suggestions
- Management appreciates good work
- Have resources & equipment to do one's job
- Receive training & professional development
- Supported to balance work with personal life
- Management clearly communicates goals
- People care about each other
- Feel part of a team
- Cooperative coworkers
- Physically safe place to work

- Aligns with nationally recognized framework*
- Fosters a resilient workforce
- Results in a healthy organization

* Excellence Canada's Mental Health at Work Framework; National Standard of Canada for Psychological Health and Safety in the Workplace.

What is team resilience?

Team resilience is defined as...

- ✓ “...the capacity of a group of employees within a team to manage the everyday pressures of work and remain healthy, to adapt to change, and to be proactive in positioning for future work challenges.”
- ✓ Strongly related to team performance

Source: McEwen K and Boyd CM. A measure of team resilience: developing the resilience at work team scale. *Journal of Occupational & Environmental Medicine*. 2018, 60: 259.

How to build team resilience

- ✓ Continually improve how you work
- ✓ Focus on where you can make a difference
- ✓ Develop effective problem solving and decision-making
- ✓ Promote self-care in daily work practices
- ✓ Teach and learn together
- ✓ Support each other to get the job done
- ✓ Foster a sense of community
- ✓ Be optimistic about what is possible

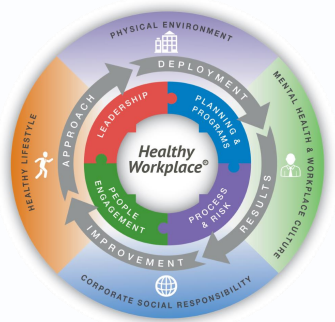
Resilience is a psychological health and safety skill that can be learned.



Resources



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Canada's **healthyworkplacemonth**
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[Canada's Healthy Workplace Month](#)

CREATING HEALTHY ORGANIZATIONS

Taking Action to Improve Employee Well-Being



REVISED AND EXPANDED EDITION

Graham Lowe

Grahamlowe.ca

Purchase Book: Utorontopress.com



Questions?

Type your question into the Q&A box.





Thank You

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<https://calendly.com/erin-excellence/excellence-canada-discussion>

Graham Lowe

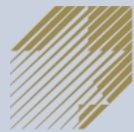
The Graham Lowe Group

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