A delightful mix of **research**, **compelling stories**, and **practical insights**, *Reimagining Workplace Well-being* inspires a new way of addressing the **heart** and **soul** of employee well-being.
—**Chip Conley, MBA**, bestselling author, entrepreneur, and founder, Modern Elder Academy

REIMAGINING WORKPLACE WELL-BEING

Fostering a Culture of Purpose, Connection, and Transcendence

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Foreword by Victor J. Strecher, author of Life on Purpose

CHAPTER SUMMARIES AND INTRODUCTION

For Reimagining Workplace Well-Being: Fostering a Culture of Purpose, Connection, and

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It's Time to Get to What Matters for Employee Well-Being

Current Context

- 47 million Americans resigned from their jobs in 2021[1]
- More employees are considering quitting their jobs now than in 2021[2]
- ~90% of workers reported feeling burned out[3]
- 64% of workers are experiencing some level of disengagement[4]
- ~53% of US adults reported having an adverse mental or behavioral health condition in 2021[5]
- 11% of US adults reported having seriously considered suicide in the previous month[5]

What Workers Want

- Workers are prioritizing their health and well-being over their work.
- It's an innate human need to seek meaning and purpose in our lives.
- We are social beings, wired for connection with a deep drive to feel like we belong.
- We long to live lives that matter and that leave the world a better place.
- Most workplace well-being initiatives do not address these fundamental human needs.

Attending to the health and well-being of the workforce has taken center stage but even those with the highest levels of resources and resiliency are cracking beneath the strain and burden of the challenges that must be addressed. Employers are looking for new ways to engage employees and to help them to be their best selves and this book aims to address that need by bridging decades of management sciences research and expertise from the workplace spirituality field with that of the workplace health and well-being field.

Emerging research demonstrates that worker well-being approaches must address meaning and purpose, belonging and connection, and a sense of connection to something larger than themselves. Next generation workplace well-being needs to address the lack of professional fulfillment that workers are feeling, to address escalating levels of isolation and loneliness, and to create a workplace climate where employees feel valued and appreciated at work, have hope for their future, and have access to experiences that tap into their creativity and fuel joy in their lives. These are issues that the workplace spirituality movement has sought to address, and this book makes a case for why it is in business leaders' best interests to address these needs within the workplace.

INTRODUCTION

MY WAKE-UP CALL

What have I done? I am lying on the cold wood floor in my bathrobe with my eyes closed, feeling as if someone has hit the side of my face with a hammer. I hear my husband, Chris, talking to someone on the telephone and strain to focus on what he is saying.

"I'm not sure what happened. I heard a loud sound like something falling on the floor. I was asleep and the sound woke me up. At first, I thought that maybe one of our cats knocked something on the floor. I called out to my wife when I noticed she wasn't in bed, and she didn't answer me. I got up and went into the living room to see what had happened and saw my wife lying face down on the floor. I turned her over onto her back and she wasn't breathing. I opened her mouth to administer rescue breathing like I learned in my CPR classes, and she coughed up blood and then started to breathe on her own. But she still isn't responding to me, and I think she might be unconscious."

Wait just a minute. I fell? I wasn't breathing? I'm unconscious? I coughed up blood?! I open my eyes and see Chris crouched over me with his phone in his hand. He's giving someone our street address. Then he sees my eyes open and calls out to me, "Jess! Can you hear me? If you can, don't move, just blink your eyes a couple of times." I blink my eyes to let him know that I hear him, and he exclaims into the phone, "She's conscious! She just opened her eyes and blinked a couple of times when I asked her to." He looks into my eyes and says, "Don't move, you fell." Then he directs his attention back to his conversation on the phone, appearing to be listening to instructions. I take a few deep breaths through my nose and try to make sense out of my circumstances. The last thing I remember was that I was about to get into the shower and that I felt dizzy. I lay back down in bed for a moment, trying to figure out what to do. I had a plane to catch for a business trip and if I lay in bed too long, I would miss my flight. I thought that maybe I was hungry and decided to go to the kitchen for a banana. Then, nothing. What happened?

Chris wraps up the call with the paramedics, and I ask him why he called 911 and why I'm lying in the middle of the living room floor. He explains he isn't sure what happened, but it seems I must have fallen and might have broken my jaw because my chin was set in a strange position when he turned me over. I may need stitches and might have broken a tooth or something because my gums are bleeding.

He asks me, "Do you have any idea why you fell? Did you trip over the cat or something?" I tell him that I was dizzy when I got up to shower and decided to get a banana and lay down on the sofa. Apparently, I never made it to the kitchen. It's a story I repeat several times over the course of the day as I make my way through a labyrinth of health care professionals from the admitting nurse at the emergency room to the ER physician who gives me stitches to the X-ray technician to the resident specialist who confirms I broke my jaw by the fall. The only consolation during the entire day is when the specialist recommends I not have surgery to get my jaw wired shut because so many nerves intersect where the break is. She suggests that because I only broke the jaw in one place, the bone could mend on its own without having to immobilize it artificially. That is, if I avoid anything that could disrupt the alignment of the jaw. This means no running, no chewing of any kind, no extended time talking, and I need to give up caffeine because it interferes with bone growth. I nod as I take in her instructions, overwhelmed by the implications of this injury on my work and life in general. In between these care visits, Chris calls the airline to let them know I missed my flight due to a medical emergency and cancels my hotel

reservations and the car that was supposed to pick me up from the airport. He lets my boss know what happened and says we'll be in touch with updates once we know more. My boss arranges for another colleague to cover the presentation I was to give at a national conference and tells me to let her know when I'll be back to work.

Over the next week, I get in touch with my primary care physician, and he orders a full workup to determine if an underlying heart issue is what led me to faint. I am relieved when he tells me that everything looks fine, and my fainting spell was likely due to extreme dehydration and exhaustion. He orders me to slow down and rest. I am relieved no underlying heart condition caused me to faint and think maybe this is the wake-up call that I need not to push myself so hard.

For months, my family and friends have been telling me I need to slow down and not work so hard. Even my boss has told me to cut back my overtime, but I feel as if I have little room to do so. I lead the research department at a mid-size company that provides wellness services to employers, and my entire workday is packed with meetings from 8 a.m. until 5 p.m., leaving no time to respond to emails or the half dozen mini crises that come up during the day. The requests for sales support and client travel seem like something I can't turn down. Then there is the need to publish the research my team is doing and to meet my own department's goals. When I explain the dilemma to my boss, she tells me no one can figure this out for me; I simply need to set boundaries and prioritize my work. I appreciate she gives me so much autonomy in my work, but I was hoping for more specific guidance about what responsibilities I might let go of or for more permission to say "no" to some of the demands on my schedule. My problem is that everything feels like a high priority, and I don't feel empowered to push back on the constant requests for client and sales support. I feel stuck.

MY JOURNEY FROM BURNOUT TO THRIVING

The meeting with my boss occurred at the end of the workday and I feel overwhelmed and despondent as I drive home. I've kept a journal ever since my teenage years and whenever life throws me a major curveball or problem to solve, I tend to write my way through it. Since my husband is still wrapping up his meetings when I arrive at home, I figure it's a good opportunity to journal about my dilemma.

On paper, it looks as if I had it all: a nice new house with a short commute to work, a loving husband and good friends, and a good job where I felt respected by my peers. Instead, I was burned out and felt increasingly disconnected from my co-workers and most of my friends. My decade-long ascent from an entry-level research associate position to leading the research department was coupled with many organizational changes including mergers, acquisitions, layoffs, and as many executive leadership changes. I felt a constant need to help a revolving door of new bosses understand the value that I and my department brought to the organization. I worked increasingly longer hours to meet an increasing set of demands. The truth was that my work felt like drudgery much of the time, with rare moments of excitement when I was working (usually in evenings and on weekends) on projects valued by the organization but non-essential to my core job.

I had returned to school for my PhD while working full time and had graduated a few years earlier with my degree. It was satisfying to be doing the kind of work that inspired me to go back to get a doctoral degree, but I was exhausted from the effort of completing the degree online while working full time as a researcher. After I graduated, my friends and family urged me to relax and enjoy myself more. I tried

working less and socializing more on the weekends. I tried reading books on happiness. I trained for and completed several half marathons. I signed up for a yoga certification course and dropped out when the intensive weekend workshops and required reading conflicted with my business travel.

About two years into my journey, I realized I'd been looking in the wrong places to find fulfillment and rekindle joy in my life. When I dug deeply into what gave me hope and joy and meaning, it came down to rediscovering my purpose in life, asking myself what my values were and if/how I was living them out in my daily life. When I compared my list against my everyday behavior, I was faced with the hard truth that my lifestyle was not a reflection of what I said mattered most to me. As I reflect on this now, it seems so obvious to me that the questions that were surfacing then are common for a mid-career professional in her forties: What is the point of my hard work? What's most important to me? Now that I've achieved all the major goals that I'd set for myself in education, career, and life, why do the achievements feel so empty? Is there something more than this? And perhaps most disturbing, will I ever feel deep, satisfying joy again? The questions I was asking myself were big life questions that pondered the meaning and purpose of life. I felt increasingly isolated and lonely even though I had a supportive network of spouse, family, and friends. I also struggled to reestablish spiritual well-being practices (e.g., daily journaling and reflection on my priorities and values) I'd learned in college but hadn't survived the transitions of marriage, moving to a new state, and entering the professional workplace. At the time, I could sense I needed a big change, but I wasn't sure what kind of change was needed.

My husband was looking to advance his IT career, and when he had the opportunity to be relocated from the Midwest to a larger market, I pledged my full support. Over the course of the next year, my husband and I sold nearly everything that we had and relocated to California for his job with a large software company. My own job change occurred about six months later when I was laid off in a massive reduction-in-force that occurred on the heels of yet another corporate merger.

Due to my advancement to a vice president role two years prior to the layoff, I was privy to information that many others in the organization were not. I had seen the layoff coming and knew my name was on the list for positions to be eliminated, but I didn't believe they'd let me go. I'd always been able to defend the value of the research function in the past and had sustained numerous rounds of layoffs without having to cut a member of my team.

I got the official news of my layoff at the same time as everyone else in the organization. As I shared the news of my departure with my team under the watchful eyes of my latest direct supervisor, I felt a combination of guilt, shame, and relief. As difficult as it was to experience so much change, I embraced it as a chance to begin anew. To live a life that aligned with what I felt mattered most and was an expression of my most deeply held values. To show up in my relationships in a more authentic way. To pursue connection with something bigger than myself. Eventually, I found my way back to the career I loved, and I created my own operating principles to achieve work-life balance.

Unfortunately, my experience of fatigue, burnout, and disengagement from my work has become increasingly common. The questions I was asking myself more than ten years ago seem to come up a lot as employers grapple with higher-than-ever voluntary quit rates and workplace burnout. You may be experiencing this as well and are reading this book from the perspective of someone in desperate need of a workplace that supports your well-being or as a leader seeking new solutions to support the well-being of others. As someone who has walked that dark valley of exhaustion, burnout, and a yearning for

more joy, I hope you'll find some comfort in knowing you are not alone as well as inspiration that there is a path toward a more meaningful, connected, and joyful life.

As I write this today, I feel as if I finally cracked the code on how to balance physical, mental, emotional, spiritual, career, and financial well-being. I needed more than a decade to figure this out, and it felt like a journey I had to navigate on my own. I decided to write this book because I am convinced the workplace has a role to play in supporting employees more fully in their well-being journey, including being able to navigate the tough life questions about meaning, purpose, and what matters most in life. I open each chapter of the book with vignettes from my personal well-being journey, which increasingly recognizes the contribution that spiritual well-being played in my ability to find meaning, purpose, connection, and engagement with my work. As I'll discuss further in this book, when I talk about spiritual well-being, I'm talking about having the following: a strong sense of meaning and purpose in life; a sense of connection and belonging; and a connection to something greater than oneself, which is called transcendence. Many workplaces have been reticent to address spirituality as part of a comprehensive approach to worker well-being, and this book proposes an approach that addresses some of the barriers. But why must workplaces broach this uncomfortable territory?

As I'll discuss in Chapter 1, many workplaces are failing to foster an environment that helps their employees to thrive, and it is having a significant impact on the bottom line. A national survey of working Americans found that, in December of 2021, nearly 60% were experiencing burnout, an increase of 20% from the previous year.[1] Though the contributors to diminished mental health may be due to circumstances outside of the workplace, the role of the workplace to buffer and support employees and their families has never been more clearly magnified. My journey from burnout to thriving was largely an exercise in trial and error, but it didn't have to be. While I was experiencing my wake-up call moment more than ten years ago, a robust movement of scientists, researchers, academicians, and practitioners were exploring the role of workplaces to help employees connect with a greater sense of meaning, fulfillment, engagement, and connection in their work. It turns out, an organization can do many things to address the challenges that workers are experiencing with burnout, disengagement, and lack of professional fulfillment.

This book aims to bridge what I've discovered in my more than twenty-five years of research about best practice approaches to workplace health and well-being with the equally large body of research in the management sciences realm of workplace spirituality. Yes, research! Everything proposed in this book is grounded in a solid scientific evidence base and has been field tested in organizations all over the world. But many employers with robust health and well-being initiatives have failed to incorporate some of the practices demonstrated by workplace spirituality researchers to help employees feel more engaged and fulfilled in their work.

I first learned about some of this research as I was editing a special issue of a peer-reviewed journal on the topic of spiritual well-being.[2] There is an increasing openness to spiritual well-being practices within the workplace and I believe the pandemic has increased that openness. Employers are looking for new ways to engage employees and to help them to be their best selves. They want to attract and retain top talent. They want workers to feel engaged and to promote thriving, and they want the increased productivity and performance that comes from that. Though workplace well-being initiatives have been around for decades, many efforts fail to fully address the deeper spiritual elements of what it means to find meaning and purpose in one's work, to cultivate a community of connection and caring with co-workers, and to pursue a connection to that which elicits deep abiding joy and fulfillment. This book

aims to help employers address such elements as part of a comprehensive, holistic approach to workplace well-being.

WHO SHOULD READ THIS BOOK

If you are responsible for some aspect of employee health and well-being in your organization (e.g., as an executive or manager in a people management or HR role), this book is for you. Just as I experienced my own personal wake-up call ten years ago and started to incorporate spiritual well-being practices into my journey, many employers today are experiencing a wake-up call that their well-being efforts are falling short of addressing employee needs.

After a discussion in Chapter 1, "Wake-Up Call for Employers," about why traditional workplace well-being initiatives are failing to fully address employee needs, I'll outline a more holistic approach to workplace well-being that includes supporting the spiritual well-being of employees. The approach I'll share is grounded in research, and this book will demonstrate how workplace spirituality practices can contribute to business outcomes, such as attraction and retention of top talent, company reputation, global competitiveness, and corporate sustainability. I'll make a case for why next generation workplace well-being needs to address the lack of professional fulfillment that workers are feeling, to address escalating levels of isolation and loneliness, and to create a workplace climate where employees feel valued and appreciated at work, have hope for their future, and have access to experiences that tap into their creativity and fuel joy in their lives.

As I'll explain in Chapter 2, "Workplace Well-Being Requires Collaboration," this necessitates a multi-disciplinary approach that brings together professionals in diverse functions or roles, such as human resources, organizational learning, leadership development, occupational health and safety, risk management, facilities management, and diversity, equity, and inclusion (DEI). This chapter provides a brief overview of the workplace spirituality research grounded in management science and discusses some potential underlying reasons for and implications resulting from a lack of integration between the workplace spirituality and workplace health and well-being fields.

Research indicates many workplaces have been reluctant to use the term "spirituality" as part of their approach to worker well-being and Chapter 3, "A Framework for Comprehensive, Holistic Well-Being," will tackle the issue of terminology as well as introduce a framework for a more comprehensive and holistic approach to workplace well-being that includes spirituality. It also details how to address holistic well-being at four levels: individual, interpersonal/group, organizational, and societal while also addressing the special role that leaders play in creating cultures of well-being. These opening chapters aim to create context and set the stage for the subsequent chapters.

Part Two of the book discusses each of the three elements of workplace spirituality that will be introduced in Chapter 3, including fostering "a culture of individual purpose" (Chapter 4), "a culture of connection and belonging" (Chapter 5), and "a culture of transcendence" (Chapter 6). Each of these three chapters are organized similarly, starting with an introduction of what it means to address the element of focus, providing research supporting its link to individual well-being as well as its link to business outcomes, addressing how to apply the research to practice, and featuring how organizations are implementing elements of workplace spirituality in real-world business settings. A final chapter in Part Two, "Workplace Well-Being Across Four Levels of Influence" (Chapter 7), will further detail how to

incorporate evidence-based approaches across each of the four levels of influence introduced in Chapter 3.

Part Three of this book focuses on implementation of the framework and the levels of intervention addressed in Part Two, beginning with Chapter 8, "Redesigning Your Workplace Well-Being Blueprint." Chapter 8 offers a brief, more general primer on how to design evidence-based workplace well-being initiatives (including those that incorporate spiritual well-being) and which are integrated into the fabric of the organization. As Chapter 7 will address, the success of any endeavor aimed at influencing organizational culture requires substantial leadership buy-in and support. This includes development of a strategic plan, measurable objectives, measurement and evaluation, and ongoing process improvement. No matter the scope of your well-being initiatives, this chapter will speak to the foundational steps that support the development of an effective approach.

Gaining and sustaining leadership support is bolstered when the proposed approach has been demonstrated to be effective. Chapter 9, "Whole Person Well-Being Is Better for Business," aims to summarize the research and connect the dots among workplace spirituality, workplace well-being, and outcomes at the individual and organizational levels. Special attention will be paid to the challenging issues identified in Chapter 1 including worker burnout, engagement, retention, turnover, and performance.

The book closes with the final chapter in this section, "Aligning Vision, Solution, and Results" (Chapter 10), which discusses using a storytelling approach to achieve and sustain alignment between these elements within the dynamic nature of the modern workplace, which often results in rapidly shifting priorities that challenge any initiative to deliver on envisioned expectations.

BRIDGING RESEARCH AND PRACTICE

As a researcher who was once a workplace wellness program practitioner, you can rest assured that I'll focus on applied practices that work in the real world. There is substantial research to support the adoption of spiritual well-being practices, but most employers and wellness practitioners know nothing about this research. They don't know a solid business case exists to support paying attention to spiritual well-being. And they don't know that it's possible to address it in a way that honors DEI as well as complies with HR policies. After delving into the robust research in this area, I believe adding spiritual well-being to workplace practices is the most meaningful way to help employees feel engaged, connected, valued, and professionally/personally fulfilled. More than two years after the pandemic dramatically shifted the nature of what it means to report to work, we continue to be in a state of flux. The ambiguity of the future of the workplace is an opportunity to try new things. We must boldly experiment with assurance that missteps will occur and must rely on a growth mindset to support the exploration of the uncharted territory that lies before us. This is the time to try something new because the old way of doing things is insufficient to address the emerging needs of our time. Turn the page, let your curiosity inspire you to reimagine how things could be, and take a courageous step forward into oceans deep, trusting that solid ground will rise up to meet you.

PART ONE: A REIMAGINED APPROACH

CHAPTER 1 - WAKE-UP CALL FOR EMPLOYERS

After a discussion in Chapter 1, "Wake-Up Call for Employers," about why traditional workplace well-being initiatives are failing to fully address employee needs, I outline a more holistic approach to workplace well-being that includes supporting the spiritual well-being of employees. The approach I share is grounded in research, and this book demonstrates how workplace spirituality practices can contribute to business outcomes such as attraction and retention of top talent, company reputation, global competitiveness, and corporate sustainability. I make a case for why next generation workplace well-being needs to address the lack of professional fulfillment that workers are feeling, to address escalating levels of isolation and loneliness, and to create a workplace climate where employees feel valued and appreciated at work, have hope for their future, and have access to experiences that tap into their creativity and fuel joy in their lives.

CHAPTER 1 HIGHLIGHTS

- Voluntary quit rates and levels of employee burnout reached unprecedented levels in 2021.
- Heightened concerns over employee mental, emotional, and physical well-being has made organizational investment in employee well-being a top strategic business priority.
- Employees are looking for more meaning, purpose, and fulfillment in their work. They want to feel more connected, valued, respected, and included by their peers. Most traditional workplace well-being initiatives fail to help employees address these issues.
- Though most employers report investing in employee well-being, most organizations are not taking a comprehensive approach.
- A next generation approach to workplace well-being addresses organizational environment and culture as well as offers individual programs to help employees thrive in their work. It also addresses holistic well-being across mental, emotional, physical, and spiritual dimensions.
- Robust scientific evidence supports a more comprehensive and holistic approach to next generation employee well-being initiatives. This book aims to help employers incorporate evidence-based workplace spirituality practices into a comprehensive health and well-being efforts.

CHAPTER 2 - WORKPLACE WELL-BEING REQUIRES COLLABORATION

As I explain in Chapter 2, "Workplace Well-being Requires Collaboration," this necessitates a multi-disciplinary approach that brings together professionals in diverse functions or roles such as human resources, organizational learning, leadership development, occupational health and safety, risk management, facilities management, and diversity, equity & inclusion. This chapter provides a brief overview of the workplace spirituality research grounded in management science and discusses some potential underlying reasons for and implications resulting from a lack of integration between the workplace spirituality and workplace health and well-being fields.

CHAPTER 2 HIGHLIGHTS

- Spirituality has long been recognized as an essential facet of a holistic approach to employee well-being, but most workplaces have not addressed this dimension.
- Many business leaders are uncomfortable talking about spirituality due to a lack of understanding about how it is distinct from religion. Any discussion about addressing spirituality must begin by addressing how it differs from religion.
- Decades of research support the importance of addressing spirituality as part of an effective approach to whole-person well-being.
- The fields of workplace well-being and workplace spirituality have been largely siloed, requiring a more collaborative approach.
- This book provides guidance to workplace well-being professionals interested in expanding their efforts to include workplace spirituality.

CHAPTER 3 - A FRAMEWORK FOR COMPREHENSIVE, HOLISTIC WELL-BEING

Research indicates many workplaces have been reluctant to use the term "spirituality" as part of their approach to worker well-being and Chapter 3 will tackle the issue of terminology as well as introduce a framework for a more comprehensive and holistic approach to workplace well-being that includes spirituality. It also details how to address holistic well-being at four levels: individual, interpersonal/group, organizational, and societal, while also addressing the special role that leaders play in creating cultures of well-being. These opening chapters aim to create context and set the stage for the subsequent chapters.

CHAPTER 3 HIGHLIGHTS

- Incorporating workplace spirituality into your employee well-being approach does not require you to use spiritual language.
- There is no single consensus definition of workplace spirituality, but three common elements include the following: a sense of meaning and purpose in one's work; a sense of feeling connected, cared for, and belonging at work; and a connection to something larger than oneself. The strongest approach to workplace spirituality incorporates all three elements, and they are strongly inter-related.
- Some scientific evidence shows all human beings have a capacity for spirituality and 8 out of 10 people consider themselves to be spiritual to some extent.
- Being spiritual but not religious is possible, yet many people will draw upon a specific faith or wisdom tradition when talking about their source of purpose, the identity they have in the world, and to which groups they feel most connected. We must make space for such authentic conversations when we talk about spirituality.
- Effective spiritual well-being initiatives address employee well-being across four levels of influence including individual, interpersonal, organizational, and social. They also pay special attention to the role of leaders at all levels because they operate at all four levels of influence.

PART TWO: AN EVIDENCE-BASED APPROACH

Part Two of the book discusses each of the three pillars of workplace spirituality that will be introduced in Chapter 3, including fostering "a culture of purpose and meaning" (Chapter 4), "a culture of connection and belonging" (Chapter 5), and "a culture of transcendence" (Chapter 6).

Each of these three chapters are organized similarly, starting with an introduction of what it means to address the element of focus, providing research supporting its link to individual well-being as well as its link to business outcomes, addressing how to apply the research to practice, and featuring how organizations are implementing elements of workplace spirituality in real-world business settings.

CHAPTER 4 HIGHLIGHTS - A CULTURE OF INDIVIDUAL PURPOSE

- Individuals with a strong sense of purpose tend to live longer, healthier lives, have higher levels of well-being, and be more engaged with their work. Employees with a strong sense of purpose are more likely to find their work meaningful, to be more engaged with their work, to be more strongly connected with co-workers, and to be more productive and more likely to remain with their organization.
- Purpose-driven organizations prioritize contributing to the greater good of society over the relentless pursuit of financial profitability and incorporate their purpose into corporate decision-making and business operations. Activating organizational purpose requires helping individual employees to identify their life purpose and consider how their work allows them to live out their purpose.

CHAPTER 5 HIGHLIGHTS - A CULTURE OF CONNECTION AND BELONGING

- Employee interactions and relationships at work have a significant influence on mental, emotional, and social well-being.
- High levels of social connection are linked to higher employee satisfaction, lower rates of absenteeism, better job performance, and lower levels of burnout. Organizations with higher levels of perceived social connection and belonging are associated with better financial performance and profitability.
- Managerial/supervisory relationships with direct reports help set the tone for how connected and psychologically safe employees feel within their teams.
- Creating a culture of connection and belonging centers around moral character strengths, which reflect how we perceive and treat one another. Cultural norms and practices that build trust, authenticity, respect for others, and inclusivity are essential building blocks for creating a culture of connection and belonging.
- Creating higher levels of social connection at work requires attention to three components:
    1. Structural support, which focuses on the physical and behavioral presence of others
    2. Functional support, which focuses on perceptions about co-worker support of us
    3. Quality support, which focuses on the emotional aspects of our relationships

CHAPTER 6 HIGHLIGHTS - A CULTURE OF TRANSCENDENCE

- Transcendence is about connecting to something larger than oneself including to humanity, nature, new ideas, or a greater life force. Transcendence is measurable and can be experienced by all, regardless of their affiliation or lack of affiliation with a religious or faith tradition.

- Workplaces foster a culture of transcendence by helping employees and leaders to live, lead, and work in more conscious way. This allows them to be less reactive, more open and curious, and committed to a growth mindset.

- Research on the well-being and business benefits of transcendence is connected to the experience of self-transcendent mental states such as wonder, awe, flow, mindfulness, compassion, joy, inspiration, and gratitude. They help us approach the world in a more positive way and with a broader perspective.

- Self-transcendent mental states are linked to decreased anxiety and depression as well as increased energy, insight, and sociability. Well-being benefits include better physical, mental, and emotional well-being.

- Substantial research has accumulated on the business benefits of mindfulness, which is a self-transcendent mental state. Mindfulness has been linked to improved work performance, stronger workplace relationships, more ethical decision making, and more acceptance of diverse people or ideas. Elements of transcendence have also been linked to leadership effectiveness.

CHAPTER 7 - WORKPLACE WELL-BEING ACROSS FOUR LEVELS OF INFLUENCE

A final chapter in Part Two, "Workplace Well-being Across Four Levels of Influence"
(Chapter 7), will further detail how to incorporate evidence-based approaches across each of the four
levels of influence that are introduced in Chapter 4.

CHAPTER 7 HIGHLIGHTS

All workplace well-being efforts are more effective when they incorporate a multi-level
approach that addresses four levels of influence including individual, interpersonal,
organizational, and societal. Leaders have a role to play in supporting well-being initiatives
because they operate across all four levels of influence. Most employers are not taking a multi-
level, comprehensive approach to workplace well-being.

- Individual-level approaches to spiritual well-being address employee knowledge, attitudes,
  beliefs, skills, and behaviors. Individual-level interventions include providing assessments,
  educational resources, skill development and training, and individual coaching in the areas of
  purpose, social connection and belonging, and connection to something greater than
  themselves (transcendence).
- Interpersonal-level approaches to spiritual well-being address relational dynamics,
  communication patterns, perceived norms, and skills that support healthy interpersonal
  interactions and behaviors. Interpersonal-level interventions may include group/team
  assessments, team trainings or workshops, team skill development, team or group coaching,
  mentorship programs, and leadership training.
- Organizational-level approaches to spiritual well-being address workplace policies, practices,
  processes, structures, and reward systems that influence cultural norms and behaviors.
  Organizational-level interventions include physical or structural changes to the workplace
  environment as well as changes to documented policies, practices, and procedures governing
  how work gets done
- Societal-level spiritual well-being approaches leverage organizational resources and influence to
  benefit the broader community or world. Translating a broader organizational mission
  statement about making the world a better place into meaningful action is a necessary next step
  for many organizations.

PART THREE: A BLUEPRINT FOR A BEST-PRACTICES APPROACH

Part Three of this book focuses on implementation of the framework and the levels of intervention addressed in Part Two.

CHAPTER 8 - REDESIGNING YOUR WORKPLACE WELL-BEING BLUEPRINT

Chapter 8 offers a brief more general primer on how to design evidence-based workplace well-being initiatives (including those that incorporate spiritual well-being) and which are integrated into the fabric of the organization. No matter the scope of your well-being initiatives, this chapter speaks to the foundational steps that support the development of an effective approach.

CHAPTER 8 HIGHLIGHTS

- There is a four-step approach to designing and implementing effective workplace well-being initiatives including assessment, strategic planning, program implementation, and evaluation.
- Assessment includes using many different types of data collection to understand employee needs, interests, and preferences.
- Many organizations lack a written strategic plan for well-being initiatives, but organizations that have them are more likely to see demonstrated impacts on employee well-being and business outcomes. There are numerous free measurement tools to support workplace well-being strategic planning and this chapter discusses the elements of a good strategic plan.
- Program implementation includes engaging stakeholders at all levels and across different functions of the organization to support well-being efforts. A collaborative, multi-disciplinary approach is necessary to develop aligned communications, policy changes, leadership training, inclusive programs and language, and cultural changes that support spiritual well-being.
- Evaluation plans should be developed as part of the strategic planning process and updated frequently to capture ongoing findings and lessons learned. A communication plan should be developed to regularly share findings with stakeholders and engage them in how to shift future strategy.

CHAPTER 9 – WHOLE PERSON WELL-BEING IS BETTER FOR BUSINESS

Gaining and sustaining leadership support is bolstered when the proposed approach has been demonstrated to be effective. Chapter 9, "Whole Person Well-being Is Better for Business," aims to concisely summarize the research and connect the dots between workplace spirituality, workplace well-being, and outcomes at the individual and organizational levels. Special attention will be paid to the challenging issues identified in chapter 1 including worker burnout, engagement, retention, turnover, and performance.

CHAPTER 9 HIGHLIGHTS

- All of the practices recommended in this book are supported by research; however, the scientific evidence base for workplace spirituality is still emerging. Pilot testing, a phased approach, and employee involvement in the development and implementation of workplace spirituality offerings is recommended.
- Workplace spirituality is linked with positive changes in job commitment, job satisfaction and performance; altruism and conscientiousness; self-career management; better working relationships; employee engagement and retention; and more ethical employee behavior.
- Specific workplace spirituality interventions associated with the most robust research support include yoga, mindfulness, and purpose interventions.
- Higher levels of spirituality are linked with healthier selfcare behaviors, better physical health outcomes, clinical outcomes and longevity, positive emotional well-being, mental well-being, and social well-being.

CHAPTER 10 - ALIGNING VISION, SOLUTION, AND RESULTS

The book closes with the final chapter in this section, "Aligning Vision, Solution, and Results" (Chapter 10), which discusses using a storytelling approach to achieve and sustain alignment between these elements within the dynamic nature of the modern workplace, which often results in rapidly shifting priorities that challenge any initiative to deliver on envisioned expectations.

CHAPTER 10 HIGHLIGHTS

- Fostering a culture of purpose, connection, and transcendence begins by activating employees at all levels in the organization in discussions about what matters most to them.
- Individual storytelling supports the identification of shared purpose, values, and desired ways of relating to one another at work. Storytelling can be a catalyst for creating stronger relationships, more authentic ways of communicating, and trust.
- The collective sharing of individual stories by employees at all levels of the organization can help co-create a new shared story about what it means to experience deeper purpose, richer connections, and self-transcendent moments within the world of work.
- Storytelling can help engage stakeholders across the organization to support well-being efforts because stories engage the heart and inspire others. Storytelling complemented with research and data engages the head and the heart.
- Every organization's well-being journey is constantly unfolding and evolving. So, stories about what we hoped to achieve, how we went about meeting our goals, what we learned along the way, and how we adjusted our approach are important contexts for expectation setting around outcomes.
- Engage employees at all levels of the organization to envision your approach to workplace spirituality and well-being. Case stories from other organizations can be inspiring, but each organization must co-create its own vision and approach to employee well-being.
- When done well, workplace spirituality can create a more enticing workplace culture that attracts top talent, protects high performers from burnout, and mobilizes teams to support one another's growth and well-being while meeting performance standards.

This book focuses on applied practices that work in the real world, including case examples of organizations that have successfully implemented elements of the proposed framework within their organizations and provides guidance to ensure successful implementation of the recommended approach.

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