



GETTING MANAGERS ON THE MOVE

AN EXPERT INTERVIEW WITH LAURA PUTNAM



WELLNESS WORKS HERE.

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An Expert Interview with Engagement Expert
LAURA PUTNAM

ABOUT LAURA PUTNAM, MA



Laura Putnam, author of *Workplace Wellness That Works*, is CEO and founder of Motion Infusion, a well-being training and consulting firm that works with leaders, managers and teams at a range of organizations from Fortune 500s to nonprofits to academic institutions. As an expert in motivation, behavior change, human performance improvement and building healthier, happier and more innovative organizations, Laura has keynoted at conferences, leading companies and associations around the world.

Her unique style of speaking and training combines relevant science with meaningful stories and a good dose of humor. Recent media appearances include MSNBC, *Business Insider*, *Investor's Business Daily*, *American Journal of Health Promotion*, and NPR. Her work has appeared in *The New York Times*, *Entrepreneur* and many industry publications. Laura also serves as the chair of the American Heart Association's Greater Bay Area 2020 Task Force and is the recipient of the American Heart Association's "2020 Impact" award. A former nationally competitive gymnast, professional dancer and urban public high school teacher, Laura is a graduate of Stanford University and Brown University.

ABOUT RYAN PICARELLA, MS, SPHR



As President of WELCOA, Ryan works with communities and organizations around the country to ignite social movements that will improve the lives of all working people in America and around the world. With a deep interest in culture and sociology, Ryan approaches initiatives from a holistic perspective that recognizes the many paths to well-being that must be in alignment for long-term healthy lifestyle behavior change. Ryan brings immense knowledge and insight to WELCOA from his background in psychology and a career that spans human resources, organizational development and wellness program and product design. Prior to joining WELCOA, Ryan managed the award winning BlueCross BlueShield of Tennessee (BCBST) Well@Work employee wellness program, a 2012 C. Everett Koop honorable mention awardee. Since relocating to Nebraska, Ryan has enjoyed an active role in the community, currently serving on the Board for the Gretchen Swanson Center for Nutrition in Omaha. Ryan has a Master of Science in Industrial and Organizational Psychology from the University of Tennessee at Chattanooga and a Bachelor of Science in Psychology from Northern Arizona University.

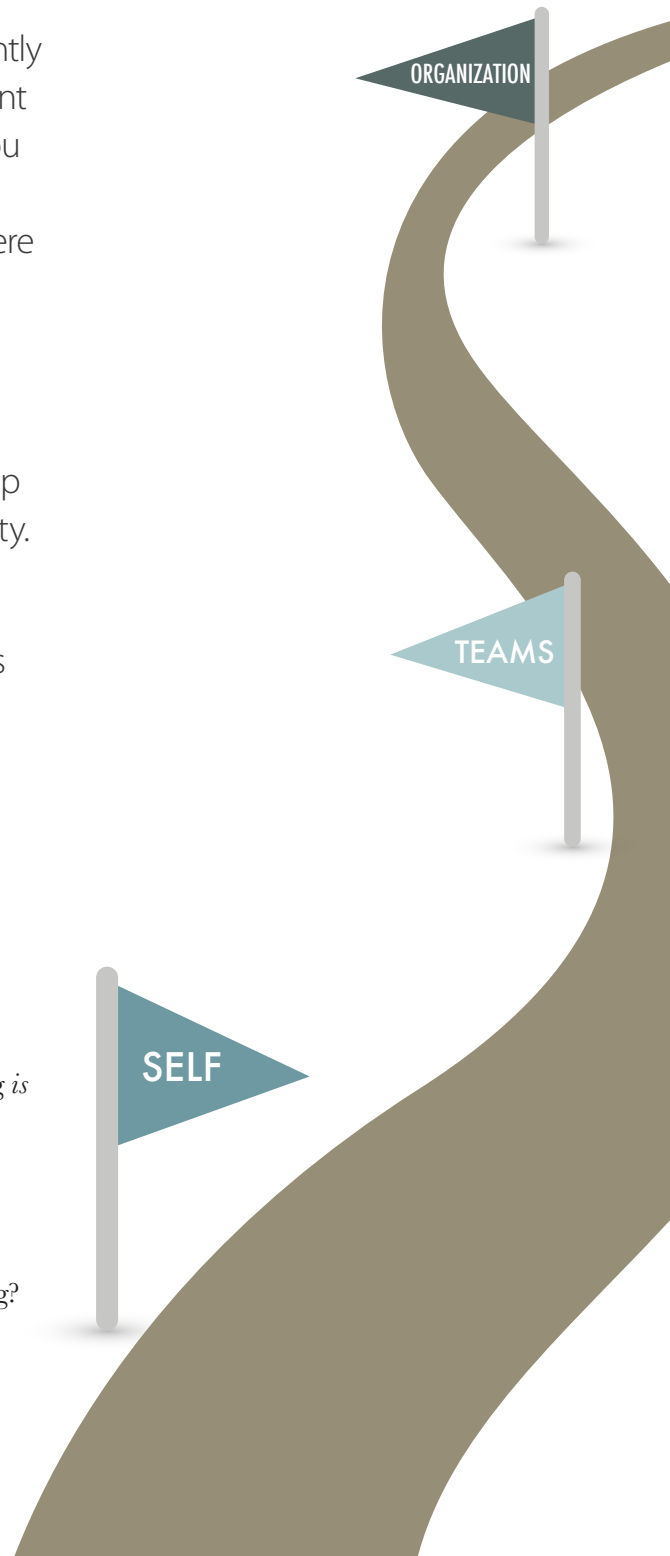
How does leadership—even at the management level—shape the health and well-being of employees? Laura Putnam of Motion Infusions tells us the three ways a manager can become a wellness multiplier in your organization.

RYAN PICARELLA I was with a group of consultants recently and I asked “How many of you all have a leadership development program?” And all the hands went up. I asked, “How many of you all have a wellness program?” All the hands went up. And I said, “How many of you have some kind of combined approach where you look at wellness as a main component for your leadership development program?” In the whole group there was one person who raised her hand. I thought it was really interesting. I know you have been doing work toward that end, really thinking about how to weave wellness in whether it is leadership development or organizational development or training or safety.

I would love to hear your thoughts on the uptake of this integrated approach and how you have been weaving wellness into other business areas in your work.

LAURA PUTNAM The company that I have been working with the most on this is Schindler Elevator Corporation. We started working with them a couple of years ago. Actually I was brought in by the OD team, which was kind of interesting, and at that point, they did not have any kind of a wellness program. That ended up being a good thing because there is freshness and openness to possibility. I worked with a woman named Julie Shipley whom I had met a number of years before at an Association of Talent Development Conference, and we began talking a lot about this whole concept of wellbeing, energy, and becoming our best selves and asking *is that possible in the workplace?*

So Julie brought me in and we developed a workshop called Leadership Odyssey which was designed to unfold over the course of three years. The first year was focused on self. How can I invest in my own personal wellbeing? Why does it matter that I invest in my personal wellbeing? The second year was designed to start looking more at how leaders could start bring this to their teams. And then in the third year, which we have not launched yet, we



are more focused on how to bring this to the organization. So leadership is understanding self; leadership is understanding others—their team members, and leadership is understanding the organization within which I operate.

R P Tell me about how leaders are engaging with this course? How does this relate to your next book about “Managers on the Move”?

L P What has been really interesting is that this sparked a movement throughout the whole organization. We had managers coming back to us or the OD team and asking that this training be brought to safety training or the HR team.

We just recently delivered a part two which was more focused on *how do I bring this to my teams?* This is a concept that I have been really fleshing out—how does a manager really embrace wellness and wellbeing? And why does that matter so much? So how does a manager become a *Manager on the Move™*?

There are three main things that a Manager on the Move needs to understand. First, a manager needs to understand *why* wellness and *why* wellbeing. Why does this matter in the first place? Then secondly, they need to understand *why me?* Why does it matter so much for me to personally embrace this? What is the research showing? As an aside, Gallup has done a lot of research around this and has found that when leaders embody well-being, there is a 15 percent increased chance that team members are also going to embody it. So there is the social contagion effect that is in place, but the manager is really 70 percent responsible for the extent to which any employee on their team either engages or does not engage with wellness offerings. Every manager in a sense has the opportunity to either act as a *multiplier* or as a *gatekeeper*. And so it is really important for every manager to look at that. Am I effectively acting as a multiplier or am I acting as a gatekeeper?

R P What does it mean to be a *multiplier* in terms of wellness?

L P So there are really three components to becoming a multiplier. One is that you have got to do it yourself. You have to embody it. You have to lead by example. The second is that you have to speak about it really explicitly both orally as well as through written communication. One of my favorite examples of that is actually Jamie Dimon who is the Chief Executive of JP Morgan. After being diagnosed with throat cancer, he wrote this heartfelt memo to everyone at JP Morgan and finished it off with saying, *remember that what really matters the most is your health. It is what matters to you. It is what matters to your family members, to your coworkers and to your friends.*

*SPECIAL NOTE: Motion Infusion is partnering with Pro-Change Behavior Systems in developing a *Manager on the Move™* assessment tool.

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Then finally, the third piece of becoming a multiplier or Manager on the Move is that you have to create systems in order to effectively enable your team members to engage with any wellness offering. This is where you have to kind of get into the nitty gritty of how to organize wellness offerings so there is actually time in people's schedules to take advantage of them. For example, do we need to switch things off within our teams so that one person is watching the phones while everybody else is participating in some kind of an event? And then how can that person then later participate in something? So that is where you had to create those systems that make it possible for people to actually participate.

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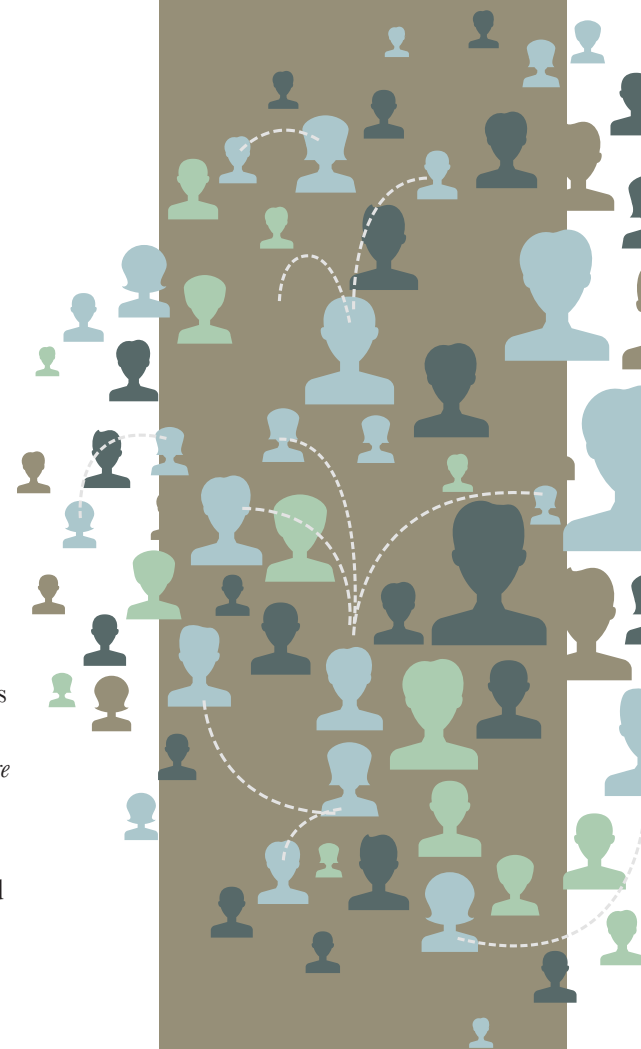
RP I was talking to someone recently who has been very disgruntled with where we are as a field. And she has been a health promotion practitioner for years and I think has been very frustrated that there is a lack of the integration you are describing between OD efforts and wellness programming. As a matter of fact, she read your WELCOA interview *Going Stealth* that we published last year and told me it was that interview that sparked a newfound energy in her, and she carries it in her briefcase. Do you think this is a renewed approach? How different is this integrated approach from a more classic wellness approach from your perspective?

LP The way think I about that classic approach, if you will, is that you start off with some type of a health risk assessment and/or a biometric screening. So right away we are starting people off from a place of fear and feeling defensive, and we are asking people to share information that they would rather not share. People, understandably, feel like their privacy is being invaded. Then we move from there to providing some kind of feedback, and some of the feedback, I think, is useful. But some of it is really meaningless. Why report back to somebody that they are overweight or that they smoke? They already know that. And then finally, after this two-part process, we are expecting people to be excited to participate in the actual programs. Our thinking that *we are going to identify what is wrong with you and then we are going to fix you* is really flawed.

Instead, we need to really help people to first identify what they are doing right and to celebrate that because every single person, I can guarantee, is doing *something*

LAURA'S 3 WAYS TO BE A WELLNESS MULTIPLIER

1. Embody wellness and lead by example.
2. Speak about wellness explicitly.
3. Create systems to enable people to engage with wellness.



right. If we want to build confidence and self-efficacy so that people believe that they really can do this—they *can* live the life they want—then the first thing that we need to do is to help people to celebrate what they are doing well. And again, the research coming from StrengthsFinder and Gallup really shows that employees who identify and then leverage their strengths are much more likely to be highly engaged in their work. So why can we not take those findings and apply them to wellness? Instead of highlighting those weaknesses and zeroing in on them so much, why do we not first and foremost really help people to celebrate their strengths?

RP It is interesting. I think there is also this school of thought that what we are talking about in some ways threatens the classic approach to wellness. I see this when people question the *going stealth* approach and ask why we can't just call it wellness? Why can't we just call it what it is? What are your thoughts on rebranding the term *wellness*?

LP Yeah. I am not as much of a stickler on that as I know other people are. I think that terms can mean different things to different people. I think certainly the term *well-being* evokes more of a multi-dimensional approach to our overall being or who we are in the world. But National Wellness Institute has been looking at multiple dimensions of wellness and they have been calling it wellness since the 70's with Hettler's model of wellness. And in some cases, companies are even calling it other things to speak to the different dimensions of health. So maybe we need to be thinking about terms like *multi-dimensional*. Really understanding who we are in the world and whether or not we are living a life that is well-led is much more than the sum of physical risk factors. It is much more than what our weight is or how much we exercise. It is things like *how much do I love my job. Do I love the people that I am spending time with? Do I feel like I found my tribe? Do I feel like I am really part of my community and that I am giving back and that my values match the values of the community that I live in?* Those are the kinds of things that I think are really meaningful to people. And so for some people that means that they really need to call it something else. They need to stop calling it wellness and maybe call it well-being. ★

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