

WELCOA'S BENCHMARK #5

Choosing Initiatives that Support the Whole Employee

A GUIDE TO CONTEXT DESIGN Creating Sustainable Habit Change in Your Company Culture

As you are planning your workplace wellness interventions, here are the Four Contexts that Habits at Work believes are worth considering. This guide is designed to help you evaluate the conditions of your company culture within each of the Habits at Work Four Contexts.



WELCOA'S P4 FOR

Aligning Health Promotion Programs



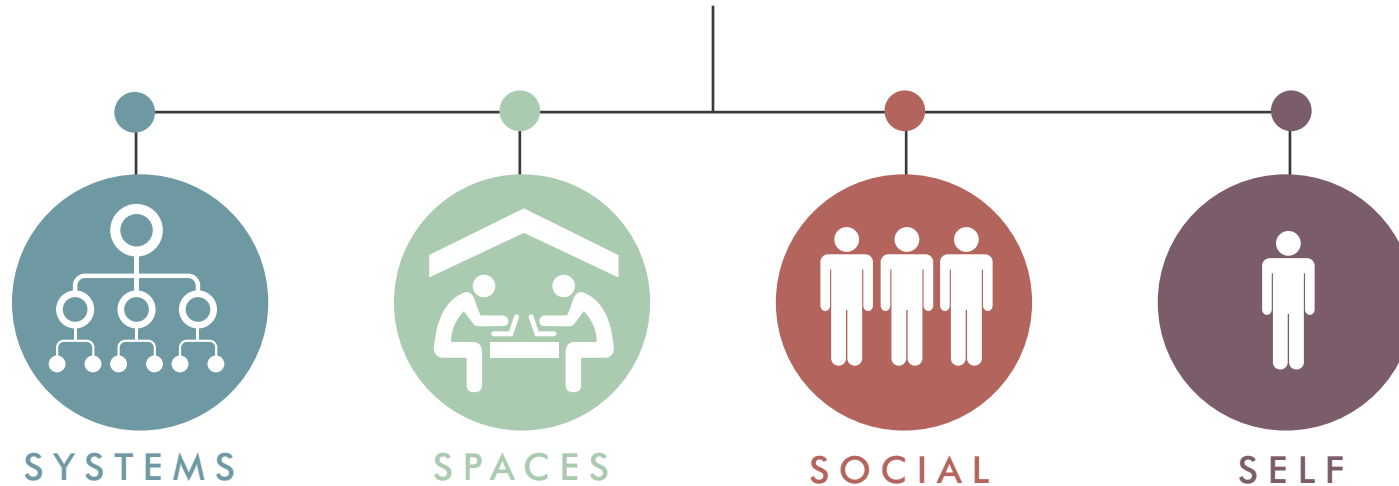
- » You may have heard of WELCOA's P4 which is our model for conceptualizing the wellness programs and initiatives of tomorrow.
- » People, Place, Purpose and Performance provides a framework for building strong organizational cultures that create conditions for employees to succeed in improving health and ultimately choose wellness for themselves.

<https://institute.welcoa.org/courses/p4/>

- » WELCOA has partnered with Habits at Work to bring you tactical approaches to create alignment using their Four Contexts and help you implement the very best intervention in your well workplace strategy.



Habits take place within Four Contexts



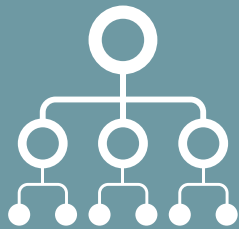
WHAT IS A CONTEXT?

A context is broadly defined as “the group of conditions that exist where and when something happens.”

Contexts refer to the environments in which your life unfolds, including physical and virtual surroundings, the people you interact with and the rules that govern those interactions.

These contexts are essentially hidden in plain sight – all around us, but really difficult to identify.

Contexts form the backdrop of our daily lives, powerfully but invisibly influencing our thoughts, decisions and actions.



The Systems Context

The policies and rules that govern our behavior in our daily lives. At work, these include the processes and policies that make up the way things are done at your organization – how people are trained, the dress code, overtime hours, disciplinary procedures, etc.

WHEN DESIGNING HABIT-BASED WELLNESS PROGRAMS,
CONSIDER THE FOLLOWING ELEMENTS WITHIN THE SYSTEMS CONTEXT:

Feedback

- » the right type, delivered in the proper manner
- » recognition and performance feedback
- » any reward or incentive programs
- » expressing gratitude

Accountability

- » alignment on expectations
- » clear roles
- » open communication
- » clear progress tracking and measurement

Purpose

- » alignment on a shared larger goal understood by all employees

Permission

- » enforcement of policies
- » organizational norms
- » rules

ON AN ORGANIZATIONAL LEVEL, HOW MIGHT YOU ...

...design meaningful recognition programs?

...evaluate how your policies are inadvertently incentivizing undesirable behaviors?

...achieve alignment on company-wide goals?

...design the means for easily tracking and effectively measuring progress toward company-wide (as well as team and individual) goals?

...communicate your purpose to your internal and external stakeholders?

...ensure that your purpose is the driver behind all strategic organizational decisions?

...make everyone clear about any necessary policies and rules?

...enforce existing policies?

...change negative cultural norms?

...rewrite or write new rules to encourage desired behaviors?



The Spaces Context

The built environments that surround you in your everyday life. These can include the home you live in, your neighborhood, the school you attend, the gym you go to, your local grocery store, and all the shops you visit. It also includes the physical environments in which work takes place, such as your office, lobbies, common areas, and cafeterias.

WHEN DESIGNING HABIT-BASED PROGRAMS,
CONSIDER THE FOLLOWING ELEMENTS WITHIN THE SPACES CONTEXT:

Surroundings

» environments and experiences that can be physical or digital

Signals

» implicit and explicit communications

FOR PHYSICAL SPACES, HOW MIGHT YOU...

...use implicit communications (such as nudges) to influence behaviors or choices?

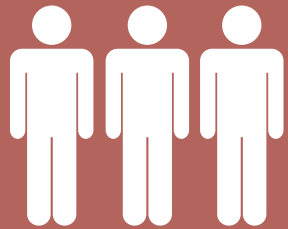
...use explicit communications (such as signs or designed pathways) to influence behaviors or choices?

...use stories of transformation to inspire and build confidence in your people?

...design the workplace to improve performance and allow people to thrive?

...encourage desired behaviors using the built environment?

...allow for privacy and individual control in the office?



The Social Context

The people that you interact with in your daily life, and the influence their behavior has over your own. The people within your social context at work include your peers within your team or department, direct reports and managers or supervisors.

WHEN DESIGNING HABIT-BASED PROGRAMS,
CONSIDER THE FOLLOWING ELEMENTS WITHIN THE SOCIAL CONTEXT:

Support

- » peer and social support from colleagues, friends, family, mentors and coaches

Networks

- » the existence of networks
- » how many networks people have
- » how quickly and pervasively ideas and behaviors spread across networks

Proof

- » people see that a behavior is possible or not
- » or, if there would be repercussions for performing a behavior outside of the norm

ON A SOCIAL LEVEL, HOW MIGHT YOU...

...encourage peer support among colleagues?

...involve friends and/or family in work activities?

...hold your peers accountable?

...allow people to self-select and manage teams?

...facilitate team building and cooperation?

...learn from teams that thrive within your organization?

...use networks to spread new ideas or information across your company?

...personally demonstrate positive choices and behaviors to your peers?

...observe how the behaviors of others impacts your own behavior?



The Self Context

The individual ability to change habits is undoubtedly influenced by an individual's thoughts, feelings, perceptions, mindset and identity.

WHEN DESIGNING HABIT-BASED WELLNESS PROGRAMS,
CONSIDER THE FOLLOWING ELEMENTS WITHIN THE SELF CONTEXT:

Awareness

- » understanding of self identity and character strengths
- » awareness of underlying motivations

Perspective

- » growth vs. fixed mindset
- » ability to learn, grow skills and achieve mastery

Control

- » internal vs. external locus of control
- » autonomy

Confidence

- » a person's belief that they can do something or achieve something

ON A INDIVIDUAL LEVEL (FOR YOURSELF AND FOR OTHER INDIVIDUALS), HOW MIGHT YOU...

...achieve a deeper level of self awareness?

...identify and use your character strengths?

...uncover the motivations behind your actions?

...use a beginner mindset when learning or trying new things?

...push yourself to step out of your comfort zone?

...learn from deliberate practice and seek out useful feedback from others?

...increase your autonomy at work?

...use failures and setbacks as opportunities to learn?

...regain control over your circumstances in an area where you feel out of control?

...use small wins to gain confidence?

...learn by doing?

...transfer your confidence in one area in your life to another?



P4 | Four Contexts

In keeping with the **P4 Framework** for **building strong organizational culture** to improve health, it may be helpful to consider the **Habits at Work Four Contexts** in which you design your appropriate intervention.



BENCHMARK #5: CHOOSING INITIATIVES THAT SUPPORT THE WHOLE EMPLOYEE

HABITS AT WORK

Habits at Work is a Context Design company. We facilitate workshops to design company cultures, change habits, and improve employee performance. Our BRATLAB research team has spent over a decade researching which habits make the difference for health, happiness, security and performance, and curating a framework for habit change rooted in behavioral psychology and organization design. Visit habitsatwork.com to learn more or book a workshop.

**The Four Contexts has come directly from Habits at Work and BRATLAB (Behavioral Research Applied Technology Laboratory).
For more information about the Four Contexts, please contact Habits at Work directly.*



Designing & Building Organizations that Thrive

Access this brand new training course from Andrew Sykes of Habits at Work and BRATLAB (Behavioral Research Applied Technology Laboratory). After moving to the US from South Africa to learn about our approach to employee wellness, Andrew found the wellness industry in the midst of a crisis of purpose and struggling to deliver on its promise. Take this course to learn more about Andrew's vision for employee wellness and how he has dedicated his work since to helping employers design their businesses to help employees thrive. You'll hear about exciting new research from BRATLAB that reveals why "Context Design" is essential to build high performance companies where people are healthy, happy, financially secure and thriving in life and their careers.

COMPLETE THIS COURSE: <https://institute.welcoa.org/courses/designing-building-orgs-that-thrive/>