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Sustainability and Health
Initiative for NetPositive Enterprise



HARVARD T.H. CHAN
SCHOOL OF PUBLIC HEALTH

SUMMARY REPORT

Harvard SHINE Summit 2018

Why Well-being Matters: Meaning and Metrics for 21st Century Business Leaders



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Welcome

The Sustainability and Health Initiative for NetPositive Enterprise (SHINE) is now in our 5th year.

What began as an initiative of the Center for Health and the Global Environment (now the Center for Climate, Health, and the Global Environment) has grown and is now its own program within the Environmental Health Department at the Harvard T.H. Chan School of Public Health.

This year's Summit *Why Well-being Matters: Meaning and Metrics for 21st Century Business Leaders* covered well-being from an array of angles—the investor lens, sustainability, supply chain, technology, business culture, and the importance of metrics in informing corporate action around well-being. We ended the Summit with an engaging deep dive around how collective impact can nourish the well-being impact ecosystem across the SHINE community, led by the one and only Leith Sharp, Director of the Sustainability Leadership Program at the Harvard Chan School.

Over 100 human resources, wellness, and sustainability leaders, as well as researchers from 50 organizations attended this year—a testament to the fact that workforce well-being spans across organizational silos and is increasingly being considered essential to an organization's culture and sustainability.

The following is a brief overview of current SHINE projects and a summary of the sessions at this year's Summit. Each Summit has been an opportunity for our community of thought leaders and companies to come together and learn about the latest research, progress, and practices in well-being and sustainability in business. Our intention with the Summit summary is to acknowledge the progress we've made and inspire the continuation of our positive work for people around the globe.

We look forward to continued work with our growing community of companies that are at the forefront of creating impactful cultures of well-being in business.

Contact Us

We invite you to reach out to us if there are any SHINE projects you would like to learn more about and collaborate with us on. Please contact Courtney Leimanis (leimanis@hsph.harvard.edu) for additional information or to explore joining SHINE.

SHINE Projects & Accomplishments 2017–2018

We are a small, but mighty team and collaborate with the companies in our SHINE community, as well as other non-profit organizations, and programs within the Harvard community. Here are some of the latest projects we've been working on:

Advancing Human Flourishing with Aetna

We are working with Aetna on a 5-year discovery project to understand how to measure and advance individual flourishing. This work includes mapping the dimensions of well-being to expand the view to one that goes beyond physical and mental health and considers how these dimensions evolve over the lifecycle/career or other life experiences. This work is complementary to the measurement work we began with Johnson & Johnson 4 years ago in developing well-being metrics, which have been applied in companies like Owens Corning, Kohler and Allegacy Federal Credit Union.

Improving Well-being in the Supply Chain

We are working with brands such as Levi Strauss & Co, Target, and Eileen Fisher on well-being in supplier factories globally, trying to understand how work arrangements impact well-being and business outcomes, and more recently, examining how buyer purchasing practices may feed into downstream social and business impacts.



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Measuring Well-being on the Blockchain

With a grant award from the U.S. Department of State, we are beginning work with New America Foundation in conjunction with Levi Strauss & Co. to create a blockchain platform to securely collect social impact and worker well-being data in supplier factories. This will open up a verifiable ledger of conditions and impacts that can be applied to other supply chains.

Understanding Flight Attendant Health

We are continuing to follow flight crew across their life and career journeys to better understand how this workforce navigates the challenges of work-home conflicts and certain exposures, in particular, sexual harassment, changing work schedules and circadian disruption.

Engaging Business in Community-Based Well-being Programs

We are looking at how anchor institutions, such as a community based health provider, the YMCA, partnered with a financial institution can impact community health. In particular, we are asking whether financial incentives to participate in fitness activities change behavior and outcomes (physical, emotional, social and financial wellbeing).

Building a Culture of Health

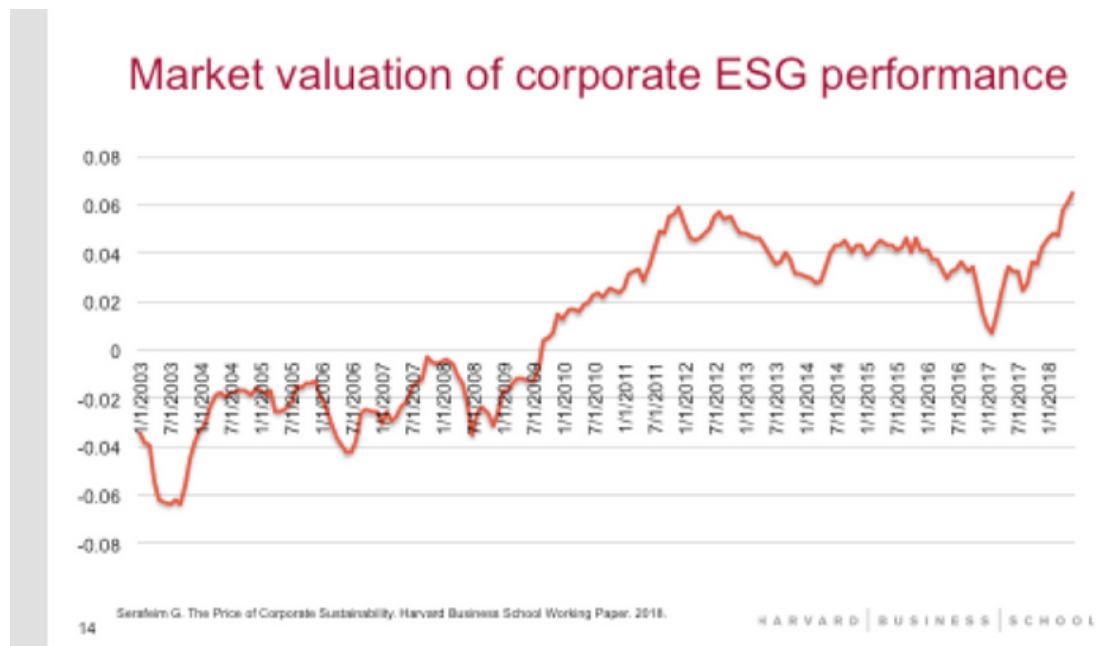
We are participating in the Robert Wood Johnson Foundation Culture of Health leadership initiative in partnership with Harvard Business School. The program aims to understand the social and financial impact of company strategies and culture to address society's major health challenges. We have engaged leading U.S. and global automobile manufacturers in a case study examining the health impacts of the auto sector.

Why We Care About Well-being: The Investor Lens

At the Harvard Business School, Professor George Serafeim explores how integrated reporting of financial and sustainability performance can embed material sustainability issues within both the capital allocation decisions of investors and the strategic decisions of managers. He kicked off the Summit providing the investor lens when it comes to sustainability and purpose in organizations.

Serafeim emphasized that capital markets are a significant lever of change and business leaders pay a lot of attention to what investors worry about and prioritize. Consequently, understanding what investors think and care about is crucial to defining sustainable business strategies.

The enormous increase in human activity at a global scale has influenced the world's systems to change, posing pressures on supply chains and company efficiencies in the way they use natural resources. Most recently, companies have started to address social inequality, considering all stakeholders in value creation—from the supply chain to employment.



As companies ramp up attention around their impact on the planet and their stakeholders, and as evidence increases demonstrating that societal issues are financially material, investors are taking notice.



As such, market valuation of ESG (Environment, Social and Governance) performance across companies has been increasing, meaning that investors are looking for opportunities to invest in businesses that will give them a greater return through better ESG practices. Similarly, there is evidence that what is material for businesses is converging to what is also material to society.

The graph above measures how markets are valuing companies' sustainability efforts. Between 2003 and 2018, there is a clear shift from investors not valuing sustainability (market punishing companies caring about sustainability) to investors considering sustainability as additive to company valuation (market rewarding companies caring about sustainability and considering sustainability performance as a competitive factor for business). Research coming out of Harvard Business School has also demonstrated that companies that are improving their performance on the material sustainability issues are outperforming the market, which has also captured investors' attention.

What about purpose and meaning in the workplace, an area that SHINE is measuring with Harvard's Flourishing Index?

In a recent study, Serafeim and his team categorized companies based on the extent to which their employees feel a sense of purpose in their organizations. Rather than looking at company policies, which are always positive, the team wanted to understand how employees feel. They found a significant effect in organizations that are able to develop a strong sense of meaning and purpose for their employees. The study also found that people are looking for a sense of clarity around the meaning and purpose of their organization. The companies with the highest scores had employees who had clear expectations around their work and felt they had appropriate resources to be successful in their jobs.

Another part of the study centered around inequality of purpose. While senior management and executives may feel a strong sense of meaning, that sense of meaning drops off as you go lower in the organization, from middle management down to line workers. As a result, there seems to be inequality of purpose. This is important because the usual rhetoric around great organizations is centered around great leadership. The team found that all the outperformance is driven by sense of meaning that middle management has in the organization, and not the sense of meaning that the senior executives have.

Serafeim concluded his presentation with 5 key take-aways:

1. The world is changing and presenting an enormous opportunity to create better societal outcomes.
2. As the system is not working for many people, this is an opportunity for investments to be aligned to create a model of inclusive growth and businesses can take leadership in such opportunities.
3. ESG metrics have become increasingly important for investors and can influence their investment decision-making, especially as companies who outperform their peers on ESG factors also outperform the market.
4. As sustainability issues, including worker well-being, which includes a sense of meaning and purpose in an organization, are considered material for business performance and societal performance, investors are using their capital to further the integration of sustainability as a factor in how a company performs financially.
5. We have seeds of business leadership around building greater purpose in their organizations and we need to figure out how to cultivate more of this.

Social Impacts of Technology On Well-being

Technology on the experiential level is having a profound impact on our well-being. The panelists, Matthew Killingsworth, Senior Fellow in People Analytics at Wharton, Max Stossel, Head of Content and Storytelling at the Center for Humane Technology and Aden Von Noppen, Executive Director at Mobius, moderated by Melissa Perry, Professor at the George Washington University School of Public Health, discussed the personal, philosophical and the practical impacts of technology on well-being, as well as the corporate responsibility of technology companies.

Dr. Killingsworth, who researches happiness and technology at the University of Pennsylvania, kicked off the panel noting that even though everything in our society seems to be getting better and better—our houses are bigger, our cars are more comfortable and faster, we have internet, and computers, medical care is better, and so on—when one looks at quantitative trends in well-being they're basically flat. Despite the fact the fact that we're working hard and making progress on things that seem really important, it's not paying off on what many say is most important thing of all—whether our lives are getting better. His research has led him to come to the conclusion that the way technology is designed right now makes spending time on technology not a positive thing for our well-being.

Max Stossel explained that tech companies compete for their customers' time. In fact, the long-term success of their business depends on getting more and more of their customers' time. He shared that they measure success using the wrong metrics. Instead, tech companies should consider what it takes for their customers to live meaningful lives and then design accordingly. "If we're not steering people's attention in ways that's actually meaningful to them, it's a disservice to humanity." Stossel shared his poetic short video *This Panda is Dancing* which invited the audience to consider what it means for time online to be "time well spent."

<http://www.maxstossel.com/#/this-panda-is-dancing-time-well-spent/>

Aden Von Noppen leads Mobius, a non-profit which supports the creation of tech that enhances the most positive human qualities such as compassion, empathy, understanding, and connection. Von Noppen is working with leaders inside of Facebook, Google, and Apple who are dedicated to this mission and Mobius is helping them define a new narrative around what's possible in tech.

So how can we make the future of technology support our well-being? How can tech facilitate and support deeper connections with others?

The answer lies in human connection.

Through his research, Killingsworth has found that the best moments everyone has in their lives are typically the result of spending time with other people. Further, Killingsworth, who has measured the effects of fragmentation and chaos in people's attention, has found that people are most fulfilled when they have experiences of sustained attention. Another opportunity for tech is to think about society and human connection on a bigger scale—tech can facilitate connection and take advantage of the opportunity to bring people together to foment a positive societal cause or idea.

Stossel said that technology can illuminate options on what creates meaning through data gathering and dissemination. However, most of the time meaning doesn't happen on screen—so the way we measure our success has to change. Stossel suggested a simple tactic that everyone can employ to better manage their own relationship with technology: disable notifications such as flashing lights and noise alerts to reduce the sense of urgency and importance that keeps us coming back so frequently. He also reminded us that we are all modeling behavior to those around us, an especially key point for parents to be mindful of their own tech use around their children.

Von Noppen reiterated that some tech is bringing us closer together, but we're not designing for that most of the time. Facebook groups can create connection between people who share a similar interest or a rare disease, and Twitter can play a role in facilitating disaster relief. Further, making sure everyone's voice is at the table when designing technology and creating a vision can tilt the scale of inequality. For example, Google is tackling the issue of teen anxiety, however anxiety comes from different sources and demographics is also an influence. So we need to be inclusive of everyone no matter their background when it comes to designing technology to help solve social issues or to offer everyone a greater sense of well-being.

Technology Solutions for Improving People's Lives

In contrast with the previous session, this panel, consisting of **John Spengler**, Professor at the Harvard Chan School of Public Health, who moderated the panel, and **Roy Raymann**, VP of Sleep Science and Scientific Affairs at SleepScore Labs, **Julia Steyn**, VP of Urban Mobility and Maven at General Motors Company, and **Henry Wei**, Medical Director of Benefits at Google, discussed how tech has the potential to make us healthier and bring a greater sense of vitality to our lives. From wearable technologies that track sleep and heart rate, to greater access to big data that helps us predict and forecast trends and disease outbreaks, advanced technologies can enhance our lives in ways we have never thought possible. Companies are also beginning to reposition themselves and to re-frame their products in ways that address our health and well-being needs, anywhere from sleep to air quality.

Some of the technology that had been highlighted as part of the panel that is showing to be additive to our lives includes:

- Technology that helps measure and offer health-related data can be used by companies to improve the well-being of employees.
- Technologies like Maven, a car sharing platform, help reduce financial worry and offer a more efficient use of assets.
- Google glasses can help consumers with choices, such as the nutrition found in foods.
- Sleep-tracking/ management technology can help address the lack of data on sleep and help provide solutions to increase sleep. Sleep has an effect on both cognitive abilities and on physiology (less sleep has been correlated with weight gain).



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Keynote: Art and Attention in the Age of Information

The first Keynote Speaker, **Sven Birkerts**, Essayist and Literary **Critic**, helped the audience consider how their lives have changed in the digital age and how art can bring us back to focus, clarity, and greater balance in our increasingly fast-paced world. Birkerts outlined the idea that the transition from analog to digital was not just another change in the name of progress, it was a new kind of change. We experienced a sudden ubiquity of ATMs, the introduction of eBooks, and a penetration of the mobile phone into daily life that has people talking or “connected” anywhere and everywhere. Physical locations are no longer constraints. Digital has not only changed how we work and live, but also the very nature of what it is to be human.

With the amount of information that is constantly coming our way, we are forced to assess issues and situations at speed without time for any real reflection. In fact, we are bombarded with too much information to really pause, assimilate it, and reflect on it. This the new norm in our lives. Beyond accepting and adapting to this new norm, we feel we have no choice but to give in.

On the contrary, art, in all its forms, runs counter to this new norm and continual network of systems. Birkerts says it’s a record of individuals’ engagement with the world and that over and above the content of the work is the bond between the giver and receiver, the artist and the viewer. The artist conveys not only his/her art form, but also the emotional connection, their engagement with the world through their art. Art insists on full participation to experience this connection.

This necessary attention offers an outlet and brings us out of distraction in today’s digital world. In this way, Birkerts ended, art can help clear the mind and soul—restoring balance to our lives.

Integrative Well-being Across the Value Chain

The session “Integrative Well-being Across the Value Chain” featured three presenters: Greg Distelhorst, Assistant Professor of Global Economics and Management at MIT; Michael Toffel, Professor of Business Management at Harvard Business School; and Jazz Singh-Khaira, Worker and Community Development Manager, Global Responsible Sourcing, VF. Greg Norris, Director of MIT SHINE moderated the panel.

The panelists explained that most companies still use compliance auditing in their supply chains, however Distelhorst explained that compliance has its limits. With compliance there are laws, investigations are conducted and penalties applied. This helps improve conditions to some extent, but it is difficult to reach full compliance. With the rise of enhancing the well-being of the supply chain workforce, there are new tools to improve the health and well-being of workers, but new tools require trust to be effective.

Professor Mike Toffel shed light on how effectively worker conditions in the global supply chain are managed by highlighting two studies that analyzed social audit data of thousands of factories. The first study analyzed systematic bias among monitors which is found to undermine audit integrity. This is as a result of two things: who pays (audits yield 6% fewer violations when the factory paid for the audit, rather than the brand) and ongoing relationships (audits yield 4% fewer violations when conducted by an audit team containing a member of the factory's previous audit team. The study also found that better trained auditors record more violations (as training improves the ability to detect violations and reinforce the importance of recording them) and that more experienced auditors record more violations. Finally, he found that audit teams with female auditors record more violations (teams with one or more females yield 0.4 more violations than all-male teams).

The second study focused on identifying factors that predict improvement in working conditions in global supply chains. They include the following.

Factory practices such as

- Presence of certified management systems (corrective action)
- Presence of unions (identify + voice)
- Absence of piece rate pay

Social audit practices such as:

- Prior audit conducted by more highly trained auditors (tips)
- Prior audit was pre-announced (conducive to learning)
- And, especially, both

Jazz Singh-Khaira of VF Corporation, the company behind brands like North Face and Timberland, offered the brand perspective on well-being in the supply chain. The company has a large supply chain with 1.2 million workers who make products in 53 countries, 81% of which are ranked lowest in GDP. VF's approach to worker well-being focuses on improving the lives of workers through

worker rights, safety and community development. The latter was inspired by company leadership who wanted to take a more holistic approach to worker well-being. Reaching out to 5,000 workers in 14 countries the company found three areas that needed improvement—water and sanitation, health and nutrition, and childcare and education. Focusing on these three areas, the company is building knowledge and strengthening systems through advocacy and partnerships with the factories and local non-profits. One of the main components of its programs is empowering suppliers to drive action that strengthens their own systems to better manage worker well-being.

The company aims to tackle the following challenges:

- Equip factory management teams with the competencies to manage worker well-being
- Reduce factory churn rate and create longer term partnerships for well-being
- Fund factories to implement well-being programs in a more sustainable fashion

Overall, one of the main take-aways from this panel is that when it comes to improving well-being in the supply chain, the relationship between the brand and supplier must be based on mutual trust, which is created by mutual respect, a strong relationship, and the right incentives.

Keynote: Creating Business Cultures that Enable Healthy, Meaningful Lives – and Better Work

Brigid Schulte, Director at the Better Life Lab and The Good Life Initiative at New America, talked about how we aren't looking at the things that really matter when it comes to work and how work-life balance is essential to both effective work and good health.

By default and by lack of a better measure, the metric we use in the U.S. to define a 'good worker' is time. However, while we spend a lot of time at work, we are not necessarily the most productive. For many leaders, worker well-being is still considered a 'nice to have' perk. So if work isn't working, how do we make those changes?

Work-life is essential to better work. Happy, healthy, well-rested workers perform better. Schulte referenced research from Jeffrey Pfeffer, of the Stanford Graduate School of Business, who found that the way we work is the 5th leading cause of death in the United States as a result of the chronic stress in the workplace. As a result, work-life and well-being are essential to effective work, good health, to attract the best talent, and for innovation.

To help come up with solutions to change how we work and improve the health and well-being of workers, Schulte is applying behavioral science. According to behavioral science, there is a gap between what our intention is and what we actually end up doing. This gap is often the way our environment is structured.

Companies have integrated more progressive policies around flexibility, collaboration, and autonomy to try to improve work-life balance and people's general sense of well-being, but because these new policies have been integrated into the old systems and old ways of thinking, they're actually creating new problems.

Flexibility becomes working everywhere, all the time, instead of anywhere, anytime. Collaboration becomes feeling the need to be cc'd on emails and the fear of missing out on something relevant in a meeting. And autonomy becomes not ever taking a vacation because we're striving to be the "ideal worker."

"Human freedom is not in our ability to make decisions. It's in our ability to put ourselves in an environment that will lead to better outcomes."

Dan Ariely, behavioral economist

Schulte presented a few practices, based in behavioral science, that can help tackle this problem:

Flexibility

When it comes to the negative side of flexibility at work, many experience planning fallacy (humans are terrible at figuring out how long something is going to take), procrastination, and present bias (the tension between present self (I want to eat the donut in front of me) and the future self (I want to be fit and feel healthy)). These all lead to very little time left for leisure.

Instead, figuring out priorities that you want to focus on and scheduling them into the day and scheduling slack time in the week to breathe or actually finish the projects we intended to do, but had a hard time determining how long everything else would take.

Collaboration

Increased collaboration creates the need to always be connected and in the know on everything. Instead, can companies can come up with email and meeting protocols to create boundaries around



this over-collaboration. Emails can be restricted to only relevant people, and meetings can also be limited in terms of time, who needs to attend and whether they actually need to take place. This way, collaboration is about what's really necessary and what needs to get done.

Autonomy

When workers are given more autonomy, they tend to “reward” their employer with working harder and they tend to feel less deserved of time off. To address this problem, organizations can create a system that takes the stigma off taking time off. For example, employees can be required to schedule time off well in advance so that their colleagues can plan appropriately for their absence.

Most people don't feel they have time to do their concentrated work in the age of so much distraction. Concentrated work and uninterrupted time and leisure are critical parts of not only innovation and creativity, but being human.

It will require us to be better agents of our time and attention and do away with time as a metric so that flexibility, collaboration and autonomy with regards to work can actually serve us well. We'll need to (1) practice intentional scheduling of our priorities including slack time, (2) set boundaries in our collaboration with others, (3) take the stigma out of vacation time.

Schulte ended her presentation with the 7 key things to know with regards to work-life & well-being:

- Work-life balance conflict is a health hazard.
- Work-life & well-being improve health.
- Flexibility is the future.
- Longer work hours don't imply more productivity.
- Work-life & well-being mean good business.
- Overwork disadvantages women.
- Work-life & well-being makes work better.

How Metrics Inform Corporate Action and Culture

This panel, consisting of Ted Freeman, Culture Officer and Facilitating Leader at Eileen Fisher, Julie Lyons, Manager of Wellness at Kohler Co., Kay Mooney, Chief Diversity Officer and VP of Workplace Well-being and Inclusion at Aetna, and Gale Tedhams, Director of Sustainability at Owens Corning

demonstrated the variability of how companies integrate well-being into their culture and the metrics they use to achieve their well-being values. **Eileen McNeely, Director at Harvard SHINE moderated the panel.**

Ted Freeman of Eileen Fisher kicked off the panel with a moment of silence or meditation, an activity that's integrated into the beginning of every meeting at the company. At Eileen Fisher, company values are existential statements that reflect the underlying assumption the company has around how people work with each other.

VALUES AT EILEEN FISHER

No one thrives alone.

People are fundamentally good.

Being real is a strength, not a weakness.

Curiosity is a virtue.

We are part of a larger whole.

A good life is one defined by purpose.

The company believes that if it's able to create the space for these values, they will enhance people's well-being. Well-being is strongly influenced by the Founder, Eileen Fisher. Inner circle is about the internal experience that people have - emotional, social, physical well-being and identification and articulation of one's own purpose. The drivers are - community (sense of belonging and inclusion), growth and learning, recognition and rewards, the right balance of autonomy and support, opportunities in work, and company purpose.

The company tries to encourage these values and this model of well-being through a nine-month program of personal reflection and discovery. The program is so powerful in helping people identify and live their purpose that Freeman said he's had two people in the last few months who said it helped them discover who they are and what's most important to them, and as a result decided to leave the company in pursuit of something else.

Kohler has more of a traditional wellness program that is evolving as the well-being space changes. Currently, Kohler focuses on areas of well-being such as power of positivity, family health, financial wellness, brain and mental health, and healthy eating. While departments at Kohler tend to be siloed, Julie Lyons hopes to in the future bring all departments under the well-being umbrella. Some of the ones that are currently impacting well-being include: Stewardship, Sustainability, Innovation for Good, Diversity & Inclusion, Kohler Learning, Safety & Ergonomics, and Engagement. Kohler has

engaged SHINE to learn how to embed well-being into the culture of the organization by first taking a baseline measure of well-being of the company's workforce.

According to Kay Mooney, Aetna's mission is building a healthier world. Mooney shared that while the words haven't changed, the meaning behind them have. She said, there is a massive biological cultural mismatch that we've collectively created for ourselves in the name of advancement and progress. Our bodies and minds were not intended to sit all day, or be indoors, to sustain heightened levels of stress for extended periods of time, to eat processed foods, and certainly not to be tethered to our smartphones. The company is redefining what it means to be healthy—what really makes people thrive and flourish—which is inclusive of our relationships and what brings meaning to our lives and goes well beyond thinking of health as merely the absence of disease. The company believes this has the best potential of offsetting the negative impacts and environment that we've collectively created. With the pending merger with CVS Health, Aetna now has the potential to reach over 300,000 employees throughout the US and the 275 million customers it will now serve.

Owens Corning has been on its own well-being journey since 2015, when it started to revamp its wellness program. As a result of findings from the SHINE well-being survey in 2014, Owens Corning developed Healthy Minds, to bring a greater focus to mental health. The company has always had a strong safety culture, however when they started looking at leading indicators around accident prevention, they found well-being to be one those indicators, and specifically, fatigue.

They found their employees were reporting not getting enough sleep and 48% self-reported sleep issues. As a result, in 2017 the company developed local, on the ground knowledge with wellness champions and focused on fatigue risk management. Since the start of the well-being journey, the company has learned that top down leadership is not enough and has strived for engagement from across the organization.

The next step on their well-being journey is integrating the learning from the research by conducting a controlled study on their own to determine the most effective approach for well-being that will yield the greatest results. The company will be making policy changes in some plants, implement training in others, a combination of both approaches in certain plants and, in others, will be doing nothing to establish a control group.

As these companies demonstrate, integration of well-being metrics into the culture of a company is dependent on the company's overall culture and vision. One thing is sure, however: measuring well-being by taking a pulse directly from employees can help find weaknesses in companies' current well-being culture and identify areas where improvements can be made.

Keynote: Why Well-being Matters for Sustainability

According to **Frank O'Brien-Bernini**, Vice President and Chief Sustainability Officer, Owens Corning ("OC") operates a sustainable enterprise that relies on the pillars of financial strength, high performance team, world-class sustainability, operational excellence and customer inspired innovation. Safety and Wellness is one of the seven SDGs on which OC can have a direct and material impact. However, as with any change management process, there is no straight line between where you are now and where you intend to go. When the term 'sustainability' was hardly used, OC started off with measuring its footprint in 2002. The focus on wellness came about due to the increasing healthcare costs and the realization that there were real benefits from focusing on wellness.

Ever since, Owens Corning has developed 6 'healthy living pillars' and a three-tiered metric:

1. Actions-based,
2. Health Risk and
3. Disease-related.

Owens Corning's aspiration is for all-employees to be free of life-style induced disease. Through its own assessments and research with SHINE, the company has found that the critical skills and attributes that drive wellness are the same as for sustainability. But execution and strategy is equally important and the critical piece to disseminate a culture of wellness and sustainability within an organization lies largely in leadership's role and engagement.

Workshop on Collective Impact: Nourishing the Ecosystem Across the SHINE Community

The purpose of this workshop session at the SHINE Summit was to nourish the impact ecosystem across the SHINE community by building our collective change agency abilities to unleash and increase the flow of ideas that serve well-being.



Leith Sharp, Director & Lead Faculty of the Sustainability Leadership Program at the Center for Climate, Health, and the Global Environment at the Harvard Chan School, led this session.

Sharp began the session explaining that the lifecycle of every new idea is as unique as a fingerprint —each idea has its own unique stakeholder ecosystem, risks, opportunities, assets, context, etc.

Through her research, Sharp has found that change agents experience idea journeys that have a lot of friction and ups and downs. The vast majority of ideas experience significant friction throughout the journey, but many also experience flow. So ultimately, it's not the idea that's catalytic, it's the idea's journey that makes others more open to the idea or less open to it.

So how do we design for idea journeys that have an underlying health to them? Sharp shared four idea flow insights that all ideas experience and the dynamics of which can bring idea to fruition.

Idea Flow Insights:

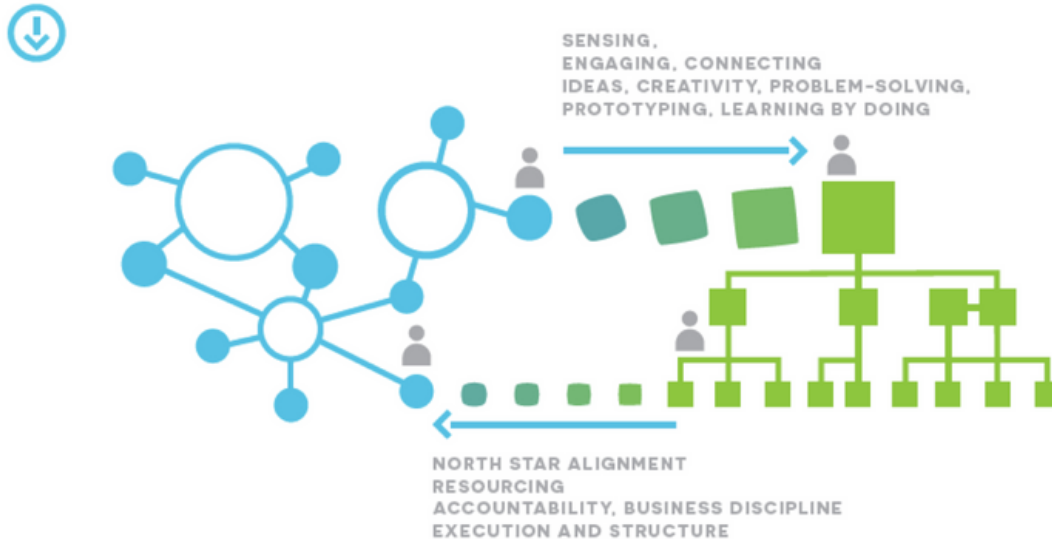
1. There is often a disconnect between the actual story and the official story of how new things get done. Most often, the original plan to take an idea to fruition is straightforward. What actually happens is not so linear, but the official story continues to be linear. This helps us understand that plans don't really work, because things are changing so fast. The vision and heart is more important. It's about maintaining agility to handle the emergent properties of the context, so the question becomes, how do we get better at navigating the non-linear aspects - the "squiggle" - of the journey?

2. Two different networks (states of people coming together and working) are involved in the life cycle of new ideas: Adaptive and Hierarchical. Adaptive is ideal when people are ideating, sensing, learning, and creating, and Hierarchical is best used when determining how these ideas already fit into the organization, who are the decision-makers, and how do we de-risk it for the decision-makers. Change is really happening through a dance between adaptive and hierarchical.

3. There is enormous synergy to be unleashed between Adaptive and Hierarchical Networks. Sharp maintains that there is an enormous appetite within our organizations for a new balance of Adaptive and Hierarchical networks. There's a deep human inclination toward adaptive engagement (or fulfillment of being in those whole human relationships, state of creativity and shared purpose; it's a biological impulse that we share as humans). There's also an understanding that those adaptive networks aren't good at scaling, creating routines, and accountability. So when the

Hierarchical network is engaged in its healthy function, it's really valued. There's a sense of amping up the Adaptive, but also succeeding in bridging to Hierarchy. There's a synergy that exists when we learn to live between the networks.

LEADING SYNERGY AND FLOW ACROSS ADAPTIVE AND HIERARCHICAL NETWORKS



²¹ "Leading the Synergy Across the Adaptive and Hierarchical Network" by Leith Sharp and adapted by Leaders on Purpose is licensed for open sharing and adapting under Creative Commons CC BY-SA 4.0

4. Purpose is the aligning force for Adaptive and Hierarchical Network flow. Purpose is what really aligns the two networks and makes the organization more creative. It's really the gateway to engagement. You cannot order people to care.

In the majority of organizations, the Adaptive and Hierarchical networks don't understand each other which causes friction. Currently we have very high levels of disengagement in the workplace and a lot of it can be traced back to the disconnect between the actual felt experience and all the official stories around them—attachments to planning and strategy narratives that don't reflect the inherent complexity of what it really takes for humans to function creatively together.

Instead, when ideas follow the following trajectory, there is greater engagement across the networks that helps the idea grow and develop:

1. Sensing: Early on in the life of the idea you're out there sensing—what the ideas are, who the people are, who in hierarchical network might be most interested, who the champions are.

2. De-Risking: Then de-risking is a healthy stage midway through the life of the idea to increase certainty and create stability.

3. Approval & Scaling: Finally, there is approval and scaling as a result of the shared ownership that has been built along the journey.

Sharp illuminated these concepts with a real-world example at MGM Resorts International. Within the span of 11 months, Cindy Ortega, the SVP & Chief Sustainability Officer, brought in a platform that gamified behavior change around sustainability and diversity and inclusion within the organization. By following Ortega, Sharp was able to determine how exactly she was able to take her idea and apply it across the entire organization using both Adaptive and Hierarchical networks.

Ortega received a mandate from leadership to launch her idea across the organization (Hierarchical). What she didn't have in the beginning was buy-in from VPs and managers on the same level as her, so she created a road show and went to every VP, shared her idea, and asked them what could go wrong—essentially engaging them in the ideation process (Adaptive). She extracted the risks from the hierarchical network and systematically piloted it with a few other hotel groups who were interested in seeing how the idea would work. Because they had that early adaptive mindset, they were proactive in co-solving and reducing risks. Once Ortega had reduced all the risks that the VPs had and increased certainty through a threshold point, she proposed they scale it out and all the VPs across the organization were unanimously on board.

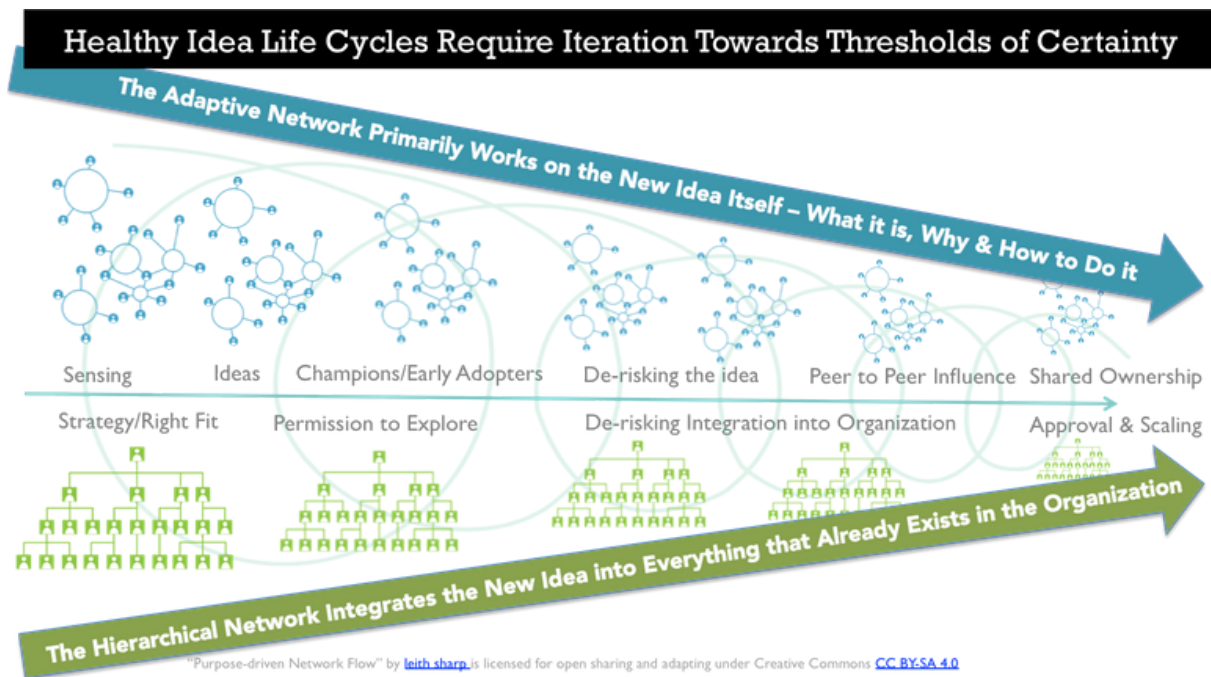
The main lesson here was that, while you can get the mandate from leadership, you also need to ideate and de-risk with those on the same level as you. Ortega calls this “shopping and shaping.”

Learning from Biomimicry

Sharp asked biomimicry experts to see if there is a natural phenomenon in nature similar to what Ortega orchestrated. From the biomimicry standpoint, organisms in natural world have exquisitely refined antennae that only pick up signals that matter. Similarly, when you go up the chain of command in an organization, you have humans that are systematically being progressed up to higher and higher levels of complexity in their portfolios, but their brains don't get any bigger.

Their attention spans don't grow proportionately either, which means their attention span is spread more thinly across more territory. The way we cope as we go up the chain of command is by learning to look for specific signals—we need to get info in particular ways that fit how our antenna has developed. It's this iteration of figuring out the exact antenna and how to get signal to match the antenna.

Given this natural phenomenon, Ortega illustrated that shopping and shaping was the signal-antenna connection. By going through the process in this way, she didn't have to spend her mandate capital. You can only spend so much mandate in your organization before you start inheriting social friction—which shows up as disengagement. She spent it to have people turn up to have the conversation instead of making them do it.



As such, healthy idea life cycles require the capacity to move between Adaptive and Hierarchical states. Every idea has its own unique needs—some ideas require 80% Adaptive, 20% Hierarchical, others mostly Hierarchical. But, Sharp says, the capacity to bridge and code switch is the secret sauce.

When it comes to improving well-being in an organization, Sharp says it's the ideal purpose gateway. The Adaptive network you're most likely to be orienting to when it comes to well-being is "What can my organization do for well-being? On the other hand, when you're in the Hierarchical state you're oriented to "What can well-being do for my organization?". Both are equally important; where they overlap is how we can get a sense of shared purpose.

There's a virtuous cycle that can be created in organizations by giving people a chance to experience ideas moving through this healthy journey that Sharp outlined. Doing so, they come out of that with more trust, engagement and willingness to contribute.

Adaptive emphasis: What can the organization do for well-being?



Hierarchical emphasis: What can well-being do for the organization?



Knowing that Both Questions Matter. Each One Can Help the Other.

Forward Idea Flow Mapping

As part of the session, participants gathered together in small groups following Sharp's presentation to create forward idea flow maps for their well-being and sustainability ideas. Using Sharp's Forward Idea Flow Mapping Template, participants developed "moves" aimed at reducing friction and increasing flow, in an effort to help take their ideas to scale within their organizations. We welcome all participants to share with us the progress they've made within their organizations and look forward to more collective impact in 2019.



shine

Sustainability and Health
Initiative for NetPositive Enterprise

About SHINE

The Sustainability and Health Initiative for NetPositive Enterprise (SHINE) unites academic research with business innovation to advance workforce well-being and promote human flourishing throughout the world. SHINE creates a research agenda and works with corporate leadership to define and develop the evidence for scalable solutions to healthy, sustainable change in business. This pioneering research translates into powerful tools and methods that innovate and unite corporate responsibility, sustainability and well-being practices so that individuals and companies can thrive.

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