Spring 4-26-2018

Mindful Action for Practice of Sustainability

Gary Ransom
University of San Diego, gransom@sandiego.edu

Mindful Action for Practice of Sustainability

Gary W. Ransom

University of San Diego

Abstract

Considering that most of our employed society works the typical eight to nine hour job in a corporate setting, attaining a healthy lifestyle both in and out of the office is known to be unattainable. Much of this mindset of unattainability is due to the lack of an adequate workplace programs. Many employees are in desperate need of a program that is designed for their personal benefit and success. A program like such, caters to the success of the employees and employers and its programmed to carry on after the office doors are closed. A program that offers the proper tools and allows each employee and employer to go home to and continue to work on their physical and mental health. This paper explores the true essence and value of a successful and adequate workplace program. MAPS is a workplace model design that properly establishes the four main principles needed to follow in order to run a healthy, safe and stress free environment in the workplace.

Mindful Action for Practice of Sustainability, feeds to the idea of a guided model which, like an actual map, if followed, it can help reach one's desired destination. In addition to MAPS, there are several other aspects to which are key and essential to a successfully run workplace program. Similarly, SDT, Self Determination Theory, provides purposeful, theoretical and practical strategies; that can be implemented in any workplace setting. While focusing primarily on intrinsic, extrinsic and autonomous motivation, all three are motivations that directly correlate with MAPS and are beneficial for the health of an employee and the wellness in their workplace.

Background

I've always had a passion for being active and helping others. This passion drove me to play college football and earn my bachelor's degree in Exercise Science with the emphasis in Kinesiology. With my main drive being, that I would have the proper skill sets and knowledge to help people with their health and performance. My passion continued growing the more I learned and studied after earning my degree and, therefore, I became a personal trainer. I've turned my passion into a business to the point where I have been blessed to help many clients reach their highest potential both physically and mentally. My clients have seen success because of the large amount of weight they've lost, numerous being able to come off certain medications, all have continued an active and healthy lifestyle, and all have gained autonomy through a great sense of self-awareness with sleep, nutrition, recovery, and exercise. I've had clients see a lot of success because of the different ways we plan on how to reach their goals, and always staying true with the process. I challenge them in many ways that they have never been challenged before. We create a productive homeostasis from the foundations of compassion. I am compassionate for their schedule, individual needs, limitations, and specific goals. I offer tools that allowed them to access self- discovery by raising awareness of what held them back from reaching their goals. We go over what their daily schedule looks like to set them up for success and to no make them feel like sustaining a healthy lifestyle has to be another job. I ask the hard questions that required reflection which allows me to truly understand a person and it helps reveal their underlying motivation. When I had the opportunity to continue my education in leadership studies, I

envisioned helping people achieve their goals. I learned throughout this process that in order to help others I must be willing to work on myself daily. This concept allowed me to connect with my clients and embody a leadership style that is very unique. I found confidence through a vision to be a changemaker in the workplace.

Problem statement

Unhealthy lifestyles, such as inactivity, poor nutrition, tobacco use, and frequent alcohol consumption, is a direct cause of higher frequency in chronic diseases, such as diabetes, heart disease, and chronic pulmonary conditions. Chronic disease 's is developed over time due to our repetitive actions and they ultimately causes multiple below the surface issues. Expect limitations when chronic disease is prolonged from being attended to. When this is coupled with employees and employers being overworked and not aware of their current health conditions, they don't even know where to start when they are trying to create healthy habits. They create a fear of trainers and or competing schedules for a healthy lifestyle. It creates a massive cause for destruction. Stress is taking a major toll on the American workforce and mental models about self-care in the workplace and it is holding individuals back from attaining a sustainable healthy lifestyle.

Analysis

Currently most employee wellness programs are great at focusing on risk factor analysis, incentives, ROI and outside resources such as workout plans, nutrition plans, and hospital

network. Rarely do they offer self-awareness and mindful habits for a behavior change or do they make the programs sustainable. Building upon what most workplace wellness programs are doing, this program is to increase self-awareness and encourage an environment where the culture is to take responsibility for their health to optimize overall well-being, happiness, and performance. If the employees are not plagued by health issues, they are going to be happier, happier employees committed, when employees are committed, that drives production way up. I have deep compassion for the employees, CEO's, and owners because collectively there are abundance of hours being spent.

Mission and vision

My mission is to create a culture of self-awareness in the workplace that is supporting personal wellness, a balanced lifestyle, and fosters a commitment to the lifelong process of health. My vision is to provide self -educating, sustainable and adaptable programs and resources that promote quality of life and foster a culture for commitment, well- being, self-empowerment, and balance in and beyond the work environment. The goal is to make the wellness program a lifestyle, not another job. It is important to make the program accessible and simple. Offering onsite and offsite programs and class to increase participation will be key. Furthermore, making it convenient for the employees and providing compassion for their schedule is very powerful.

Challenges

One problem when examining wellness programs in the workplace is that there is no standard, can be affected by the systems at play, and there is no real definition of the term "wellness program." Playing devil's advocate, there is amazing opportunity to create a custom fit

wellness program. Custom fit wellness programs can be hard work but worth it. As a personal trainer, my clients see much better results when we create a plan together that doesn't have competing schedules, doesn't have conflict of interest, has personalized foods, has personalized goals, and the luxury of working from where the client is currently located. You could create the most amazing workplace wellness program but waste your effort and time because you did not commit time to the company.

For example, using preventive methods will help control unhealthy habits such as smoking, physical inactivity, stressful eating habits, hypertension, high cholesterol, depression and injuries. The impact of these conditions is worth trying to prevent. If preventive measures are not acted on, you can expect to continue to see high health risk factors, employee absenteeism, high stress, high injury rate, high insurance cost and more employee de commitment. The options are, buy into custom fit workplace wellness program or continue down a path of decommitted and unhealthy employers and employees. Employees will start to go against the culture of work, then take care of themselves and start putting their health first. Eventually, employees will have enough of being overworked and underappreciated. With this program, employees and employers will learn awareness around current habits that hold them back from being healthy. Often, personal narratives and mental models play the main role in process of the way we think. An example of a mental model is a person saying," I don't have enough time to work out". The foundation to retract these thoughts is built from awareness and consistency. Self-awareness will create habits that align with promoting self-care. To accomplish creating a heightened self-awareness around habits that hinder our ability to be healthy, we must first go in depth of what self-awareness would look like in the workplace.

Self-awareness is a prerequisite for change. We ultimately want to put a spotlight on the self-sabotaging habits. Behavior is said to be self-sabotaging when it creates problems and interferes with long-standing goals. Employees or employers aren't always aware of their self-sabotaging tendencies or effects of these tendencies. In the corporate world, the cultural mindset around self care is often not accepted and getting them to buy in to this adaptive challenge will be challenging.

Wildly Important Goal

A wildly important goal of the mindful workplace wellness program is to provide a more diverse framework on understanding employees and offering them a sense of awareness on the possible change. These frameworks are purposeful, theoretical and practical strategies; All of which can be implemented into any workplace setting. It is necessary for employees to understand and distinguish the difference between a adaptive challenges and technical problems. By using the frameworks that I have chosen, it will allow employees to view these differences and grant them with sufficient information on how to properly overcome the obstacles. Employees spend a vast majority of their day at work, typically ranging from 8-10 hours daily. This is why changing the environment or culture of an organization would help encourage an individual's behavior change process. Policies promote a widespread behavior change because they change the "rules." Policies in the work environment not only influence an individual's behavior at work but can also lead to changes outside of work. In many cases, a change in policies could facilitate employees to make healthy choices (Aldana, 2018).

Adaptive challenges are hard to identify because they require a conscious analyzation of one's values, beliefs, relationships and a change to the approach of one's work regimen. Due to an employee's unhealthy workplace wellness, many often are unable to realize that these are adaptive challenges and could be fixed from within and by oneself. An example on how to fix an adaptive challenge could be a change in one's lifestyle that promotes good health and lower stress, those will eventually lead to an employee to have more endurance.

Literature Review

Over the last several decades, an epidemic of "lifestyle diseases" has developed in the United States: People have developed health habits that have led to unhealthy lifestyles, such as inactivity, poor nutrition, tobacco use, and frequent alcohol consumption, are driving up the prevalence of chronic disease, such as diabetes, heart disease, and chronic pulmonary conditions (Sorensen, G., McLellan, D., Dennerlein, J. T., Pronk, N. P., Allen, J. D., Boden, L. I., ... & Wagner, G. R. (2013).   The combination of that and in the corporate world small and large, majority of the employees put work first and personal health last. Neglecting to work on personal health leads to most of the chronic diseases. Chronic diseases and conditions are heart disease, stroke, type 2 diabetes, and obesity. Chronic diseases are the most common and most costly among diseases. These chronic conditions have become a major burden, as they lead to decreased quality of life, premature death and disability, and increased health care cost (Sorensen, G., McLellan, D., Dennerlein, J. T., Pronk, N. P., Allen, J. D., Boden, L. I., ... & Wagner, G. R. 2013.) All chronic illness of which involve behaviors that are potentially controllable by the individual. In this paper I will explore the use of effective workplace health

programs and add psychological theories that help support behavior change that can reduce health risks and improve quality of life for workers. A collective of workplace wellness programs that focus incentives to change the habits of their employees. My hypothesis is that workplace wellness programs that rely on incentives (extrinsic motivation) will display lower levels of employee commitment and engagement of the program. The following literature review will support this working hypothesis.

Framework

Creating and implementing the custom fit program for corporations is the best investment. Stress is taking a major toll on the American workforce. More than one-third of working Americans report chronic work-related stress; 79 percent report not getting enough sleep; and 69 percent admit to struggling with concentration as a result of stress and sleep deprivation. These issues aren't just affecting the mental and physical wellbeing of Americans. They're also costing U.S. businesses $300 billion each year in lost productivity (Kline, 2018). The workload and work week of employees has expanded. The traditional work time boundaries are disappearing such as, working while on lunch break, staying later to finish work and or working on the weekends. The rise in hours worked created additional health risk to employee, especially the already unhealthy individuals. Most individuals know they are unhealthy and need to change their habits to purse a healthier lifestyle, reduce stress, enjoy life, and improve performance at work, so how do you raise motivation for employees to change their unhealthy habits? I believe that creating culture that fosters a supportive environment for employees and employers by providing a diverse framework of understanding to help raise awareness for

changes will enhance workplace wellness effectiveness. The frameworks are compressed of psychological research for change in behavior change, leadership, tools for self-awareness, and are purposeful, theoretical and practical strategies; that can be implemented in any workplace setting.

Most workplace wellness programs core values lie in the incentives. Incentives are great way to grow interest of employees, but it doesn't always last. The motivation behind an incentive program is to see a boost in morale and perhaps even inspire employees to work harder. It turns out that relying just on incentives sometimes leads to a negative effect on your already motivated and hardworking employees. The incentives might have most employees doing the bare minimum (Gerdeman,2018).

Self Determination Theory

Self-determination theory (SDT) is a macro theory of human motivation that evolved from research on intrinsic and extrinsic motivations and expanded to include research on work organizations and other domains of life. is providing a diverse framework of understanding the employees and helping them raise awareness for changes (Deci, Olafsen & Ryan, 2018). The framework of STD provides purposeful, theoretical and practical strategies; that can be implemented in any workplace setting. STD research will be discussed in how it is relevant to sustainable wellness in and out of the workplace, focusing on (a) the distinction between autonomous motivation (i.e., intrinsic motivation and fully internalized extrinsic motivation) and controlled motivation (i.e., externally and internally controlled extrinsic motivation) (Deci, Olafsen & Ryan, 2018). The STD theory proposes that people the are power source of their own

behavior and that all employees have three basic psychological needs—for competence, autonomy, and relatedness—the satisfaction of which promotes autonomous motivation, high-quality performance, and wellness. Research in work organizations has tended to take the perspectives of either the employees (i.e., their well-being) or the owners (i.e., their profits) (Deci, Olafsen & Ryan, 2018). SDT provides the concepts that guide the creation of policies, practices, and environments that promote both wellness and high-quality performance.

SDT has consistently addressed the links between motivation and the dual concerns of performance and wellness in organizations (Deci, Olafsen & Ryan, 2018). It has focused on what facilitates high-quality, sustainable motivation, and promotes employee engagement. SDT suggests that fostering workplace conditions where employees feel supported in their autonomy is not only an appropriate end in itself but will lead to more employee satisfaction and thriving, as well as collateral benefits for organizational effectiveness (Deci, Olafsen & Ryan, 2018). I relate this to workplace wellness as, employees picking healthy food options, having diverse and fruitful activities that employees get to pick that involve movement throughout the day with other employees, leading to sustainable healthy habits in and out of the workplace.

Autonomy

Autonomous motivation is one of three basic psychological needs of human's (Deci, Olafsen & Ryan, 2018). Autonomous is summarized as having a sense of free will when doing something or acting out of our own interests and values (Deci, Olafsen & Ryan, 2018). People need to feel as if they are the source of their own behavior from acting autonomously to set out behaviors that satisfy their need for autonomy. Intrinsic motivation is a specific type of

autonomous motivation (Deci, Olafsen & Ryan, 2018). When an individual is intrinsically motivated, they are engaged in the current activity out of interest and enjoyment of the activity without external rewards or prompts. An example of intrinsic motivation in the workplace is, an employee loves going to yoga class before work. Yoga is interesting to the employee and the employee enjoys going. Intrinsic motivation has a counterpart when engaging with any aspects of any activity.

Extrinsic motivation

Extrinsic motivation is participating in activities for the rewards or to avoid negatives consequences (Deci, Olafsen & Ryan, 2018). Avoidance is a low motivational approach that focuses on eliminating undesired outcomes. An example of avoidance in the workplace is, an employee going on a strict diet to avoid gaining weight. Extrinsic motivation is not always bad. SDT has always maintained that extrinsic rewards can have different functional significances that lead to enhancements, diminishments, or no effects on intrinsic motivation (Deci, Olafsen & Ryan, 2018). Intrinsic and extrinsic can work in synergy to promote healthy behaviors in the workplace. An employee could go on a strict diet to avoid weight gain but also love the foods that are in the diet. Extrinsic motivation can be over used or missed timed. Results from a study on the effects of extrinsic rewards(incentives) showed that when people received money for doing something, eventually they were lest interested and less likely to sustain. This was compared to the people who did the same activity every day without receiving the money.

Incentives

Incentives programs can be intrinsic and extrinsic motivation. Researchers have found that in some cases external rewards do increase motivation. But there must be a limit of rewards. Excess of praises can lead to decrease of intrinsic motivation and to overjustification effect (Filimonov, 2018). Incentives are payments or concessions to stimulate greater output or investment. Employers use incentives to be the core of a wellness program to help employees adopt and maintain healthy behaviors. The most common reasons of why people would need incentive are to raise efficiency, to manage and induce a stimulus work, to reinforce obligations at work, to graft employee's enthusiasm at work, and to use the maximum of their facilities to increase labor productivity effect (Filimonov, 2018). Not knowingly, employers are seeking intrinsic motivation from health incentives and they are having the employee's initial intrinsic behavior become controlled by the rewards, which leads to undermined autonomy. Very often incentives can destroy autonomy, relatedness, competence and decrease intrinsic motivation.

Leadership Styles

Leadership supports a diverse approach and is an evocative field that often attracts controversy (Cuervo, 2015, p. 17) Leadership is one type of human relationship in which some people put their trust in another who they feel is the most qualified and can guide the group towards achieving a common goal (Cuervo, 2015, p. 18) I believe the best leaders foster sustainable growth in individuals or a group of people by compassionately listening to what is needed for the people, humbly owning responsibility no matter the outcome, and creating a shared vision that empowers others to reach goals. Quality leadership can bring forward the best out in a group or individual to put forth their best effort. The ability of a leader is to develop

awareness of need in a group. The foundation to a great leader is self -awareness. The more self-aware a leader, the more genuine and connected the leader can be. Connectedness allows for a real sensing and presencing. In contrast, poor leadership lacks compassion, disconnect with followers, fearful of self-reflection, not resourceful, not willing to take responsibility, and isn't willing to adapt. Developing leadership places the task of knowing yourself and others in your hands. It requires sustained effort of resisting self- deception and being humble enough to admit failure. (Cuervo, 2015, p. 41). I have chosen transformational leadership, compassionate leadership, and servant leadership to implement into the heart of my vision of a sustainable healthy lifestyle in the workplace.

Transformational Leadership

Transformational leadership has been key component that I have carried throughout my learning in the leadership program. Transformational leadership is more than physical appearance. It is change of mindset and internal work. Many parallels exist between transformational leadership and autonomy supportive behavior in the workplace. For example, transformational leaders motivate their followers by articulating a vision, clearly communicating expectations, instilling pride, and gaining the trust of followers. Transformational leaders stimulate creativity and autonomous supportive manager encourage self-initiation. In terms of workplace wellness program, having managers and employers having compassion for their employee's health, creates a culture, supportive container, and environment where the expectation for employees is to take responsibility for their health to optimize overall well-being, happiness, and performance. (Lambert, Passmore & Holder, 2018).

Culture

Autonomy supportive behavior on the part of leaders include providing a meaningful rationale for action, acknowledging task difficulties, providing choice for how to do a task, encouraging personal initiation, and conveying confidence in an employee's ability to accomplish a task (Lambert, Passmore & Holder, 2018). Allowing choice and giving the responsibility back to the person to live a healthy lifestyle is empowering. It is nearly impossible to expect an employee to sustain lifestyle without allowing them to pick the actions that enjoy. Many parallels exist between transformational leadership and autonomy supportive behavior in the workplace.

Compassionate Leadership

Having compassion for the employees and employers schedule is often underrated when implementing workplace wellness. Compassion and leadership rarely have a positive connotation but has left footprints in a lot of individuals and organizations. As global competition and heightened uncertainty has driven organizations to outsource, flatten and cut back (often quite mindlessly and heartlessly - the two tend to go hand in hand), people have become increasingly hungry for a deeper sense of meaning in their work and a closer connection between what they do and how it serves a greater good (Warrell, 2018). Compassion is the practice of being present to the suffering of ourselves and others and responding from us hear with a desire to relieve this suffering with kindness, caring, and support (Tremaine, 2018). An example of compassionate leadership in the workplace is, an employee having health issues, but they feel comfortable talking to the person of authority because of the culture of you are responsible of taking care of

yourself. By practicing genuine empathy, leaders are better positioned to cultivate mindfulness in others, enabling them to both fulfill their own potential and to unleash it in those around them for a greater good (Tremaine, 2018). In simplest terms, a world in which there is less suffering (including the self-induced variety) and more peace (Tremaine, 2018). Also, when leaders are embodying compassion, sets an example for others to embody. This will serve as a key ingredient of authentic living and the state of inner wellness. Health benefits for giver and receiver are results of compassion, so embodying this in the workplace will provide a culture of holistic wellness and commitment (Tremaine, 2018).

Servant Leadership

Leaders who are more concerned about others than themselves are humble, and their humility stimulates strong relationships with followers and encourages followers to become fully engaged in their work (Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. , 2014). Given its focus on leader behaviors that help followers to realize their full potential, servant leadership represents a positive approach to organizational behavior. I believe in leading with the intention of serving others first, helping individual's overcome obstacles, foster growth and success, assist in providing the best tools and resources so that individuals reach their full potential. Serving culture can be a key mechanism through which servant leadership behavior affects individual and unit outcomes (Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. , 2014). Serving culture resides in the current investigation at the unit level and refers to the "behavioral norms and shared expectations" of placing a priority on helping others (Liden, R. C., Wayne, S. J., Liao, C.,

& Meuser, J. D. , 2014). Engagement in these behaviors, which are thought to be relevant to all members of the unit, can be substantially influenced by upper-level leadership.

Systems Thinking

Each workplace has a unique system and the vital part of creating a successful workplace wellness program is identifying how the system works so that system can foster a culture of self-awareness, mindfulness, personal autonomy, and support. More importantly, it is vital that you identify who you are within the system. Systems thinking is a conceptual framework, a body of knowledge and tools that has been developed over time, to make the full patterns clearer, and to help us see how to change them effectively (Cuervo, 2015, p. 46). The framework that systems thinking provides is interconnectedness. You could have the perfect workplace wellness program that you feel can be implemented with people who are willing to change but if there is no leadership, there will be a disconnect, lack of trust, fear of being controlled and not seeing the benefit when times get rough. This forms unhappiness, cliques, and subgroups within the system. The system works best when, the system becomes aware that it exists, that it is communal of which everyone is apart, and it is an entity that acts as if it were a single individual (Cuervo, 2015, p. 46).

Systems Characteristics

The system must be able to evolve as change accelerated and complexity grows (Cuervo, 2015, p. 46). Systems thinking is a framework that works in synergy when creating a custom fit workplace wellness program because it allows for a perspective to give a clearer picture of

reality, the leaders of the system can work the system naturally, and it propels a process in approaching problems and solutions. It is vital that workplace wellness program embodies the systems purpose. For the wellness program to work in synergy, the system and workplace wellness intervention me be in line a certain way for the system to carry out its purpose. The leader must have the systemic awareness in order propel success within the process that we call a vision (Cuervo, 2015, p. 46). Having the tools to map out a vision create a successful future for employees, that can embody what it takes for individual to live a healthier life.

SOAR
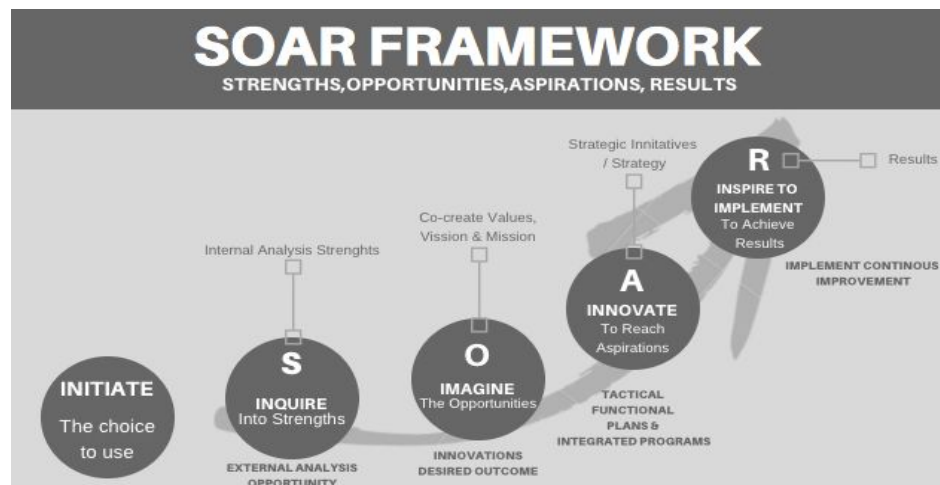
The SOAR strategic thinking and planning framework is a dynamic, modern, and innovative approach for framing strategic thinking, assessing individual and team performance, building strategy, and creating strategic plans (Stavros, J. M., & Cole, M. L. 2014). SOAR holds a container for individuals with a system conduct a self-analysis that offers an opportunity for growth. SOAR stands for strengths, opportunities, aspirations, and results. As a framework, SOAR focuses on the formulation and implementation of a positive strategy by identifying

strengths, building creativity in the form of opportunities, encouraging individuals and teams to

share aspirations, and determining measurable and meaningful results (Stavros, J. M., & Cole,

M. L. 2014). An important characteristic of the SOAR framework is its ability to invite a broad

representation of stakeholders into the strategic conversation and planning process. SOAR

engages the stakeholders in conversations to inquire into strengths, opportunities, and aspirations

to create shared values, vision, mission, goals, strategies, and results (Stavros, J. M., & Cole, M.

L. 2014). SOAR is great way to leverage appreciative inquiry to have a positive reflection

internally.   Appreciative inquiry is searching for the best in people, their organization and

relevant world around them (Stavros, J. M., & Cole, M. L. 2014) SOAR will be a tool that we

will ask employer and employees pertaining to opportunities of sustaining a healthy lifestyle as

individuals and the entire system.

MAPS

MAPS or mindful action for practice of sustainability, is the guideline of principles that allows and guides an employee on how to successfully achieve a healthy work environment and lifestyle. MAPS has four steps and once they are followed in order the first time, the steps will not be linear. The purpose of this is for a better understanding of who the individual is so that sustainable action can be achieved over time. MAPS framework is connected to autonomous motivation, intrinsic motivation, extrinsic motivation, appreciative inquiry, and systems thinking.MAPS will open up your mind and the properties will stick with the employees and employer s along the journey to sustainable health , as a company and individual. The strategy behind maps is designed to create vision of the "how and what" of the best pathway forward. Since it is a lifelong process, we look at how can we adapt to sustain the results, mindset, and behavior changes. As typically known, a map is a physical or digital representation of an area that can guide you from point A to B by following specific directions. If adequately followed, a map can guide you to your destination. A map also allows deviation and self-discovery along the way, including different paths one can take, as well as different starting points. When implementing MAPS into the workplace and one's home, employees are being granted the opportunity to access guidance towards a sustainable healthy lifestyle. The purpose of self-awareness tools both in and out of the workplace, is to have a better understanding of who we are. Self-awareness provides us with a better understanding of what we need most from other people, to complement our own deficiencies in leadership, and how to empower individuals along their life journey to a healthy lifestyle. Building self-awareness is a life-long effort, but by using MAPS, it will be a guideline towards reaching that mindfulness.

Mindfulness

Mindfulness is the practice of awareness of our thoughts, feelings bodily sensations, and the environment you are in. There was a study conducted to determine whether a shortened, workplace specific mindfulness program could replicate the effectiveness of a traditional mindfulness based stress reduction program in hopes of reducing employees stress while enhancing measures of mindfulness and employee well-being (Aikens, 2014). The results of the study showed that the mindfulness intervention group had significant decreases in perceived stress as well as increased mindfulness, resiliency and vigor (Aikens, 2014). The conclusion is that online mindfulness intervention seems to be both practical and effective in decreasing employee stress, while improving resiliency, vigor and work engagement, thereby enhancing overall employee wellbeing (Aikens, 2014) Mindfulness will be a step of getting to know each individual in the company. It will allow acknowledgement on the likes and dislikes in foods, workout, exercise class and the timing preferences, fitness consultations, biometric screening, and more.

Action

Action is the second step in MAPS. Action is the process of physically getting something done. In this step we focus around the idea of implementing the physical actions steps that need to be done to access a change. We will participate in the framework of behaviour change model and co-create a wellness program with each individual that will be custom in order to achieve extrinsic motivation. We will implement the stages of behavior change as an analysis to create tension of where they are at currently and where they want to be .

Sources: Grimley 1997 (75) and Prochaska 1992 (148)

Practice

Practice is the third step in the MAPS model. This step is the application of the performance and the consistency of step two, Action. This will allow for the employees to follow a specific plan and put it the action into practice on a daily basis. Practice is a very important step because the consistency of a particular activity can generate better and healthier

Sustainability

The last and most important step in the MAPS model is Sustainability. The reason why this is such an important step is because if one cannot sustain the other three principles of the model then, it will not be successful. Sustainability is the practice that brings ones constant

awareness, SDT, autonomy and intrinsic motivation, and reminds us the culture of the process. If able to sustain a healthy lifestyle, then, the wellness program will run smoothly, with the overall goals that the employees are surrounded by a culture that keeps the focused, motivated and healthy both mentally and physically.

The two different ways to explore self-awareness are technical tools and adaptive tools. The technical tools will consist of a biometric screenings, health and fitness consultations, performance charts, email notifications, daily reminders, fitness fairs, bi- weekly check ins, customized meal plans, and customized workout plans. The adaptive tools consist of MAPS, meditation practices, grounding practices and a creative tension model. Both tools will help enhance an employee's work abilities and create a mindful mindset on the importance of living and sustaining a healthy lifestyle. Also, the tools allow you to have the autonomy to create a vision which combats mental models.

Mental Models

Mental models determine how we make sense of the world and how we take action. Mental models can be hindering because they affect what we see. For example, two people with different mental models can observe a workplace wellness intervention differently. One person could look at it from the perspective of, "this won't work, it didn't work at my last job. They just sent emails got to events and we never went because it is a waste of time". Another person might view it as, "oh this workplace wellness intervention is exactly what I need. I have been wanting to continue my health journey, but I didn't know where to start and I was beginning to feel that I

could never be healthy. Another common mental model in the workplace is, "I work too much to take care of myself, how will I make money working out or preparing food. If I do these things over my job, I will make less money ". Setting employees up with a plan that the create from autonomy will enable them to be committed because it fits their schedule and they love the actives that they chose. This process relates back to intrinsic motivation. Intrinsic motivation can work in synergy with extrinsic motivation in the workplace. An example of intrinsic motivation and extrinsic motivation working together is, Bob is an employee and he enjoys going to the work site cooking class. Not only does Bob like to cook, he is seeing and feeling great results from cooking healthier options instead of eating fast food that made him feel sluggish.

In conclusion, the standard workplace is deteriorating its employees and as a result, not allowing them to reach their fullest working potential. That is why a proper workplace program like the above, that has the employees best interest and cares for their mental and physical health both in and out of the office, will allow for employees to have more energy, dedication, and desire to continue pursuing their career and allowing them to reach the company's goals to their fullest potential.

References

Aikens, K. A., Astin, J., Pelletier, K. R., Levanovich, K., Baase, C. M., Park, Y. Y., & Bodnar, C. M. 2014

Aldana, D. (2018). *How to Design Wellness Programs That Are Successful*. [online] WellSteps Blog. Available at: https://www.wellsteps.com/blog/2018/01/09/design-wellness-programs-successful/ [Accessed 19 Apr. 2018].

Bauer, U. E., Briss, P. A., Goodman, R. A., & Bowman, B. A. (2014). Prevention of chronic disease in the 21st century: elimination of the leading preventable causes of premature death and disability in the USA. *The Lancet*, *384*(9937), 45-52.

Berry, L., Mirabito, A. and Baun, W. (2018). *What's the Hard Return on Employee Wellness Programs?*. [online] Harvard Business Review. Available at: https://hbr.org/2010/12/whats-the-hard-return-on-employee-wellness-programs [Accessed 11 Apr.2018].

Baicker, K., Cutler, D., & Song, Z. (2010). Workplace wellness programs can generate savings. *Health affairs*, *29*(2), 304-311.

Cuervo, J. (2015). *Leaders dont command: Inspire growth, ingenuity, and collaboration*. Alexandria, VA: ASTD DBA the Association for Talent Development.

Filimonov, D. (2018). *Extrinsic motivation and incentives*. *Theseus.fi*. Retrieved 25 April 2018,from,https://www.theseus.fi/bitstream/handle/10024/131731/Filimonov_Danila.PDF?sequence=3&isAllowed=y

Gerdeman, D. (2018). *How to Demotivate Your Best Employees*. [online] HBS Working Knowledge. Available at: https://hbswk.hbs.edu/item/how-to-demotivate-your-best-employees [Accessed 15 Apr. 2018].

Handy, C. (2015). *The second curve*. London: Random House Books.

Hagger, M. S., & Chatzisarantis, N. L. (2014). An integrated behavior change model for physical activity. Exercise and Sport Sciences Reviews, 42(2), 62-69.

Kline, K. (2018). *Want More Productive Employees? Encourage Self-Care*. [online] HuffPost. Available at: https://www.huffingtonpost.com/entry/want-more-productive-employees-encourage-self-care_us_58a3763be4b0e172783aa19e [Accessed 11 Apr. 2018].

Lambert, L., Passmore, H. A., & Holder, M. D. (2015). Foundational frameworks of positive psychology: Mapping well-being orientations. *Canadian Psychology/Psychologie canadienne*, *56*(3), 311.

Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, *57*(5), 1434-1452.

Mujtaba BG, Cavico FJ. Corporate wellness programs: implementation challenges in the modern American workplace. International Journal of Health Policy and Management 2013; 1: 193–199.

Marcus, B. H., & Lewis, B. A. (2003). Physical Activity and the Stages of Motivational Readiness for Change Model. *President's Council on Physical Fitness and Sports Research Digest*.

Osilla, K. C., Van Busum, K., Schnyer, C., Larkin, J. W., Eibner, C., & Mattke, S. (2012). Systematic review of the impact of worksite wellness programs. *The American journal of managed care*, *18*(2), e68-81.

Parks, K. M., & Steelman, L. A. (2008). Organizational wellness programs: a meta-analysis.

Ripke, W. Corporate Fitness Programs.

Reilly, R. (2018). *Five Ways to Improve Employee Engagement Now*. [online] Gallup.com. Available at:
http://www.gallup.com/workplace/231581/five-ways-improve-employee-engagement.aspx?g_source=WW

Pdhi.com. (2018). What is a Biometric Screening? | Wellness Platform. [online] Available at: https://www.pdhi.com/wellness-portal/what-is-a-biometric-screening/ [Accessed 22 Apr. 2018]

Sorensen, G., McLellan, D. L., Sabbath, E. L., Dennerlein, J. T., Nagler, E. M., Hurtado, D. A., … Wagner, G. R. (2016). Integrating Worksite Health Protection and Health Promotion: A Conceptual Model for Intervention and Research. *Preventive Medicine*, *91*, 188–196. http://doi.org/10.1016/j.ypmed.2016.08.005

Senge, P. (1990). *The fifth discipline*. New York: Doubleday.

Stavros, J. M., & Cole, M. L. (2014). SOARing towards positive transformation and change. ABAC ODI JOURNAL VISION. ACTION. OUTCOME., 1(2).

Tremaine, L. (2018). *9 Powerful Benefits of Compassion*. [online] leightremaine.com. Available at: http://leightremaine.com/9-powerful-benefits-of-compassion/ [Accessed 19 Apr. 2018].WV9&g_medium=csm&g_campaign=syndication [Accessed 17 Apr. 2018].