

# PERSONAL GROWTH AS A DIMENSION OF HEALTH, SAFETY, AND WELLBEING STRATEGY

Insights and Exploration

Global Research Conference on Public Health, and  
Epidemiology, 2024

# Overview of the presentation



WELCOME



EXPLORING  
CONCEPTS



BACKGROUND TO  
THE STUDY



STUDY FINDINGS  
AND PRACTICE  
INSIGHTS



EXPLORATION OF  
FUTURES

# Consider this....



- VUCA business environments
- Decreasing employee engagement
- Increasing prevalence of chronic illness and disease,
- Increasing prevalence of mental ill-health and disease - including burnout
- Human sustainability and societal impacts of work

What then, can organisations do to achieve desired aspirations and enhance their people?

# Exploring concepts

# Wellbeing

Eudaimonic

Hedonic

Motivation

Flourishing

# Personal growth



SENSE OF LEARNING



VITALITY



MEANING AND  
PURPOSE

# Strategy and engagement

## **Safety and Health**

- Regulation and compliance
- Systems
- Human factors and behaviour
- Culture
- People are risk
- Resilience

## **Business**

- Resource Based View
- Strengths / Core competencies
- Performance metrics and outcomes
- People a critical resource, line of sight
- Corporate Social Responsibility
- Licence to operate

# The research

HSW strategy and employee engagement



# Background to the study

- Highly respected government initiative had slow uptake – Why?
- Scale up from Master's degree (USQ) focused on HSW performance measurement
- Background: There was limited evidence about the relationship between business strategy, workplace health, safety, wellbeing (HSW), and performance measurement that demonstrate measurable impact on organisational performance.
- Objective: To develop a framework for HSW Strategy and Employee Engagement deemed suitable by industry.
- Methodology: Sequential Exploratory Mixed Methods



# Literature insights

THE EVOLVING  
NATURE OF SAFETY  
SCIENCE

FROM WELLNESS TO  
WELLBEING, CHRONIC  
ILLNESS AND DISEASE

MOTIVATED, HEALTHY,  
AND WELL PEOPLE  
CREATE AND  
MAINTAIN SYSTEMS

LEADERS ARE CRITICAL  
TO WELLBEING,  
ENGAGEMENT AND  
PERFORMANCE  
OUTCOMES

ENGAGEMENT IS  
MULTI-DIMENSIONAL  
(INDIVIDUAL AND  
ORGANISATIONAL)

MEANING, PURPOSE  
AND GROWTH AN  
EMERGING FACTOR

DEFINITIONS LACKING  
TO EXPAND WHS  
FOCUS

# Definitions for the study

Construct	Operational Definition
Employee Wellbeing	A state facilitated by the organisation which enables good work-related social connection, promotes physical and psychological health, satisfaction with the job and personal growth. This leads to optimal worker motivation and engagement resulting in positive outcomes in an employee's working life, social life, and organisational performance.
Organizational Context	The set of organizational circumstances under which the strategy process and content is determined to set the direction and scope of an organization over the long term. It is informed by how employees perceive the enactment of organizational policies and procedures relating to HSW in their organization at a given point in time and the organizations obligations beyond legal compliance.
HSW Strategy	A strategic direction and allocation of resources dedicated to matching internal capabilities with opportunities and threats in achieving a future state of HSW, as embedded in, and acknowledged as a priority of the organizational strategy while being underpinned by the organizational mission, values, and priorities.
HSW Employee Engagement	A workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being through a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication, and absorption.

## Leadership

### Organisational context

- Work as done by employees
- Legislative and compliance requirements
- Organisations Vision and values
- Organisational strategy

### Organisational processes

- Role clarity, alignment and contribution
- Leader feedback and mentoring
- Work group support
- Work environment risk controls
- Behaviour change facilitation

## HSW Strategy

## HSW Employee Engagement

## HSW Strategy Efficacy

### Dimensions

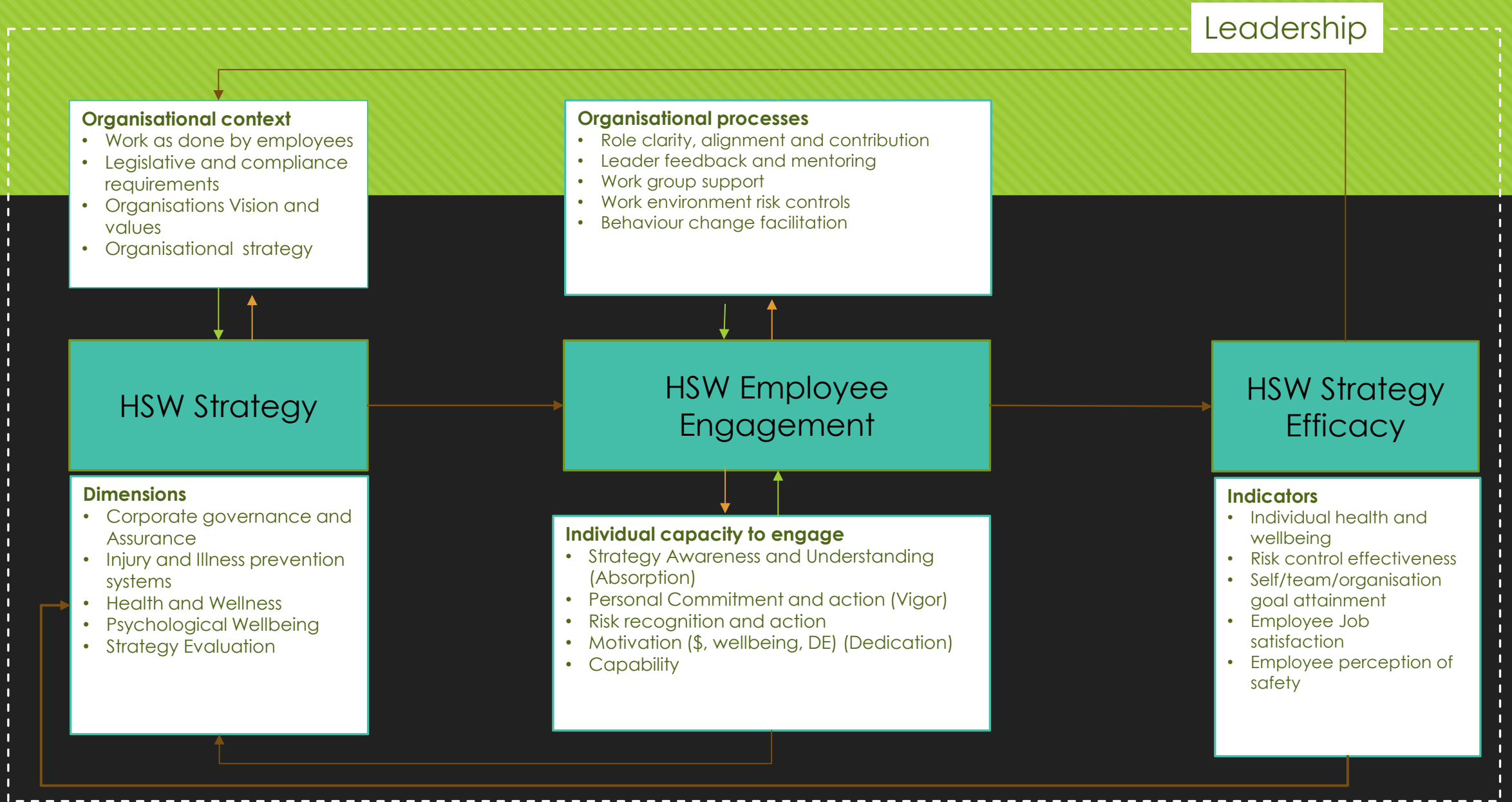
- Corporate governance and Assurance
- Injury and Illness prevention systems
- Health and Wellness
- Psychological Wellbeing
- Strategy Evaluation

### Individual capacity to engage

- Strategy Awareness and Understanding (Absorption)
- Personal Commitment and action (Vigor)
- Risk recognition and action
- Motivation (\$, wellbeing, DE) (Dedication)
- Capability

### Indicators

- Individual health and wellbeing
- Risk control effectiveness
- Self/team/organisation goal attainment
- Employee Job satisfaction
- Employee perception of safety





# Employee wellbeing



- Recognise that people are the solution, not a risk to overcome.
- Alignment to organisational purpose and personal contribution.
- Promote and support an optimal state of wellbeing (safe, healthy, well, connected).
- A unique positive psychology informed emergent dimension is Personal Growth, including risk awareness and action.

# HSW strategy



- Design for 'Adaptive Capacity', defences and resilience.
- Specific focus on Psychological wellbeing; but need for physical safety.
- 'Material' HSW business risks must be identified, corporate governance around these.
- Employee involvement in design, not just implementation. Insights and implications.
- Measures of organisational processes and individual capacity are needed, not injury metrics.
- Focus on good normal work, that is safe and healthy.

# HSW employee engagement



- Organizations need to set employees up for success (organisational processes, resources, job demands).
- Create opportunities for 'employees' to actively set and implement strategy.
- Individual wellbeing, engagement and discretionary effort are intrinsically linked (e.g., SDT).
- Strategy line of sight + HSW enables ownership and connection.
- The interaction between leaders and teams are crucial to achieving performance aspirations (trust, connection, ownership, etc).



# Key Theme: Risk related personal growth

- Ownership enhances personal growth and the capability to engage in HSW strategy
- Individual risk awareness and proactive action are central to personal growth in their own HSW capability
- Personal risk awareness and control need to be facilitated by the organization as part of strategy implementation to engage employees in HSW
- Individuals having clear purpose and goals as they relate to HSW and strategic objectives
- Learning and shared understanding of risk as it relates to HSW and the organization
- Autonomy enables prosocial behavior in relation to risk management
- Having meaningful work (capability and skills recognition)
- Ongoing adaptation, adoption and refinement of risk models and controls, tools and systems



# Risk related personal growth (2)



# What organisations can do...

- Development of individual capability in HSW risk
- HSW strategy development process and implementation
- A holistic approach to the measurement of HSW
- Design of work



# Possible futures

An Exploration

# Why zero harm? Beyond is possible...

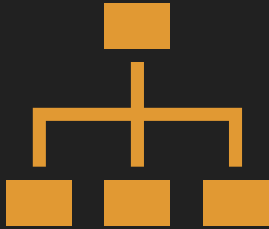
- Research by Deloitte's to the idea that prioritizing human sustainability—the degree to which the organization creates value for people as human beings, leaving them with greater health and well-being, stronger skills and greater employability, good jobs, opportunities for advancement, more equity, and heightened feelings of belonging and purpose—can drive not only better human outcomes, but better business outcomes, too, in a mutually reinforcing cycle.

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"The good news is that most leaders already understand that focusing on human performance is key to building an organization that can thrive today and tomorrow. But to close the gap between knowing and doing, they will need to let go of the mindsets, operating constructs, and proxies of the past."

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# A multidimensional lens



**Organisational**



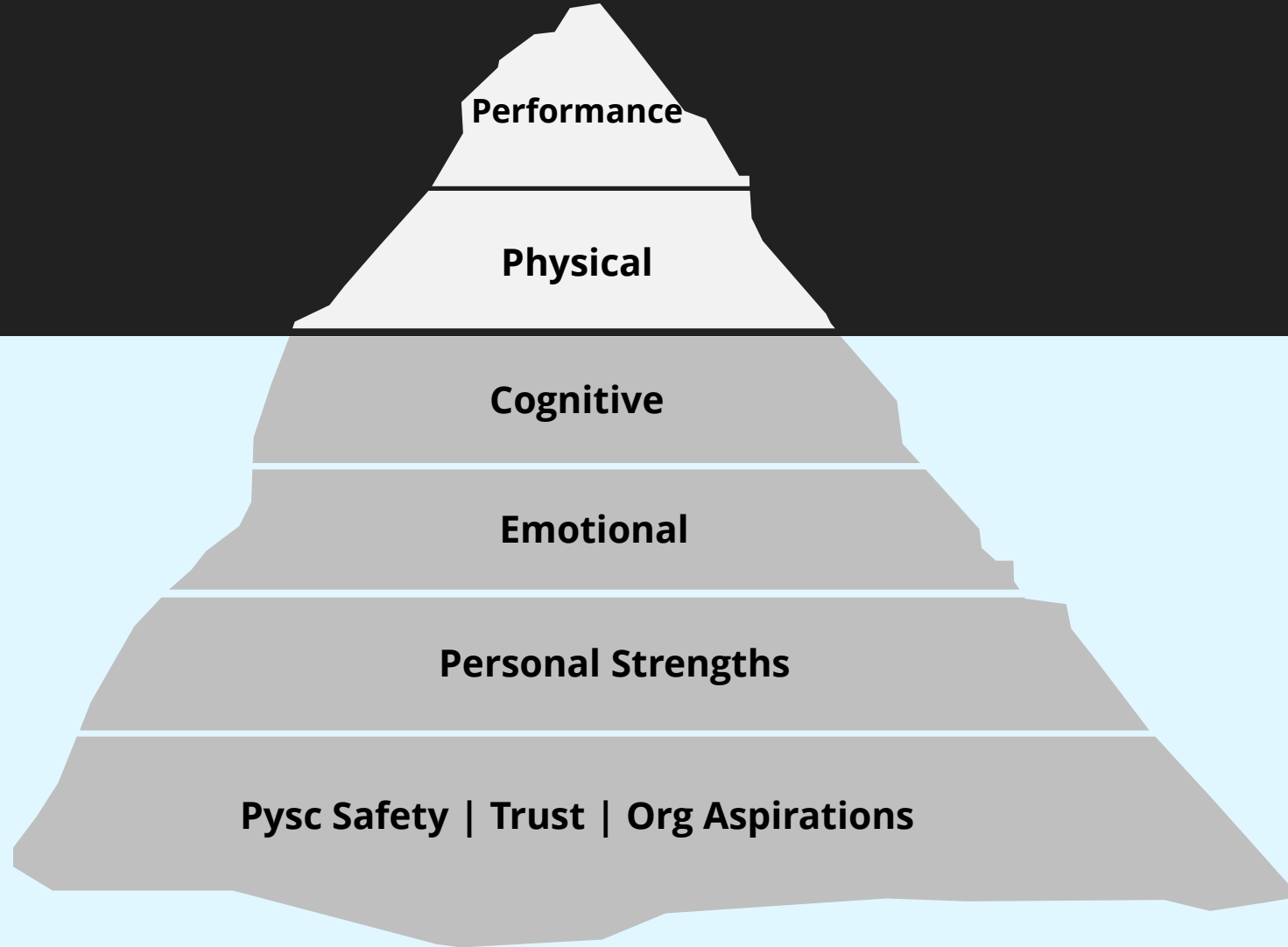
**People**

# Changing the HSW practice perspective





# Strengths based engagement



# Conclusion

- Redefinition of employee wellbeing (HSW) and the identification of **personal growth** as a unique dimension within HSW strategy implementation, in addition to the role and application of the UEWS to HSW employee engagement.
- Personal growth appears to multiple organisational antecedents
- Human sustainability and positive organisations provide a sound platform to move beyond zero harm
- The HSW Strategy and employee engagement framework provides an evidence-based approach

# Contact details

- Contact details

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- White papers and peer-reviewed publications

- Book – The Upside of Safety: Creating positive organisations through HSW (In Progress)



*safety*

an Open Access Journal by MDPI

**Prioritizing Work Health, Safety, and Wellbeing in Corporate Strategies:  
An Indicative Framework**

Brent Halliday; Luke van der Laan; Aldo Raineri

*Safety*2024, Volume 10, Issue 1, 18



# About Dr Brent

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Doctor of Professional Studies (Safety Science, Wellbeing, and Organizational Behaviour) at the University of Southern Queensland, Toowoomba, Australia.

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Academic focus is on the strategic application of contemporary organizational health, wellbeing, safety approaches and complexity theory to achieve optimal individual and organizational performance outcomes.

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This academic insight, coupled with 30 years of professional practice at a senior level in national and international high-risk organizations and work health and safety regulation provides unique evidence-based insights in developing solutions for complex organizational health, wellbeing, and safety challenges.

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Professional Associations: Institute Managers and Leaders, Australia; Australian Institute of Health and Safety; Risk Management Institute of Australasia; Society of Risk Analysis, US/Australia-New Zealand.