

FOUNDATIONS FOR A THRIVING WORKPLACE: SIX DRIVERS OF EMPLOYEE WELLBEING

Creating workplaces where well-being matters is a journey, not a destination. Every choice you make toward inclusive, people-centered leadership builds a stronger, more vibrant organization.

This resource, Foundations for a Thriving Workplace, draws from Why Workplace Wellbeing Matters by Jan-Emmanuel De Neve and George Ward and integrates insights from BETA Coaching & Consulting's inclusive well-being philosophy. By pairing the six key Drivers of workplace well-being with real-world reflections and strategies, we invite you to explore how thoughtful leadership can create workplaces where people and organizations flourish.

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DRIVERs	The DRIVERs Elements	Resonance with BETA Coaching & Consulting's Inclusive Well-being Approach
<p>Development and Security</p> 	<p>Perceived job security, opportunities for advancement, learning on the job, and access to formal training. Development and security encompass two interrelated and critical components: job security and career advancement. Much of job security stems from public policy, yet organizations still have a major role to play.</p> <p>As we witness the erosion of policies that protect workers, many are increasingly fearful of workforce reductions and weakened protections. Executives can position their organizations to support employees' sense of security while cultivating clear pathways for career advancement.</p> <p>De Neve and Ward write that “workplace democracy”—where employees can vote on or contribute to key initiatives—helps foster a sense of job security and growth. This requires open communication and transparency, keeping employees informed not only about their roles, but also about the organization's objectives, challenges, and direction.</p> <p>And career advancement is not equally available to all, which organizations must address.</p>	<p>Transparency isn't a quick fix, but it's a critical lever for building accountability, promoting fair decision-making, surfacing inequities, and fostering collaboration.</p> <p>When trust, psychological safety, and balanced power dynamics are present, transparency can transform how organizations support career development. <u>The Transparency Sweet Spot</u> (June 1, 2022)</p>

Relationships



This driver covers the perceived **quality of workers' relationships** with colleagues and management.

I had once scoffed at the idea that simply having five friends at work would be the solution to building strong connections. In, *Why Workplace Well-being Matters*, De Neve and Ward confirm this: social contact alone doesn't predict workplace well-being.

We all want to matter. Feeling cared for, respected, and understood fosters true belonging at work. Beyond colleague relationships, organizational trust—*the sense of being appreciated and supported, as well as a feeling of inclusion and belonging*—is crucial for strengthening the relationship between the worker and the organization.

Increasing reciprocity, prosocial behavior, and cooperation are essential to enhancing this driver.

Authentic connection starts with seeing and valuing people as individuals. Belonging is created when people can add value and feel accepted for who they are.

Unleashing Human Magic

(February 23, 2022)

Underrepresented employees are 1.6x more likely to experience less connection compared to their majority peers.

Leaders who understand and address the historical and systemic factors that impact employees of color play a critical role in creating belonging.

The article “3 Ways Black Workers Say Their White Colleagues and Managers Can Support Them,”

highlights that employees are more productive when they feel seen in their full humanity—not stereotyped or reduced to categories like race or gender.

Building true connection means fostering workplaces where employees are valued for their unique passions, talents, and interests.

Is this aspirational? Yes. But it is also increasingly necessary for organizations committed to equity and inclusion.

What it Means to be Connected

(October 24, 2022)

Independence and Flexibility



Goes beyond basic work-life balance. How much control employees have over where, when, and how they work?

De Neve and Ward believe that independence and flexibility are fundamentally interdependent. Focusing on one without the other is unlikely to create lasting well-being.

Offering flexibility can increase well-being, but without thoughtful structure, it can also overwhelm workers. Changing how work is organized and managed requires stepping outside the organizational status quo. It takes courage!

Organizations with an inclusive well-being mindset listen to their employees and invest in their ability to thrive.

They encourage **job crafting**—giving employees the space to align their tasks with personal motivations and needs—fostering deeper engagement and autonomy.

When leaders **job craft** roles intentionally, they motivate employees to perform at a high level while honoring their need for self-care.

This conscious approach helps create a **social contract of engagement**, where mutual expectations are shaped by care, flexibility, and a shared commitment to well-being.

The Social Status of Busyness
(April 2, 2023)

Variety and Fulfillment



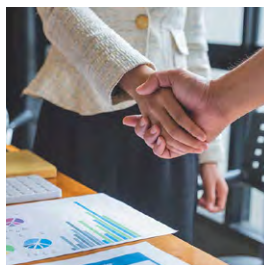
This driver is distinct from meaning or purpose. It reflects how interesting employees find their work, how much learning and achievement they experience, and whether they are able to fully use their skills.

The level of employee engagement often depends on how fulfilled individuals feel in their contributions—to the organization, to their colleagues, and to their own personal growth. This fulfillment is shaped not only by the individual's efforts but also by the organization's demonstrated behaviors and actions.

Well-being is closely tied to the fulfillment of needs, and that fulfillment is an ongoing process—not a fixed endpoint. Despite this, companies often search for quick fixes to address complex, deeply human challenges. But well-being isn't purely personal; it's deeply embedded in the social structures, communities, and systems of support we all rely on.

Stepping into the Realm of Possibilities (June 12, 2024)

Earnings and Benefits



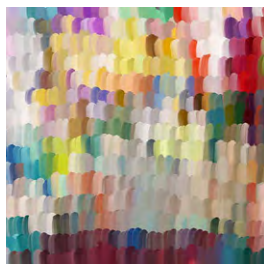
This driver is relatively straightforward: covering pay, benefits, and perceptions of fairness. While fair earnings are essential, income alone does not guarantee happiness or life satisfaction beyond certain thresholds. Meaningful work and a sense of belonging become far more influential than pay alone.

Employees are calling for pay equity.

"Although financial rewards are nice, welcomed benefits, employees whose work involves cognitive or creative skills are not motivated only by the Benjamins. More often they stay because their work and the people they work with brings meaning to their life."

The Transparency Sweet Spot (June 1, 2022)

Risk, Health, and Safety



Incorporates physical job demands, workload pressures, and whether employees feel their mental and physical health are protected. Supporting well-being at work requires strong cultural commitment—and strong internal management and external accountability. Protecting employees' health and well-being cannot be sacrificed for short-term gains.

Organizations often lean toward popular, one-size-fits-all steps to improve workforce well-being, but these quick fixes may not apply across the board. In fact, there's a risk of homogenizing solutions that ignore the nuances of each team or company culture. A sustainable well-being **framework** should offer a structured approach, but it must also remain flexible to meet the specific needs of individuals within the organization.

Sustainable Well-Being: A Journey, Not a Destination
(November 2024)

After reading Foundations for a Thriving Workplace, you may have uncovered insights and potential pathways to elevate well-being in your organization—for both your people and overall business performance.

At BETA Coaching & Consulting, we're honored to support leaders and organizations in building cultures where well-being is a shared priority.

If you're ready to take the next step toward a more engaged, thriving workforce, let's schedule a time to talk.

A handwritten signature in cursive script, reading "Novelette".

Novelette A. DeMercado
(She/Her/Hers)
Founder & Chief Possibility Officer

