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WARWICK BUSINESS SCHOOL
THE UNIVERSITY OF WARWICK

For the Change Makers

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OECD 6th World Forum: The Future of Well-Being

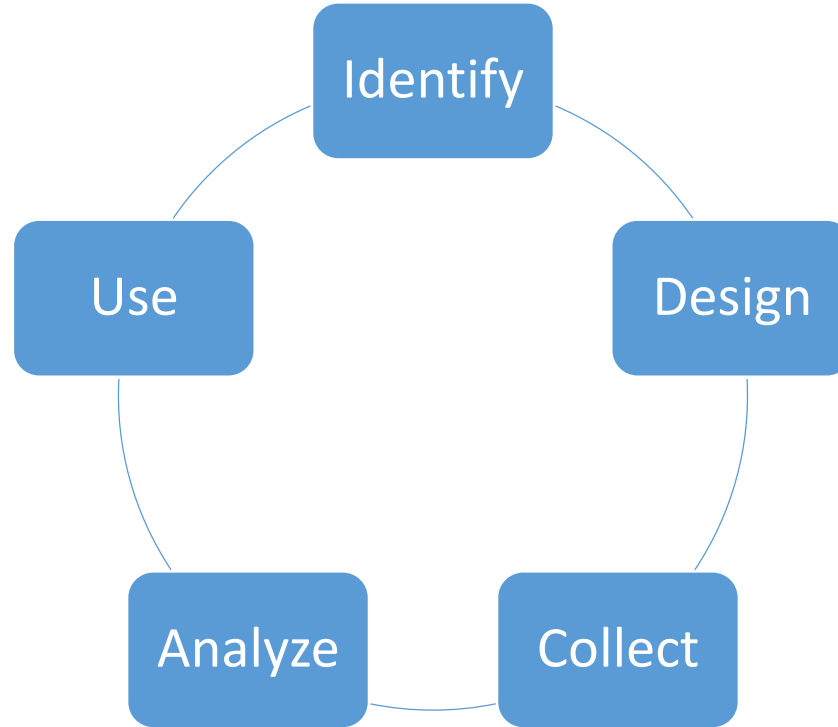
Towards better measures of well-being: Conditions for intelligibility

Aim: Address the ‘social’ challenges of measuring wellbeing

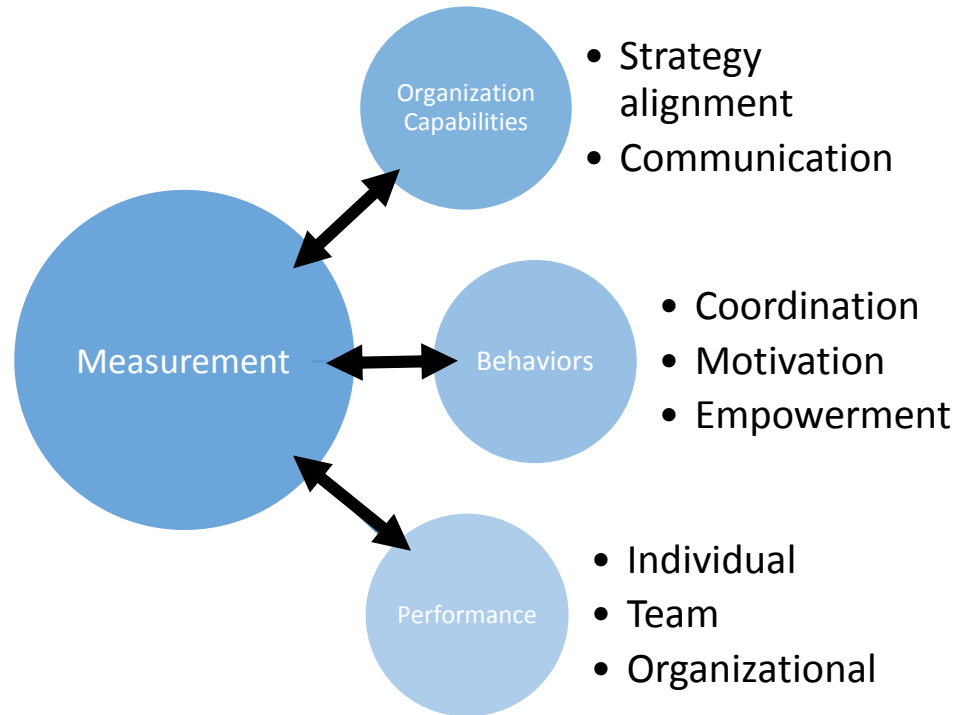
- Technical – validity, robustness, comparability, and reactivity of measures
- Social – how **behavioral, cultural, and interpretive responses** effect decisions and actions taken from measurement information



The Measurement Process



The purposes and effects of measurement



(Franco-Santos et al, 2012; Koufteros et al., 2014; Marginson et al., 2014; Otley & Franco-Santos, 2018)

“[CONSCIOUSNESS] involves purposive accessing and deliberative processing of information for selecting, constructing, regulating, and evaluating courses of action”

Bandura, A. (2001). Social cognitive theory: An agentic perspective. *Annual review of psychology*, 52(1), p. 3.

A brief view on the state of wellbeing research in organizations



Well-Being activities have largely positive effects (Bryson et al. 2017)

But, unhealthy patterns re-emerge after interventions (Sheeran & Webb, 2016), and receptivity an issue.

How to stimulate awareness and ongoing care of well-being at individual level less understood.

From measurement to intelligibility

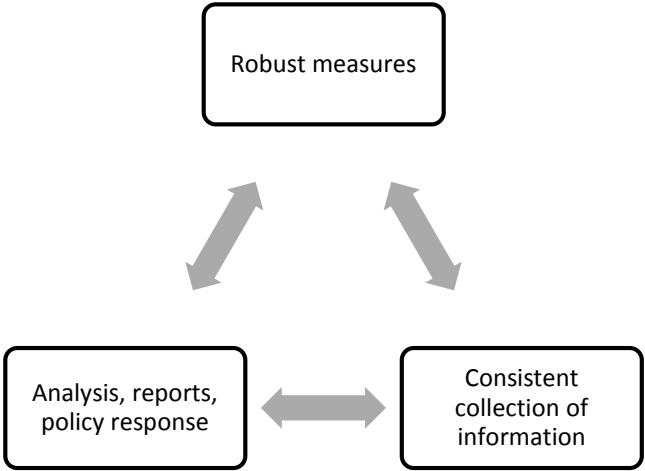


Figure 1. Traditional considerations when designing measurement processes

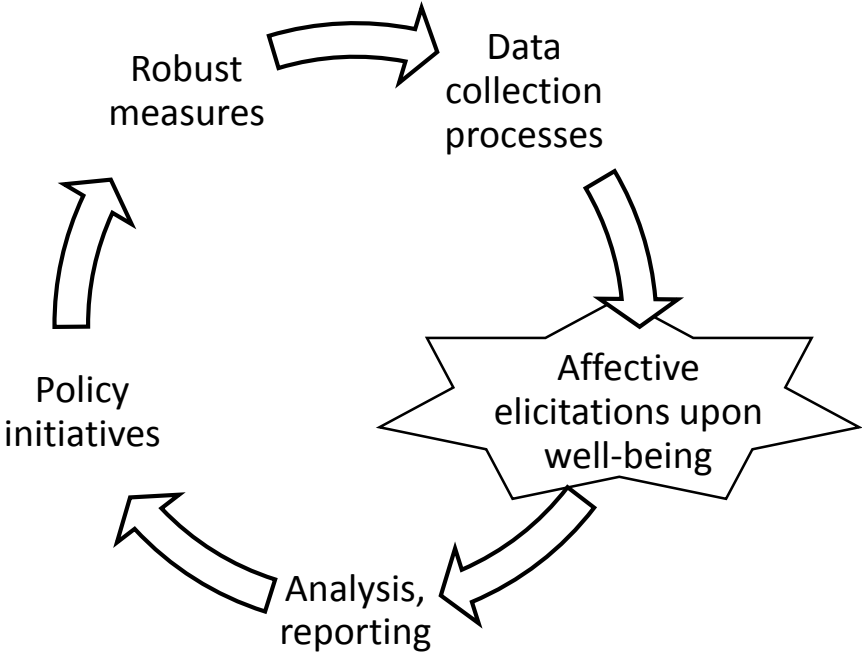
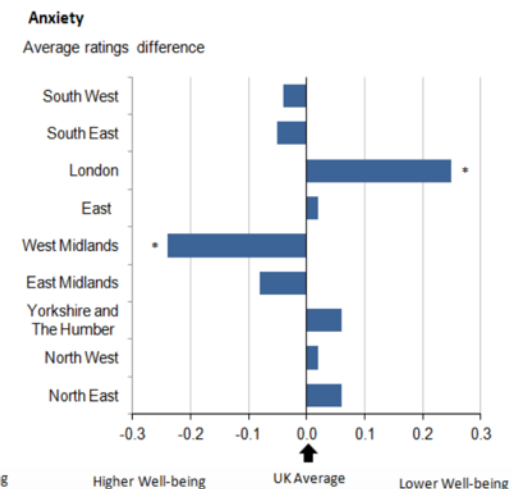
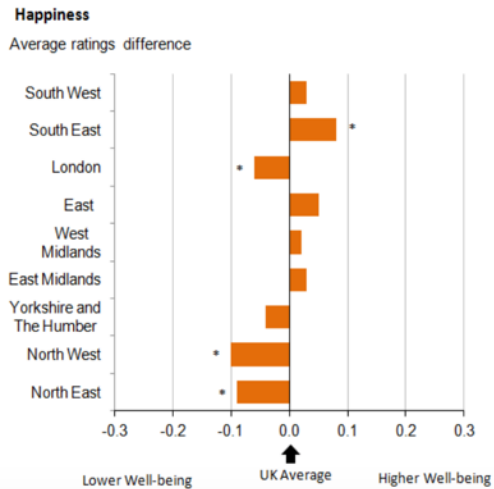
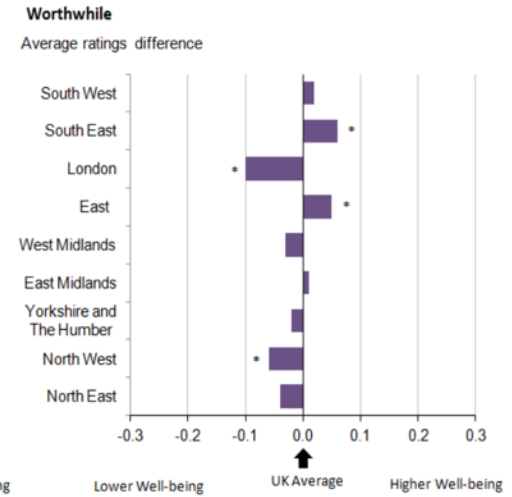
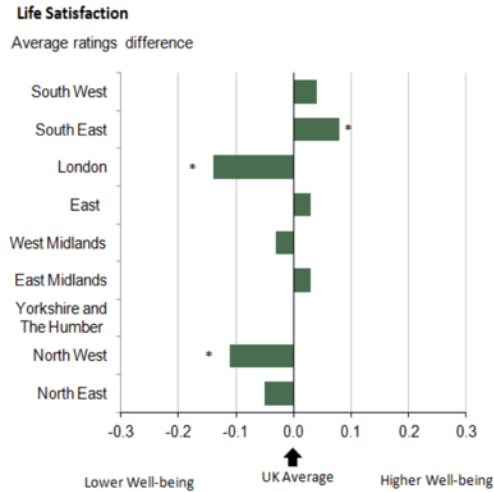


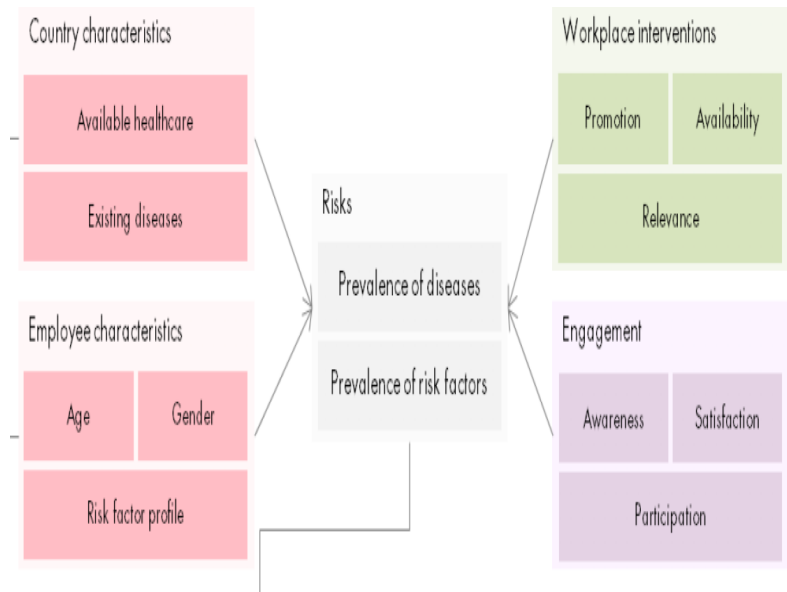
Figure 2. Designing measurement processes to increase intelligibility of well-being

Comparing existing wellbeing measurement processes: UK ONS Personal Wellbeing Survey



- **Measures:** Personal wellbeing levels across population
- **Intelligibility for:** Statisticians, Policy Makers, Academics
- **Knowledge:** Trends over time; Target populations (low and high)
- **Actions:** Distribution of national resources; New policies

Comparing existing wellbeing measurement processes: GSK P4P Indicators and Outcomes



Before my first P4P check-up I believed I was all good and healthy. So, when I went for my first check up and the lab results came I was in for a rude shock...If it was not for P4P, I would have most definitely evolved into being diabetic and hypertensive with a lot more health issues. Am glad that GSK introduced this programme for its employees, because it has made me more conscious of my health and helped me take steps to make it better and healthier.”

–Anonymous employee, Uganda

- **Measures:** Success of P4P in increasing health & wellbeing
- **Intelligibility for:** GSK, employees, and families
- **Knowledge:** Barriers of, preferences for, and success with, health services over time across multiple countries
- **Actions:** Individual choice of activities; Targeted interventions at organizational and regional levels

Implications: Establishing Common Foundations- Social Aspects

- 1) Consider who should be responsible for measures at different levels which help entities and individuals understand and act upon wellbeing
- 2) Effective measures are not about only about describing wellbeing, but about creating information which enables it:
 - a) At the individual level to guide reflections upon and the nurturing of personal sensations of wellbeing
 - b) At the organizational level to monitor and enable the adoption and orientation of effective wellbeing programs
 - c) At a nation level to understand and act upon the levels, dispersion, and causes or blockages of wellbeing in its institutions and environment
- 3) Measurement efforts need not only consider the technical 'validity' of well-being measures, but also peoples' roles in creating, collecting, analyzing, and applying the information derived from them
- 4) Reports on measures of wellbeing reports to include statements of how information is used, by whom, and with what implications for wellbeing

THANK YOU 😊

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