



FLOURISHING:

**A NEW (AND MORE HUMAN) WAY TO MEASURE
THE TOTAL WELL-BEING OF YOUR EMPLOYEES.**

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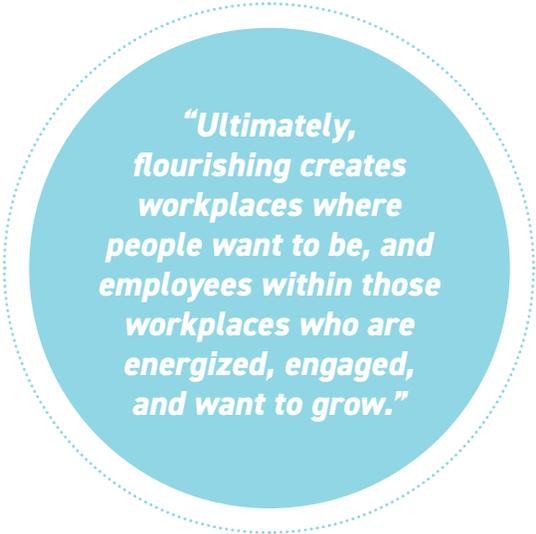
Flourishing: A New (and more human) Way to Measure the Total Well-being of Your Employees.

We'll come right out and say it: There never has been a great way to measure the effectiveness of well-being programs. Sure, there are surveys or statistics that purport to prove their value. But there's no industry-wide standard around measuring a person's well-being and life satisfaction, nor is there one for gauging the true impact a well-being program has on the people and culture of an organization.



Even worse, the measurements that are commonly used today—such as health-risk assessments and biometrics screenings—typically have an outsized focus on health and fitness, even as well-being programs themselves have broadened in scope. Physical health doesn't tell the whole story of a person, because it doesn't take into account other core factors that impact lives. And measuring it (or a proxy, such as healthcare costs) doesn't tell the whole story of a well-being program, either.

Adopting the latest research from both the SHINE program at the Harvard T.H. Chan School of Public Health and the Human Flourishing Program at Harvard University's Institute for Quantitative Social Science, ADURO is helping to evolve thinking around health and well-being to a more holistic approach.



It's called flourishing.

And it's much more than a revolution in measuring well-being programs. It's transforming well-being strategy. It's informing the way programs are designed and implemented, and how HR leaders approach the growth of their culture. Ultimately, that means it's going to create workplaces where people want to be, and employees within those workplaces who are energized, engaged, and want to grow.

What is Flourishing? How Do You Measure It?

In his 2017 paper¹, "On the Promotion of Human Flourishing," Tyler VanderWeele Ph.D., a professor at the Harvard T.H. Chan School of Public Health and founder of the Human Flourishing Program at Harvard University, described flourishing "as a state in which all aspects of a person's life are good." He then categorized those aspects into core domains:



Two validated questions for each domain were identified—a deceptively simple survey that is nonetheless incredibly powerful. Not only has subsequent study shown that the questions accurately measure flourishing, the abbreviated length of the survey means it can be given more frequently than traditional lengthy annual assessments. That leads to comprehensive



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data reflecting the current state of a population, providing far greater insights than other measurements while opening a world of opportunities for program design and impactful individual actions.

A proud supporter of the Harvard T.H. Chan School of Public Health SHINE program, ADURO is committed to incorporating the latest advances in academic well-being research and has integrated these innovative flourishing domains into its measurement tools.

Why Does Flourishing Matter?

As flourishing increases, according to Emory University sociologist and psychologist Corey Keyes, so do the personal and professional benefits: high resilience and ability to overcome workplace challenges, low helplessness, fewer work absences, lower risk of cardiovascular disease, even lower utilization of healthcare services.

Just as employee flourishing has business impacts, research is solidifying a circular link: Work environments impact employee flourishing as well, both on the job and at home. A Harvard study² of global factory workers, for example, noted a substantial drop in turnover as workers provided input, solutions were implemented, and flourishing increased. “(Focusing) on workers—their needs, their dignity ... can create tangible benefits for both workers and businesses,” the researchers found.

What Does Flourishing Mean for the Future of Well-Being?

Companies use continual data processing to drive analytics and decision-making in nearly every aspect of the enterprise, yet well-being remains one glaring exception. Flourishing is about to open that door, and ADURO is making the Flourishing Measure a key metric of its Human Performance solution.

A key benefit of this ongoing measurement, which will incorporate flourishing and other factors, is the ability to create feedback loops: Data is utilized to recommend relevant actions, the results of those actions are reflected in future measurements, and the process repeats. This drives continual improvement for individuals, who can be prompted to specific practices or actions based on their index score or interests. It also provides population-level insights that organizations can use to create targeted campaigns, address areas of need on a more granular level, and even evolve overall well-being strategy.



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Is Your Organization Ready for the Future?

Is your well-being program helping your people—and your organization—flourish? Ask yourself these key questions.

Is it growth-oriented?

Does your program focus on growing flourishing and performance, instead of just reducing health risk?

Does it have continuous feedback?

Can you use data as an input to drive programming that better helps your population flourish?

Is it comprehensive?

Are you delivering a set of programs across all areas of flourishing? And is it a single, simple and intuitive experience?

If you aren't able to answer "yes" to all of those questions, it's time to shift your focus away from traditional well-being—and toward a flourishing future. We're ready to help.



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¹ The Flourishing Measure developed by the [Human Flourishing Program](#) at Harvard University. The background and motivation for these items and the flourishing domains can be found in VanderWeele, T.J. (2017). [On the promotion of human flourishing](#). Proceedings of the National Academy of Sciences, U.S.A., 31:8148-8156.

² Weziak-Bialowolska, D., Koosed, T., Leon, C., & McNeely, E. (2017). A new approach to the well-being of factory workers in global supply chains: Evidence from apparel factories in Mexico, Sri Lanka, China and Cambodia. In OECD, HEC Paris, & SnO centre (Ed.), *Measuring the impacts of business on well-being and sustainability* (pp. 130–154). Paris: OECD Publishing

Further Reading

[On the Promotion of Human Flourishing](#), Tyler VanderWeele.

[Flourishing in Positive Psychology: Definition + 8 Practical Tips](#), Courtney Ackerman.

[Flourish Index and Secure Flourish Index – Validation in workplace settings](#), Dorota Weziak-Bialowolska, et al.

[Reimagining Health—Flourishing](#), Tyler VanderWeele.