

Tips for Handling Management Concerns

Below are some tips for responding to common concerns of management regarding the Healthy Work Participatory Program.

“Will take too much time”

- Design Team and Steering Committee meet frequently during first two months of start up, then can taper off to monthly.
- Facilitator time will be about 10 hours/month—not a large commitment once program is established.
- You can train existing program managers with right skill set to be facilitator

“Lack of budget availability”

- Cost of doing nothing is also expensive and the organization may be paying for that now. For instance, the organization may struggle with low participation in current programs, low morale/satisfaction, high healthcare costs or worker compensation costs, etc.
- Will miss an opportunity to build involvement, participation, morale, engagement.
- Can start testing the program without much cost by taking small pieces of it first.
- Can manage commitment by introducing the program components to an existing committee.

“Uncertain if the program will be effective”

- The participatory process of the program is very likely to raise satisfaction as long as management is supportive.
- The participatory process is designed to create solutions that are customized to the organization and should lead to better participation and interest.

“Uneasy about raising expectations that can’t be met”

- This program has been tested with many types of organizations, and employee participants nearly always reported positive experiences with better communication and understanding between management and workers, a sense of pride, and satisfaction with learning new skills.
- Engaging employees in a design effort can improve morale and quality.



- The program does not promise results from interventions planned, but it does promise new ways for management and front line staff to work together.
- The organization and workers will form new ideas about ways to solve problems.
- Expectations are set up front that management does not have to pre-commit to implementing all solutions that are proposed. However there would need to be a commitment to being willing to listen to the perspectives of front line staff, consider their ideas, provide feedback on their solutions, and work together to address at least part of their root concerns.
- Training of company managers will provide skills to appropriately interact with the design team to foster positive relations.
- Can try the program with a single work unit as a test to see if the program is a comfortable fit with the organization.