



## Human Resources Leadership Guide Preserving Employment in an Aging Society

# Building High CareWise™ Workforce Performance



**Becoming A Carewise™ Business  
Is A Choice. Those That Do, Stand  
To Achieve Substantial Benefits**

**Continue Strong Performance And  
Solve The Dual Employment  
Burdens For The total Team. Think  
Of It As A Journey To Assemble A  
Jigsaw Puzzle Where You Fit The  
Pieces Together Build The Picture  
Of What Carewise™ Means For  
Your Business**

**Business Choices  
What Does Being a  
CareWise Organization  
Really Mean?**



## WHAT EXACTLY DO WE MEAN BY “CAREWISE™”?

A CareWise™ organization is one where managers and staff appreciate that many of their colleagues have the added responsibility of caring for a relative or friend.

The level of care will vary, and this often means that these employees may be doing the equivalent of dual jobs. Of course, being a Caregiver is unpaid work.

They also recognize that most employees will be a Caregiver at some point in their lives.

So, being CareWise™ recognizes that these employees need organization and peer support at various times

## WANT TO DEMONSTRATE YOU ARE CAREWISE™ ?

*Showing understanding and recognition of the workplace successes and challenges for Employee-Caregivers has the potential to be one of the most important processes that employers can adopt with this group of employees.*

*This is in part due to the isolating nature of the Caregiver role and the exhausting impacts of the dual role that Caregivers find themselves locked in to.*

*This is a great start, but there is more to it... Read on!*

## GETTING STARTED ON THE CAREWISE™ JOURNEY

*View our white paper on Employee-Caregivers*

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## A WORD ABOUT EMPLOYEE EMPOWERMENT

*Involving employees in anything related to the organization's operations is often referred to as empowering employees and delegating responsibility... i.e. giving them certain responsibilities in the workplace.*

*But as John Davies, our organizational psychologist says..."*

*Empowering managers and staff, and delegating responsibilities may seem like a good idea, but unless it is accompanied by "enablement" it can lead to unexpected, unpleasant surprises with serious impacts on the organization".*

*He explains that "enablement" is a training, coaching supporting process that provides your employees with*

In fact, without capable, engaged employees you can shut the doors now – they make success happen! Talking about making it happen... Let's see the elements Let's see the elements of your roadmap for evolving a CareWise™ organization.

## INVOLVE ALL EMPLOYEES IN THE DECISIONS THAT AFFECT THEM

This is a fundamental principle of organization evolution and change. If change is to be successful it needs to engage all stakeholders... as early in the process as possible.

In this case we mean Employee-CareWise specifically and all

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- By taking the outcomes of the survey to groups of employees you can add qualitative information to explain the numbers and explore what they mean. e.g. One discussion group agreed that “This is an issue for the organization and for all employees. We all know colleagues who are struggling at work because they have to go home to a parent with dementia or one who needs nursing home care - but won’t agree to go!”
- When combined, the data can point the way for organization and colleague responses. The discussion group agreed that “We see the effect on our colleagues and try to help where we can by being understanding”

## PROFITABILITY CHALLENGE

*Identifying the organization culture can be an emotional as well as organizational and individual challenge in many organizations.*

*The process can unearth many “Unwritten Ground Rules” (UGR’s) that are expressed as strongly held beliefs by employees.*

*As these are identified and discussed, those holding these beliefs about “the way we work around here” can feel questioned or even attacked.*

*For this reason, CareWise Solutions suggests that an external consultant be used to facilitate this process. This allows for participants to not only unearth these beliefs – but to address the challenges*

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## HAVE ANOTHER LOOK AT YOUR MISSION AND VISION

Knowing your workforce and what may work for them (the survey (and focus groups) is a great starting point.

When you couple this with an understanding of the challenges for organizations to become CareWise™, you are on the right journey. Checking your Mission and Vision statements is a more powerful experience than you may think. Armed with your insights into your employees and what they are saying about your organization you can apply these insights into a process to re-do these statements – with a CareWise™ perspective where possible.

## GETTING SERIOUS ABOUT CULTURE

*Evolving a CareWise™ Culture if you are serious about addressing your organization's culture.*

*Because of the complexities and challenges of this powerful process, CareWise Solutions suggests that exploration of company culture is always done with the assistance of a trained facilitator.*

## KNOW YOUR WORKPLACE CULTURE

**WHAT DO WE REALLY BELIEVE ABOUT**

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2. However, the What WE DO AROUND HERE actions of employees and managers reveal the hidden or Unwritten Ground Rules (UGR's) that most employees understand. These often conflict with the official version.

If you look at culture from the point of view of What We Do, then expect to unearth powerful beliefs and actions that really govern the way things happen....

And maybe not what the policies say!

Often these UGR's don't align with the company policies as employees have worked out alternative ways around these to get things done – or to bypass the official rules.

For example, company policy about

## BUILDING ENGAGEMENT WITH EMPLOYEE-Caregivers

*We focus on Employee-Caregiver engagement as it is a raises some additional issues that can be important for most organizations.*

*Engagement is especially important as organizations look to retain their top talent in the face of stiff competition from their competitors.*

*In many cases the Employee-Caregivers are older, experienced employees who form the backbone of your organization's capability, systems and processes knowledge and experience, customer relationships, networks, supplier relationships, supply chain and quality systems management and so on.*

The process can be used to address

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