

Editorial: Rethinking organisational well-being: from “being well” to “doing well”

Javier Bajer

The organisational well-being space is overcrowded with quick fixes and feel-good gimmicks – motivational workshops, team-building away days and a flood of activities designed to boost morale. But here’s the truth: this isn’t the answer.

Despite the avalanche of well-being initiatives, the data keeps pointing to the same ugly truth: well-being continues to be seen as a debt that organisations have with their people.

Engagement surveys tell the same story – employees are disengaged, stressed and drained, holding their employers accountable for their dissatisfaction, demanding more well-being “solutions” as if they were magic bullets.

But here’s the real challenge: the problem isn’t about being well. It’s about doing well.

When we look at workforce performance research, one thing stands out: it’s about purpose. People don’t want perks. They want meaning. They need to know that their work matters – that it makes a difference. Whether it’s to a client, a colleague or the broader community, people need to understand the why behind what they’re doing.

Purpose isn’t a checkbox on a benefits package. It’s a visceral, human need – a connection to something bigger than oneself. When people understand the impact of their work, they don’t just feel better, they perform better. And when people perform better, they are well.

If HR and leadership teams are serious about well-being, the solution is simple: stop focusing on perks and start focusing on purpose. Stop worrying about what employees feel and start asking what they do. Help people connect to work that matters – and make sure they see the value in it. Because, let’s face it, you can’t fake well-being. But when people are doing meaningful work, they’ll get there themselves.

Because, at the end of the day, doing well is the only way to truly be well.

Warmly,

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