



Why do workplace interventions fail?



We know that organisational interventions to promote health and well-being or to boost productivity fail more often than we would like to admit. Not only they are notably difficult to implement but also their effects are not always sustainable or detectable. For example, it has been argued that the probability of failure of any organisational intervention is about 50%.

This is disheartening. It also casts a dark cloud of doubt over the accuracy and relevance of what we know about organisational interventions for health, well-being and productivity.

We asked UK WON Associate Dr Maria Karanika-Murray to explain why organisational interventions fail so often and, more importantly, how to avoid failure. In the first of two articles she draws on emerging evidence from research and practice to show why many interventions fall short of their intended outcomes.

The second article, to be published in the next bulletin, will suggest possible approaches that can increase the chances of success.



UK WON Associate Dr Maria Karanika-Murray is a work psychologist at Nottingham Trent University

[Download part one here](#)

Capita joins the Creative Workplace Group

UK WON's new knowledge-sharing network takes off



Capita are the largest business process outsourcing and professional services company in the UK, employing over 68,000 staff across the UK, Europe, South Africa and India with clients in central government, local government, financial services, education, health, life & pensions, insurance and the emergency services.

According to Capita's Timothy Manning: "Innovation and continuous improvement are integral to delivering ongoing value to our clients and we are excited by the prospect of working alongside UK WON to further develop our capabilities, share our experiences and learn new and improved methods with the Creative Workplace Group."

Why not take this opportunity to learn from **The Met Office, Grimshaw Architects, Innocent** and other great enterprises by sharing experiences with change leaders working to create innovative cultures and practices in their workplaces?

The Creative Workplace Group is a diverse network of organisations committed to innovative ways of working and to sharing practical knowledge experiences with each other. Acting as critical friends, members of the group enjoy unique access to public and private sector enterprises with great stories to tell.

[If you want to know more, click here](#)

In-House and Distance Learning for Leaders

Flexible ILM Leadership & Coaching Courses



Enabling Leaders encourage their staff to be responsible, accountable and to take ownership of decisions. They create a climate where employees feel empowered and encouraged to develop their knowledge, skills and experience. In return, employees feel that they have a voice and are listened to, respected and valued. They perform better and are constantly seeking ways to improve what they do. Despite the obvious benefits of truly engaging employees, many companies still display the more traditional forms of management. Telling people what to do, will only achieve mediocre results. Creativity is stifled and employees are frustrated, because they know they are capable of doing much more, but the culture of the organisation does not allow them to.

Our ILM programmes build enabling leaders. They use the concept of the “Essential Fifth Element” to help managers go beyond the traditional views of leadership and management, to explore workplace partnership, shared learning, high involvement innovation and the knowledge, skills, qualities and behaviours they need to create a workplace where employees at every level use and develop their knowledge, experience and creativity to the full.

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Please Forward

About UK WON and Workplace Innovation

UK WON is a not-for-profit organisation that works with employers' and professional bodies, trade unions, universities, policy makers and others committed to developing and disseminating new ways of organising work that lead to sustainable competitiveness, an innovative culture and a high quality of working life.

Workplace Innovation helps enterprises and their employees to improve organisational performance and working lives by releasing the full knowledge, skill and creativity of people at every level.

Contact us at info@ukwon.net

