# People, Performance, Well-Being: Guidelines For Management and Employees

#### Preamble:

Work can be both necessary and noble, serving the general well-being of society and enabling the self-realization of the worker. However, the work that occupies the time and energy of the contemporary worker too often seems to be neither: an occupation without a meaningful connection to well-being. The guidelines that follow support the application to individual, organizational, and social well-being of the informing values for Caux Round Table principles and management guidelines: Human Dignity, Kyosei, and Stewardship.

- The standard of Human Dignity calls management's attention to cultivate aspects of employee well-being that are more practical and profound than financial remuneration;
- The standard of Kyosei asks managers and employees to recognize their shared responsibility to contribute to enterprise success; and,
- The standard of Stewardship places responsibility upon organizations to seek finance and market opportunities that promote social well-being.

Guidelines (and incomplete examples of supporting concepts):

## **Human Dignity**

- 1. Objective conditions of work (respect, freedom from coercion and harassment)
- 2. Stability and security (stable employment, assistance with finding alternative employment where economically necessary, retirement planning)

### Kyosei

- 3. Opportunity for personal development (training, skill development)
- 4. Compensation (financial and, at least as important, non-financial)
- 5. Transparent communication (performance reviews)

### Stewardship

- 6. Productivity (necessity of work for social ends; sustainable financial performance)
- 7. Mission and vision (organizational purpose that tangibly promotes social well-being)