



Common Challenges of Crafting an Operating Plan

Not enough or irrelevant data:

- » In order to develop the organization to support employee health and well-being, employee needs must be identified. If this data doesn't exist, please reference Benchmark 3: Collecting meaningful data of evolve a wellness strategy.
- » Many times, there is an abundance of data, but it doesn't necessarily identify the root cause or support an employee needs. For example: many organizations have data revealing that employees experience high levels of stress, but do not have a full understanding of what is causing the stress. This might lead to implementing the wrong intervention.
- » Furthermore, the data may not point to a specific implementation of support, but rather further assessment. If employees are stressed and the organization has identified this is specifically financial stress the next step may be to collect more data regarding living wage and expendable income and pay equity before purchasing and implementing a financial wellness education resource.

Lack of critical involvement from key stakeholders:

- » Without the support of and collaboration with key stakeholders who lead various divisions of the business, it is difficult to learn about those areas' functions and might develop in support of the employee. If this is a gap, reference Benchmark 2 to gain collaboration in support of wellness.

Lack of knowledge about how the organization functions to effectively detail how to improve:

- » Most operating plans will require support from other areas of the organization. When designing work and developing the organization to support well-being it is natural that progress includes cross-functional collaboration.
- » Before outlining how another area of the business will develop to support well-being, it is critical to ensure one has a full understanding of those operations and goals. This can be done during the development of the operating plan, though it is best developed more collaboratively prior to the development of the plan.

Self-limiting Beliefs:

- » Developing a plan that dictates growth and evolutions for multiple functions of a business may seem out of scope or present limiting beliefs about one's ability to lead in these areas. However, this is where Benchmarks 1, 2, and 3 play a critical role. Successfully curating Benchmarks 1, 2, and 3 will ensure one has leadership support, cross-functional collaboration, and meaningful data to inform the directive of the operation plan.



- » According to Brene Brown, “A leader is **anyone who takes responsibility for finding the potential in people and processes and has the courage to develop that potential.** Leadership is not about titles or the corner office. It’s about the willingness to step up, put yourself out there, and lean into courage.”
- » Wellness professionals or those tasked with employee well-being must lead in a manner that develops the organization in addition to supporting the employees needs. While organizational development might not traditionally been a part of a wellness role, it is well within the scope of corporate wellness work.