

Whole-being Framework: the Starting Point for Implementing Workplace Wellness Programmes.

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The *Whole-being*© framework was developed as a starting point for a holistic coaching approach, devised in the pursuit of a meaningful way to thrive both in our personal and professional lives. It is only when people are whole that a world based on integrity, freedom, kindness and compassion can materialize. This paper is aligned to the perspective of experiences, specifically addressing the role design has in helping organisations understand what really drives their employees, while bringing attention to the “whole-being ecosystem” which influences people’s motivation and performance. A whole-system approach is necessary so that executives can thrive without running the risk of burning out. Policies must align themselves in the direction of this purpose, to create the right conditions for “whole-beings” to thrive, but in the midst of all of this self-awareness remains essential for the system to work. The training focuses on optimizing the participant’s energy as well as on developing certain attributes to feel and be whole.

#coaching and training

#design strategy

#systems thinking

#leadership and development

#wellness

Whole-Being Framework: The Starting Point for Implementing Workplace Wellness Programmes.

Despite growing consensus that investing in employee wellness brings numerous benefits for companies such as productivity enhancement, an increase in employee satisfaction, good physical and mental health, staff morale, staff retention, a reduction in absenteeism, the fostering of better relationships between staff and management as well as improved communication, there remains a high level of debate about how best to enhance the chances of adoption of workplace wellness programmes.

According to a 2018 work and well-being survey by the American Psychological Association, just over half of workers in the US reported that they regularly participate in training and development activities and even fewer reported participating in efforts designed to involve employees in decision making, problem solving and goal setting through the use of flexible work arrangements. Despite the prevalence of workplace health promotion efforts, just 4 in 10 working Americans said they regularly participate in these employer-provided wellness programmes (American Psychological Association 2018).

There is an opportunity here to design wellness programmes tailored to the specific organizational context, addressing needs that are employee-centered and more suited for the particular context individuals live and work in.

The Whole-Being© framework was designed as the starting point for implementing relevant workplace wellness programmes that generate the sensation of wholeness and balance among its participants.

Achieving equal levels of physical, emotional, psychological and spiritual intelligence are the

basis for our ability to feel whole. Furthermore, there are diverse political, economic, social, technological, environmental and cultural factors which allow us to properly nurture and develop ourselves. All of these have to be identified and taken into account.

The aim of the framework is to determine indicators of wellbeing that could be assessed covering political, economic, social, technological, environmental and cultural factors: a healthy diet, good-quality sleep, access to the natural environment, clean air, access to good transportation, liveable wages, a healthy & fair working environment, sociability & a sense of neighbourhood cohesion, engagement in cultural activities, safe/affordable housing as well as gender equity.

The Whole-Being-Wheel© on Figure 1 depicts a host of factors which contribute to the feeling of wholeness, elements which we require to thrive in our personal and professional lives. At the bottom part of the wheel there are P.E.S.T.E.C. factors (political, economic, social, technological, environmental and cultural) such as those listed in the above paragraph.

The top part of the wheel shows the personal attributes that a person can potentially develop once the P.E.S.T.E.C. factors are realized; physical activity, care for nature, compassionate & cooperative interactions, being patient & persistent, enhanced creativity, focus, being appreciative, strong/harmonious relationships, a heightened ability to multi-task, cope with stress, a sense of purpose, an inclination towards being goal-oriented, improved communicative capacities.

The wheel is formed by three main transversal axes that cross a horizontal axis and they are all correlated. The horizontal axis represents balance.

Defining wellness

The term wellness is a broad topic and has been applied in multiple forms. A common understanding of wellness is imperative.

The National Wellness Institute (NWI), which originated in Wisconsin in 1977 following a conference where the concept of wellness was first discussed, defines wellness as

an active process of becoming aware of and learning to make choices that lead toward a longer and more successful existence-functioning optimally within the surrounding environment” (National Wellness Institute n.d.).

Dr. Halvert Dunn, who many consider to be the curator of the modern-day term wellness, defines high level wellness for individuals as

an integrated method of functioning which is oriented toward maximizing the potential of which individuals are capable. It requires individuals to maintain a continuum of balance and purposeful direction within the environment where they are functioning (Dunn 1961).

Another definition comes from Mosby’s Medical Dictionary, which conceives of wellness as

a dynamic state of health in which an individual progresses toward a higher level of functioning, achieving an optimum balance between integral and external environments (Mosby’s 2021).

Finally, the American Heritage Medical Dictionary defines it as

the condition of good physical, mental and emotional health, especially when maintained by an appropriate diet, exercise, and other lifestyle modifications (The American Heritage Medical Dictionary 2007).

Mindfulness & leadership

Techniques to cultivate mindfulness have proven their usefulness as a set of tools to stay at ease and effective during stressful times. Unfortunately, wellness is still treated as a bonus and a luxury rather than a prerequisite for improving focus, efficiency and creativity not only in the workplace but in our everyday lives. Corporate executives shake their heads and insist that they don't have time for such nonsense. It is necessary to fight against the high rate of error in production, against the fall in sales and the inexplicable and non-existent acquisition of new customers. Mindfulness can only be taken seriously when you no longer know what to do with the surplus of earnings. That being said, however, at the end of the day it remains people who generate business and products for each other. After all, business is always about relationships that contribute to everyone's lasting success. Mindfulness helps us face the realities of our time and make them manageable for everyone (Narbeshuber 2019).

The novel wellness tools and activities succeed only if leaders support their adoption. Once this takes place, the results speak for themselves—an organization whose leadership promotes a culture of wellbeing will be more resilient, more capable of handling change, and more responsive to the needs of their employees (Cuff and Hammers 2019).

A group of Wachovia Bank employees who went through an energy management programme conducted by the Energy project, a training and consulting company in the USA, outperformed a control group on important financial metrics like loans generated, and they reported substantially improved customer relationships, productivity, and personal satisfaction. These findings corroborated anecdotal evidence gathered about the effectiveness of this approach at other companies, including Ernst & Young, Sony and Deutsche Bank. When organizations invest in all dimensions of

their employees' lives, individuals respond by bringing all their energy wholeheartedly to work—and both companies and their people grow in value (Schwartz and McCarthy 2007).

Carrying out surveys in companies to measure stress levels can be a good way to generate an image of what's happening with their workforce, a basis upon which discussions can be held with CEOs about decisions that they can make that can address escalating stress levels among their workforce. The decisions that CEOs make can have a profound impact on people's mental health, so guiding them to make good decisions that will lead to better mental health outcomes and better health outcomes in general is key.

Why Use a Design Approach for Wellness Training?

A Global Human Capital Trends report by Deloitte shows that 79% of respondents feel that HR Directors must upgrade their skills to include design thinking with the goal of designing a productive and meaningful employee experience through solutions that are compelling, enjoyable, and simple (Global Human Capital Trends 2016).

Design is focused on the creation of novel and valuable products, services, systems, communication programmes and environments. Against the backdrop of economic uncertainty, service providers as well as policy makers are now faced with the challenge of doing more with less while simultaneously increasing user satisfaction. Design thinking strives towards meaningful and effective change by reconfiguring resources in different ways.

Designers have been equipped with certain tools that are particular to their profession, skills which aid in the resolution of wider issues that go beyond designing the aesthetics of people, places, and things. Through the adoption of a user-cen-

tric approach, we as designers can bring value to almost any field—including health and wellness eco-systems- that if tackled properly will eventually lead to a better quality of life for everyone.

Design thinking is a specific and thoughtful process for identifying the problems within a system and for developing potential solutions. It is based on the simple yet radical idea that the people who face the problem every day are most likely the ones who hold the keys to the solutions.

The process for identifying problems and solutions in organizations often entails getting smart people together in a room to discuss the issue and to impose a top-down solution. By contrast, design thinkers work with multiple stakeholders who actively engage in identifying the problems and remedies so that the resulting solutions are the product of a collaborative, thoughtful, and iterative effort from various perspectives (Cuff and Hammers 2019).

Designing with empathy means designing with accurate and sufficient knowledge about the end user. Empathy also means the ability to change preconceived ideas and the willingness to start again (Medina and Saldarriaga 2015).

Design thinking in the context of workplace wellness programme design is useful because it can allow people to understand and change their environment and to redesign its procedures in such a way that all stakeholders are taken into account in the process.

The best way to predict the future is to design it. Design is changing existing situations into preferred ones (Simon 1969). The same is true for a workplace environment—the best way to fix a stressful workplace is to be actively involved in redesigning it by understanding the current situation, to prototype ideal scenarios and finally design specific solutions.

One interesting method to understand the current situation and get inspiration for a solution involves the use of participatory research such as shadowing employees while they are on the job. This will give insights into their experience and inspire ideas on how to improve it.

During the wellness programme's ideation phase, it is important to gather a multi-disciplinary team to get different points of view. Once some solutions are prototyped, it is essential to go back to the target audience to get their feedback and to incorporate their advice into the next round of ideation. If the organisational design team tries to finalize ideas before getting feedback from stakeholders, it will be less likely that stakeholders will give their honest opinions about the programme.

Understanding Well-being with a Systems Thinking Approach

Well-being should not be looked at as an individual challenge but as a systemic one.

The core principles of systems theory include:

1. A system is more than the sum of its parts.
2. Many of the interconnections in systems operate through the flow of information.
3. The least obvious part of the system, its function or purpose is often the most crucial determinant of the system's behaviour.
4. System structure is the source of system behaviour. System behaviour reveals itself as a series of events over time.

The systems-thinking lens allows us to reclaim our intuition about whole systems and hone our abilities to understand parts, see interconnections, ask *what-if* questions about possible future behaviors and be creative and courageous about

system redesign. Then we can use our insights to make a difference in ourselves and our world (Meadows, 2009).

A person's wellbeing is determined by many factors and a change in one part of the system can have significant effects on other parts of the system. This is why it is important to look at each component of the system and how one factor interacts with other parts of the system so an intervention in one part positively affects other parts. For example, if a person is not getting good quality sleep they will most likely not be able to focus at work. Similarly, if he/she doesn't have a fair wage to live on it is less likely that he/she can develop a sense of appreciation of his/her job and this can cause him/her to leave the organization when a better job comes along.

A Holistic Approach to Well-being

Holism in quantum physics refers to systems that are so interlaced that each part is defined by every other part of the system.

There is an incongruity between the healthcare sphere and our well-being. According to the American Psychological Association (APA), healthcare accounts for only about ten percent of the variants in our health status. Our lifestyle and behaviour, our environment and biology have a much greater impact, yet we spend a lot of our energy and time on healthcare. In 2021 it has been estimated (keeping to a tendency that we observe across the span of recent years) that over USD \$3 trillion will be spent on something that accounts for ten percent of the variance. Often, we ignore the fact that other factors like education, income, affordable housing can have a profound impact on people's mental health status.

On the other hand, the international perspective of healthcare is limited to curing diseases and ignores how managing stress by balancing our physiological,

emotional, psychological and spiritual energies can prevent serious health problems like heart disease, obesity, high blood pressure and depression (Kelly and Evans 2021; Coons 2021).

All too often within the Western world there has been an overemphasis on using GDP, average income and other economic metrics as a means of recording the 'health' of society. Recently, however, there has been a shift in the political, and public discourse towards a consensus that the true measure societies should be judged by is happiness, and the concept of well-being (Barton 2017).

The Whole-Being-Wheel© (figure 1) was inspired by The World Health Organization's definition of health which clarifies that health is not merely the absence of disease but also 'a state of complete physical, social, mental well-being' (WHO 1948). Equal levels of physiological, emotional, psychological and spiritual intelligence are the basis for our ability to feel whole and when in balance we can properly nurture and develop ourselves.

The framework was designed as a starting point to generate conversations with key stakeholders involved in the health ecosystem and thought as a

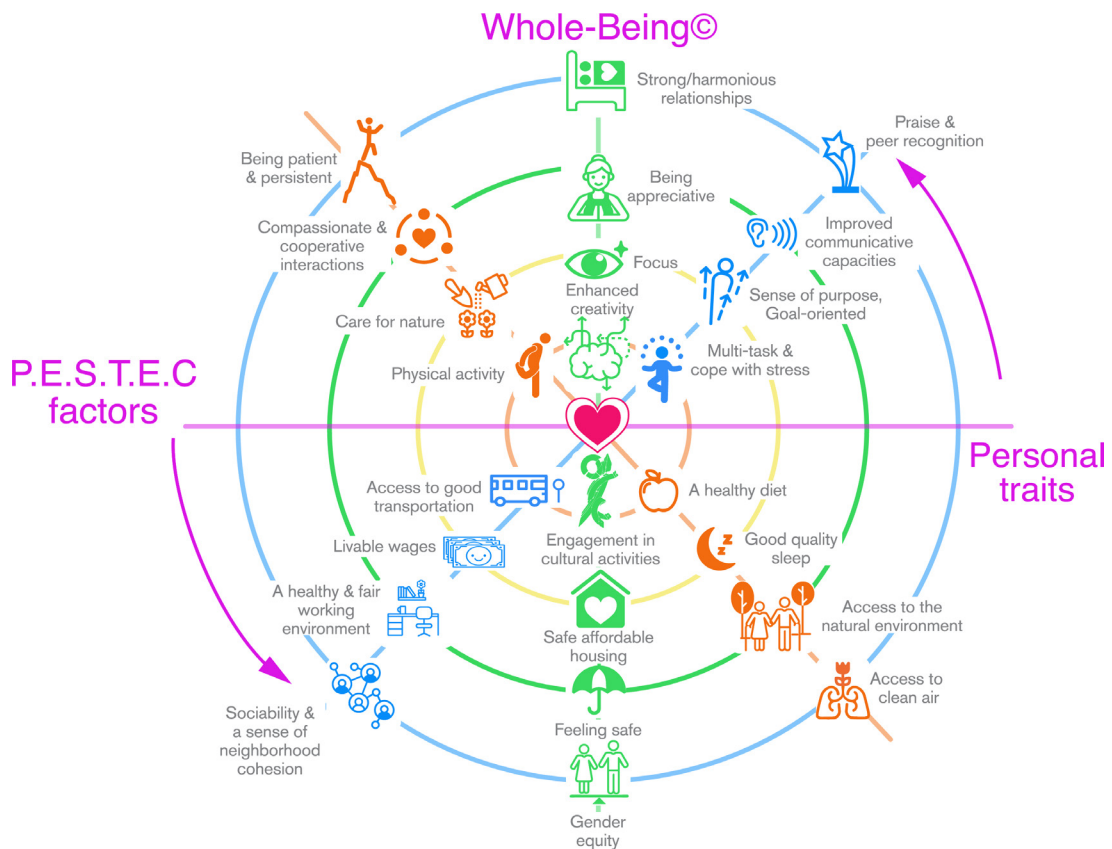


Figure 1: The Whole-Being-Wheel©. Source: author.

diagnostic tool to help find the correlation between P.E.S.T.E.C factors (political, economic, social, technological, environmental and cultural) and the attributes that a person develops which ultimately result in the sensation of wholeness (figure 2).

Our ability to thrive in any environment is dependent on a wide array of factors. This view encourages cooperation because once one realizes that we are all part of the same system, we take responsibility for our own part in it.

This framework is the starting point for a whole-system approach to pursuing a meaningful way to thrive. It is only when people are whole that a world based on integrity, freedom, kindness and compassion can materialize.

To thrive we must conceive ourselves as what we are, rather than what we have. What are we? By definition we are human beings. And what does Being really imply? To be present in the moment to be infinitely grateful from the heart and in harmony with our body and our mind. When we are truly present, we don't think about our past mistakes, our problems, how we have been hurt and the rage towards the situation and its perpetrators. We don't think in the modality of the future, the unexpected consequences it might harbour and the possibility of disasters. We are just present (Honda 2019).

Nothing can buy happiness. However, having our needs covered alleviates a significant part of the discomfort of life, for the less worries one has the more time he/she has to just be.

Over the course of eleven years, researchers from the Harvard T.H. Chan School of Public Health and Chapman University assessed the mental health and physical activity of almost 10,000 English adults ages fifty and older. They found that individuals who were happy and optimistic at the outset of the study were consistently more

mobile during the following decade, suggesting that as psychological well-being improves, so too does physical activity (Ducharme 2016). Furthermore, we are all naturally caring and compassionate and we can thrive only when the right resources are in place.

Intelligent partnerships are essential to come up with multi-disciplinary sustainable solutions that will create the right conditions to experience healthy-balanced lives. For more effective collaborations a sense of oneness is necessary. Policies must align themselves towards the creation of the right conditions for "whole-beings" to thrive. At the same time, self-awareness on the part of the individual is also essential for the system to work.

People have the power and organizations have the opportunity to lead this momentous transformation. We must stop ignoring the impact and dreadful consequences of unhealthy living. We are living in a period of crisis. The COVID-19 crisis has led to major disruption in people's lives. Most families have been hit hard by the effects of the pandemic. Many companies have transitioned into full remote working mode and others have laid off staff in unprecedented numbers. Increased anxiety and stress have caused mental health disorders. Parents have been stuck at home with their children because of the closure of schools. Some have had to go back to their parents' home due to insufficient funds to pay the rent, resulting in negative emotions such as anger, anxiety, sadness, fear and stress.

Crisis usually leads to destruction and creation. It can lead to death, depression, battle and agony, but it can also lead to new ways of thinking and acting, to positive and inspiring solutions and to new ways of life.

It is highly beneficial to empower individuals to engage in their communities, to become co-designers of the system and to invite private organizations to support the broad cause of health and

well-being, allowing communities to capitalize on their knowledge and resources.

Health is too important to leave it to a few organisms. A whole-system approach is necessary so that everyone can thrive together. In order to change the world, however, every individual has to tell a different story to themselves and we all have to engage in the production of divergent stories.

What we believe is possible is determined by our worldview. To truly leverage the available resources, we must take ownership of our own thoughts and attitudes to optimize our ability to thrive in the personal and professional fields. Through our beliefs we hold the gift of the single most powerful force in the universe: the ability to change our lives, our bodies and our world by choice (Braden 2008)

The agenda of the ruling elite is the product of a destructive world view based on their beliefs that there is not enough to go around, that some people are more deserving than others and that their own safety depends on having control over the rest of us; a worldview based on scarcity and fear. To render their agenda obsolete we have to become aware, stop and take action (Gamble 2011 1:39:58).

The private sector can and should drive change by deconstructing barriers that have plagued society – barriers at work, in our community, at home and most importantly in ourselves. In today's consumer driven society, people will be more receptive towards messages from the brands they trust. In such an environment, organisations have the opportunity to engage with their target audiences and cultivate notions of wellness. Before this happens, however, they need to truly understand their audience, taking into account all of the P.E.S.T.E.C factors which determine their level of well-being and, following from this, build multiple versions of the messaging for a diverse audience.

There is a huge need for innovative thinking, creative solutions, and to take action; this can occur in all sectors of the economy and in all companies and organizations, both large and small. Governments need to set and enforce appropriate regulations on treating workers fairly and humanely and keeping them safe and healthy. Companies need to do a better job of thinking about how their culture, operations, products, and services affect the wellbeing of their employees, customers and communities. And most importantly, as individuals we all need to become leaders in implementing wellness at work (Yeung & Johnston 2016).

Many factors in our workplaces can be improved to ensure that the relationship between our working lives and personal lives is positive and mutually reinforcing. We need to recognize and address the huge impact that workplace culture and stress can have on our personal wellbeing and in addition, when we find meaning, purpose, and impact through our work, our individual wellness is enhanced and we become better employees (Yeung & Johnston 2016).

Our work and our wellness are locked in an interdependent relationship. We all bring our underlying state of wellness to work with us – our physical and mental health, family life and relationships, personal motivations, values and experiences. All of these factors together affect our job performance. At the same time, what we do at work and how we work have a profound impact on our personal wellness, from our financial stability and social status to our physical health and stress, our self-esteem and sense of purpose. Our personal wellness is optimized when both our working lives and personal lives are positive and mutually reinforcing (Yeung & Johnston 2016).

Wellness programmes should be approached in such a way that they fit into workers lives as

opposed to another task they have to do, another form of labour. Ideally the initiatives should be incorporated into work time.

A tailor-made workplace programme to encourage whole-beings within organisations

Empathy and collaboration are key to deliver effective whole-being development programmes in organisations and, as these traits are intrinsic of design thinking, the author discovered she had a role to play in helping organisations understand, from a more holistic and sustainable perspective, what really drives their employees.

The Whole-Being© workplace programme begins with a self-awareness diagnosis to identify thinking patterns, attitudes and values, the bases of which can be used to identify participants strengths and shortfalls associated with well-being and feeling whole.

To identify the forces that influence what every participant determines as valuable/significant to feel “whole” we will apply a service design tool borrowed from the world-renowned design consultancy ideo as a basis to design our questionnaires (A.E.I.O.U.) activities, environments, interactions, objects (i.e., tools we use to perform tasks), and users (i.e., people we help) that make us feel engaged, creative and free to impact positively, whilst working and at home.

The content of the programme has been inspired by the idea that we shouldn’t wait for our emotions to change, we should take action in such a way that these change.

It has been proven scientifically that achieving a cooperative alignment between mind, heart and emotions allows the individual to activate his/her social and emotional intelligence and is more likely to restructure his/her thoughts and adopt

the necessary attitudes to achieve whatever he/she sets her/his mind to.

The HeartMath Institute in California has been studying heart function for the past twenty five years and has developed cardiac coherence techniques that help align thoughts and emotions, resonate them and then resonate these with others. The scientists working at the HeartMath Institute have found clear evidence that the heart also acts as a brain and that it possesses all the functions that are normally associated with brain function. It has found that the neural connections in the area around the heart send more signals to the brain located in our head than the signals sent by the encephalic brain to the heart. As a result of these studies, the HeartMath Institute has created a model called cardiac coherence to facilitate the alignment of the cardiac brain with the head brain. When we are not resonant with ourselves, we find ourselves in a state of un-wellness and we send conflicting signals to others because we are unable to resonate with them (HeartMath Institute 2021).

The mission of HeartMath Institute is to help people bring their physical, mental and emotional systems into balanced alignment with their heart’s intuitive guidance. This unfolds the path for becoming heart-empowered individuals who choose the way of love, which they demonstrate through compassionate care for the well-being of themselves, others and Planet Earth (McCraty 2015).

The overall purpose of the training experience is to form “resilient achievers with purpose” through the use of content tailored for achieving multi-dimensional well-being (physical, emotional, psychological and spiritual). Inspiring the participants to live every day conscious of their bodies, emotions, thoughts and spirit; creating beautiful things daily-listening, and sharing their inner voice with the world. After three weeks, participants will begin to feel more engaged and energetic.

Some examples of activities which build energy towards the four dimensions of wellbeing are:

1. **Physical:** Taking intermittent breaks to restore physical energy.
2. **Emotional:** Avoid victimizing and take a proactive role in life situations.
3. **Psychological:** Avoid constant distractions associated with devices which drain mental energy.
4. **Spiritual:** Engage in activities which bring a sense of meaning and purpose.

The programme has been planned for groups composed of a maximum of fifteen people. The format is five weeks long, and is composed by three live workshops (three-hour long), pre-recorded video conferences, self-guided skill-building activities and exercises, yoga and meditation practices and on-demand video mental health coaching as well as self-guided skill-building activities and exercises.

The programme will be delivered by experienced therapists and lifestyle coaches with credentials in psychotherapy with an emphasis on integral

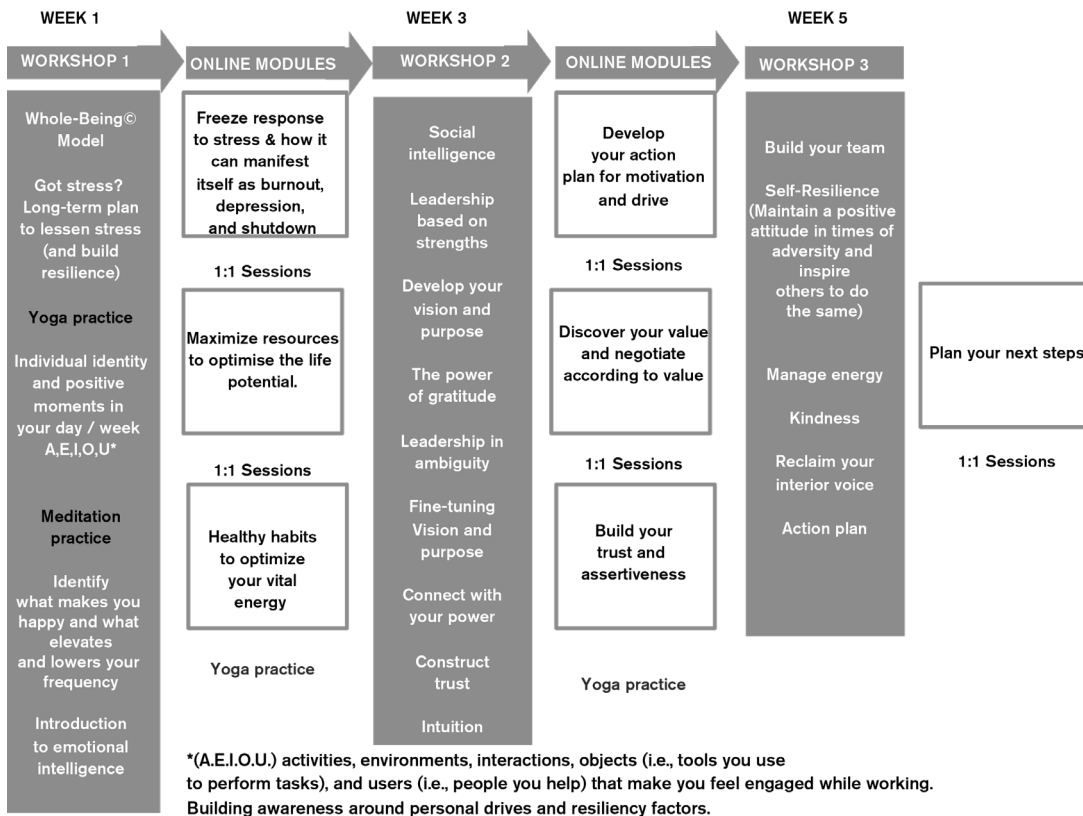


Figure 2: Excerpt from a project proposal for the programme’s content delivery plan for an organization in the U.S.A.

Source: author.

wellbeing. The author's experience and background in corporate trainings on design thinking and knowledge in yoga and meditation will round up the programme.

The content was conceived in order to create a new "mindset" in the individual, empowering each participant to adopt the thoughts and attitudes necessary to succeed by promoting comprehensive well-being (physical, emotional, psychological and spiritual)

The best measure of productivity is not the number of hours we work. It's how much focused energy we bring to whatever hours we work (Schwartz and McCarthy 2007). To this end, the training focuses on balancing the person's energy through activities oriented to develop 13 attributes or personal attributes that encourage the sense of wholeness in a person's development, as explained in Table 1.

Conclusion and areas for future research and practice

Empathy and collaboration are key to deliver effective whole-being development programmes in organisations and these traits are intrinsic of Design Thinking.

We are all capable of developing attributes such as gratitude, focus and concentration, creative thinking, compassion, a sense of vocation and perseverance. We each have the potential to thrive if the right resources are in place.

Establishing daily rituals that build our physical, emotional, psychological and spiritual energy can bring powerful results both to our personal as well as professional lives.

People have the power and organizations have the opportunity to lead the transformation. The novel wellness tools and activities succeed only if organisational leaders support their adoption and once that is the case, the results speak for themselves.

Further research is needed to determine the impact of workplace wellness in real-world settings in order to adequately inform policy decisions. On the other hand, further research questions should address the topic of wellness literacy. How do we help the general public to understand what the correlates are for feeling whole?

What are some of the issues that detract us from experiencing multi-dimensional wellness (physical, emotional, psychological and spiritual)? What kinds of things can people do to be more engaged in taking care of their wellbeing? How do we launch significant and relevant workplace wellness programmes for the long haul, not just the short term? Further research should be undertaken to discover what do experienced wellness coaches think of the Whole-being model and the proposed thirteen attributes.

| 13 ATTRIBUTES OF A WHOLE-BEING | | |
|--------------------------------------|-----------------------|---|
| Energy location | Attribute | Description |
| Body: Physical energy | Physical Activity | As psychological well-being improves, so too does the will to undertake physical activity. Exercising regularly keeps our body fit and our mind calm |
| Body: Physical energy | Sleep | Our ability to manage our emotions and focus our attention is directly related with the amount of sleep we get. |
| Body: Physical energy | Nutrition | Taking the time to shop, cook and eat our 3 meals is vital for feeling energetic. |
| Emotions: quality of energy | Relationships | When feeling over-stressed & burned-out we are unable to have quality time with our friends and relatives (we are with them but our mind is elsewhere) |
| Emotions: quality of energy | Passions | Dedicating time to activities that we love and being mindful whilst doing them encourages joy. |
| Emotions: quality of energy | Gratitude | Expressing our appreciation to others brings joy and taking the time to savour our accomplishments and blessings keeps us in balance. |
| The Mind: focus of energy | Focus & concentration | When our working space is cluttered or we are surrounded by toxic people we tend to be more easily distracted. There are various rituals that harness focus such as turning off your phone whilst writing or listening to a whole song without allowing the mind to drift off. |
| The Mind: focus of energy | Reflection | Taking time for self-reflection Who am I? What is the world about? allows mind and heart alignment. Cultivating an inquisitive mind broadens our mind and makes learning more enjoyable. |
| The Mind: focus of energy | Creative thinking | Needing to understand things and get to the bottom of it. Visualizing larger patterns and unexpected connections in things that seem independent from or even in tension with one another. |
| Spiritual Energy (meaning & purpose) | Principles | Acting from principles and beliefs and living accordingly. |
| Spiritual Energy (meaning & purpose) | Compassion | Having deep empathy for others. |
| Spiritual Energy (meaning & purpose) | Vocation | Feeling called upon to serve and give back. Enrolling in activities that gives us a sense of meaning and purpose. |
| Spiritual Energy (meaning & purpose) | Perseverance | When work is too demanding and unsatisfying, we are more likely to feel irritable and anxious and less likely to thrive whereas when we engage in activities that we love we flow naturally and they do not seem like work. If the work is meaningful, we tend to feel more positive energy, focus better and are more perseverant. |

Table 1: Thirteen Attributes of a Whole-Being.*Source: author.*

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Bio

Marea Saldarriaga has a BA on Graphic Design from IBERO University (Mexico City) and an MA on Design & Branding Strategy from Brunel University (London). In 2005 she founded LOGROS CREATIVOS with the vision of encouraging competitiveness and innovation in Mexico. She has had an active involvement in Academia teaching Design and Innovation. Her passion for yoga, meditation and naturopathy led to the creation of nava diti, a sustainable organisation oriented to wellbeing with a wide portfolio of natural and ecologically processed products. In 2017 she became a Certified Yoga instructor with the purpose of sharing her passion for yoga and mindfulness, guiding her students in such a way that they can have more physical strength and emotional resilience. With the determination to merge her experience in innovation training and her passion for yoga and well-being, she developed the Whole-Being© framework and a first holistic wellness programme.