

BOOK REVIEW

ABOUT THE BOOK

Miller, R., Williams, P., O'Neil, M. (2018). *The healthy workplace nudge: How healthy people, culture and buildings lead to high performance*. Hoboken, New Jersey: John Wiley and Sons. 255/296pp, \$21.24.

REVIEWED BY:

SONIA SELWIN

Post-Doctoral Scholar, Dept. of Leadership, Andrews University, Michigan

HARRIS SASEENDRAN

*Lecturer, Commercial Studies Division, Bahrain Training Institute
Ministry of Education, Kingdom of Bahrain*

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BACKGROUND INFORMATION

ABOUT THE AUTHORS

The book selected to review is '*The healthy workplace nudge: How healthy people, culture and buildings lead to high performance*' by authors Rex Miller, Philip Williams and Dr. Michael O'Neil (2018). This book was selected because we concur with the ideas discussed. It is a roadmap for workplace transformation backed by good research including statistics and cases studies. The book warns us about the dangers of our unhealthy work-lives, proclaiming that "We are sleeping with a python" (Miller, Williams and O'Neil, 2018, p. 28), comparing the python with health-risks affecting people, businesses and nations. Moreover, the book discusses strategies to kill the python of unsafe workplace practices before it swallows us alive.

Among the authors who contributed towards this book, Rex Miller is well-known for his MindShift model which guides organizations on how to improve their organizational culture and performance. He works with many top industry leaders and have won international awards for innovation. He has been a five-time Willey author and all his books are based on in-depth research. The second author, Philip Williams is the President of Commercial Business Development at Delos, a real estate research company that helps in creating a healthier workplace. He has worked with Webcor Builders, Southland Industries and Carrier/United Technologies Corporation. As an engineering specialist, he contributed to the understanding and inclusiveness of health sciences by improving the design, construction and operation of buildings. The third author of the book, Michael O'Neill, is the Director of Global Workplace Research, Workplace Strategy and Market Insights teams for Haworth, Inc. When he worked at BOSTI, he contributed towards research using analytics to prove the impact of workplace design on the performance of employees. He completed his doctorate in architecture and human behavior and developed a software based on biological properties of neural networks that models how people take decisions as they work within buildings.

ABOUT THE BOOK

This book is written with the purpose of creating happy and healthy employees in the workplace through healthy workplace nudge leading to high performance. The premise is that organizations which invest on healthy workplace designs can 'nudge' the employees' habits subconsciously, without using force. This would improve the health, happiness and productivity of the employees. This book brings research from 100 macro-organizations that tackle the health issues of employees. The claims of this book would offend the wellness industries since it tries to prove those organizations are not effective. The book would also ruffle few feathers among corporate HRs who have established strategies for employee well-being and motivation. It is a book whose claims can offend nearly everyone. It brings out the risks of the workplace and benefits of a healthy workplace nudge. In the words of the author "According to the

Cleveland Clinic's Dr. Michael Roizen, by 2025, we will hit that point which is 'undoable', at this point the storm will produce profound societal disruption" (Miller et al., 2018, p. 9). Before the situation approaches that stage of no return, where nothing can be done to protect the nation from the predicted crisis, Rex Miller lays down practical suggestions to save the world. The author believes that well-being before wellness is the key to a healthy workplace. In our point of view, the authors has convincingly pointed out suggestions for a healthy workplace nudge.

TRACING THE ARGUMENTS BY THE AUTHORS

Part I

The authors began by providing a different perspective of the elephant rider from the book, *'The righteous mind'*, written by Haidt, J. (2012). Even though the rider, who is a symbol of our conscious mind, tries to direct the elephant, symbolizing our culture, subconscious desires, fears and subjective experiences, the elephant will decide by itself where it wants to go. The solution is to whisper to the elephant through nudges to slowly brainwash it. The definition of nudge in this book is "anything that makes it easy for the elephant to pick a better path." (Miller et al., 2018, p.1).

During their journey to transform the workplace, the authors did not find formulas but instead saw patterns. "Simply plucking the lessons from an expert rider and applying them into your elephant typically fails" (Miller et al., 2018, p.2). Many see what is happening but miss the truth. For example, the authors discuss about the world recession that began with the US financial crisis, "The best and brightest minds in the financial industry closed their eyes and simply rode the lumbering beasts off the path to destruction" (Miller et al., 2018, p.6). Creative and courageous leadership is the only redeemer of organizations walking into the cliff.

An interview with Dr. Roizen made it clear that chronic disease was highest among the expenses of federal spending. The five elements of a lifestyle which causes chronic disease are unmanaged stress, overeating and poor diet, a sedentary life, and abuse of alcohol, drugs and

smoking. “Eighty-six percent of the nation’s \$2.7 trillion annual health care expenditures are for people with chronic and mental health conditions” (Miller et al., 2018, p.25). They liken this a disaster waiting to happen, like sleeping with the python which is slowly killing us.

Another issue to note is the Federal spending focus which ensures that Healthcare could become 36% of the total GDP in the US by 2030. This is a big problem for businesses as their cost for managing employee health too is shooting up without being able to control the increased expenses. The authors point out that different companies have various programs for managing good health, although what really matters is a healthy culture.

LeW predicted the future and was aware about the sea change required and made sincere efforts to study new workplace designs by eliminating all private offices. He suggested rehumanizing the workplace.

“The potential effect of environment on happiness and health seems intuitive. However, office buildings are seldom designed for humans...unless a developer can link the cost of iconic design or an enhanced user experience to higher rents, the process reverts to buildings and the people who will work in them becoming mere commodities.”

(Miller et al., 2018, p.35).

Since people spend most of their lives at the workplace, the buildings should be designed to support a healthier environment for employees. In order to achieve this, the human resource and the corporate real estate should work together. Miller et al. (2018) suggested ‘leadership engagement’ to win the hearts and minds of employees. With the integration of best efforts, leaders can create a ripple effect of happier employees by walking the talk, creating a healthy environment, designing healthy nudges and truly caring about employees and helping them towards better health and well-being. (Miller et al., 2018, p.39).

The discussion with Tom Emerick “unraveled the wellness garment and it looked like the emperor had no clothes.” (Miller et al., 2018,

p.38). They realize that wellness programs don't work and every penny that was invested towards the program was wasted. Furthermore, the comment by Dr. Monnat made the authors realize that the "Nation is in pain". People have different kinds of pain in life which could be due to poverty, illness or other challenges of life. Employees in pain are treated with pain-killers, similar to what is offered by drug-dealers. The root cause of many of these problems is stress which should not be ignored. Since people feel trapped, companies should be more caring towards their employees and find ways to create a positive environment. One of the suggested way to reduce stress is to allow additional staff, reduce the pay and reduce the workload.

The authors suggested that leaders should go on a "listening tour" in order to gain better understanding of their team members. (Miller et al., 2018, p. 51). Sylvia's story in the book was yet another example which provides proof that stress management programs wouldn't help, but rather employing more employees to reduce the amount of work would help. Jeffrey Pfeffer wrote in Fortune magazine that the workplace conditions affected people's level of stress due to work-family conflict, economic insecurity, shift work, long working hours, low levels of organizational fairness, an absence of control over one's job and high job demand. After 2 years of research with 180 teams, it was concluded that psychological safety was the number one factor in high performance. (Miller et al., 2018, pp. 59, 64).

Part II

The research by the authors brought out a finding that well-being should be given more importance than wellness. Moreover, well-being required a mind shift and not a new program. The authors showcased the case of Bob, to explicitly prove that the time spent by an employee in office affects his family life while the satisfaction of his personal life has an impact on his performance at work. The authors quote, "A lot of companies talk about wanting to improve work-life balance, but then only solve for 'work'. It's time to make 'life' a factor in creating great workplace

experiences...” (Miller et al., 2018, p.70). They suggested to use the PERMA model (Positive, Emotion, Engagement, Relationship, Meaning and Accomplishment) that would result in happiness which in turn provides human flourishing. The authors moreover suggested to use the ladder of wellness. (Miller et al., 2018, pp.73, 76, 83).

Miller’s (2018) next important finding was ‘Happiness comes from well-being. Dr. Sood explains that our brains experience fatigue after 90 minutes of focused work, after which a break for 20 to 30 minutes is required. Research shows that when a mind is engaged, it gives happiness. It also showed that when the mind is happy it results in engagement. The case study of Bob proved that the CAVE dwellers could be rescued by ‘hope’ which is a nudge towards happiness. When people face too much stress, they experience Amygdal hijack where their brain goes blank. The authors suggest that training and mentoring life skills would create a psychologically safe environment where managers support the employees, placing others at the center and helping them grow.

The initial purpose of the book was to suggest ways to invest in health and wellness but later shifted its focus to the well-being of the employee. It was found that organizations spent \$43 billion in workplace wellness but there was no research that showed clear evidence that organizational profits were earned out of this investment. The book quotes President Obama, who acknowledged that the healthcare system in the country was not working. A research conducted by RAND reported that the wellness program does not support cost-cutting in organizations. Only a very small part of the population who hear or read warnings about smoking will actually make a life change” (Miller et al., 2018, p.103). Hidden costs of wellness programs were not calculated and hence a real figure of the cost cannot be calculated. Yet 90% of companies with over 200 employees implement wellness programs and spend \$700 on average per employee. NIH Health in Building roundtable concluded that “High incentives get people started but don’t last, healthier people self-select into wellness program and 4.5 percent of additional participation for

unhealthy employees pay for the cost of the program, but cost doesn't include soft cost, productivity loss or false positives of HRAs." (Miller et al., 2018, p.106). Miller brings out his personal stories and links it with other case studies where leaders and managers show care and hospitality by taking the problems personal which create a difference at the workplace. "Leaders have to care, and they can't care for people they don't know"-Bob Chapman (p.112).

Part III

Traditional wellness program assume that employees would change if they are provided with information regarding healthy choices and are given incentives or discounts in their insurance premium. Sadly, that has not worked as humans are irrational decision-makers (for example, people don't read insurance policies as they are never rational). The best alternative solution would be to create nudges which would help employees select a good choice easily when compared to a bad choice. Just like in the story of Homer's Odyssey, where Ulysses ordered his crew to lash him to the mast while he heard the Siren's songs, organizations can create "nudges and commitment devices to assist in higher, nobler, healthier and more profitable patterns of life." (Miller et al., 2018, p.132). Reframing and redesigning the work environment is vital for change among the employees. Examples of nudges include: placing the elevator in the far corners of the building, placing a recreation area in the central area of the workplace, placing healthy food and drinks in a more visible and accessible area, placing healthy nuts and dried fruits in clear jars and unhealthy snacks in opaque jars, incentives for walking and cycling to work, taking walks during breaks, building parks near homes and organizations making people more likely to use them, vending machines with water as the first choice when compared to other choice of sodas, free parking zones away from the building.

Rex discussed three rules for nudges. According to him the nudge must be easy and cheap; the nudges can be done for good or bad reasons; the nudge is not a command that must be followed by staff. For example,

placing a fruit at eye level of employees can count as a nudge, but banning all junk food in the canteen cannot be. This is because, the nudge should invite people towards positive behavior, rather than being forced to do it. The authors point out that currently most nudges in organizations are through policy. The question they ask for which creative thinking is required, is how organizations can extend the idea of nudges to workplace design.

“I would spend money on environment rather than spend money telling them to change their bad behaviors”- Al Lewis (as cited in Miller et al., 2018). It was found that the best companies had committed and engaged leadership and they invested their time to build a healthy work culture. Spending on a healthy building improves the health and well-being of employees, evidenced by the quote, “Just being in that space could have positive exposure to cardiovascular health, respiratory health, immune health, sleep health and cognitive health” (Miller et al., 2018, p. 143). Installation of circadian lighting at workplace and harvesting natural light is less expensive when compared to artificial light and blue spectrum light which is harmful to both our body and minds.

Since wellness and health is a \$3 trillion industry, the field of workplace wellness offers a huge opportunity. Studies have shown that corporate wellness programs do not work. On the whole, although it has been told that ‘every 1 dollar spent in wellness returns 3 dollars’ (Miller et al., 2018 p. 161), there is no real proof that this is true. Mostly what we find is a loss of productivity and false promises when it comes to the results of such programs. Many times, stories are more effective than numbers in order to understand the problem and provide solutions. Investing on buildings is the most effective way to improve the health and well-being of the employees. The authors compared investing on an employee and on the building with the argument that “if the average employee turnover rate is 15% whatever benefits an employee may have gained by his or her participation goes with that employee to the next company. But improvements to the building and designed nudges remain and have a positive effect on whoever works in that space.

Keeping track of rest and sleep after a day's work makes us aware about when we need recovery. Since our brains cannot register pain, we must find apps to measure sleep. Two hours before bed, the lights should be dimmed and by 7:00 pm, blue light should be minimized in order to get sound sleep. Just like sleep is disturbed, work can be disturbed through distractions which should be avoided. The most successful people dwell on their strengths and develop skills and focus intensely on the work allotted (Miller et al., 2018).

Part IV

Most of the organizations that are successful, create ecosystems of care for the health of their employees and also focus on the principles of change. This is attested by Bob Chapman in an interview: "We take care of people because that is the right thing to do... How do we teach people to care? It starts with listening skills, thinking like a leader, inspiring like a leader and acting like a leader" (Miller et al., 2018). Tom Emerick, speaking about the current situation in medical ethics, says "There is also a gross variation in quality, net cost and even in the medical ethics for this population. 20% receive bad diagnoses, 40% receive bad treatment plans. The cost impact can be more than 400% of what proper diagnosis and treatment would deliver". This shocking reality seems to be the current trend in hospitals across the country. Medical ethics needs to be redefined and the whole body of a patient should be examined instead of treating only a part of his body. Non- monetary incentives should be provided to employees for following healthy practices. Programs should be around employee flexibility, financial health, physical health and understanding health care benefits. (Miller et al., 2018 p. 196). Organizations need to design nudges and encourage employees to be collectively responsible for the growth of all employees. This can be implemented with leadership conviction and commitment thereby changing the culture of the organization. "A healthy culture adapt, bounce back, learn, let go, cooperate across departments, serve one another, and add value to the whole" (Miller et al., 2018 p. 202).

Humility and owning change by picturing, modeling, praising, training, measuring, financing, and scheduling can improve the workplace. Moreover, allowing a second-chair leadership to lead the team will improve workplace health, happiness and performance which will positively change a company. In conclusion, the seven golden nuggets to be kept in mind include: change the environment, well-being comes before wellness, we must care for people before we can help them, build a healthy building, design work for a person's natural strengths, build social capital, the age of balancing cost and wellness has ended. (Miller et al., 2018 p. 253).

CRITICAL EVALUATION

Recently, the concept of 'nudge' has become very popular as a tool to change individual behavior and to treat even diseases. Since understanding of the concept varies, Hanse, Skov & Skov (2016) aimed to clarify the nudge approach. Similar to what is discussed in the book, their article points out that "Nudging is a new and aspiring scientific field that offers evidence-based approaches aimed to create behavioral changes in many ways that may potentially supplement as well as substitute existing regulation in a comprehensive health strategy."

Strengths of the book

This book has several strengths: Readers can be benefited from the case studies and statistics based on two years of research that uses proven practices, providing workable strategies and tactics to create well-being among employees, providing "the path" for managers and leaders who have a great burden unable to figure out how to implement care for their employees and to make them happy (Grantham, 2018; Lewis, 2018). This is a book to be read by all wellness industries so that they could revamp their strategy to help employees. Reviewers on amazon have a similar view about the book. "He takes us through his discovery process, step by step, with illustrations and lot of case studies and interviews." (Lewis, 2018)

“I especially like the latter chapters in which Rex points out some case studies of reality that things can be different if they are led by courageous leaders. This is a roadmap for all of us who are interested and involved in this area. The statistics, the facts, the figures, the testimonies that Rex has pulled together here are indisputable. They present a solid business case for doing things differently.” (Grantham, 2018)

“Leaders will find new ways to frame the challenge of steadily rising health care costs, ammunition to debunk many of the half-truths and dangerous myths that dominate the current wellness industry, a whole new approach focusing on well-being and happiness - not wellness, and a set of “nudges” that can really make a difference.” (Dayyon, 2018)

While the recession and financial meltdown triggered by Wallstreet’s shady practices that happened a decade ago is still fresh in the minds of most people, the lessons learnt seem to be forgotten. The nudge theory can be applied to remind employees and managers of financial companies the importance of being ethical and concerned for other’s well-being in order to facilitate own growth and peace of mind.

According to Paulin and Gosnell (2017), around 70% of those employed in the US are disengaged at work and organizations try to fix this by providing yearly financial incentives which doesn’t really work. They have suggested that employees who spend more on experiences would be happier than those who spend on material things. Miller et al. (2018) rightly points out that engagement of employees at work is important in their wellbeing and therefore organizations should help create positive ‘experiences’ at the workplace to increase employee happiness.

Thaler & Sunstein (2009) defines nudge as “any aspect of the choice of architecture that alters people’s behavior in a predictable way without forbidding any options or significantly changing their economic incentive.” (p. 17). This similarly reflects the idea of Miller et al. (2018) that nudges are not mandatory. Many authors have mentioned the

importance of nudging on healthy food choices, health care and retirement plans based on extensive research (Thaler & Sunstein, 2009; Bucher et al., 2016; Maas, de Ridder, de Vet & de Wit, 2012).

Many of the topics he discussed was already discussed in numerous books and articles but this book dives deeper into the subject. (Maas et al., 2012; Author et al., 2016; Conrad, 1987; Largo-Wight, Chen, Dodd & Weiler, 2011). For example, the importance of sleep and eating healthy is not new. It has become a buzzword in most organizations for many years. Based on the research of Maas et al. (2012), when healthy foods were placed on the forefront, making unhealthy snacks less accessible, it was found that there was a decrease in the intake of snacks without the risk of compensatory behavior. This point was repeated in the book by Miller et al. (2018) but in a very different context. Similarly, Author et al. (2016) had attempted to foster cross-sector collaboration in order to improve well-being. Conrad (1987) discusses the other part of the responsible corporation which cares for the health and well-being of its employees. It questions if corporations are able to 'represent the individual's authentic interests in work and private life'. Research by Largo-Wight, Chen, Dodd & Weiler (2011) on cultivating healthy workplaces found that as employees had more workday contact with others, the perceived stress and generalized health complaints also decreased. Sugiyama, Hadgraft, Healy, Owen & Dunstan (2018) conducted a study on the health risk caused due to time spent sitting at the workplace. It was found that 'the perceived availability of sufficient informal discussion space was associated with lower levels of sitting among those who reported more supportive organizational norms and greater behavioral autonomy.' These findings are similar to the suggestions by Miller et al. (2018) to make a change in the workplace design so as to provide better inter-personal relationship.

We appreciate the way the last chapter of the book was written. We expected the recommendations to be listed out, but surprisingly the book continued giving cases of successful organizations from which we could draw out learning lessons.

Weaknesses of the book

There are not many negative points we can say about the book. One of the points noticed was that a few topics were repeated multiple times throughout the book without addition of valuable information. People who want to review the point can very well turn back to those pages. For example, pages 75 and 245 have the same figure on the Ladder of Wellness.

Nudges may not be an effective tool as employees cannot be forced to follow those nudges. It should be pointed out that people who really want to do something unhealthy or move towards a negative direction will do it regardless of organizational nudges. Pasquale (2015) reflects this issue when he questions whether anyone can be pushed into a retirement plan or a healthier diet. Providing nudges like labeling calories in food packages as suggested by Thaler & Sunstein (2009) may only create awareness without necessarily reducing consumption. Similarly, another example of nudges at the workplace included providing healthy snacks in transparent jars (Miller et al., 2018) which can be argued to be least effective, as people who have a craving for sweets or caffeinated drinks would definitely take the effort to get it. Pasquale (2015) further argues that even if nudges try to help in making smaller positive decisions for employees, the potential impact would be diluted by the strategies of corporate giants who have huge resources and an army of scientists and marketing researchers who work towards increasing demand for unhealthy foods among consumers.

The book seeks to portray employees as facing imminent danger and companies facing the risk of losing huge profits if they do not follow the 'nudge path'. This can be argued to be far from the truth, as we are well aware that most of the top businesses and organizations in the country and across the world are growing steadily while following current wellness and HR programs that seek to increase employee satisfaction rates and motivate them to work more effectively. Although most organizations have not applied nudges, they do have employees

who are dedicated to their organizations owing to their excellent work culture. Companies like Apple, Samsung, Toyota and Unilever rule world markets by focusing on customer delight and by preparing employees to be more skilled in their areas of expertise. Focusing on fruits on the table and the snickers bar in the vending machine can only produce minor change in results, if any.

Miller et. al. (2018) initially mentions about his unfamiliarity with the topic of workplace wellness and portrays this as an advantage: "My unfamiliarity with workplace wellness was a benefit" p. 19. But this would seem to be a misrepresentation as Rex Miller and other authors worked within the industry of building construction, paving the way into research on building for a healthy workplace. This begs the question, even if the authors were unfamiliar with the area of study, how can unfamiliarity be seen as an advantage? In my perspective, a person who is not familiar with his topic will not be able to provide a proper and effective feedback unless he or she works with someone in that field. This disadvantage would also have been one of the reasons why other authors had to support Rex Miller in writing the book. The author needed experts in the field to share their knowledge. Being ignorant about the field can be argued to be a disadvantage as any information given by 'experts' during interviews could easily have swayed the author, considering his inexperienced understanding of the reality in that field. Being ignorant in an area and approaching the subject would also take longer for authors to write. It is best if authors rely on their areas of expertise, making their observations rich with past experiences. There was also a contradicting sentence towards the end of the book "When the idea of this book first appeared in 2015, I assumed I was sufficiently knowledgeable about the concept of wellness" (Miller et al., 2018, p.109). The statement shows that the author thought he had sufficient knowledge to conduct the research which was disproven as he progressed forward.

Craig Janssen, the owner of Idibri, when asked the secret of not having employee turnover in years, said that they pay below their competition but gave them less workload and better job security. Miller et

al. (2018). Such cases might be true for people who are timid and want a secured job and don't mind doing more work in order to earn more. But this cannot represent a universal desire that satisfied all employees. Even in our experience, there were staff working overtime even if it was stressful just to earn little more than their salaries. Thus, it is not right to recommend reducing salaries instead of finding other means to increase satisfaction.

Punnett, Cherniack, Henning, Morse, Faghri & Research Team (2009) in their study suggests that employees should participate in setting health goals, program design, development and evaluation. Similar to the studies by Miller et al. (2018), this study had also recognized the importance of macro-ergonomics to improve physical and organizational features so as to empower individual employees and to facilitate promotion of good health. Slutsky, Sheridan & Selby (2014) supports the concept of nudging employees to make healthy choices. There are other studies which provides different suggestions for a healthy workplace when compared to the book (Phyllis, Erin, Eric & Qinlei, 2011; Heaney et al., 1993; Heinen & Darling, 2009). Phyllis et al. (2011) investigated whether work-family stress could be reduced by structuring of worktime. They found that structuring time can increase employees' health behaviors. Changes in employee schedule was not touched upon in the study by Miller et al. (2018) though he had discussed about work stress being one of the factors which has a negative impact on healthy workplace nudge. Heaney et al. (1993) found out that employees who are involved in Participatory action research (PAR) stress projects, show decreased depression symptoms. Hence involving employees in problem-solving and decision-making could be yet another nudge to reduce stress. Heinen & Darling (2009) explains that employers were disappointed in using insurance-related technique to manage cost and hence there was a growth in the employer sponsored health promotion and wellness. The authors suggested that both public and private-sector employers should address obesity so that they reduce their overall costs. Their suggestion is contradictory to that of Miller et al. (2018), who advocate well-being before wellness.

SUMMARY

This book is divided into four parts and 17 chapters. Each part has four chapters while the fourth part has five chapters. Part one deals with the slow-moving storm, a situation in which organizations are slow poisoned due to the health crisis of their employees. It also explains that while the focus of organizations today is on wellness programs that is not really the solution to stop the poisoning. The second chapter gives a hint of the positive impact of humanizing the workplace on the health of organizational members. Chapter 3 is titled 'the storm damage' and shows that the nation and its organizations are in pain, pointing out reasons why leaders should care in order to escape the unhealthy trap. Chapter 4 portrays stress as the primary killer and discusses about the importance of well-being before wellness. Part two motivates the reader to reflect on a way out of the trap, by placing happiness before health and the mystery of being hospitable. Part three unfolds the magical nudges, the little things that lead to huge results. There is also a discussion on how healthy buildings can be an invisible power at workplace, financial nudge and being yourself in order to escape the storm. Part four concludes with the need for safe places, creating an ecosystem of care and the promise of a good workplace.

RECOMMENDATION

Based on the arguments of the author and the evaluation of the strengths and weaknesses of the book, we would like to conclude that the book is a product of in-depth research, includes interesting cases, exposes the myth of wellness promoters, and provides strategies to transform into healthy workplace geared towards high performance. It is appropriate for all kinds of organizations and hence, we urge everyone to read this book. No one reading his book would dislike his open frank statements about his journey and the change of focus in the middle of his journey. The workplace nudge is a concept fast gaining popularity in today's organizations. Many organizations have already developed nudges to transform their workplaces to becoming healthier for employees in order

to increase productivity, and the best part is transforming the employees into a “happier” human being. Overall, the book provides valuable suggestions which would not have been inaccessible except for big organizations who could afford expensive research. We have provided a detailed snapshot of the book for those who are too busy to read.

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