



HRIGNITE

Elevate
your people.

HR as the Architect of a Well-being-First Culture: Building Organisational Health Through Social Capital



Dragan Donkov

Progress Partner, Carob Consult

I'm a Progress Partner for leaders and teams, an EMCC-accredited Senior Coach Practitioner and Team Coach, with over 2,000 hours of coaching experience.

I specialise in helping individuals build awareness, gain clarity and confidence, and focus on what truly matters.

With 11+ years in a leadership role in Workplace Mental Health, I led Malta's largest Employee Assistance Programme (EAP).

I'm a regular speaker at local and international conferences and a certified Mental Health First Aid Instructor.

My expertise includes executive leadership development, conflict and team dynamics, communication, change, self-awareness, empathy, burnout, and stress.

I offer individual coaching, group coaching circles, workshops, and tailored team interventions.

Carob Consult
coaching & training



HR AS THE ARCHITECT OF A WELL-BEING-
FIRST CULTURE: BUILDING ORGANISATIONAL
HEALTH THROUGH SOCIAL CAPITAL

And it all
started with
a story...

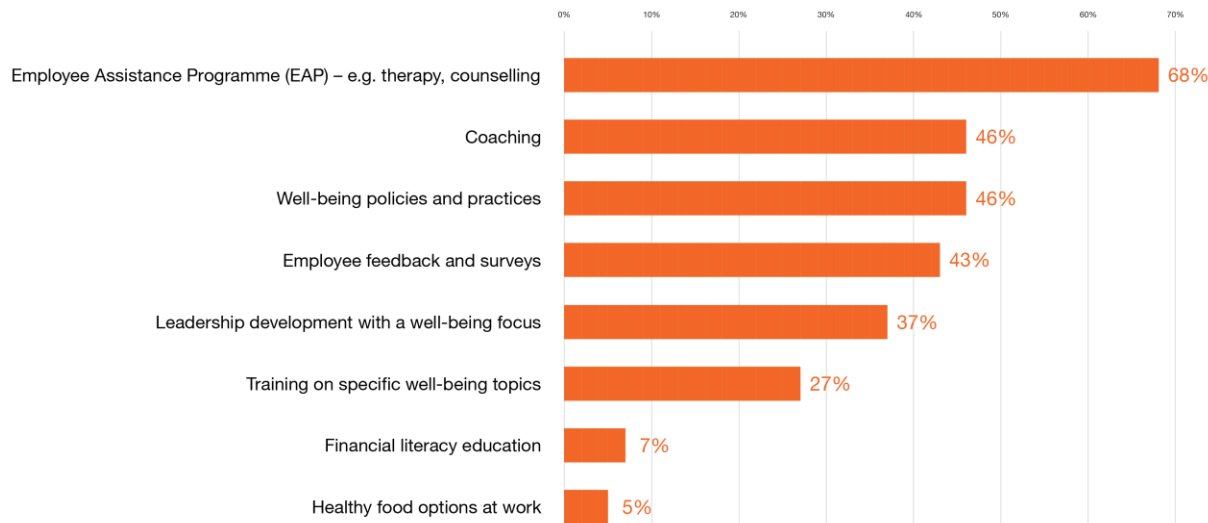


Well-being at Work

The Evolution!



Which of the following activities do you consider most effective in supporting employee well-being and organisational health in your organisation?





Which of the following HR practices have been most transformative in empowering and driving business impact in your organisation?



2025

Taking care of your employees' well-being is more than having an EAP in place!

EAP use

3% to 5% in Malta

About 5% internationally





**If only 5% are using your EAP,
don't just ask why the rest
aren't calling.**

**Ask: Who are they
turning to?**



In your view which of the following areas should organisations prioritise to strengthen employee well-being and build a well-being-first culture?



We've thrown
programmes, apps,
and resources at
burnout, yet it hasn't
gone away.

Here's the ugly truth:
employee well-being
won't improve unless
there's a shift in
mindset—starting at the
top and reaching every
level of the organisation.

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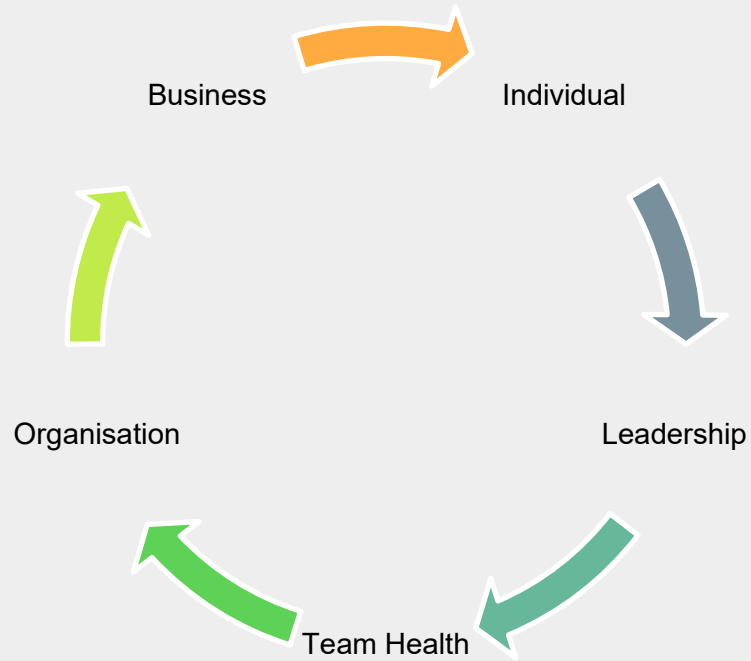
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The Different Layers



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The Different Layers



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Individual Health



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Individual health thrives in
healthy teams
nested in healthy
organisations
that produce sustainable
business outcomes.





Patrick Lencioni  · Following



Patrick Lencioni is a bestselling ...

5h · 

Burnout doesn't come from working too much. It comes from doing the wrong kind of work. The answer isn't less work, it's the right work.

[#workinggenius](#) [#burnout](#)



903

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Leadership Health



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Leadership

According to a 2023 report by UKG, 69% of respondents said their manager affects their mental health.

More than doctors (51%) or therapists (41%), and equal to the impact of a spouse or partner (69%)

Managers are the most influential relationships at work, and they need more support to lead in a way that protects their people's mental health.

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Team Health



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Social Capital



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Social Capital

Social capital is the invisible infrastructure that holds work together.

It's the trust, the small favours, the quiet confidence that someone's got your back.

Social capital is the set of shared relationships and norms that make collaboration possible.

(Adapted from Adler & Kwon; Putnam)

Social capital is the
soil.

Engagement and well-
being are what grow in
it.

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Trust



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We've prioritised tools
over trust, and it's
costing us.

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Conflict



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FHRD TRAINING
PROGRAMMES 2025

MQF LEVEL 5 AWARD

Award in Conflict Resolution & Mediation at Work

Accredited by Malta Further & Higher Education Authority



An FHRD Training programme



in collaboration with:

Carob Consult
coaching & training

STARTING IN OCTOBER 2025

Who Is This For?

Workplace conflict can disrupt performance and increase stress. This programme equips participants with practical skills in mediation, conflict resolution, and team dynamics to foster a collaborative, psychologically safe workplace.

Ideal for:

- HR Professionals
- Mid-level and Senior Managers
- Team Leaders

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It takes a village to... build
a healthy organisation.



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“Community connectedness is not just about warm fuzzy tales of civic triumph. In measurable and well-documented ways, social capital makes an enormous difference in our lives... Social capital makes us smarter, healthier, safer, richer, and better able to govern a just and stable democracy.”

Robert Putnam, political scientist and author of Bowling Alone



Organisational health is the system.
Team health is the engine.
Employee well-being is the outcome.
Social capital is what holds it together.

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Deangelo DiStefano
Senior Director
People & Compensation

The Role of HR



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A young boy with brown hair, wearing a yellow raincoat over a red and blue plaid shirt, is crouching in a forest. He is looking intently at a snail on a mossy log. The background is a soft-focus green forest. The text "You need to slow down before you sprint" is overlaid in white, centered on the image.

You need to slow down before
you sprint

What people want... is what HR can build

The surveys show this clearly: people don't just want benefits. They want connection, belonging, and trust.

They're asking for:

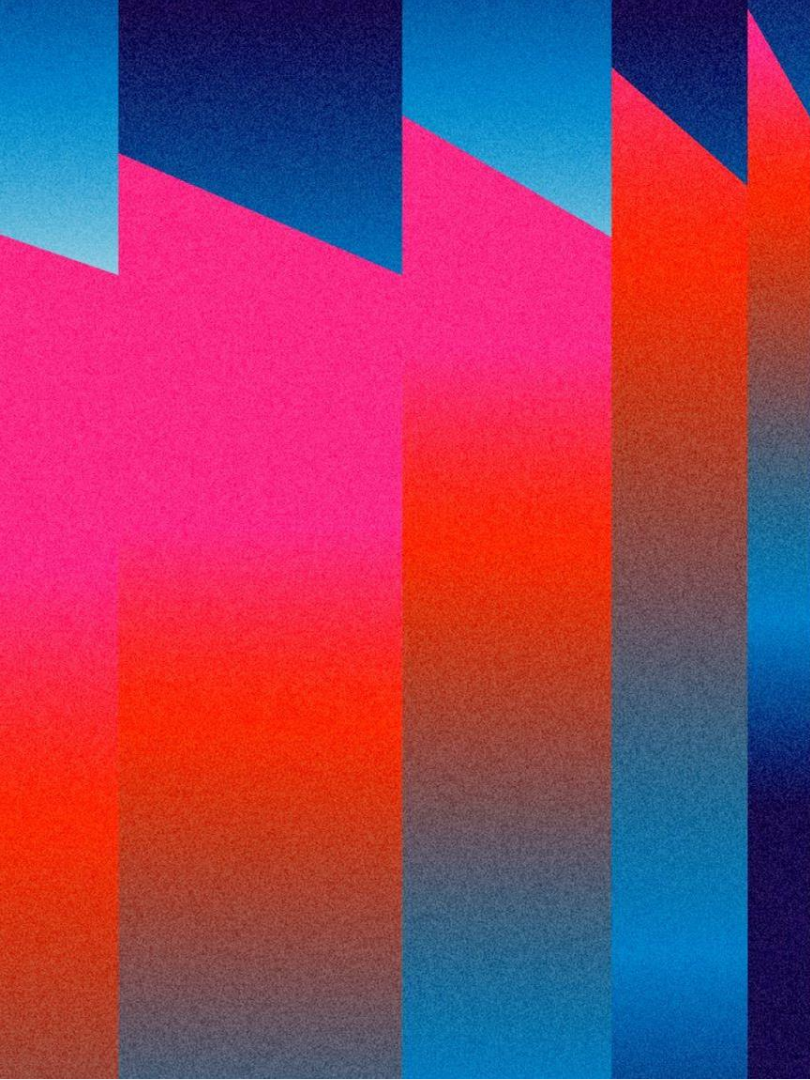
- **Transparency**
- **Psychological safety**
- **Trust**
- **Coaching**
- **Feedback culture**

These are all elements of social capital.

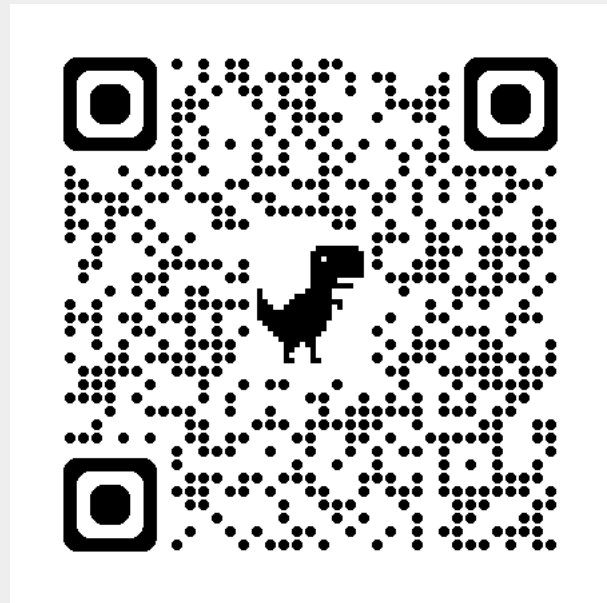
And they don't just happen—they must be intentionally designed and modelled.

6 Ways HR Builds Social Capital

1. **Design for Connection** – Create opportunities for cross-team interaction and informal rituals.
2. **Support Psychological Safety** – Give managers the skills *and the time* to listen, include, and reflect.
3. **Build a Feedback Culture** – Make appreciation and accountability part of everyday.
4. **Strengthen Trust** – Invest in HR’s credibility and trust-building across the organisation.
5. **Protect Human Time** – Prioritise conversations, reflection, and joy—not just delivery.
6. **Secure Leadership Buy-in** – Ensure leaders walk the talk and model well-being-first behaviours.




Thank you!



Let's stay connected!

 Book a call: <https://calendly.com/coachdragan/30min>

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 <https://www.linkedin.com/in/dragandonkov/>