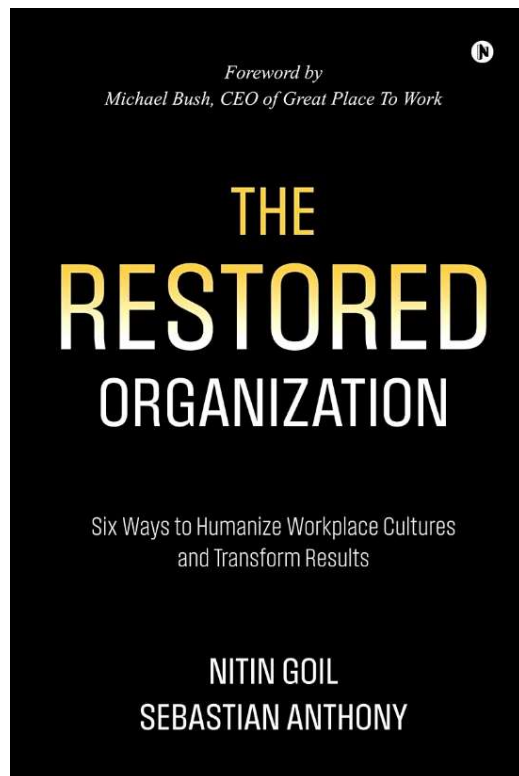


‘The Restored’ recommended to humanize the office workplace

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“The Restored Organization: Six Ways to Humanize Workplace Cultures and Transform Results” by Nitin Goil and Sebastian Anthony. Egmore, Chennai, Tamil Nadu (India): Notion Press, 2025, 228 pages, \$25.99 (hardcover).



“There is one truth that remains constant in today’s changing business environment: workplace culture matters,” Michael Bush explains in the forward to “The Restored Organization: Six Ways to Humanize Workplace Cultures and Transform Results,” Nitin Goil and Sebastian Anthony’s highly anticipated deep dive into a topic many of us know all too well. “As we continue to navigate the demands and challenges of a post-pandemic complex world, it has never been more critical to create a positive, inclusive, and empowering workplace culture.”

“In environments where collaboration and ethics are overshadowed by the drive for results, employees may feel forced into a survival mindset,” Goil and Anthony assert in the inaugural chapter. “The constant pressure to outperform leads to a breakdown in teamwork, as individuals prioritize personal success. This creates an environment where blame games and office politics flourish, slowly undermining a vital element of human interaction: empathy. In environments where employees feel they must constantly compete for results,

communication and connection between leaders and their teams begin to fade.”

I can almost feel many readers nodding their heads in agreement at the opening salvos in this much needed and overdue treatise into an experience many in the contemporary work world experience on a daily basis. We’ve all that that nagging sense that something is just not right. Work has always been work, but it has gotten noticeably worse for most of the folks I know, especially since the pandemic. What I found inspiring about “The Restored Organization” (one of the things anyway), is that Goil and Anthony go way beyond just describing how we got here – which they do masterfully, by-the-way – they also posit some realistic and evidence-based strategies for getting us out of the current counterproductive cycle that characterizes many organizations and individuals these days.

One of the more well-researched efforts I have had the opportunity to peruse on the subject in recent memory, the manuscript has 18 pages of references at the conclusion of the preface, introduction, eight relatively succinct chapters, and conclusion. Moreover, each subsequent section builds upon the foundation established by its predecessor to form a uniquely coherent and logically consistent work that is both powerful and easy to translate into actual practice. The writing style is accessible to both a general audience as well as those who are looking for practical insights into the revitalization of their company or agency. I have been teaching graduate courses on leadership and

administration for almost 40 years, yet I still learned quite a bit from this exceptionally persuasive and cogent resource.

Regarding the structure of the narrative, Goil and Anthony take the reader on a well-articulated journey through the various “petals” that make-up a healthy and vibrant organizational culture given the climate that hangs over the global economic architecture in 2025. After laying out a detailed roadmap in chapter two, “The Path to Restoration,” the authors take the reader through six interconnected aspects of a viable workplace culture, regardless of the particular mission of the company, business, agency or nonprofit under consideration. These include a culture that is “Fulfilling,” emphasizes “Listening,” promotes “Ownership,” enhances “Well-being,” is inherently “Enterprising,” and ultimately “Results-Based.” And if you take the first letter of each “petal,” you’ll see why they call this the “FLOWER Framework.” I always smile when I run across this kind of literary creativity. Obviously, the specifics vary in scope and orientation depending on the nature and purpose of the organization, but the underlying principles remain relatively constant.

The authors also provide several assessments, case studies, and other reflective exercises throughout the text that help to bring the content to life in a way that would not have been possible otherwise. For example, at the conclusion of “Petal Four: Well-being Culture,” Goil and Anthony provide a snapshot of Johnson & Johnson’s Human Performance Institute, following by a “Reflective Assessment” consisting of questions such as “What policies do you currently have in place that give flexible working options to your employees?” and “In what ways are you incorporating digital tools to support your employee’s well-being?” In this kind of applications-oriented volume, which is designed to both enlighten and instruct, these kinds of extracurricular features are obligatory as far as I am concerned.

Goil has worked with multinational organizations for over 25 years. A certified counselor through the American Psychological Association, I first met him in 2000 when he was a residence hall director working on his master’s degree in Student Affairs in Higher Education at Western Kentucky University. I had him in several graduate classes where it was immediately evident that his ability and potential were virtually unlimited. Sebastian has over 30 years’ experience in learning and organizational development; his primary areas of expertise include healthcare, hospitality and consulting. He has a master’s degree in Training and Human Resource Management from the University of Leicester in England.

“Restoring cultures is about creating something better – it’s about creating an environment where people feel valued, connected, and motivated to contribute,” Goil and Anthony conclude in the final chapter. “Toxic workplace cultures develop over time due to unresolved issues, unclear expectations, and a lack of empathy. Addressing these problems in a timely manner is essential for any organization. It requires a process that involves looking at deep-rooted issues and implementing meaningful changes that benefit all in the organization.”

As Piyush Gupta, CEO of DBS Bank, Singapore, notes, “The Restored Organization is all about leading with heart and vision. It offers practical advice and real-world strategies to help you build a culture that supports well-being, encourages accountability, and fosters continuous growth. If you’re looking to create a workplace where people thrive, this book is your guide.”

I could not agree more. I highly recommend “The Restored Organization” for anyone interested in making their workplace a more hospitable – and a more productive – place to get things accomplished. If you adopt and implement this innovative and cutting-edge approach, the results will be immediate, pervasive and evident to everyone involved. Pick up a copy at your earliest convenience.

Reviewed by Aaron W. Hughey, University Distinguished Professor, Department of Counseling and Student Affairs, WKU.