Building a psychologically healthy workplace and workforce

The Manager’s Role in Resilience

Derek Mowbray
Behaviours that prevent stress and provoke Wellbeing and Performance

- Social engagement
- Concentration
- Kinship
- Commitment
- Trust
- Motivation
Three things organisations have to do to be successful

• Develop or adopt products and/or services

• Deliver the products and/or services to a market in the most efficacious manner possible

• Deliver a workforce that performs at its peak to achieve the things above
Employment is a relationship between the employee and the employer based on a formal contract....and The Psychological Contract
The Psychological Contract

An unwritten and, often, implicit contract between employee and employer, based on assumed obligations, beliefs and fairness
What is the underlying challenge?

People coming to work in body but not in mind

The challenge is to prevent fear, stress, psycho-presenteeism and corporate depression that fractures the Psychological Contract.
Why prevent fear, stress, psychopresenteeism and corporate depression?

They are major impediments to wellbeing and performance
What is psychological wellbeing?

It’s about how you feel, not about how you are.
Where do you lie on this line?

Safety (concealing) Security (revealing) Success (achievement) Happiness (joy)
What is performance?
Performance ingredients

- Effectiveness
- Interaction
- Skills
- Knowledge
- Experience
- Culture
- Techniques
- Eclectic skills

- No Hesitation
- No Deviation
- No Repetition
What is stress?
Mental stress is an extreme adverse psychological response to personal perception of uncontrollable pressure, tension and strain.
Pressure

A stimulant until personal control is lost

Tension

A stimulus to get rid of the tension

Strain

An impairment to performance

Stress

A catastrophe – can lead to serious ill health

Engagement

Dis-engagement

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PsychoPresenteeism
Dis-engagement for which Resilience is needed

Engagement

Pressure

Tension

Strain

Stress

career opportunity
involvement
communication

openness

Work life balance
job values

pay

training development
challenge

commitment

encouragement

boredom

poor leadership

isolation

bullying

intimidation

insecurity

employee assistance

escape

pressure

tension

strain

stress

Work life balance

job values

pay

training development
challenge

commitment

values

job

challenge

commitment

performance appraisal

trust

team working

poor relationships

harassment

ambiguity

excess demand

quick fix

conflict

procedures

occupational health

policies

occupational health

policies

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The price of strain

Psychopresenteeism

Attrition

Sickness absence
What causes strain and stress?

Internal or external events and behaviours that are perceived as uncontrollable
Uncontrollable
- Natural events
- Health
- Economy
- Government
- Institutions

Controllable
- The workplace
- Work
- Wellbeing
- Daily activities
- Emotions
- Reactions
- Interactions
Corporate Risks

External risks:
- Political Change
- Economy
- Demographic shift
- Demand

Internal risks:
- Culture
- Change/mergers/acquisitions
- Reputational damage
- Organisational performance
- Workforce management
- Technology
- Information technology
- Fragmentation

Workforce Risks

Causes:
- Culture
- Change
- Downsizing/Collapse
- Mergers/Acquisitions
- Growth
- Mismatched skills
- Fragmentation

Effects:
- Uncertainty
- Dis-engagement
- Under-performance

Personal Risks

Life events:
- Change
- Ill health
- Accidents

Work events:
- Intimidation
- Threats
- Conflicts
- Insecurity
- Fear
- Boredom
- Discrimination
Causes of strain and stress

A people manager vacuum

Corporate Events
- Poor leadership
- Purpose ambiguity
- Toxic Culture
- Complicated structure
- Unnecessary change
- Financial collapse
- Mergers and acquisitions
- Downsizing
- Growth and expansion
- Draconian regulations
- Cosmetic values

Personal Events
- Poor management
- Work life imbalance
- Inadequate IT
- Inadequate car parking
- Lack of own space
- Hot desks
- Open plan offices
- Irrelevant meetings
- Uncontrollable time
- Clashing expectations
- Excess demands
- Inadequate induction
- Lack of exercise
- Poor nutrition

Peoples’ behaviour
- Poor manager behaviour
- Conflict relationships
- Bullying/harassment
- Discrimination
- Intimidation
- Job insecurity
- Poor performance tolerance
- Fear
- Impersonal interaction
- Isolation
- Boredom
- Loss/bereavement
- Accidents/illness
The WellBeing and Performance Agenda

Prevention

Prevent deterioration

Events

Palliation

Restoration

Support back to work

Resilience

Recovery ‘Bounce back’
Adaptive culture description

**Purpose** that is clear and unambiguous, expressed as a simple ‘big idea’, an idea which all staff relate to closely, and are proud to discuss with friends and colleagues.

**Atmosphere** of sharing responsibility for the future success of the organisation, where all staff are encouraged to think independently, are attentive to each other, are kindly and supportive of each other, and act with humanity.

**Behaviour** that is respectful towards each other, value each other’s views and opinions, Work in teams which are places of mutual support, where anything is debated without a hint of humiliation, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented.

**Staff** who project a confidence towards clients and customers, who ‘go the extra mile’ by providing unsolicited ideas, thoughts, stimulate each other, and where their interest in their customers offers something more than is expected, beyond courtesy, and beyond service, offering attentiveness and personal interest.

**Leaders and managers** who challenge their staff, who provide opportunities for personal development through new experiences, and who treat everyone with fairness and understanding.

**An organisation** that is driven by its values towards organisational and personal success, Intellectually, financially, socially and emotionally.
The WellBeing and Performance Agenda

Adaptive Culture

Adaptive Leadership

Adaptive Working Environment

Adaptive Person

Achievement/Performance
What is the role of the Leader/Manager?

To get the best possible performance from their teams to do justice to the investment in their intelligence, curiosity, skills, knowledge and experience.

To get the best possible performance from themselves to do justice to the investment in their own intelligence, curiosity, skills, knowledge and experience.
What is the Leader/Manager task?

To provide the **conditions** that provoke the workforce to think about how their behaviours and responsibilities can help themselves and others feel psychologically well and achieve peak performance and great success for the organisation.
WellBeing and Performance Development Framework

Input behaviours:
- Attentiveness
- Attitude
- Humour
- Encouragement
- Conflict management
- Reliability
- Intellectual flexibility
- Humanity
- Discovery

Output behaviours:
- Adaptive Culture
- Adaptive Leadership
- Adaptive Working Environment
- Adaptive and Resilient Person

The WellBeing and Performance Agenda

Psychological Responsibility

Commitment, Trust, Kinship, Motivation, Concentration, Social engagement

Sharing Responsibility for Future success

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Two principles underpinning The WellBeing and Performance Agenda

Psychological Responsibility

Sharing Responsibility for Future Success
1st principle

Psychological Responsibility

Think INDEPENDENTLY

Act with HUMANITY

Be ATTENTIVE to others
The ingredients of psychological wellbeing

- Purpose
- Safe
- Self-efficacy
- Security
- Self-esteem
- Flow
- Optimism
- Attachment

- Control
  - Happiness
  - Empowerment
  - Gratitude
  - Pleasure
  - Meaning
  - Resilience
- Hope
- Success

- Attachment

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Intelligent Behaviour

- Attentiveness
- Attitude
- Humour
- Encouragement
- Conflict management

- Humanity
- Intellectual flexibility
- Reliability
2nd principle

Sharing Responsibility for the Future Success of the Organisation
Organisation focus

- Leadership capacity
- Shared responsibility
- Continuous learning
- Elephants in the room
- Independent judgement
The WellBeing and Performance Agenda
Creating the conditions for Wellbeing and Performance

Culture  Leadership  Environment

Workforce

Achievement
Professionalism
Performance
Productivity
Profit

What can be done to transform organisations into ‘fabulous places to work’, that provide the conditions that provoke the workforce to thrive and produce consistent achievements?
A culture that provokes wellbeing and performance

- Cultural rules
- Purpose
- Vision
- Corporate values
- Cultural values
- Leadership style
The criteria for judging the Cultural Rules

Social engagement

Concentration

Kinship

Commitment

Trust

Motivation

To what extent does the rule enable the individual embed these attributes and behaviours into their daily lives?
The Resilience Development Framework

- Personal control over responses to people
- Personal control over responses to events
- Personal control over oneself

- Relationship
- Self Awareness
- Determination
- Vision
- Self Confidence
- Organisation
- Problem Solving
- Interaction
A fabulous place to work

Input behaviours:
- Attentiveness
- Attitude
- Humour
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- Conflict management
- Reliability
- Intellectual flexibility
- Humanity
- Discovery
- Adaptive Culture
- Adaptive Leadership
- Adaptive Working Environment
- Adaptive and Resilient Person
- Psychological Responsibility
- Sharing Responsibility for Future success

Output behaviours:
- Commitment
- Trust
- Kinship
- Motivation
- Concentration
- Social engagement

The WellBeing and Performance Agenda
Behaviours that prevent stress and produce Wellbeing and Performance

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Thank You

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Derek Mowbray’s Guide to The Manager’s Role in Resilience
Derek Mowbray’s Guide to The WellBeing and Performance Agenda
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