Building a healthier workforce for the future

Organisational Mindfulness

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Overall aim

To help organisations and their workforce achieve **peak performance** through optimising the **psychological wellbeing** of individuals.

This is achieved by eliminating impediments to performance, and creating a **working environment** that provokes the workforce to **thrive**.
A fabulous place to work

Social engagement at work

- Bursting with energy
- Feeling strong and vigorous
- Enthusiastic about work
- Inspired by the job
- Feel like going to work in the morning
- Happy when working intensively
- Take pride in the work
- Immersed in work
- Get carried away when working

Based on the Utrecht Work Engagement Scale 2002
Problems for which a solution is needed

Problem 1 – lack of attention

Problem 2 – lack of concentration

These have a direct negative effect on performance
Mindfulness

Being able to pay attention and concentrate on the present without making judgments
Invitation for you to react

Context

Reaction

Response

Events
Behaviours
Yourself

Emotion
Stress
Impulse

Behaviour
Actions
Your

Control
Motivation
Evaluation
Attitude

Reply
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
Leaders
Managers
People

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

Invitations to react, respond and reply

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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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Concentration
Attention

Degrees of stress

Pressure  Tension  Strain  Stress
Proportion of losses attributable to psychopresenteeism, absence and turnover

- Psychopresenteeism: 58%
- Absence: 32%
- Turnover: 10%
Solutions
Three things an organisation has 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
- **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 and Psychological Responsibility, where all staff are encouraged to think independently, attentive to each other, kindly and support each other, and act with humanity.

- **Behaviours** that is respectful of 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 the individual and team work is welcomes, 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 but not intrusive ideas, thoughts, stimulus to each other, and where the interest in the customer offers something more than is expected, beyond courtesy, 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 towards organisational and personal peak performance and success – intellectually, financially, socially and emotionally.

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Organisational Mindfulness

Creating the working environment that enables the workforce to:

Focus on the present without making judgments

Concentration and Attention
WellBeing and Performance Development Framework

- Attentiveness
- Reliability
- Intellectual flexibility
- Conflict resolution
- Encouragement
- Discovery

- Commitment
- Trust
- Kinship
- Motivation
- Concentration
- Social engagement

- Adaptive Culture
- Adaptive Leadership
- Adaptive Working Environment
- Adaptive and Resilient Person

Psychological Responsibility
Sharing Responsibility for the Future Success of the Organisation

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Commitment – a promise to do something
Trust – the absence of second guessing motives
Kinship – relationships based on intelligent kindness
Motivation – being enticed to achieve something; being open to being enticed
Concentration – voluntary intense focus on achieving something
Social engagement – vigour, dedication and absorption
The Wellbeing and Performance Agenda

Corporate Resilience

Adaptive Culture
Adaptive Leadership
Adaptive Working Environment

The Adaptive Person
Personal Resilience

Achievement
Professionalism
Performance
Productivity
Profit
Benefits of The WellBeing and Performance Agenda

- Personal resilience
- Corporate resilience
- Prevent stress
- Prevent Psycho Presenteeism
- Concentration
- Social engagement
- Peak performance

Healthy organisation
Culture ingredients

- Processes
- Purpose and Vision
- Psychological Responsibility
- Sharing Responsibility for Future Success
- Corporate Values
- Leadership style
- Cultural Values
Psychological Responsibility

Be ATTENTIVE to others

Think INDEPENDENTLY

Act with HUMANITY

Culture ingredients:
- Purpose and Vision
- Psychological Responsibility
- Corporate Values
- Leadership style
- Cultural Values
- Sharing Responsibility for Future Success
Take Psychological Responsibility for your own Psychological wellbeing

Purpose

Success

Self-efficacy

Resilience

Hope

Meaning

Self-esteem

Pleasure

Flow

Empowerment

Optimism

Happiness

Gratitude

Attachment
Take Psychological Responsibility for others’ Psychological Wellbeing

Intelligent Behaviour

- Attentiveness
- Humanity
- Intellectual flexibility
- Reliability
- Conflict management
- Attitude
- Humour
- Encouragement
Sharing Responsibility for the Future Success of the Organisation
Key features of ‘Sharing Responsibility’

- Focus on the organisation **NOT** on management
- Elephants in the room are named and dealt with
- Independent judgment is expected
- Leadership capacity is developed
- Reflection and continuous learning is institutionalised
Cultural Values

Ethics
Integrity
Involvement
Openness
Independent thinking
Leadership style

Sharing Responsibility for the Future Success of the Organisation
Kinship management

- Shared celebrations
- Common purpose and goals
- Kind attentiveness
- Shared risks
- Shared responsibility for success
- Shared appraisal
- Shared learning
- Mutual support
- Shared values
- Mutual expectations
Corporate Values

The workforce
Quality of products and service
Customer/clients
Money
The Wellbeing and Performance Agenda

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The Adaptive Person

Personal Resilience

Achievement
- Professionalism
- Performance
- Productivity
- Profit
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Corporate Resilience

- Adaptive Culture
- Adaptive Leadership
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The Adaptive Person

Personal Resilience

Achievement
- Professionalism
- Performance
- Productivity
- Profit
Self confidence
Self awareness
Determination
Vision
Problem solving
Organisation
Interaction
Relationships

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

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Social engagement at work

Bursting with energy
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Take pride in the work
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Thank you

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