



What is the Elephant in the Room?

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





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





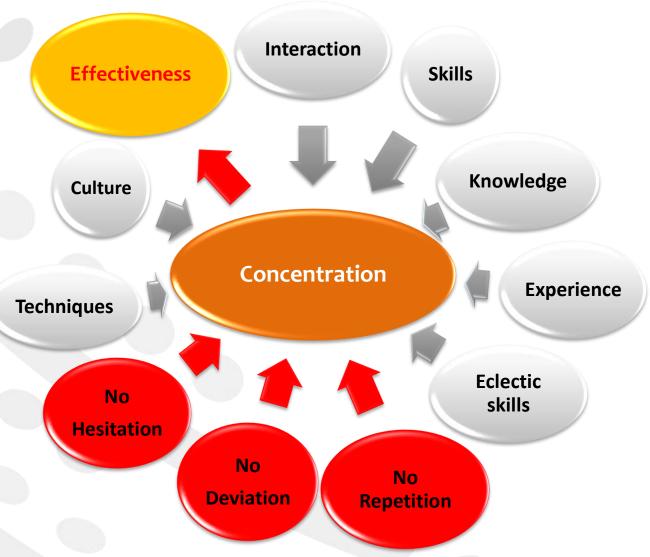
What is psychological wellbeing?

It's about how you feel, not about how you are.



Performance ingredients







What is stress?



Mental stress is an extreme adverse

psychological response

to personal perception of

uncontrollable pressure, tension

and strain







Engagement

Tension

A stimulus to get rid of the tension

An impairment to performance

Strain

Stress

Dis-engagement

A catastrophe – can lead to serious ill health





The price of strain





Psychopresenteeism

Attrition

Sickness absence



What causes strain and stress?

Internal or external events and behaviours that are perceived as uncontrollable



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 III health Accidents

Work events:

Intimidation
Threats
Conflicts
Insecurity
Fear
Boredom
Discrimination



Causes of strain and stress



Leaders Managers People

Corporate Events

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

Personal Events

Poor management Work life inbalance

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



A people manager vacuum

The WellBeing and Performance Agenda



Prevention Prevent deterioration

Events

Resilience

Support back to work

Palliation

Restoration

Recovery 'Bounce back'



Behaviours that prevent stress and provoke Wellbeing and Performance



Social engagement

Concentration

Kinship

Commitment

Trust

Motivation



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.

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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



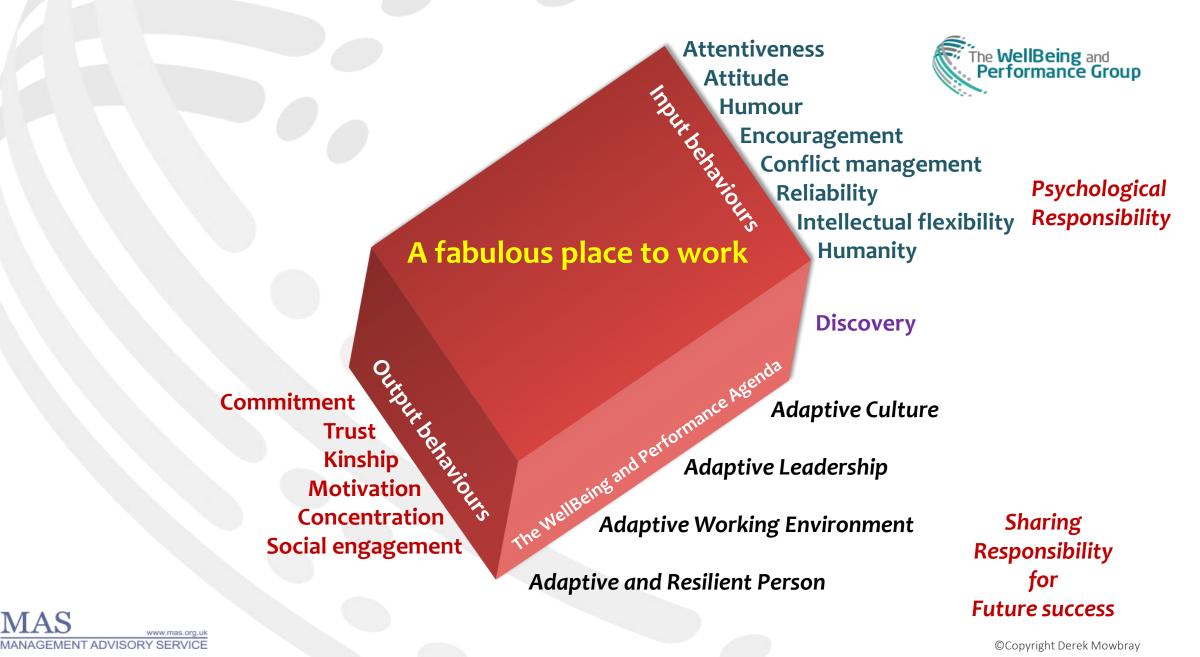
that provoke the workforce to think about how their behaviours and responsibilities can help themselves and others feel psychologically well and achieve peak performance and great success for the organisation







The WellBeing and Performance Group



MAS

Two principles underpinning The WellBeing and Performance Agenda

Psychological Responsibility

Sharing Responsibility for Future Success



1st principle

8 sychologica/



Act with HUMANITY

Responsibility



The ingredients of psychological wellbeing



Purpose

Success

Hope

Resilience

Meaning

Pleasure

Empowerment

Gratitude



Self-efficacy

Secure

Self-esteem

Flow

Optimism

Attachment













Intelligent Behaviour



Humanity

Intellectual flexibility

Reliability

Attentiveness

Attitude

Humour

Encouragement

Conflict management









Sharing Responsibility for the Future Success of the Organisation

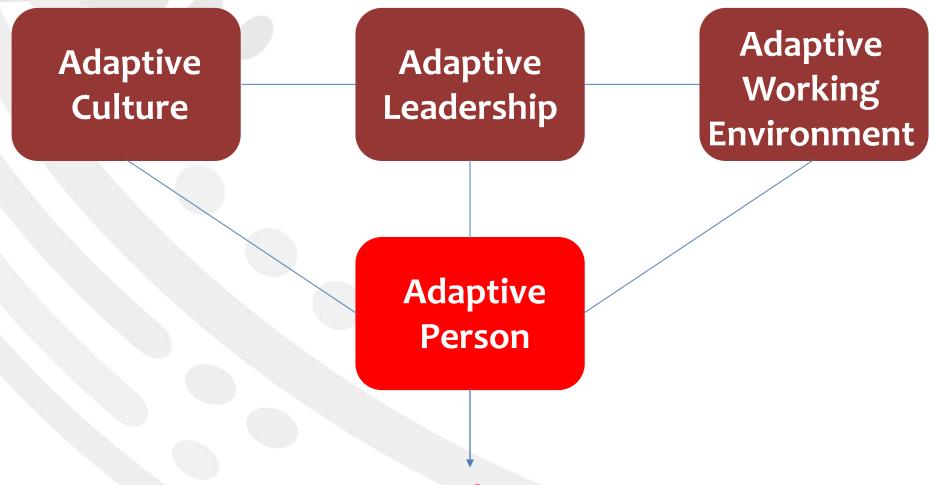






The WellBeing and Performance Agenda







Achievement/Performance

A culture that provokes wellbeing and performance



Cultural rules

Leadership style

Corporate values

Purpose

Vision

Cultural values



Adaptive Culture- Leadership



Cultural rules Purpose

Leadership style

Vision

Corporate values Cultural values



Adaptive Leadership



Key features

Focus on the organisation **NOT** on management

Shared responsibility for the future success of the organisation

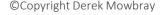
Elephants in the room are named and dealt with

Independent judgment is expected

Leadership capacity is developed

Reflection and continuous learning is institutionalised





Prevention of stress The WellBeing and Performance Group **Recruitment** Worklife balance Job purpose Communication Job challenge **Encouragement Cultural Rules Performance Involvement** appraisal **Team working Openness** Training and Career Development opportunities **MAS** MANAGEMENT ADVISORY SERVICE ©Copyright Derek Mowbray

Behaviours that prevent stress and produce Wellbeing and Performance





Concentration

Commitment

Trust

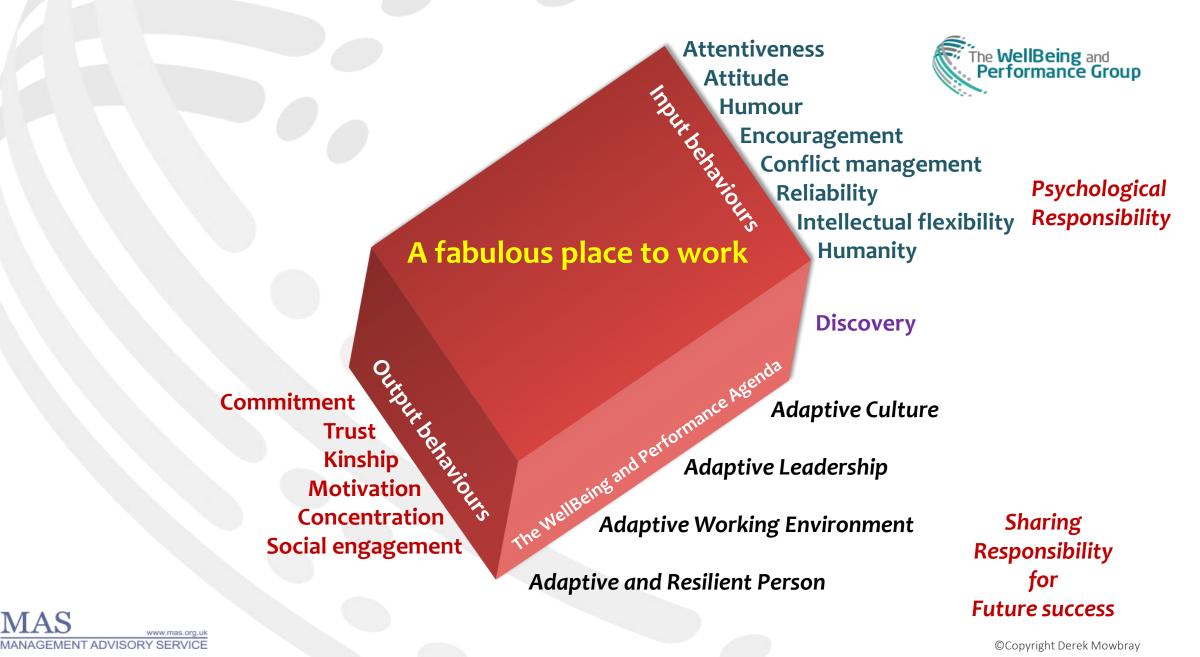
Kinship



Motivation







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Thank You The Elephant in the Room

Derek Mowbray's Guide to The Manager's Role in Resilience
Derek Mowbray's Guide to The WellBeing and Performance Agenda
Available from www/mas.org.uk/publications
Direct contact: 01242 241882

