

Building a psychologically healthy workplace
and workforce

The Elephant in the Room

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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**

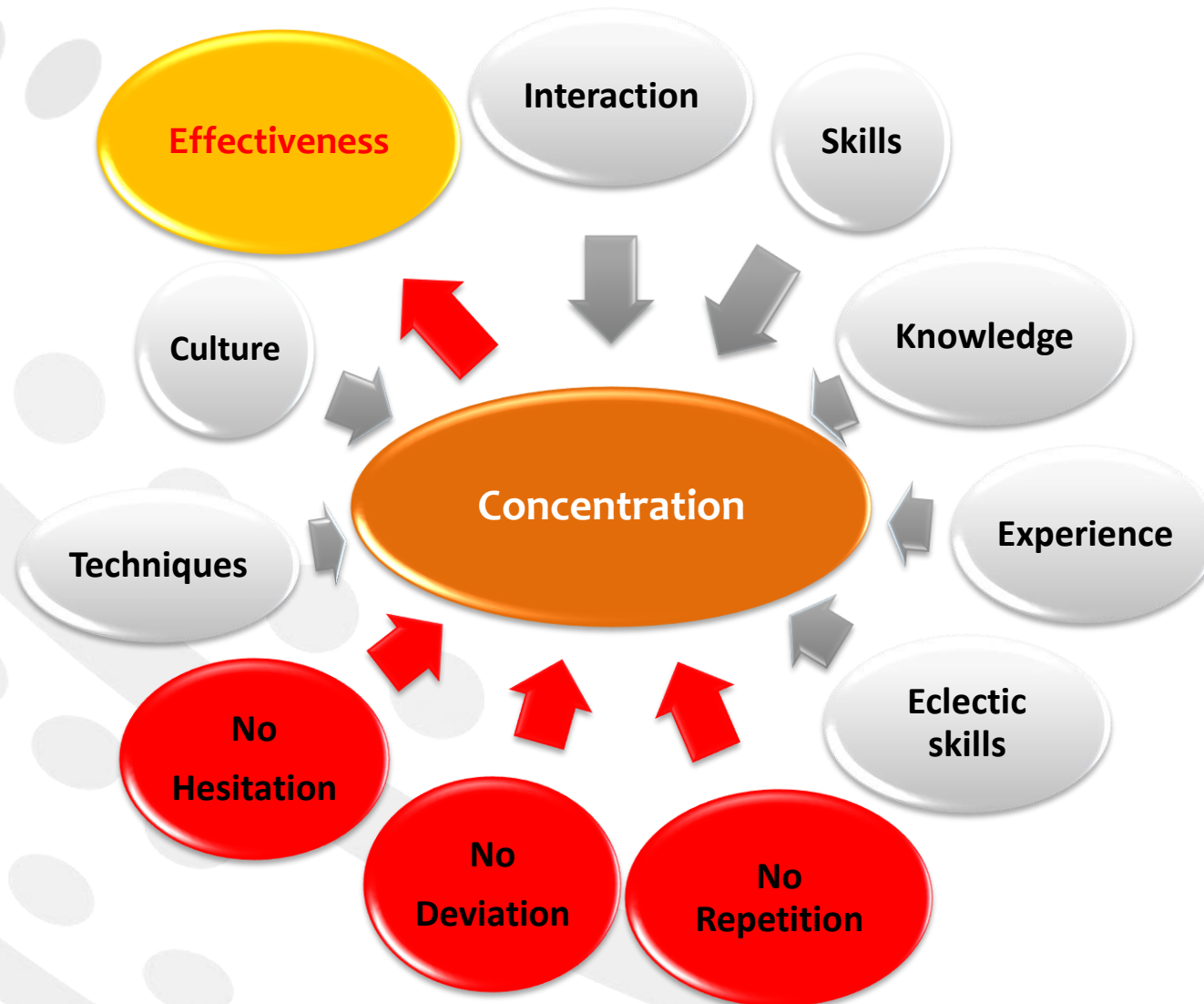
The Psychological Contract

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

Pressure

*A stimulant until
personal control is lost*

Tension

*A stimulus to get
rid of the tension*

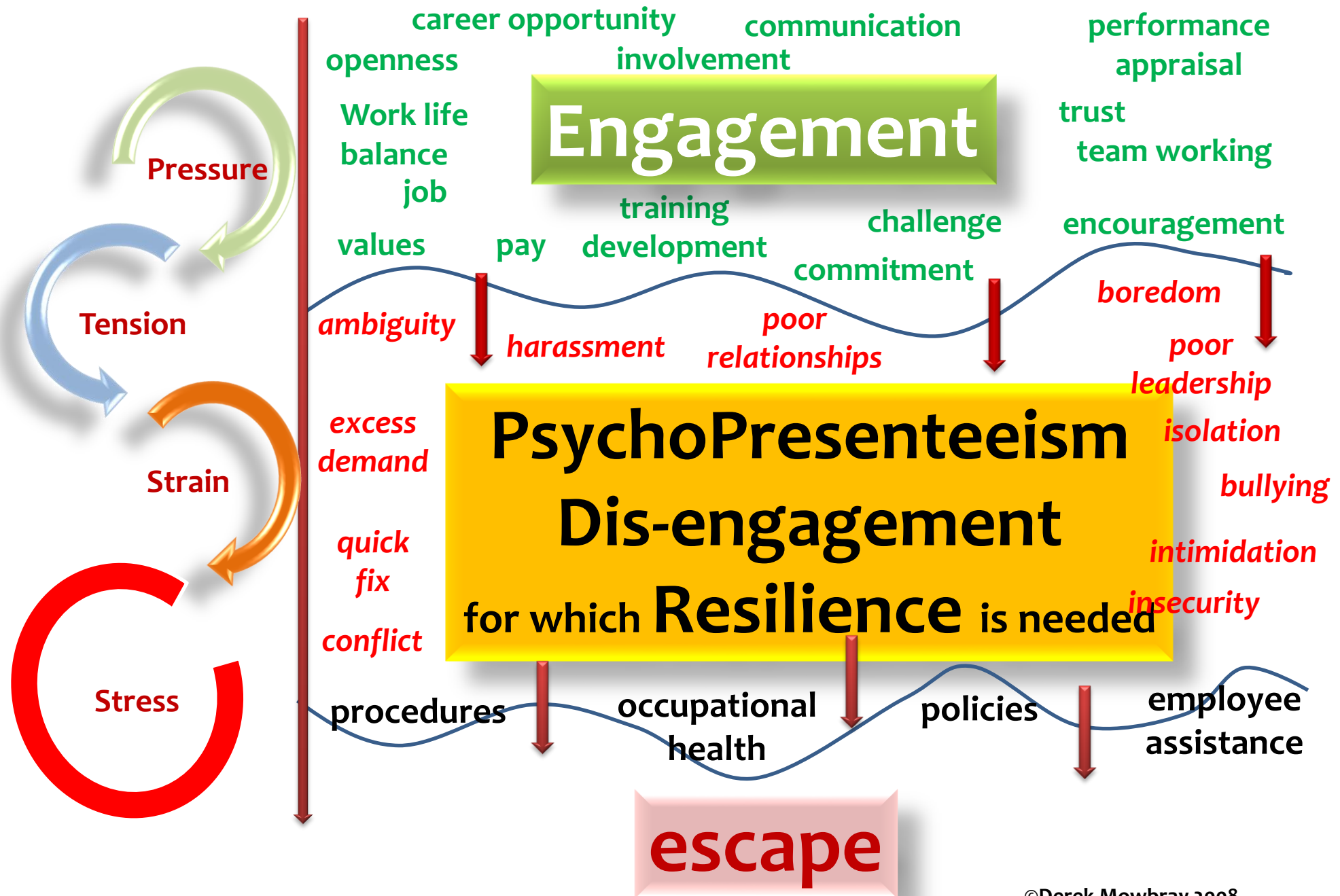
Strain

*An impairment to
performance*

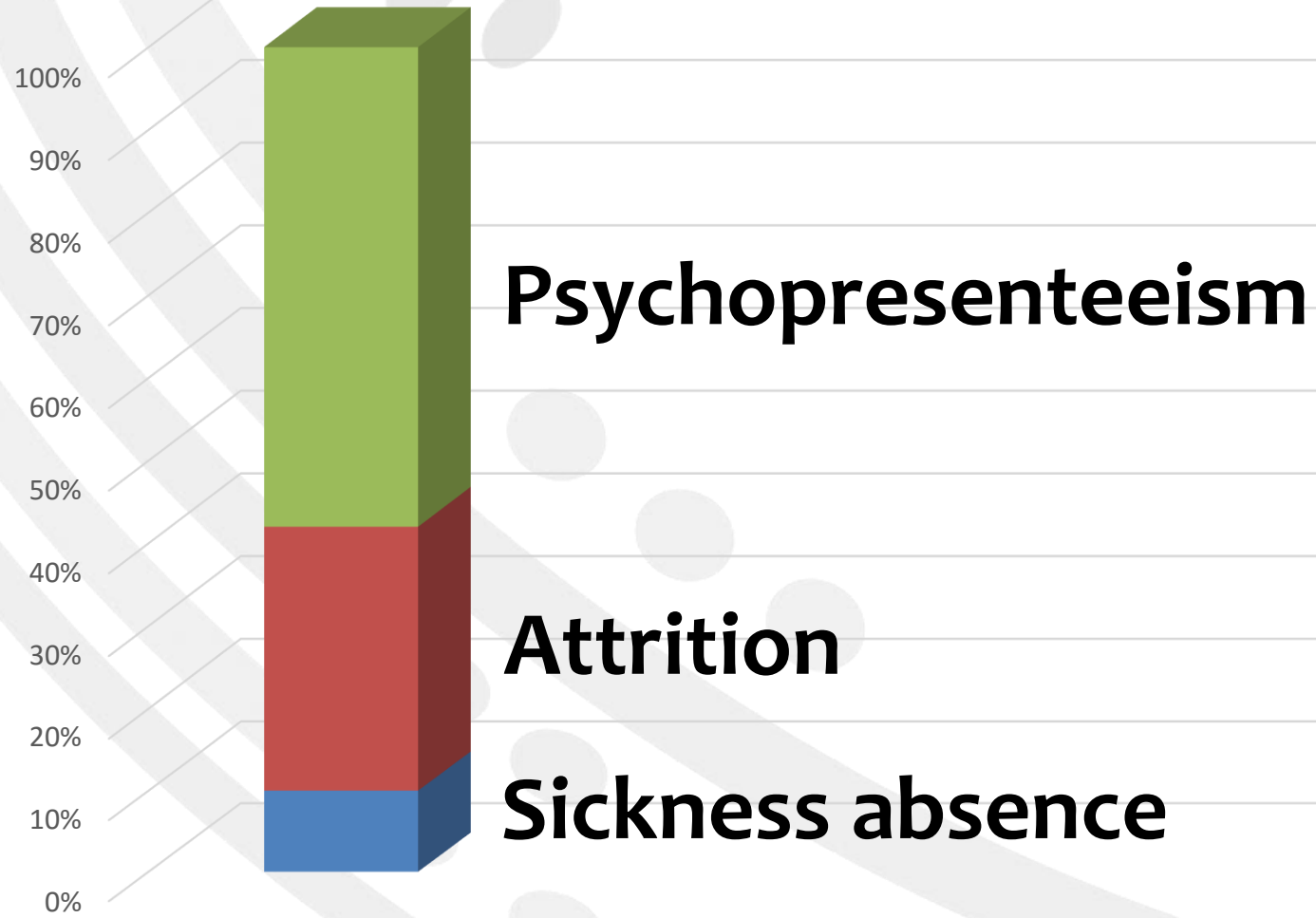
Dis-engagement

Stress

*A catastrophe –
can lead to serious ill health*



The price of strain



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

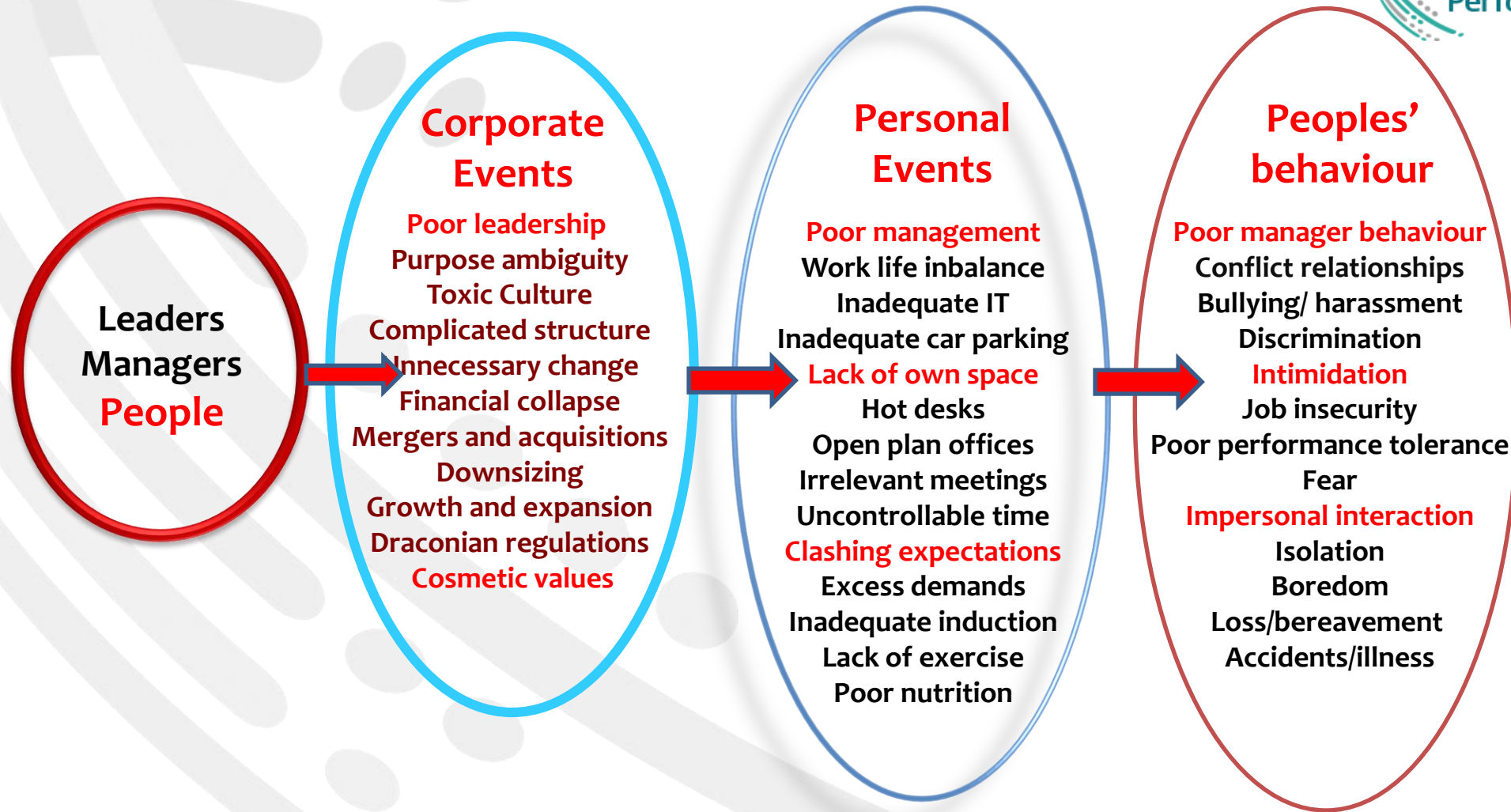
Life events:

Change
Ill health
Accidents

Work events:

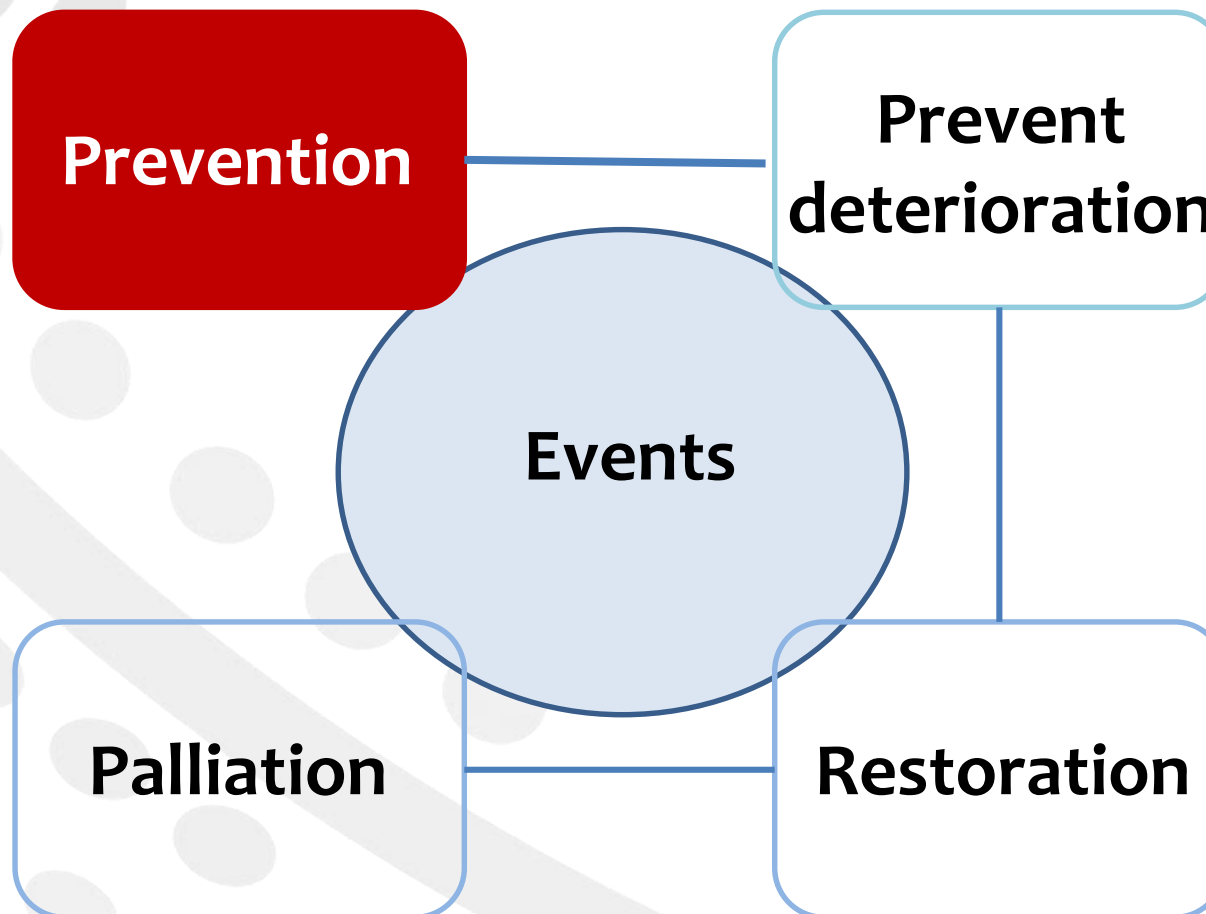
Intimidation
Threats
Conflicts
Insecurity
Fear
Boredom
Discrimination

Causes of strain and stress



The WellBeing and Performance Agenda

*Support
back
to
work*



Resilience

*Recovery
‘Bounce back’*

Behaviours that prevent stress and provoke Wellbeing and Performance



Social engagement

Commitment

Concentration

Trust

Kinship

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.

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.

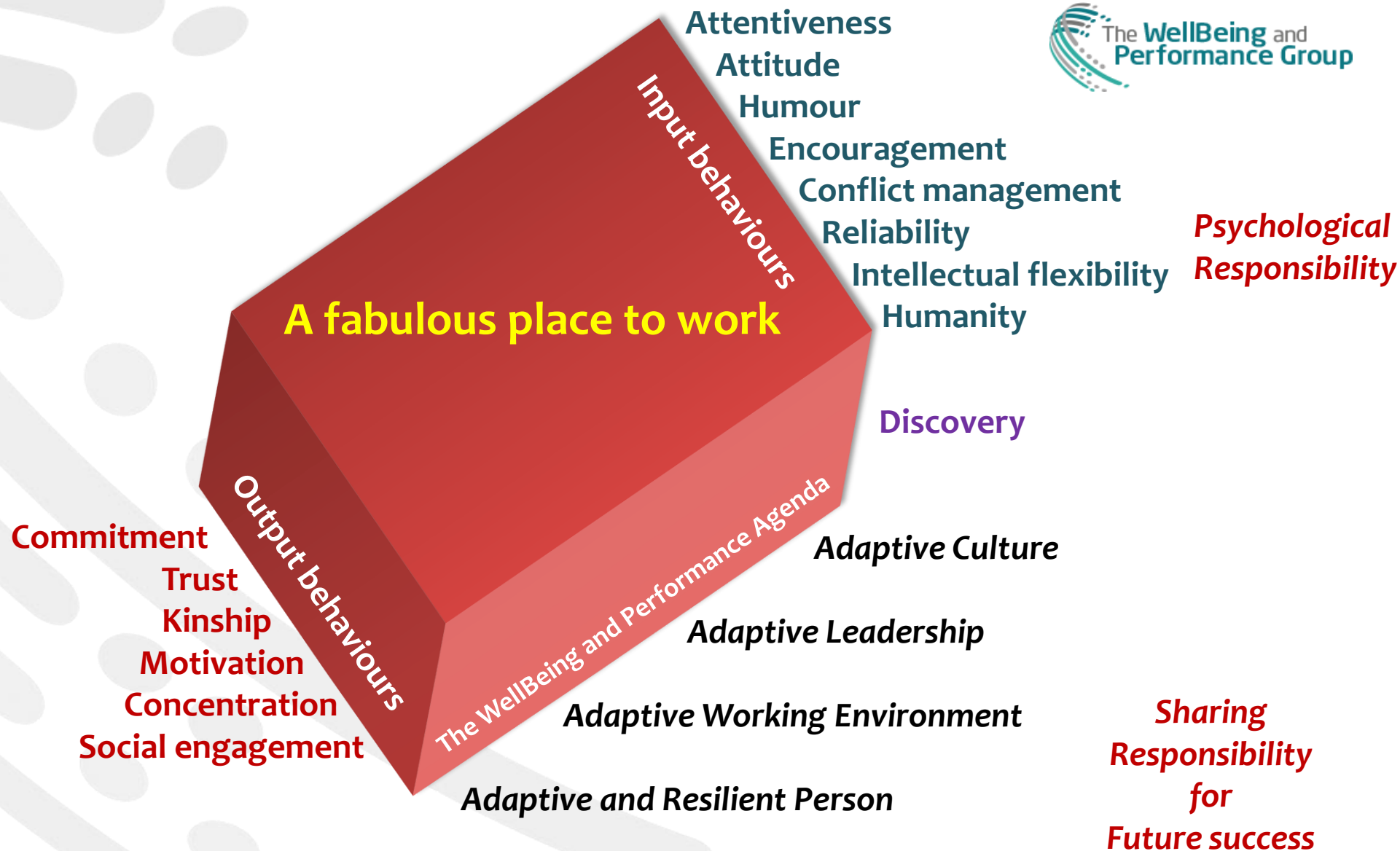
What is the Leader/Manager task?

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





Two principles underpinning The WellBeing and Performance Agenda

Psychological Responsibility

Sharing Responsibility for Future Success

1st principle

psychological

Be **ATTENTIVE** to others

Think **INDEPENDENTLY**

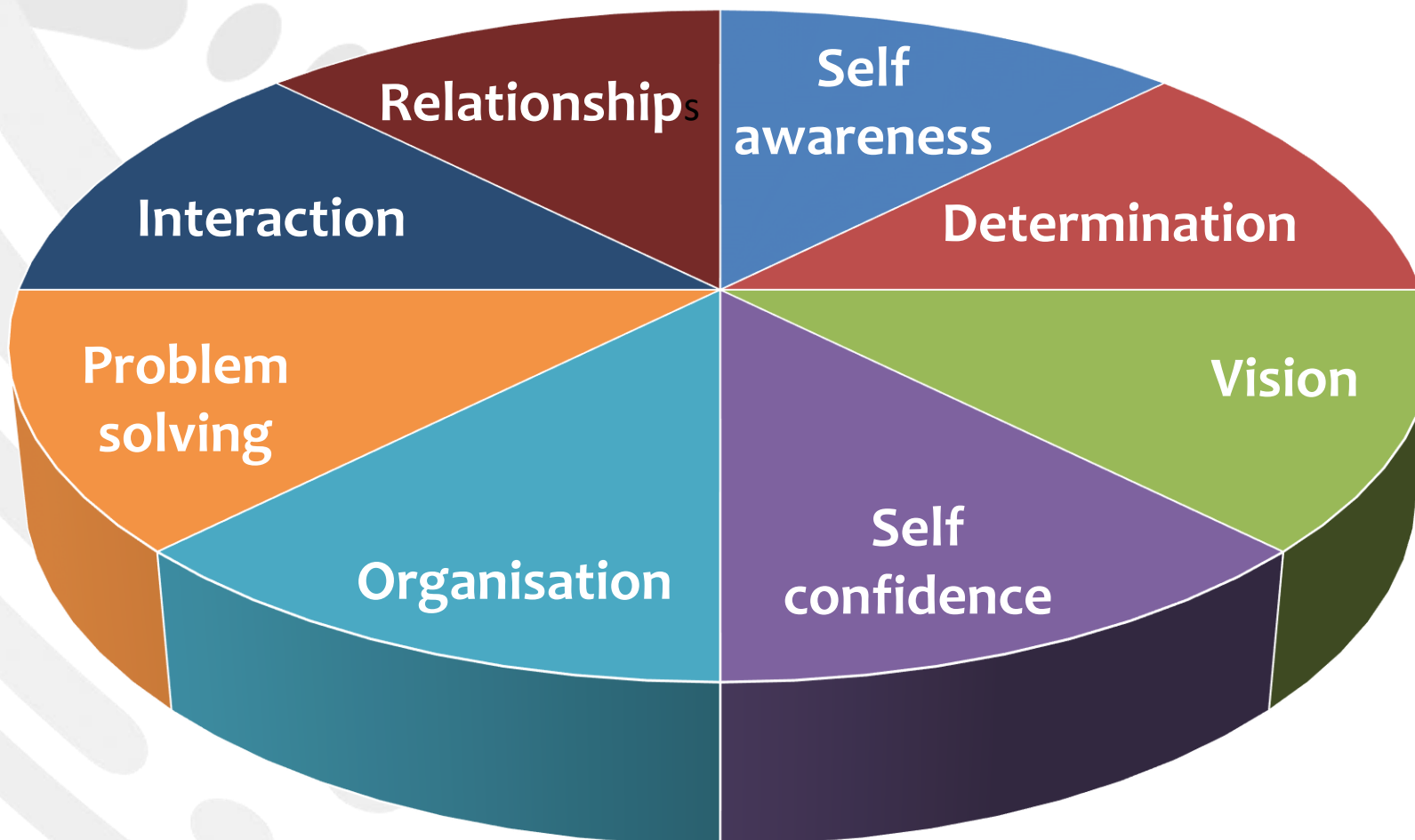


Act **with HUMANITY**

Responsibility

The ingredients of psychological wellbeing





Intelligent Behaviour



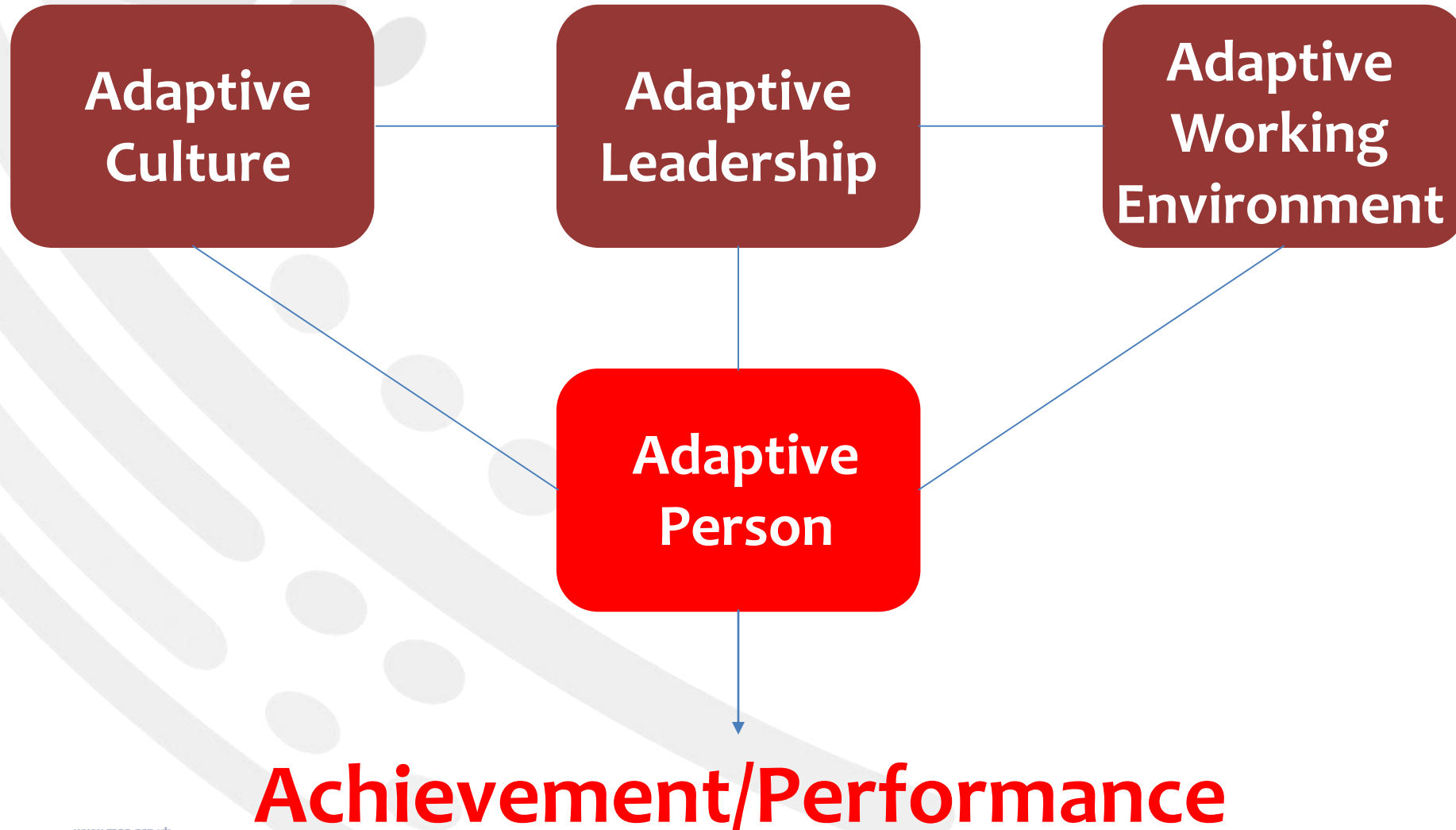
2nd principle



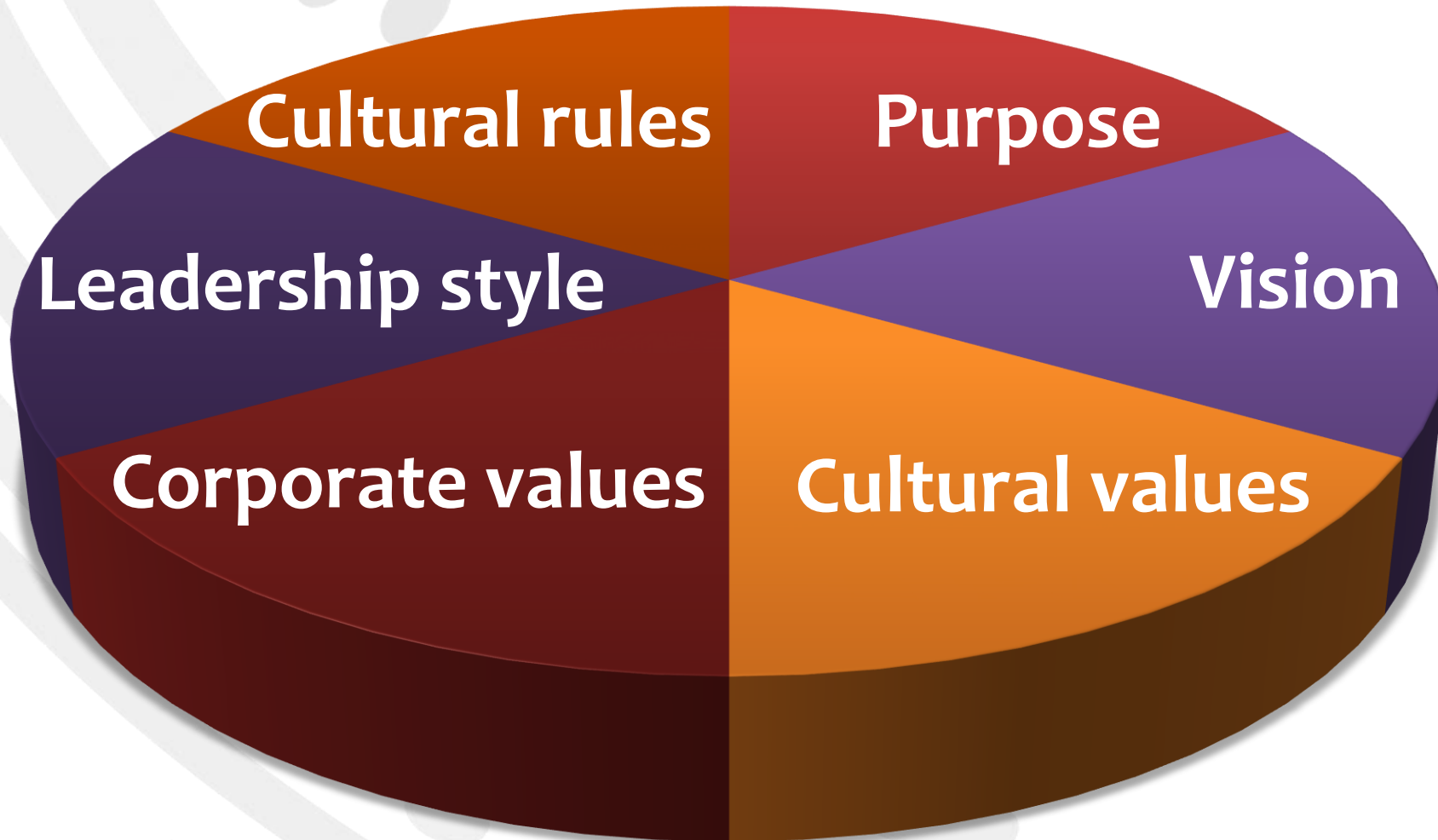
Sharing Responsibility for the Future Success of the Organisation



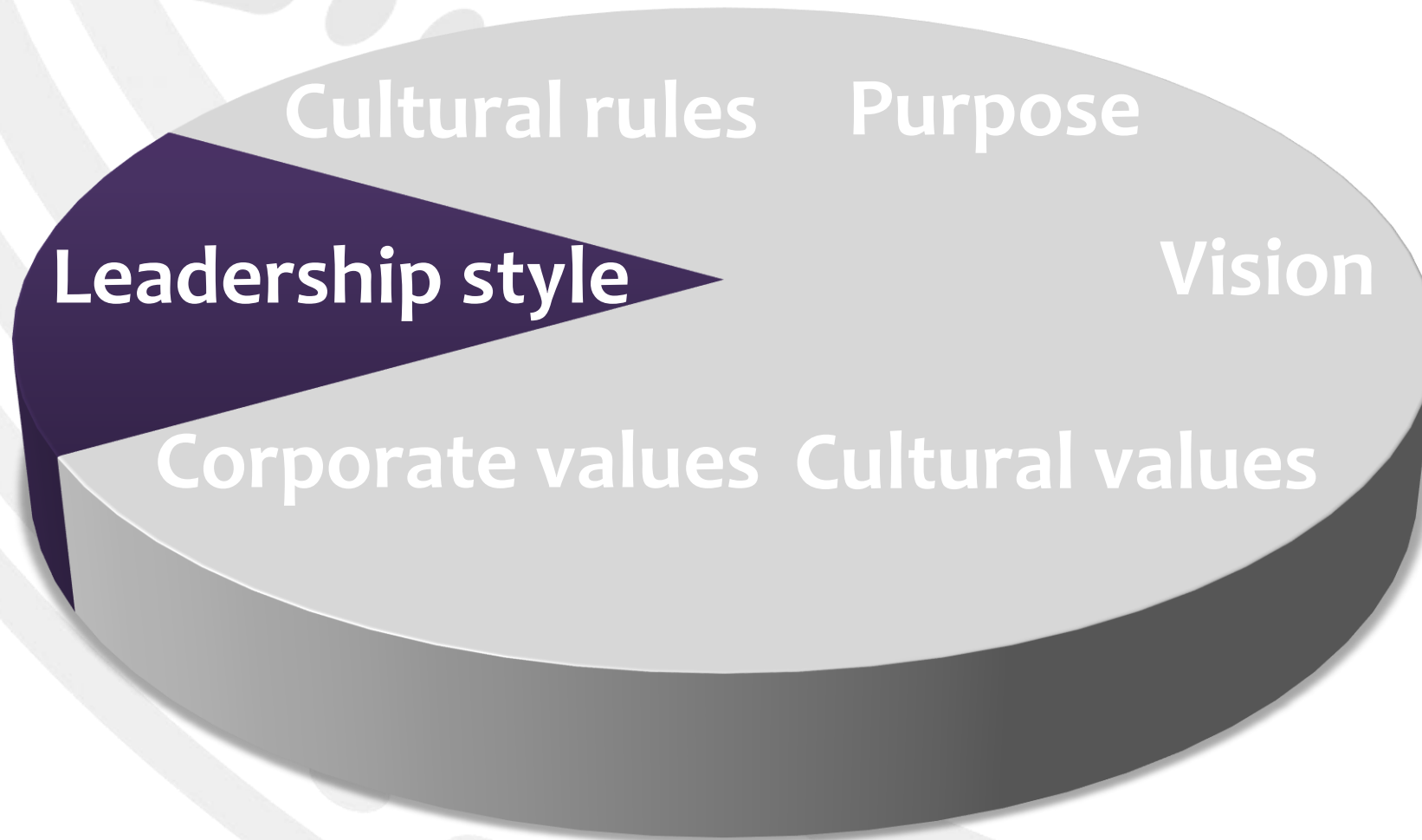
The WellBeing and Performance Agenda



A culture that provokes wellbeing and performance



Adaptive Culture- Leadership



Adaptive Leadership

Key features

Focus on the organisation **NOT** on management

Shared responsibility for the future success of the organisation

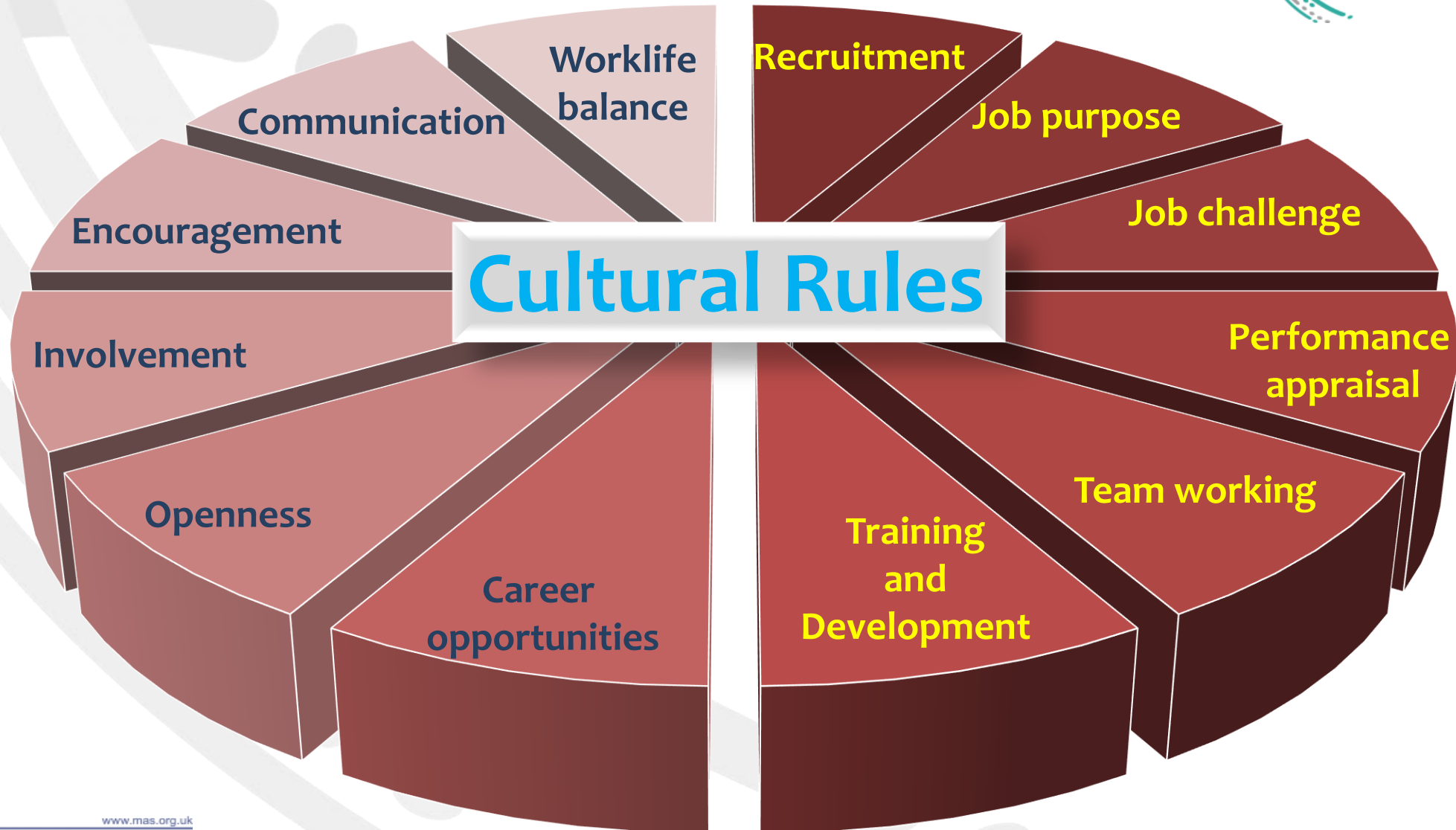
Elephants in the room are named and dealt with

Independent judgment is expected

Leadership capacity is developed

Reflection and continuous learning is institutionalised

Prevention of stress



Behaviours that prevent stress and produce Wellbeing and Performance

Social engagement

Commitment

Concentration

Trust

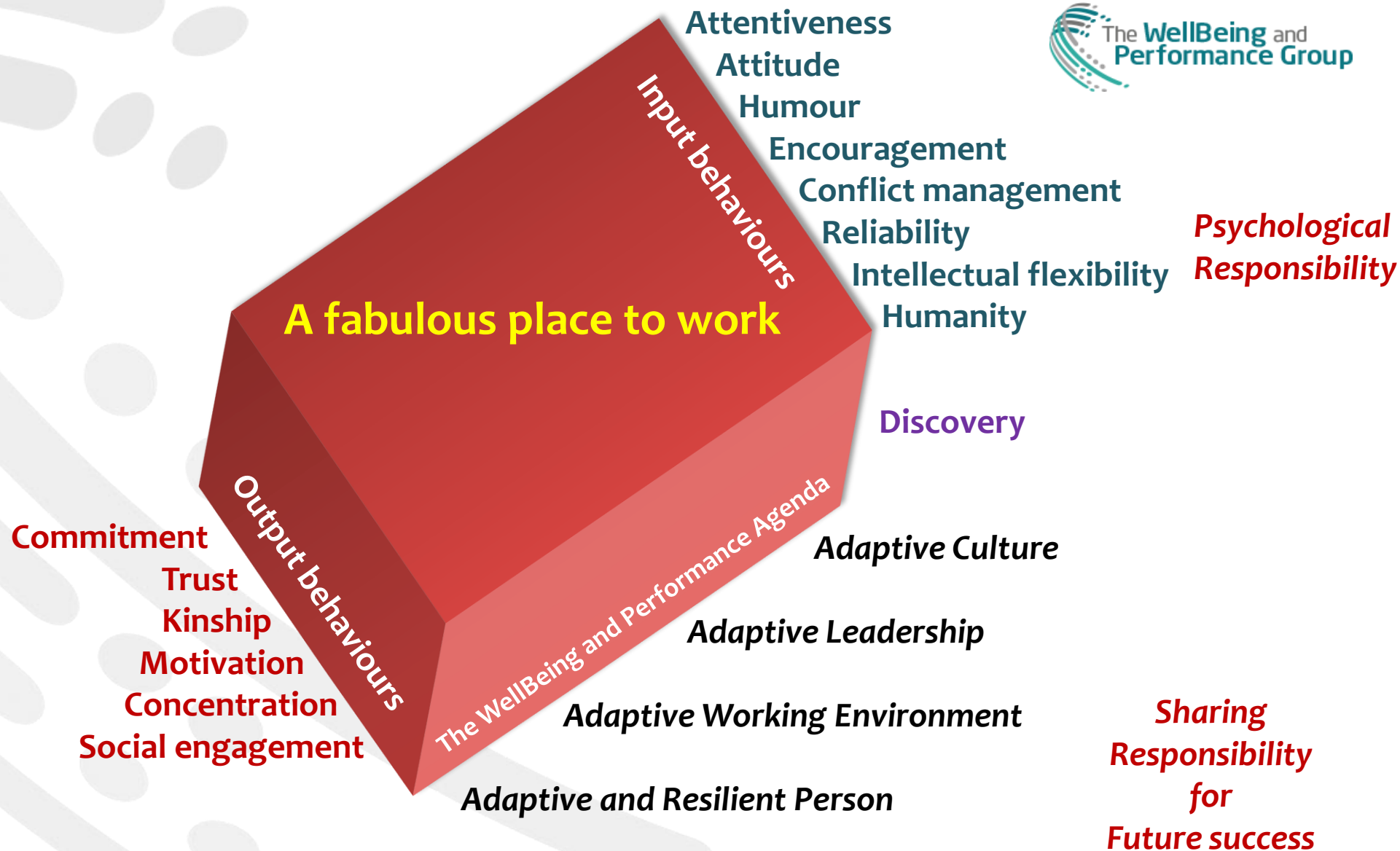
Kinship

Motivation



WellBeing and Performance
Development Framework





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

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