

Releasing Individual Potential through Employee Wellbeing



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Vision



To create and sustain a productive workplace where people can work happily and healthily to their full potential

➔ The keys to achieving this workplace are:

- ☑ a recognition that healthy people make healthy organisations
- ☑ that the psychosocial health of employees is as important as their physical health
- ☑ that good wellbeing goes hand in hand with higher energy, increased creativity, and greater productivity

What have we learned?

- **Managing stress, improving wellbeing, and raising energy are the essential building blocks for the release of personal potential**
- **It is only by improving workplace wellbeing and energising work that organisations can maximise discretionary effort – the next opportunity for significant growth**
- **You have to understand the issues before you can manage them. Use appropriate tools to identify the issues that cause stress and design interventions to remove them for the employees, the work groups, and the organisation.**

What have we learned?

Stress is not about
being weak...



it's about being
human!

How do we get employers to invest in wellbeing?

➔ We have to build the business case

- ☑ We have to show the benefits
- ☑ We have to use language that motivates commercial managers
- ☑ We have to demonstrate that it works!

We have to capture their imagination!

The wellbeing bonus



We have to show that there is something employers can get from reducing stress and improving wellbeing that they can't get anywhere else

Discretionary Effort

*The level of effort people could give...
...if they wanted to*

- **it is beyond what is required**
- **there is no punishment if you do not do it**
- **it cannot be forced**

The barriers to releasing potential

Workplace pressures

- ⇒ **Daily Hassles** - the little things that get in the way
- ⇒ **Workload** - too much or too little
- ⇒ **Difficult working relationships** – bosses and colleagues
- ⇒ **Recognition** - not enough or the wrong sort
- ⇒ **Organisational climate** - the way it feels to work here
- ⇒ **Personal responsibility** - too much or too little
- ⇒ **Home/Work balance** - juggling conflicting demands

these pressures sap energy, reduce wellbeing and

make it difficult for people to achieve

Identify the issues



- ⇒ All employees face pressures at work and at home
- ⇒ These pressures come from a variety of sources
- ⇒ They affect people in different ways

One persons challenge..
...is another's stress!

We need accurate and relevant
diagnostics to identify the
specific issues facing each
individual and each work group!

How do we know what to change?



We need to act on fact...

..... not on anecdote

Use diagnostic tools and specialist knowledge to find out which issues at work cause the most problems

To use this information to find the
smallest steps that will make the
BIGGEST difference

Improving wellbeing - case studies



⇒ Individual interventions to manage pressure

- ☑ Jackie's story

⇒ Work group interventions to manage pressure

- ☑ The maintenance engineers

⇒ Organisation interventions to manage pressure

- ☑ telecoms call centre staff
- ☑ Education department

⇒ Working with what's best

- ☑ Olympus Excellence project

⇒ Growing beyond recovery

- ☑ Marks & Spencer WorkWell Programme


⇒ Engaging the organisation

- ☑ GlaxoSmithKline Team Resilience project

The case studies show the results of using the Pressure Management Indicator to understand the key issues and provide relevant and useful information that drives sustainable change for:

- individual employees**
- work groups**
- the organisation**

Improving wellbeing - Individual Case Study



Pressure Management Survey Local Government – UK

Individual Interventions

Jackie's personal actions

- ➔ **PMI Profile prompted her to do something about stress at work**
- ➔ **Recognised that she had ignored her personal well-being and family life**
- ➔ **Decided to take personal responsibility for managing her stress and contacted the confidential counselling service for 6 sessions of brief therapy**
- ➔ **Took positive and simple actions to improve her management of pressure at home and at work**



The longer term effects – 6 month review

- ➔ The PMI survey showed that 14.5% of workforce needed treatment for stress
- ➔ The re-survey showed this had reduced to 3.5% 3 months later
- ➔ Absence levels continue to be significantly lower
- ➔ All the people who were on long term sick are now back at work
- ➔ Waiting times for customers have reduced
- ➔ Customer satisfaction levels have increased



Improving wellbeing - Local team case study



Pressure Management Survey Chemical Plant - USA

Improving wellbeing - Local team case study

- **Maintenance Staff completed the PMI as part of team development work**
- **Results showed issues with conflicting tasks, unclear guidance, not feeling valued**
- **These issues clearly linked to a recent empowerment program which left staff empowered to make decisions but without the skill and training to decide priorities**
- **Action taken by the team at team level to clarify decision making, prioritisation and role clarity**



Improving wellbeing - Organisational Case Study



Pressure Management Survey Call Centre – UK

We needed to better understand...

- **why our people leave and why they stay**
- **just what were our pressure points**
- **who was at risk in the new company world**
- **quantifiable data to support our tactical plans**
- **specific not “general” issues**
- **what it was like for our people to work here**

“we needed to prove what we intuitively knew”

Pressure Management Indicator

- “a gift”



Relevant, specific and useable diagnostics

Use the results to make a difference:

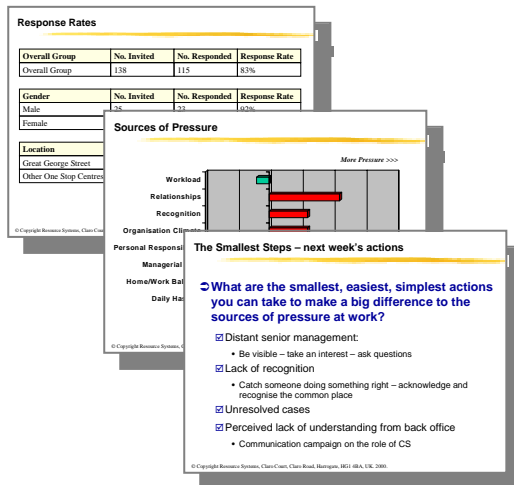
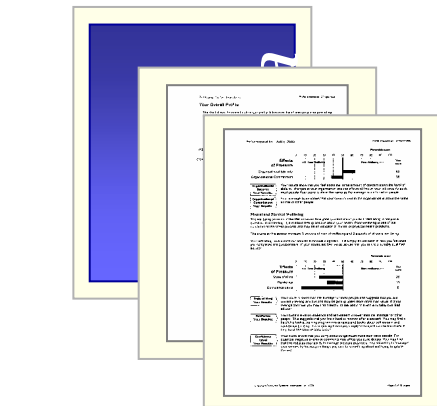
What are the big issues?

What are the small steps?

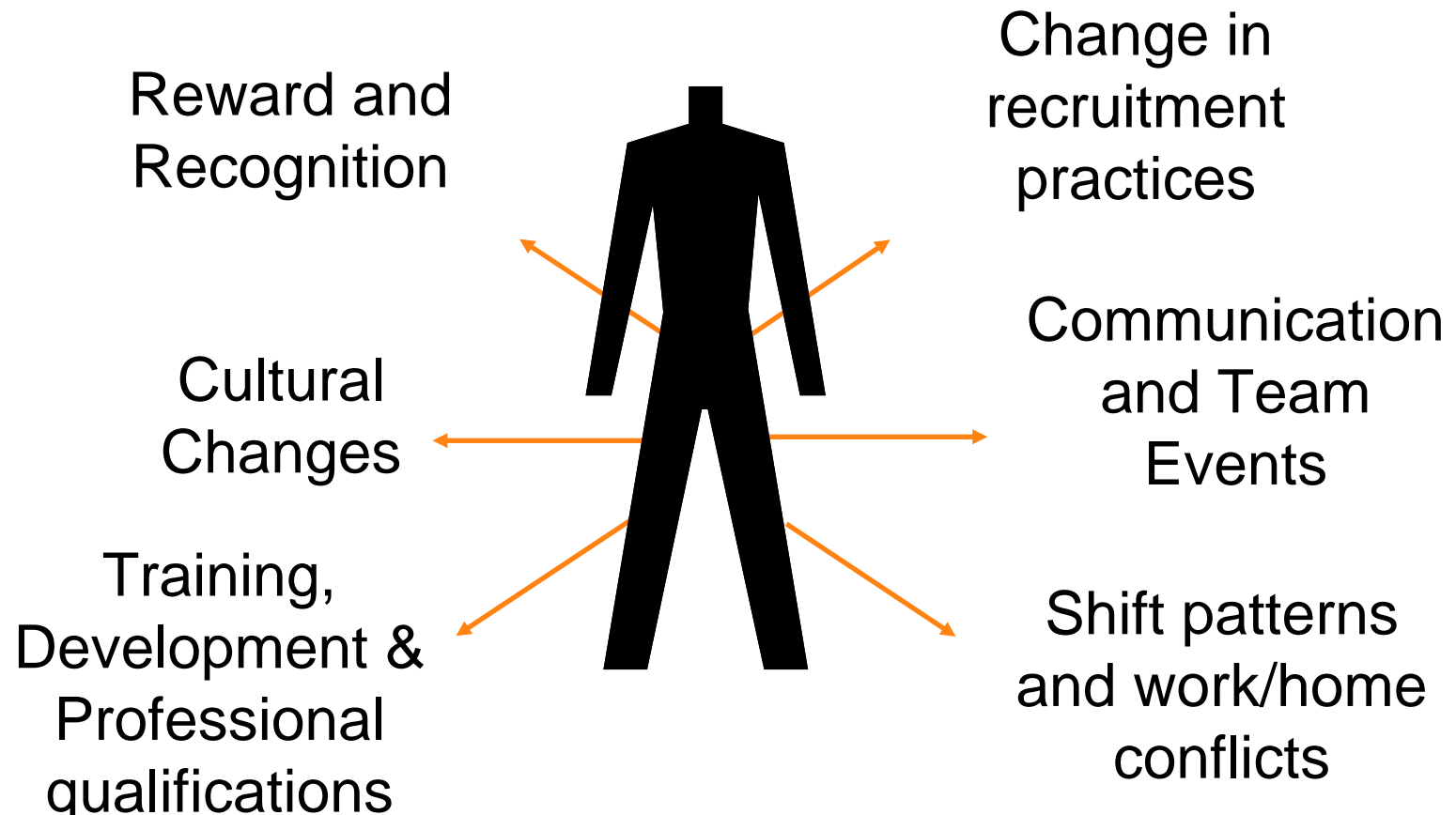
What can I do differently to help myself and others?

What can the team do differently?

What can we do differently as a Company?



We developed different tactical actions for individual roles depending on their sources of pressure:



And the business results

- Customer satisfaction increased to 82%
- first call resolution now @ 67%
- Attrition reduced to 14.1% per year
- unplanned absence reduced
- staff contribution increased by 200%
- complaints showing downward trend for the last 12 mths (2.4 per 10,000)
- lowest customer churn in the industry
- fun events are sold out !



Improving wellbeing - Education Sector



Pressure Management Survey Education - UK

Managing Stress initiatives can work across all sectors!

PERSONNELTODAY

Managing Health at Work Award



➔ City of York Education:

- ☑ Pressure Management Survey and targeted interventions produced significant and measurable benefits:

➔ Absence

- ☑ 10.1 % to 8.3% reduction
- ☑ £43,200 cost reduction

➔ One school

- ☑ £58,800 cost reduction for just one school
- ☑ £5 savings for every £1 spent

Improving wellbeing - Appreciative Inquiry



OLYMPUS



Excellence in Leadership
Olympus Europe

Appreciative Inquiry – working with what's best

- ➔ Olympus UK staff completed the PMI as part of a follow up survey
- ➔ Results showed issues a need to change attitude and culture. Previous interventions were complex and prescriptive
- ➔ Appreciative inquiry based:
 - ☑ Excellence in Leadership
 - ☑ Excellence in Management
 - ☑ Excellence in Operation



Improving wellbeing - beyond recovery



MARKS &
SPENCER

WorkWell Project
Marks & Spencer Plc

MARKS & SPENCER

A photograph of a Marks & Spencer store entrance. The store name is displayed in large, glowing green letters above the glass entrance. The interior is visible through the glass, showing a well-lit retail space with various furniture and home goods. The text is overlaid in yellow on the left side of the image.

320 Retail Stores

**55,000 permanent staff + 7,000
temporary seasonal**

83% female; 62% part-time

Recent History - Fall & Recovery



⇒ **1998 Profits halved from £1Bn to £500M**

⇒ **Cultural change from introverted to contemporary “clear view”**

⇒ **Organisational Restructures**

- ☑ 1999 Buying Units
- ☑ 2000 Stores Structures “Best Fit”
- ☑ March 2001: Near takeover bid
- ☑ October 2001: Sales progressive
- ☑ 2001/2002: New business models

Taking action to meet this need



➔ **the data showed that the Section Managers should be our first priority:**

- ☑ difficulty in adjusting to new role
- ☑ lack of people skills training
- ☑ their ability to manage pressure has a significant effect on their staff and the business

➔ **‘Beyond Recovery’ meant the time was right to ‘give something back’**

What is the WorkWell Programme?



➔ **A highly participative Stress Management Intervention programme which is:**

- targeted
- measurable
- modular
- flexible

➔ **Workshops are facilitated by trained OHAs and delivered in stores**

Guiding Principles



➔ Teaches cognitive behavioural skills

- ☑ provides a “toolkit” of resources *for work and home!*

➔ Highly participative

- ☑ encourages peer group support during and after the workshop

➔ Provides opportunities for further help

- ☑ OHA's can help people at risk through counselling or by referring for treatment

Make a difference!

The programme is supported by:



- ➔ **trainers pack containing OHT/exercises**
- ➔ **trainers handbook with description of each module**
- ➔ **module selector guides**
- ➔ **sample letters for briefing staff and inviting participants**
- ➔ **PMI questionnaires**
- ➔ **PMI Personal Profiles**
- ➔ **feedback report templates/evaluation forms**

WorkWell modules include:



- Physical mental and social wellbeing
- Understanding the stress response
- Recognising stress
- Cumulative pressure
- HSE Guidelines and the Law
- Interpreting the PMI
- Influence and control
- Solutions instead of problems
- Managing difficult people
- Finding resources, etc.

Using the Workshops to make a difference



- ➔ **Information gathering and data collection throughout the WorkWell Programme allows risk modification and risk reduction strategies to be fed back to management and HR**

Issues can be addressed at source

Actions can be taken at the appropriate level!

European Model of Best Practice

- ➔ 64 models of best practice from 15 countries in Europe
- ➔ The M&S WorkWell Programme was the only example from the UK to be included in the final 20 chosen for "active dissemination within the European Union".

Selection criteria:

- ☑ Include an early detection (early warning system)
- ☑ Involve the participants in the whole project management
- ☑ Be integrated in the management philosophy
- ☑ Include different levels of intervention
- ☑ Focus on mental health promotion
- ☑ Cover different levels: promotion, primary prevention and secondary prevention
- ☑ Be designed and implemented by a multi-professional team
- ☑ Apply to a multifaceted target group (ie different occupational groups or hierarchical levels)
- ☑ Include various actions, for example training, counselling, surveys
- ☑ Be proven to be effective

Improving wellbeing - Team Resilience



Worldwide Team Resilience Project GlaxoSmithKline

Engaging the Organisation – Team Resilience

➔ GSK EHM want improve mental wellbeing and build personal and team resilience throughout the business

➔ Need to involve work groups in finding solutions based on clear understanding of their issues

➔ Online team resilience system enables managers to involve their teams in the diagnostic process and work with them to identify and implement sustainable solutions



The screenshot shows a web browser window with the title "New Project - Microsoft Internet Explorer provided by Resource Systems". The page content is titled "team resilience & mental well being" and "New Project". It contains a form with the following fields: "Project Name:", "Project Start Date:" (with a calendar icon), "Administrator E-mail:", "Administrator Password:", "Confirm Password:", "Password Hint:" (with a note: "The password hint is your private password reminder, for example your Mother's maiden name, place of birth, etc."), "Number of participants:" (with a dropdown menu showing "Maximum number: 3"), and "Date of Project Workshop:" (with a calendar icon). There are "Submit" and "Return to Menu" buttons at the bottom. A footer note reads: "If you have any problems using this site, please contact Resource Systems at esh@resourcesystems.co.uk or by calling 0447 942 539220." The GSK logo is visible in the top right corner.

Lessons from the case studies

➔ Diagnose before you treat!

- ☑ Understand the issues by involving the people, go beyond anecdote to evidence and measure success

➔ Deal with sources not symptoms

- ☑ Find out what's causing the problem and deal with it

➔ Engage the organisation

- ☑ Capture the imagination of the people and make the initiatives relevant to them and the business

'team resilience' – 'work well' – 'excellence in leadership'

➔ Make people feel valued

- ☑ This is for them – they matter! They have the answers!