

*in* equilibrium

# “Stress and Well-Being in the Workplace”

**IOSH**

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# What is well-being?

- What does well-being mean to you?
- Is it one thing or a combination of things?
- What gives you a sense of well-being?

# Content

- Managing Well-being formula
- Resilience research
- Stress Management Standards
- Work Pressure Profile
- Competency Framework
- CUSP
- Further information

# The Managing Well-being Formula

$$V + R = W + E + M + C$$

- V is Vulnerability (reducing)
- R is Resilience (increasing)
- W is Work pressures
- E is Employee characteristics
- M is Manager characteristics
- C is Circumstances

# Resilience: a worldwide programme

- Glaxo Smith Kline publicly report on the financial impact of their health and well-being programmes involving 41 countries and over 22,000 employees
- GSK report shows that staff who are physically energised, mentally focussed and have a clear sense of purpose show sustained improvements in performance

# GSK – Team Resilience Programme

Since 2002

- 60% reduction in work-related mental illness (2003 – 2007)
- 20% reduction in absences due to mental ill health, equivalent to savings of £2..4. million
- 10 - 15% reduction in fatigue and 15% increase in self-esteem and job satisfaction

# Resilience Definition

“The ability to be successful, personally and professionally, in a highly pressured, fast-paced and continuously changing environment”

Glaxo Smith Kline 2008

# Vulnerability - Stress

- What is stress?
- “Stress is ... the adverse reaction people have to excessive pressure or other types of demand placed on them” (HSE)”

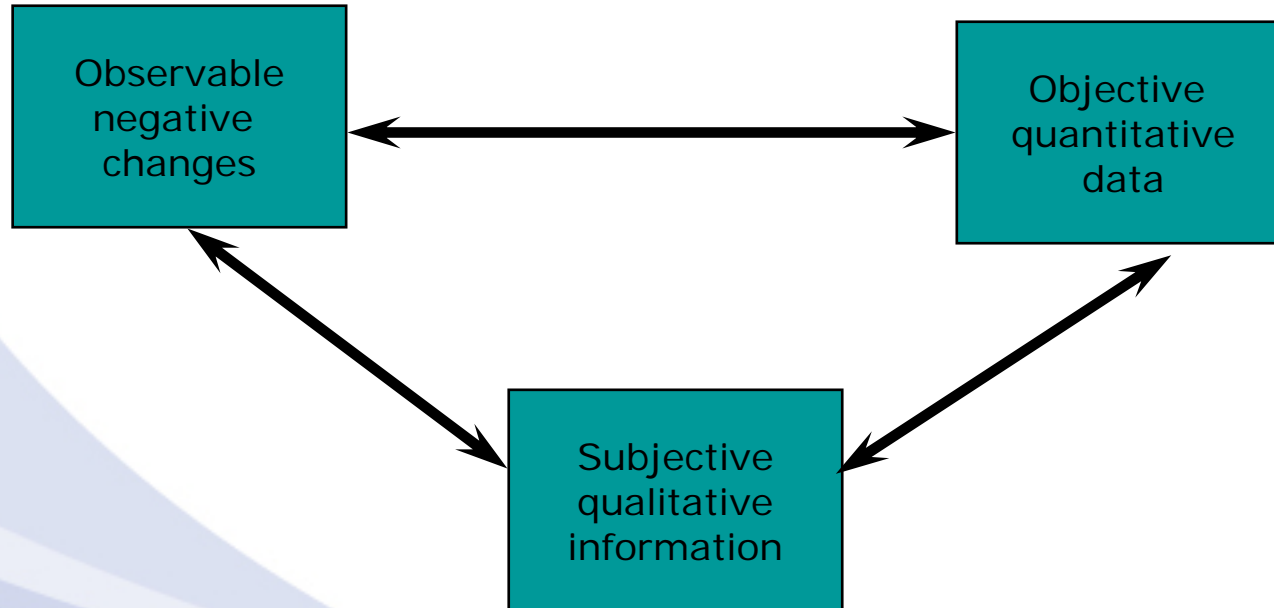
# Stress cont.

- What is this “reaction”?
- Event v chronic stressors
- Pressure v Stress
- Risk Management Approach – minimising risk of vulnerability

# Early indications of increased vulnerability

- Being proactive
- The warning signs:
- ‘What we see and what we hear’ exercise
- Three sources of data

# 3 Sources of Data



# Risk Management Approach

- Minimising the risk of vulnerability
- Minimising the likelihood of negative **well-being** outcomes (e.g. illness, stress absence) and maximising the likelihood of positive resilience outcomes (e.g. enjoyment; satisfaction; retention; low absence)

# Increasing Well-being: Resilience

- Maintaining job performance during times of adversity
- Absorbing high levels of change
- Bouncing back from setbacks
- Recovering quickly from problems
- Managing work and home demands effectively

# Resilience Quotient

- Optimism
- Emotion Regulation
- Impulse Control
- Empathy
- Reaching Out
- Problem Solving

# The Crisis of Change

危机

- Hidden Opportunity
- Potential Danger

# Work Pressures

- Pressure identification
- Managing work pressures
- Tool – Work Pressure Profile

# HSE Management Standards

- The **Demands** of people's jobs
- How much **Control** (or how much say) people have in the way they do their work
- The **Support** provided by the organisation, line management and colleagues
- **Relationships** at work, including promoting positive working, preventing/resolving conflict and dealing with unacceptable behaviour
- The extent to which people understand their **Role** in the organisation & do not have conflicting roles
- How organisational **Change** is managed and communicated

# Employee Characteristics

- How individual characteristics and behaviours influence vulnerability
- ‘How well do Managers know the people they manage?’

# Manager Characteristics

- **Managers behaviour is vital**
  - Direct impact: potential source of stress / wellbeing for staff
  - “Gatekeeper” role: influence staff exposure to sources of stress
- **Managers play key role in identifying and tackling stress in their people**
- **Managers are key to achieving HSE Stress Management Standards**

# Why identify key manager behaviour / competencies?

- Understand which manager behaviours are important
- Translate stress management into accessible language and people management terminology
- Management competencies for preventing and reducing stress

Competency	Sub-competency
Respectful and responsible: Managing emotions and having integrity	<ul style="list-style-type: none"> <li>• Integrity</li> <li>• Managing emotions</li> <li>• Considerate approach</li> </ul>
Managing and communicating existing and future work	<ul style="list-style-type: none"> <li>• Proactive work management</li> <li>• Problem solving</li> <li>• Participative / empowering</li> </ul>
Managing the individual within the team	<ul style="list-style-type: none"> <li>• Personally accessible</li> <li>• Sociable</li> <li>• Empathetic engagement</li> </ul>
Reasoning / managing difficult situations	<ul style="list-style-type: none"> <li>• Managing conflict</li> <li>• Use of organisational resources</li> <li>• Taking responsibility for resolving issues</li> </ul>

# Competencies Framework – Example of Management Behaviours

**Competency:** Respectful and Responsible:  
managing emotions and having integrity

**Sub-competency:** Integrity

Do (✓)

- ✓ Is a good role model
- ✓ Treats team members with respect
- ✓ Is honest

Don't (X)

- X Says one thing then does something different
- X Speaks about team members behind their backs

# Circumstances

- Group Exercise: Creating the right climate (openness and trust)
  1. Idea generation
  2. Evaluate ideas in order to pick the top 5 (Which will be the most effective? NB make sure the ones you choose are practical.)
  3. Feedback discussion

# The CUSP framework

C control  
U uncertainty  
S support  
P pressure

# Future Developments

- Management Competencies HSE website  
– Spring 2009
- New work-related stress website offering guidance and support see [www.workingforhealth.gov.uk](http://www.workingforhealth.gov.uk)

# Summary: Managing Stress and Well-being

$$V = W + E + M + C$$

- **V is Vulnerability** – Remember resilience too!
- **W is Work pressures** - Stress Management Standards / Work Pressure Profile tool
- **E is Employee characteristics** – know your people
- **M is Manager characteristics** – Competency Framework
- **C is Circumstances** – CUSP for generating options

# Further information

## In Equilibrium

[www.in-equilibrium.co.uk](http://www.in-equilibrium.co.uk)

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Management Competencies:

Guidance leaflets: [www.cipd.co.uk/guides](http://www.cipd.co.uk/guides)

Research Report:

[www.hse.gov.uk/research/rrhtm/rr663.htm](http://www.hse.gov.uk/research/rrhtm/rr663.htm)

Dame Carol Black's research and government response

[www.workingforhealth.gov.uk](http://www.workingforhealth.gov.uk)

GSK Information: available from In-Equilibrium  
(above)

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# Any questions?

Thank you for your attention today!  
Wishing you a happy and healthy 2009!

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