Thriving people, better performance

Focusing on what matters

Make It Safe 2023 ONLINE
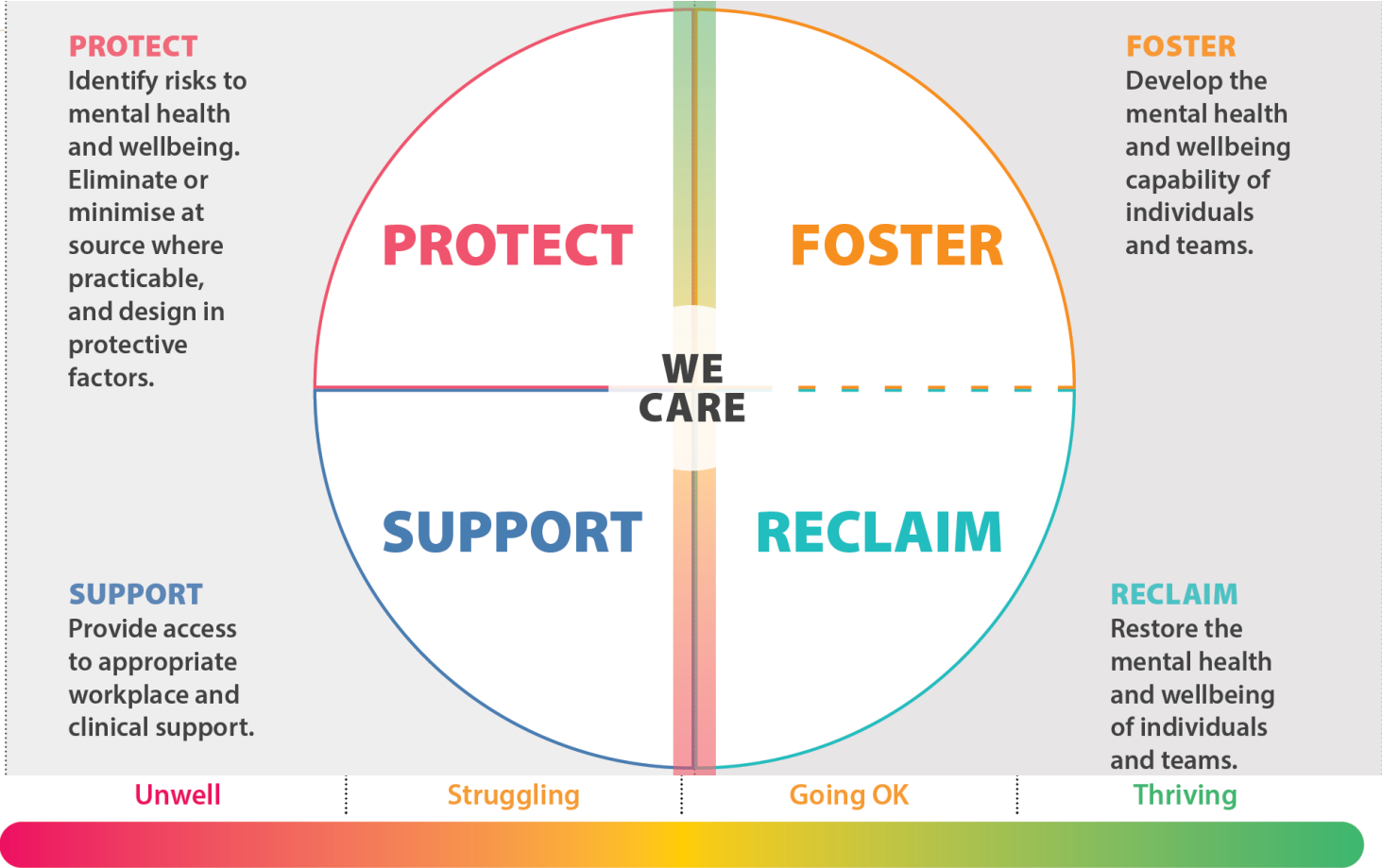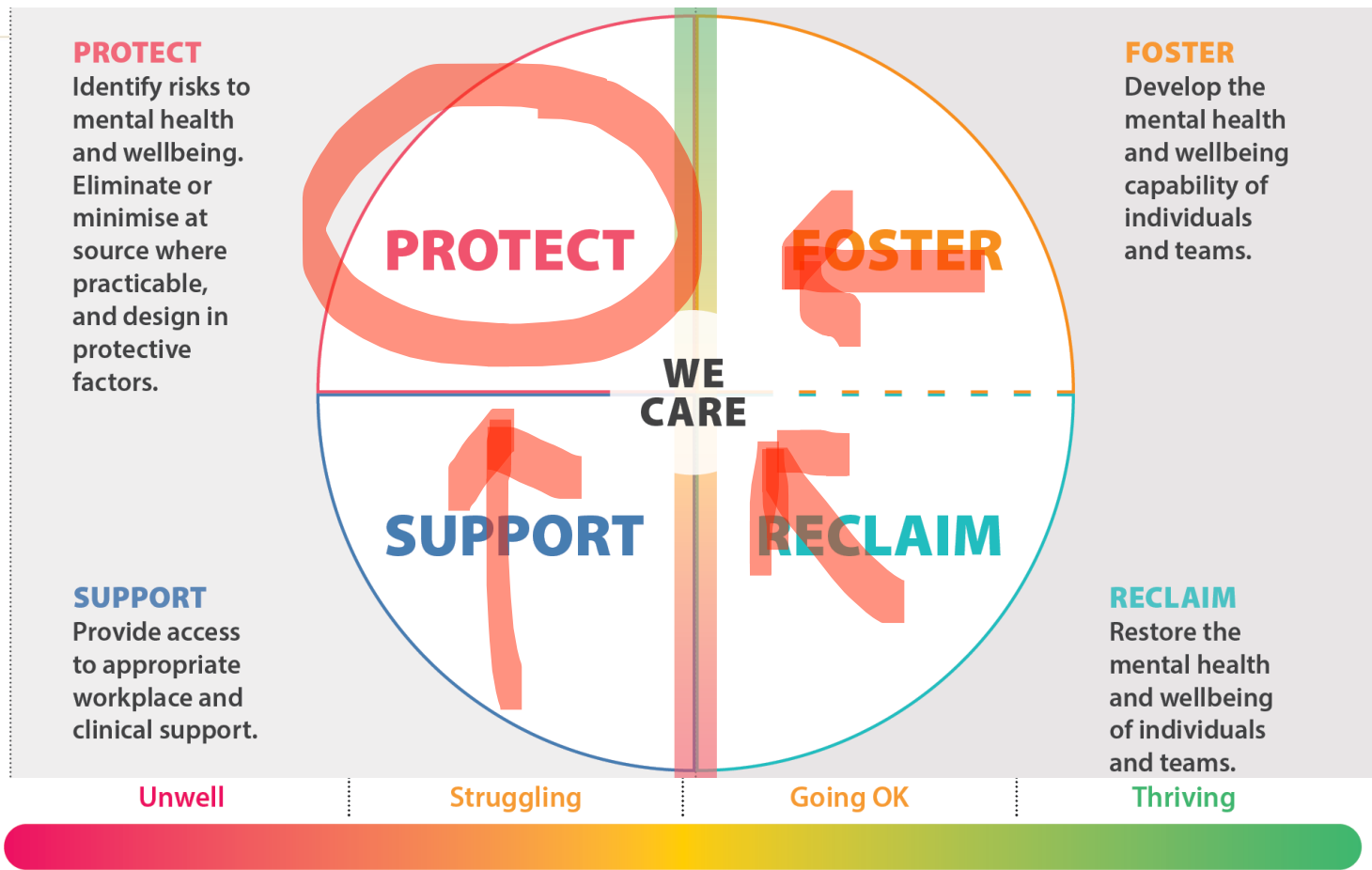
26 October 2023

Understand **the issues**

- An individual's ongoing state which enables a person to *thrive* or not.

- It is on a continuum.

- It is universal, subjective, dynamic and holistic.

Unwell | **Struggling** | **Going OK** | **Thriving**

Business Leaders'
Health & Safety Forum

Understand **the work**

PROTECT
Identify risks to mental health and wellbeing. Eliminate or minimise at source where practicable, and design in protective factors.

FOSTER
Develop the mental health and wellbeing capability of individuals and teams.

SUPPORT
Provide access to appropriate workplace and clinical support.

RECLAIM
Restore the mental health and wellbeing of individuals and teams.

PROTECT   FOSTER

WE
CARE

SUPPORT   RECLAIM

Unwell   Struggling   Going OK   Thriving

Mentally healthy work by design lives here!

PROTECT
Identify risks to mental health and wellbeing. Eliminate or minimise at source where practicable, and design in protective factors.

FOSTER
Develop the mental health and wellbeing capability of individuals and teams.

SUPPORT
Provide access to appropriate workplace and clinical support.

RECLAIM
Restore the mental health and wellbeing of individuals and teams.

PROTECT FOSTER WE CARE SUPPORT RECLAIM

Unwell   Struggling   Going OK   Thriving

TOXIC WORK / GOOD WORK

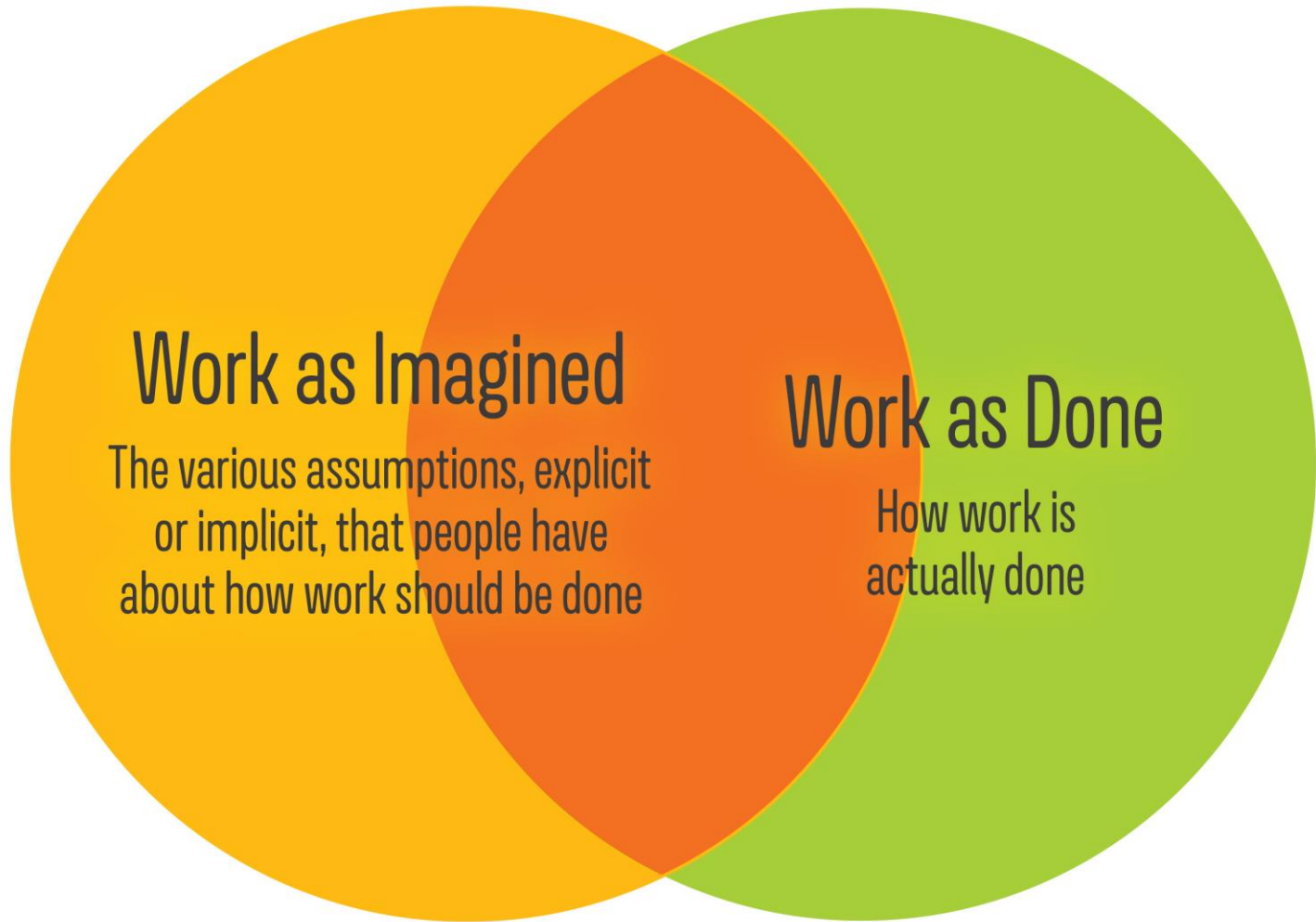| Harmed	Harmful Factors, Poor Work Design	Work Areas	Protective Factors, Good Work Design	Thriving
Individual costs: • Hypertension & heart disease • Anxiety, depression, addictions • Poor decision-making • Etc. **Organisational costs:** • High absenteeism & staff turnover • Low engagement • Injuries • Etc.	• Unacceptable workloads • Unchallenging tasks • Poor physical working conditions • Etc.	**Task** The nature and demands of the work and how it is organised	• Acceptable workload • Challenging tasks • Clear goals • Good physical working conditions • Etc.	**Individual benefits:** • No work-related illnesses • Positive engagement • Good decision-making • Etc. **Organisational benefits:** • Higher productivity • Innovation • Reputation as a 'good employer' • Etc.
	• Work lacks meaning • Lack of learning opportunities • Inflexible work schedules • Etc.	**Individual** The impact of work on a person and its meaning to them	• Work has meaning & purpose • Good internal progression • Good work-life balance • Etc.	
	• Difficult work relations • Unsocial working hours • Bullying • Etc.	**Social** Relationships and personal connections at work	• Respectful work relations • Regular working hours • Supportive leaders • Etc.	
	• Lack of psychological safety • Lack of job security • Unacceptable rate of change • Etc.	**Organisational** The culture, systems, and employment processes at work	• Leaders value wellbeing • Fair contractual arrangements • Appropriate monitoring of work • Etc.	

Work as Imagined
The various assumptions, explicit or implicit, that people have about how work should be done

Work as Done
How work is actually done

Where are you on your **readiness continuum**?

Awareness?

Know what mental wellbeing is

Consequences of poor wellbeing present

Aware of a legal duty

Understanding?

Accept that work impacts on an individual's wellbeing

Know how much of the mental wellbeing "playing field" is they're playing

Links between organisational culture and wellbeing (both help and hinder) are understood and actively considered

Translation?

Proactive inquiry into understanding work-related mental wellbeing risks

The impact of mental wellbeing risks on critical safety risks is being explored

As a result of above – there are organisational changes and trials of work redesign

Integration?

The full "mental wellbeing field" is being played

There are balanced indicators and measurement

Active challenge and inclusion of a mentally healthy work lens when new projects and organisational change is undertaken

Active and purposeful learning using frontline engagement and feedback to understand where and how to make tangible changes for better work

What's worked for *Translation* organisations?

A different mindset
Mindset over *tools*
Organisational values and holistic models (specifically *Te Whare tapa wha*)

Courage to discuss goal conflicts
Leaned into workload and priority conflicts
Open and honest conversations at senior levels and throughout the organisations (recognising importance of psychological safety)

Relationship based and work with a strong front-line focus
Purposeful valuing and fostering of *connections* with front line teams and *empowerment/ownership*

Time
Journey tracked back significantly pre-Covid
Evolved significantly during Covid which allowed greater acceptance of mental wellbeing as a priority/critical risk

Senior Leadership support
Executives and Board members consciously and deliberately engaged in the journey as active authorisers of *better work*

Key takeouts

"Understand the issues to understand your work" – mental wellbeing is more than code for broken people

Play the "full field" of mental wellbeing at work – by making sure you know the difference between the "fish and aquarium"

If all you're only talking about *sick fish* at the top table, you need to lift your sights

This takes *time*, *courage* and *relationships*

Leadership demands that we access our…

"

Ignorance

Vulnerability

Discomfort *"*

Edgar Schein

Business Leaders'
Health & Safety Forum

> # He aha te kai a te rangatira, he kōrero
>
> *The food of the chiefs is discussion*