

# The OrganisationHealth WellBeing and Performance Development Programme

Part of The WellBeing and Performance Agenda

## Purpose of the OrganisationHealth Development Programme

**This programme helps 'make the workplace a fabulous place to work'.**

Healthy organisations provide the working environment that stimulates the workforce to achieve peak performance.

This development programme is part of The WellBeing and Performance Agenda.

The Agenda is designed to guide organisations to achieve peak performance by providing the workforce with the culture, leadership and working environment which provokes individuals to feel psychologically well and be able to concentrate on their work tasks effectively.

Currently mental (ill) health at work is costing the UK £70billion or the equivalent of 4.5% of the GDP through lost productivity, social benefits and health care.<sup>1</sup> A significant proportion of this is lost to psychopresenteeism – those who are at work in body but not in mind, thinking more about problems at work than the work they are expected to perform.

Most organisations wait until someone becomes stressed and then provide services to help them.

**This programme is designed to assist organisations prevent people from becoming stressed in the first place.**

**The processes of prevention achieve the added benefit of stimulating psychological wellbeing which helps to drive people and the organisation to achieve peak performance.**

Prevention of stress and the stimulation of psychological wellbeing has a massive impact on improving overall performance and on eliminating the costs associated with being unwell and underperformance.

The Programme covers the implementation of:

- Adaptive Culture
- Adaptive Leadership
- Adaptive Working Environment

These three aspects of organisations form the context in which people work. The particular approach of this programme is based on 'sharing responsibility for the future success of the

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<sup>1</sup> Mental Health and Work in the UK – 2014. OECD

organisation'. The elements of culture, leadership and environment are all, therefore, focused on 'sharing responsibility', as this is a main platform for stimulating psychological wellbeing at work.

## What type of programme is this?

This is an Organisation Development (OD) programme that embraces the whole organisation and its constituent parts. It is a systemic approach that aligns the organisation components of culture, leadership and working environment with the needs of the individual to perform at his or her peak.

OD programmes have greater success when actively embraced and supported by the CEO and Board of Directors. Many of the processes of change involve a change of attitude by the CEO and Directors towards the Psychological Wellbeing of the workforce. In addition to providing services to help people when they are ill, the change in attitude is to create and sustain a working environment that prevents the events and behaviours that may trigger stressful reactions in people. This requires everyone, from the top downwards, to be attentive to the psychological wellbeing of everyone.

As everyone reacts and responds according to the culture, leadership and working environment that exists in the workplace, this programme is about the organisation and how it is managed and developed rather than about the individual. The focus, therefore, is on the organisation.

## Outcomes for the organisation

The OrganisationHealth development programme results in a healthy organisation, one with a culture that stimulates psychological wellbeing and performance.

When implemented and embedded, organisations should expect:

- Significantly increased capacity to respond effectively to internal and external pressures for change.
- Significantly greater involvement of the workforce in making the organisation a success.
- Significantly reduced manager time spent of human resource issues.
- Significantly lower levels of stress, with the consequential impact on improved performance.
- Significantly greater creativity, innovation, energy and success.
- Significantly greater appeal to the employment market.
- Significantly lower risks of errors, accidents, poor judgment and poor decision making.
- A significant saving in costs associated with mental health at work issues, and with ineffective management processes.

## How does the programme work?

To deliver this programme, we expect to work ideally with the senior team, or with their chosen group of Champions for Change. We provide them with workshops, materials, facilitation, expert advice and support to enable them to drive through the organisation changes.

The programme is in three parts:

### Raising awareness –

This raises the awareness of the issues of mental health, psychopresenteeism and their impact on the performance of individuals and the organisation.

This part of the programme outlines the framework for making changes, and introduces to the organisation an outline of the processes involved in changing attitude and bringing about change.

The topics include:

- The purpose of organisations.
- The challenges that organisations face.
- The impediments to change.
- The strategies of change.
- The arguments for change.
- A systemic approach to organisational change
- The WellBeing and Performance Agenda
- Sharing responsibility for the future success of the organisation
- Psychological Responsibility
- Discovery
- Adaptive Culture
- Adaptive Leadership
- Adaptive Working Environment
- Adaptive and Resilient Person
- The processes of implementation

All participants in this part receive Guides to WellBeing and Performance, Corporate Resilience, and Adaptive Leadership as well as workbooks. These are designed to provide exercises to help everyone think about the changes that are needed.

### Implementation –

Following the raising of awareness, this part uses all the normal organisation change approaches to implement the key requirements of a healthy organisation.

This involves our mentoring service, which supports and facilitates groups and individuals.

It involves Action Research and Learning Sets charged with applying the content of the programme into practice.

An Action Research and Learning Set will be formed of participants on the programme. It is expected that after each session of the Learning Set each member of the Set will cascade to their own Learning Set the knowledge gained from the programme, and through this method, cascade change throughout the organisation.

It involves regular reviews of progress against an implementation plan.

It involves training individuals in skills – in particular, skills in behaviour.

### **Embedding change –**

Once the implementation part has been completed the whole process needs embedding to ensure that change has taken place.

This process involves supporting the programme participants in their work with the workforce, until such time as the organisation feels change has become embedded.

## **How valid is the programme?**

The programme has been validated at level 7 (Masters' degree level). For those wishing to take advantage of acquiring a high qualification, suitable arrangements can be made.

## **Who is this programme for?**

This programme is designed for those with a serious intent on improving the performance of individuals and their organisation.

The approach is to improve the psychological wellbeing of all employees, including leaders and managers so that they may attain peak performance.

People respond well to working in a positive environment, one that supports and nurtures the individual to achieve great personal success. The processes involved in achieving this are focused towards the working context, which is the culture and the way in which the organisation is led and managed. The process also involves the working environment and how this helps individuals to concentrate on what is expected to be achieved.

Ideally this programme is for those who lead the organisation. Often, however, others grasp the initiative and have to persuade senior managers and leaders of the value of changing the organisation. This programme is for them.

Part of the process involves placing the workforce at the centre of everything. Those who have an interest in people, who may, also, have a responsibility to ensure the workforce is fit and able to perform, will find this programme helpful in strengthening the case for a change in attitude towards the workforce.

Therefore, the programme is for leaders and managers and Champions for Change who maybe Organisation Development specialists, HR specialists, Occupational Health specialists and Health and Safety specialists.

## Duration of the programme

This depends on the size of the organisation.

As the programme is suitable for departments, divisions and sections of the organisation as well as the whole, the duration of the programme can be tailored to the specific circumstances.

The **Awareness Raising programme** is normally delivered as a workshop and lasts up to two days.

The **Implementation programme** may take up to six months intensive work to complete for a workforce of 1000 employees, using learning sets, projects, individual coaching and mentoring, as well as supervision sessions for the internal specialists.

The process of implementation is based on training the internal specialists, who then apply the training to the workforce. Any further assistance needed is, also, provided.

The **Embedding programme** continues after the Implementation and is a continuous process that may require external reinforcement on a monthly basis for a further six months.

## Further information

To discuss the implementation of this programme in your organisation, contact call us on 01242 241882 or email [barbara.leigh@mas.org.uk](mailto:barbara.leigh@mas.org.uk)

## Our Guides

More information about the processes, frameworks and assessments involved in this programme can be found in [our Guides](#):

[Derek Mowbray's Guide to WellBeing and Performance](#)

[Derek Mowbray's Guide to Corporate Resilience](#)

[Derek Mowbray's Guide to Adaptive Leadership](#)

[Derek Mowbray's Guide to Personal Resilience.](#)

## Franchising and licensing

For Specialists in Organisation Development the opportunity exists to franchise or deliver this programme under licence. For details please email: [barbara.leigh@mas.org.uk](mailto:barbara.leigh@mas.org.uk)

## Professor Derek Mowbray



**Professor Derek Mowbray**  
**BA., MSc., MSc(Econ)., PhD., DipPsych., CPsychol., CSci., AFBPsS., FIHM.**

Derek Mowbray is a Chartered Psychologist and Chartered Scientist, with a doctorate in the psychology of leadership. Dr. Mowbray is a visiting Professor at Northumbria University and the University of Gloucestershire.

Derek Mowbray specialises in the primary prevention of psychological distress at work, with a focus on promoting wellbeing and performance. He provides consultancy and facilitation in four areas:

- Building and sustaining healthy organisations
- Promoting and adopting adaptive leadership and management principles
- Boosting personal and corporate resilience
- Resolving lifestyle@work issues – impediments to wellbeing and performance

Derek focuses on organisation culture, the behaviour of leaders and managers in relation to their employees, personal and corporate resilience and on issues of lifestyle@work that impede performance. By helping managers to develop the behaviours that encourage commitment and trust, staff engagement and levels of personal performance are strengthened and improved; staff retention increased; absence and presenteeism levels will be reduced along with their huge associated costs.

In 2011 his management standards for A Healthy Organisation were published and are now widely used across all sectors. In early 2012 his Manager's Code for Health and Social Care was launched by Dame Carol Black on behalf of the Institute of Healthcare Management. Derek Mowbray is now working on the next in his series of Guides - Managing your own stress at work, due for publication in 2014.

Derek Mowbray's clients are from all sectors and are of all shapes and sizes. His work is being adopted throughout the UK and Ireland and overseas.

Derek is a regular contributor to HSE, CIPD, HSJ, and LinkedIn communities, and has made national presentations at conferences for the International Stress Management Association, NHS Employers, the HSJ World Class Workforce, the Health and Wellbeing at Work, The Royal College of General Practitioners, The British Psychological Society and the CIPD.

Derek Mowbray is the founder of The Wellbeing and Performance Group, a group of services that includes OrganisationHealth and The Management Advisory Service.