

IN-HOUSE SEMINARS

Implementing the Wellbeing and Performance Agenda

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Programmes for leaders and managers that implement the WellBeing and Performance Agenda

Introduction

Leaders and managers have a duty to their shareholders and taxpayer to achieve success through high performance. A barrier to success is the growing number of managers and employees who suffer stress at work.

Whatever the reason, and however leaders and managers see this problem, the impact on the economic viability and success of businesses and services is massive. The cost is in lost productivity, duplicating resources, and in lethargy that plays havoc with any idea of efficiency. In addition, businesses and services with a reputation for failing to tackle stress also fail to attract the best employees and managers, and settle for an existence of mediocrity.

Not everyone who is stressed goes off sick. Most people with stress remain in work, but under perform. They lose interest, become dis-engaged and don't work as hard as their abilities would normally suggest. The costs of people staying in work but under-performing are estimated to be twice those of the combined sickness absence and staff turnover costs.

A high proportion of managers believe this problem doesn't exist, is not something they wish to do anything about, or is solely the problem of the stressed person.

The fact is that managers are often unwittingly the principal cause of stress at work. Managers are the controllers of organisations; they are the only people in a position to resolve situations which cause stress.

A high proportion of managers believe that supplying support services, such as Employee Assistance Programmes, Occupational Health Services, opportunities for physical activity at work, and following the HSE Management Standards is the answer.

The fact is that these services do not address the causes of stress at work; they help to identify risks and they support people who are already stressed, and provide temporary relief.

It takes a comprehensive approach to eliminate the risks of stress, and it is our belief that commitment to the Wellbeing and Performance Agenda provides the necessary steps towards achieving success.

There are three interlocking features that prevent stress at work –

- Creating and sustaining an environment where managers and workers feel confident enough to be fully engaged with the business or service. This results in increased performance.
- Exhibiting behaviours that encourage commitment, trust and engagement. This results in increased performance.

- Building and sustaining personal resilience against stressful situations without experiencing any stress related problems. This results in increased performance.

Our seminars provide practical guidance and support to prevent stress and improve performance. We base the seminars around our Wellbeing and Performance Agenda:

There are 6 seminars in the series. They may be delivered separately or as a series. All 6 add up to an implementation process for **The Wellbeing and Performance Agenda**.



The benefits to organisations of implementing the Wellbeing and Performance Agenda will be:

- reduce the costs of presenteeism, sickness absence, and staff turnover.
- increase the engagement of staff with the business,
- increase the motivation, enthusiasm, innovation and energy of the workforce.
- retain the talented manager and employee;
- become the employer of choice,
- be sufficiently adaptable and flexible to change, grow, grasp opportunities and capture the market with enthusiasm.

The Wellbeing and Performance Agenda is central to any business strategy with any realistic determination to succeed beyond expectation.

Each seminar can be delivered in a number of formats to suit requirements and budgets:

- a raising awareness short session,
- a one or two day seminar/workshop,
- a series of coaching sessions with key managers
- learning sets for key managers engaged in implementation.

SEMINAR 1

Understanding the Wellbeing and Performance Agenda

Amongst the biggest challenges that any organisation faces is how to minimise the impact of stress on its performance.

Currently, psychological presenteeism (employees and managers who come to work but who under-perform due to lack of concentration caused by stress inducing problems) costs between 1.5 and 3 times the costs attributable to sickness absence and staff turnover.

By tackling the causes of psychological presenteeism the organisation also tackles sickness absence, and staff turnover attributable to stress. The added benefit of tackling presenteeism is to provide the conditions to produce a workforce that is highly engaged, innovative and contributes more than is expected.

The WellBeing and Performance Agenda



Content:

- Raising awareness – Executive briefing: Understanding the needs of your workforce, and the threats to wellbeing and performance
- Approaches to engaging with your workforce about implementing The Wellbeing and Performance Agenda
- Building the argument for improving wellbeing and performance: business impact and action
- Managing your organisation – implementing a Positive Work Culture
- Managing your people – developing the Mindful Manager: implementing the Manager’s Code
- Managing yourself – building a resilient workforce
- Action plan

Duration:

- *1 hour* - raising awareness programme
- *One day* – raising awareness with taster practical exercises, techniques and approaches
- *Two day* – for those embarking on the implementation of The Wellbeing and Performance Agenda – practical guidance to each Agenda item
- *Consultancy and facilitation* – practical guidance and support for organisations implementing The Wellbeing and Performance Agenda

Outcome from this seminar:

Participants will be introduced to the survey tool OrganisationHealth Assessment, and shown how to use this tool to engage the workforce and establish its needs; participants will be provided with evidence to support a business case for implementing the Wellbeing and Performance Agenda; participants will be introduced to the processes that reduce and eliminate psychological presenteeism.

SEMINAR 2

Introducing Adaptive Leadership

The involvement of the workforce in the way an organisation is managed and the key decisions it takes is a recipe for success. It leads to greater engagement by the workforce in the organisation, with the consequences of a sense of 'ownership' and influence.

Achieving this requires a form of leadership known as Adaptive Leadership - a style which recognises the value of individual employees and their contribution to the success of the business or service.

This style of leadership has a profound impact on the wellbeing and performance of the workforce. It is a style that helps to embed a positive work culture into organisations.

Content:

- The challenge – adapting to internal and external pressures for change
- The six building blocks to Adaptive Leadership:
 - self; self as leader; followers; emerging leaders; context; judges
- The attributes of adaptive leaders:
 - Attentiveness
 - Trustworthiness
 - Wisdom
 - Intelligence with humour
 - Assertiveness
 - Direction with committed ambition
 - Create tension and dissolve it
 - Addressing needs
 - Nurturing
- The task for adaptive leaders is to share responsibility for the future success of the organisation/team/department/group/ with everyone, so that everyone has a stake and is expected to make a positive contribution to future success.

Duration:

- *1 hour* - raising awareness programme
- *One day* - raising awareness with taster practical exercises, techniques and approaches
- *Coaching* - individual coaching in Adaptive Leadership techniques and approaches

Outcome from this seminar:

Participants will be introduced to the characteristics of Adaptive Leadership and the impact of this style on the wellbeing and performance of employees and managers. Participants will be able to practice applying this style to their own circumstances.

SEMINAR 3

Implementing a positive work culture

Psychological presenteeism (people coming to work but under performing through lack of concentration due to stress) is the major challenge for organisations. The costs of this form of presenteeism are estimated to be between 1.5 and 3 times the costs of sickness absence and staff turnover.

The approach to preventing psychological presenteeism is to build a culture that promotes commitment, trust and engagement, known as a positive work culture. This will heavily influence the way managers and staff interact with each other, and is evidenced as reducing and eliminating psychological distress.

This seminar provides the steps and approaches to implementing this form of culture.

Content:

- The ingredients of a positive work culture: the organisation charter
- Making an assessment of your own organisation.
- Identifying the core values and beliefs behind a positive work culture
- Implementing step 1 – ‘the big idea’
- Implementing step 2 – architecture
- Implementing step 3 – the rules of how the organisation should work
- Implementing step 4 – the training and development needs of all employees and managers to embed the culture into daily working operations.

Duration:

- *1 hour* - raising awareness programme
- *One day* – raising awareness with taster practical exercises, techniques and approaches
- *Two day* – for those embarking on the implementation of A Positive Work Culture with practical guidance on each step
- *Consultancy* and facilitation – practical guidance and support for organisations implementing A Positive Work Culture

Outcome from this seminar:

Participants will be provided with a step by step approach to building and sustaining a positive work culture, with detailed guidance of how to address challenges to implementation.

The building and sustaining of a positive corporate culture is a major step towards increasing wellbeing and performance of individuals and organisations. The steps to be taken become the bloodstream of organisations resulting in trust, commitment and engagement of staff to their organisation which results in improved performance and higher quality of service.

SEMINAR 4

The Manager's Code of Conduct - linking wellbeing with performance

Organisations are controlled communities, normally controlled by managers. They play an essential and pivotal role in the success or failure of any business or service.

Managers can be the main cause of stress at work through their weakness in managing people and solving routine daily problems that involve people management. The ripple effect of weak management can have dire consequences for any organisation, leading to excess costs attributable to under-performing employees.

This seminar is devoted to the behaviours that result in commitment, trust and engagement between managers and employees, and a method of change that involves the preparation and implementation of a Manager's Code.

Content:

- The threats, and their impact, to wellbeing and performance.
- The psychology of managing people
- The cultural beliefs and values of successful organisations and their employees.
- The behaviours required to implement a culture of wellbeing and performance
- The behaviours required to manage people by building commitment, trust and engagement
- The behaviours required to be resilient against stress creating events.
- Building your own Manager's Code of Conduct
- Change – using a code of conduct to manage change
- Measuring the changes in wellbeing and performance –your return on investment.

Duration:

- *1 hour* - raising awareness programme
- *One day* – raising awareness with taster practical exercises, techniques and approaches
- *Two day* – for those embarking on the implementation of The Manager's Code, with practical guidance on each step relevant to local circumstances
- *Consultancy* and facilitation – practical guidance and support for organisations implementing The Manager's Code

Outcome from this seminar:

Participants will be provided with all the tools and information to build a Manager's Code suitable for implementation in their own organisation. The implementation of such a code will lead to a context and culture which enables wellbeing and performance and in which staff thrive; management behaviour will improve and generate commitment and trust which will lead to increased employee engagement and reduced costs from presenteeism, sickness absence and staff turnover.

SEMINAR 5

The manager's role in resilience

Resilience is a key aspect of The Wellbeing and Performance Agenda as it focuses on personal prevention techniques, approaches and behaviours, and builds these into a corporate resilient workforce, with the additional benefits of better staff retention, low sickness absence, low presenteeism and low staff turnover rates.

This seminar will help managers strengthen their own resilience and to provide them with some approaches to help the resilience of their people. The rationale is if a manager understands the psychology of what makes people resilient, they will apply processes and techniques that ensure their people have few reasons to call on their own personal resilience.

This workshop is divided into four parts:

Part A – a fabulous place to work

Part B – the barriers to becoming a fabulous place to work; challenges and the need for resilience

Part C – strengthening personal resilience

Part D – the manager's role in resilience

Content:

- The roles of leaders and managers
- The challenges they face
- The impact of the challenges on the performance of the workforce
- The events and behaviours for which personal resilience is needed
- Understanding resilience
- The manager's role in resilience
- To understand oneself as a manager and to be self-aware of one's own behaviours
- Exercises that help the manager and team members strengthen their personal resilience
- Preventing the events and behaviours, for which resilience is needed, from occurring in the first place by creating and sustaining a psychologically healthy workplace that squeezes out adverse events and behaviours
- Implementation of the manager's role in resilience of the workforce

Duration:

- *1 hour* - raising awareness programme
- *One day* – raising awareness with practical exercises, techniques and approaches
- *Coaching* – practical guidance and support to individuals

Outcome from this seminar:

Participants will understand what resilience means and why it is important; be able to identify the challenges for which resilience may be needed and understand the role of managers in the resilience of their people.

SEMINAR 6

Strengthening personal resilience

Resilience is a key component in the primary prevention of stress. Resilience is the capacity to mobilise personal resources to form a robust attitude to tolerate and overcome adverse events without experiencing stress, and to increase psychological immunity as a consequence of such events. Robust attitudes arise when you feel in control of yourself and your ability to cope with these events. This programme provides exercises and techniques to help individuals maintain control of themselves and cope better with threatening events.

Some aspects of resilience are personality dependent whilst others are skills determined. All elements can be learnt and strengthened but an open mind is required!

Content:

- Understanding and recognising the effects and causes of stress
- Improve coping and manage stress more effectively through strengthening resilience
- What is meant by resilience? When do we need to call on it?
- Understanding who we are, how we evaluate events and form an attitude towards them
- Threats to wellbeing and performance - Identifying potential adverse events
- Assess and evaluate resilience - completion and feedback on Resilience Assessment Q
- The approaches and techniques to resilience based on 8 elements of resilience:
 - Self awareness
 - Determination
 - Vision
 - Self confidence
 - Organisation
 - Problem solving
 - Interaction
 - Relationships
- Techniques for self development and reinforcement of resilience
- Practical exercises in building personal resilience in times of crisis and challenge:

Duration:

- *1 hour* - raising awareness programme
- *One day* – practical exercises, techniques and approaches
- *Coaching* – practical guidance and support to individuals

Outcome from this seminar:

Participants will be provided with, and be able to practice, the tools, techniques and approaches that enable them to be resilient to adverse events in times of crisis and challenge. The programme will help to enhance physical and mental wellbeing, boost personal control and flexibility, improve behaviours that increase resilience, leading to improved life balance.

Our products:

- Derek Mowbray's Guides** - innovative, practical resources
- The Guide to the WellBeing and Performance Agenda** - ISBN 978-09573835-3-1
 - The Guide to Corporate Resilience** - ISBN 978-09573835-1-7
 - The Guide to Adaptive Leadership** - ISBN 978-09573835-2-4
 - The Guide to Psychological Responsibility** - ISBN 978-09573835-5-5
 - The Guide to The Manager's Role in Resilience** - ISBN 978-09573835-4-8
 - The Guide to Personal Resilience** - ISBN 978-09573835-0-0



Guides can be purchased from our website -
<http://www.mas.org.uk/publications.html>

ELearning Programme for Strengthening Personal Resilience

The **MAS Personal Resilience ELearning Programme** provides a flexible, powerful and economic approach to resilience training. It is an excellent way of supporting wellbeing programmes and providing a strengthening resilience programme, particularly for time pressed individuals and remote workers.
<http://www.mas.org.uk/personal-resilience-elearning-programme.html>

About MAS:

- Our purpose** is to help organisations achieve peak performance and productivity; to strengthen corporate and personal resilience and to prevent stress from occurring in the first place;
- Our approach** is to help organisations establish psychologically healthy workplaces by facilitating the implementation of our WellBeing and Performance Agenda framework.
- Our services include** programme delivery; consultancy; applied organisation health psychology; facilitation; assessments; cultural change; leadership and team development, tailored interventions.

Professor Derek Mowbray BA., MSc., MSc(Econ)., PhD., DipPsych., CPsychol., CSci., FBPoS, FIHM., FISMA..

Derek Mowbray is a Chartered Psychologist and visiting Professor at Northumbria University and the University of Gloucestershire.



Derek specialises in the primary prevention of psychological distress. His work approaches and interventions are well recognised and adopted throughout the UK and internationally. His work in the stress prevention field focuses on the problems at work that may trigger adverse reactions in people, causing them to feel unwell and under intense pressure resulting in under performance.

His approach is to use positive psychology to help organisations create and sustain **'the workplace as a fabulous and high performing place to work'**.

He is the originator and architect of **The WellBeing and Performance Agenda**, which sets out the steps required to achieve peak performance by improving the psychological wellbeing of individuals; **Psychological Responsibility**, which places on the individual a responsibility for feeling psychologically well, as well as a responsibility to do no psychological harm to others. He is, also, a sponsor of the method of **'sharing responsibility for the future success of the organisation'** as a principle underpinning organisational success and high achievement. His work and approach are easy to understand. His mission is to ensure individuals have a fabulous experience at work.

For further information about our programmes, products and services, please email barbara.leigh@mas.org.uk or call 01242 241882.