Session objectives

- The Facts – Emerging trends
- Current challenges and responsibilities
- 3 Key components of a Psychological Safety strategy
- 4 levers of culture transformation
- Best practise case studies
In 2010, 25% of adult Australians were either on medication or seeing a physician for Depression, Stress or Anxiety.
At Work

82% of Australians readily admit to wasting up to 4 hours a day, every day being unproductive at work. Cost $31.5 Billion.

Gallup
The BIG picture


The World Health Organisation estimates that by the year 2020 depression will be the second most debilitating condition in the developed world.
Stress levels are increasing

Nearly half of all working respondents (47%) reported workplace issues as a source of stress in the 2013 Australian Psychological Society (APS) Stress and wellbeing survey.


“It’s a matter of “National Interest” ”
Australian Workplace Barometer of Psychosocial safety climate and worker health 2012
For the first time, health was defined to include “psychological health” in the OHS Act of 2004, highlighting psychiatric and mental stress-related injuries and the need to manage the risks associated with those claims.

It’s up to organisations to decide what they will do to manage this risk

Reasonable and practicable test

Stress is costing business


Claims related to stress are the most expensive, with the average time lost from work and financial cost of stress-related claims being more than double the average of all new claims.

*Australian Psychological Society Workplace Stress Fact Sheet*
What’s the Cost?

Latest estimates indicate that the average total cost of mental stress claims accepted during 2010-11 was approximately $191,000, compared to $47,000 for all other claims.

Australian Government – Comcare (October 2011)
Key Questions

- Where do you start?
- How do you know if it's working?
- How do you know if what you're doing is enough?
Challenge for leaders

- Legal obligations
- Culture and performance
- Ad hoc attempts – Lost in a fog
Legal

- WHS Act
- Due Diligence
- Early Warning Signs (EWS)
Legal - WHS Act

- Everyone is accountable
- Focus on consultation and cooperation
- Eliminating or minimising risk prior to incident
- Stress claims, compensation, penalties, Employer Brand
Legal - Due Diligence

- Systems and Processes
- Monitor and Review
- Planning Consultation Communication
Legal - Early Warning Signs
Legal - EWS Challenge

Detecting:
“What did you know, or ought you to have known?”

Dealing with them:
“What did you do and did you do enough?”
“We put warning labels on smoking packs; maybe we should put warnings on companies that have low social support.”

“Leaders have got it wrong.”

“It’s not about managers providing social support, but rather, about switching team members on to the benefits they receive in providing social support to their peers.”

Shawn Achor- Recognised Harvard Academic
Cultural readiness

Hudson Model of Safety Culture Evolution

Pathological → Reactive → Calculative → Proactive → Generative

Informedness → Trust
A Psychologically Safe work environment can be described as one where:

**SAFE:**
Employees feel mentally and emotionally safe, the organisation has specific policies in place to support and enable this which are actively embedded, and leaders lead with care and consequence, and are held accountable for their behaviours.
A Psychologically Safe work environment can be described as one where:

**FIT:**
Employees take ownership of their personal psychological fitness, have the insights and skills to manage this, and the organisation ensures that these skills are developed if there are gaps.
A Psychologically Safe work environment can be described as one where:

**THRIVING:**

Teams thrive as a result of individuals feeling Safe and Fit, and there is tangible evidence of active social support, high transparency and trust.
Psychological Safety Stocktake
The 4 Levers of culture transformation

- Strategy
- Purpose and Context
- Actions, Expectations, Consequences
- Measurement
Case Studies
The WooHoo Inc question

What makes people happy at work?

- Results
- Relationships
Psychologically SAFE Leadership

Ref: Simon Sinek – Ted.com
Psychologically SAFE

Barry Wehmiller story

www.barrywehmiller.com
Psychologically FIT

Personal

“Contemplation is the new caffeine”

- Google
  - Mindfulness lunches
  - Areas set aside for contemplation
  - Search Inside yourself program (1000+)

- Others
  - Huffington, LinkedIn, Twitter, Facebook, Cisco, Ford...
Psychologically FIT

Online delivery

- Search Inside Yourself Leadership Institute
  www.siyli.org
- BE Intent
  www.beintent.com
reduction in tiredness, anger and stress. Significant increase in inspired, energized and focused.

Aggregate for 8895 staff across 12 industries. (Banking sector, communications, government, education, debt collecting, product and service sales)
States chosen by all Employees

- Positive states
- Tired
- Negative States

ANZ Team Sally +75% of users using then 3 + days a week
Deliberately Developmental Organisations (DDO’s)

“Companies that turn employees’ struggles into growth opportunities are discovering a new kind of competitive advantage.”

Harvard Business Review 2014
Psychologically THRIVING

Bridgewater Associates/Decurion

- Reveal your inadequacies at work
- “Issues Logs” - problems/failures applauded
- “Pain button app” - share negative emotions
- “New capability Competency boards” opportunities for peer mentoring
- Performance reviews are public
Bridgewater Associates/Decurion

“If people must be vulnerable in order to grow they need a community that will make them feel safe”

Community values of accountability, transparency and support

“Experiencing yourself as incomplete or inadequate but still included, accepted and valued”
Key Learnings

- A “stand alone” strategy
- Due Diligence and measurement are critical
- Detection and prevention are better (less risk/cost) than cure
- Leadership sets the pace for SOCIAL SUPPORT
- Strategy should match your level of cultural maturity
Case study : Zappos
Zappos

- Fortune Top 100 best companies to work for 6 years in a row. Entry 23rd (2009), 15th (2010), 11th (2012)

- Grew from $1.2M to $1.2B in 8 years

- Induction takes 4 weeks

- Pay staff ($2K) to quit

- 50% of performance review rating is based on culture
Personal coaching on sustained happiness

All managers required to spend time with employees (10%)

Pay raises can only be achieved through acquiring skill sets

Staff determine self improvement pace
Zappos’ Happiness framework

- Perceived control
- Perceived progress
- Connection
- Meaningful vision