

# Good Work and Mental Well-Being

## Welcome

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Rosemary Exton



Peter Totterdill

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INNOVATION**  
EUROPE

**EUWIN**

  
**FRESH  
THINKING  
LABS**



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Your pathway to the best workplace practices  
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beyond

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The Good Work and  
Mental Wellbeing Lab

## The Good Work and Mental Wellbeing Lab

Fresh Thinking Labs and Mindful Employer are delighted to launch the **Good Work and Mental Well-Being Lab** in association with with **Macmillan Cancer Support, Jacobs, TNO, the Institute for Employment Studies** and other leading organisations keen to share experiences of creating positive mental health in the workplace.

# Good Work and Mental Well-Being

DEFINING THE AGENDA



# Good Work and Mental Well-Being

A journey towards positive mental health in the workplace



- Define Needs, Values & Principles
- Set Corporate Policies
- Set the wider social/market/policy context



- Balance job demands with control
- Empowering work organisation
- Values-based performance measures



- Human-centred leadership & management
- Co-operative/supportive relationships
- Individual learning and development

# Good Work and Mental Well-Being

A journey towards positive mental health in the workplace

## Wasteful

Wasted human potential.  
People subservient to technology, process & targets.  
Sickness, disengagement and attrition.

## Aware

Awareness.  
Diagnosis.  
Policies in place.

## Momentum

Visible commitment to well-being.  
Measures to mediate adverse effects of work and mental ill-health.  
Line managers trained in mental health awareness and support.

## Prevention

Managerial focus on team development and individual coaching.  
Replacing traditional performance management.  
Visible investment in measures to promote healthy working and lifestyles.

## Positive

Leadership fully engaged in changing culture and practice.  
Redesign of jobs and work organisation  
Convergence between high performance and positive mental health.  
Employees fully supported to fulfil empowering roles  
Continual opportunities for learning and development.

## Workplace Innovation

Sustainable momentum, led and owned by employees at every level.  
Using and developing full range of workforce talent and creativity central to business model.

# Good Work and Mental Well-Being

WHAT DOES GOOD WORK LOOK LIKE?



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# Workplace Innovation

The background of the slide features a perspective view of a tunnel. The walls of the tunnel are composed of many thin, parallel lines that create a strong sense of depth and movement towards a bright, glowing light at the far end. The lighting is soft and diffused, with a yellowish-white glow emanating from the opening, suggesting a path forward or a breakthrough.

Survey of 6000 European workplaces: of firms which implemented self-managed teams, 68 per cent enjoyed reductions in costs, 87 per cent reported reduced throughput times, 98 per cent improved products and services, and 85 per cent increased sales.

In Sweden, firms using participative forms of work organisation were more productive (+20-60%), showed a much lower rate of personnel turnover (-21%), and a lower rate of absence due to illness (-24%) compared with traditionally organised enterprises.

Job design, teamworking, involvement in innovation and improvement, and employee voice all associated with improved well-being and health outcomes, especially when combined (Wood & Menenzes, 2011).

Job design, employee participation and management culture are amongst the most significant influences on health and well-being (Acas 2014; NICE, 2013)

Workplace changes in which employees play an active role lead to a convergence between high performance and high quality of working life, including enhanced health and well-being (Ramstad, 2009)

Enhancing Performance and Health



**Decision  
latitude**

**Problem  
solving**

**Continuous  
learning**

**Creativity  
and  
innovation**

**Creating workplaces where people learn and develop together**

So if it works . . .



PERCENTAGE OF WORKERS IN  
DISCRETIONARY LEARNING JOBS

Austria	32.3
Belgium	31.9
Denmark	43.3
Finland	29.7
France	20.2
Germany	29.5
Greece	13.7
Italy	27.6
Ireland	17.2
Luxembourg	26.5
Netherlands	44.1
Portugal	27.9
Spain	20.5
Sweden	36.4
<b><u>UNITED KINGDOM</u></b>	<b><u>16.8</u></b>





DISTANCE

DENIAL OF  
OPPORTUNITY

BIAS

DISENGAGEMENT

# Beyond the fragments



 **EUWIN**



culture of innovation

**enhanced  
innovation,  
performance  
and working  
life**

resilience

enterprising behaviour

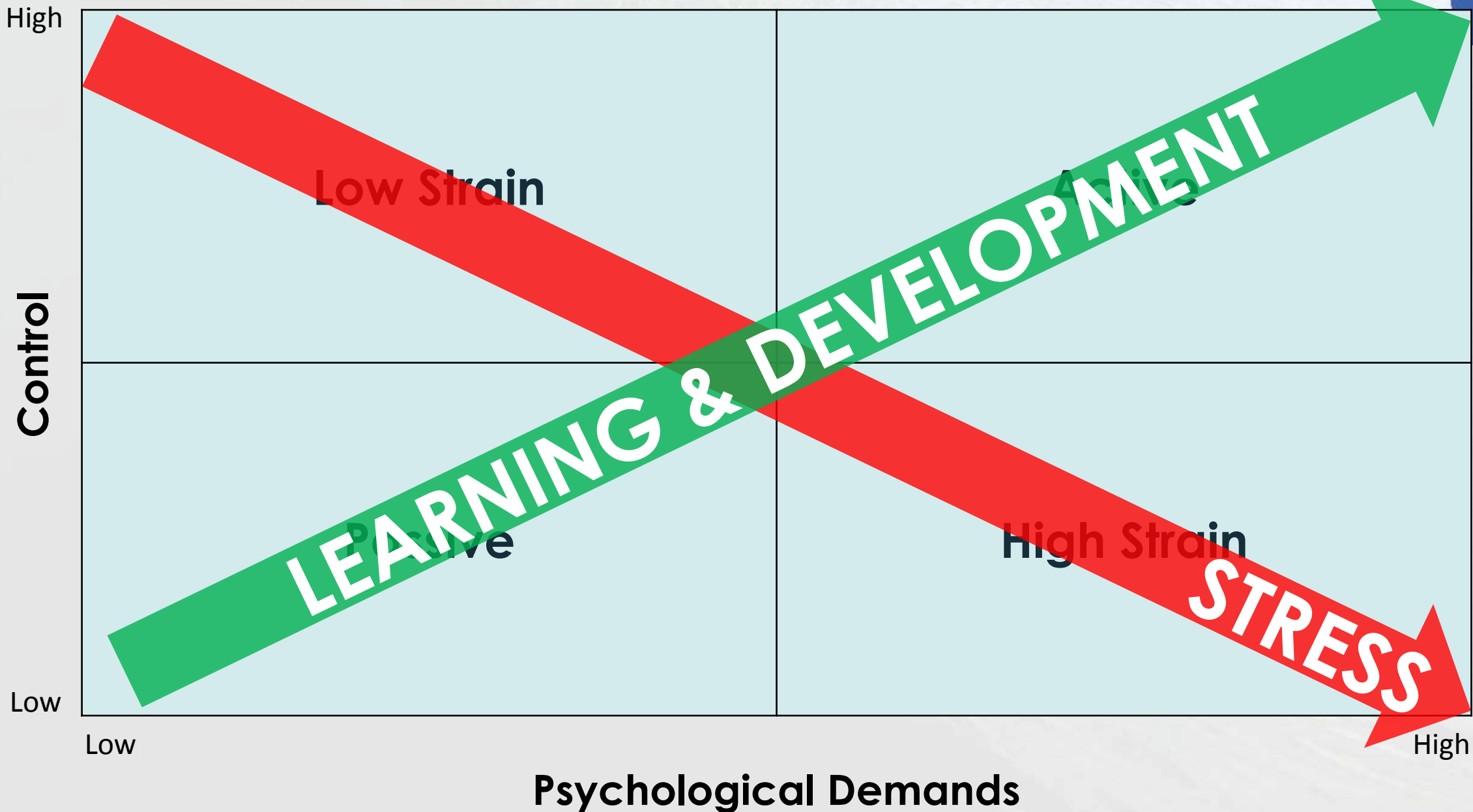
engagement





# jobs and teams

# KARASEK'S DEMAND-CONTROL MODEL OF OCCUPATIONAL STRESS



jobs and teams



jobs and  
teams

**EDERFIL  
BECKER**



**jobs and  
teams**

**structures,  
management  
and procedures**



**structures,  
management  
and procedures**



**BRISTAN**

structures,  
management  
and procedures

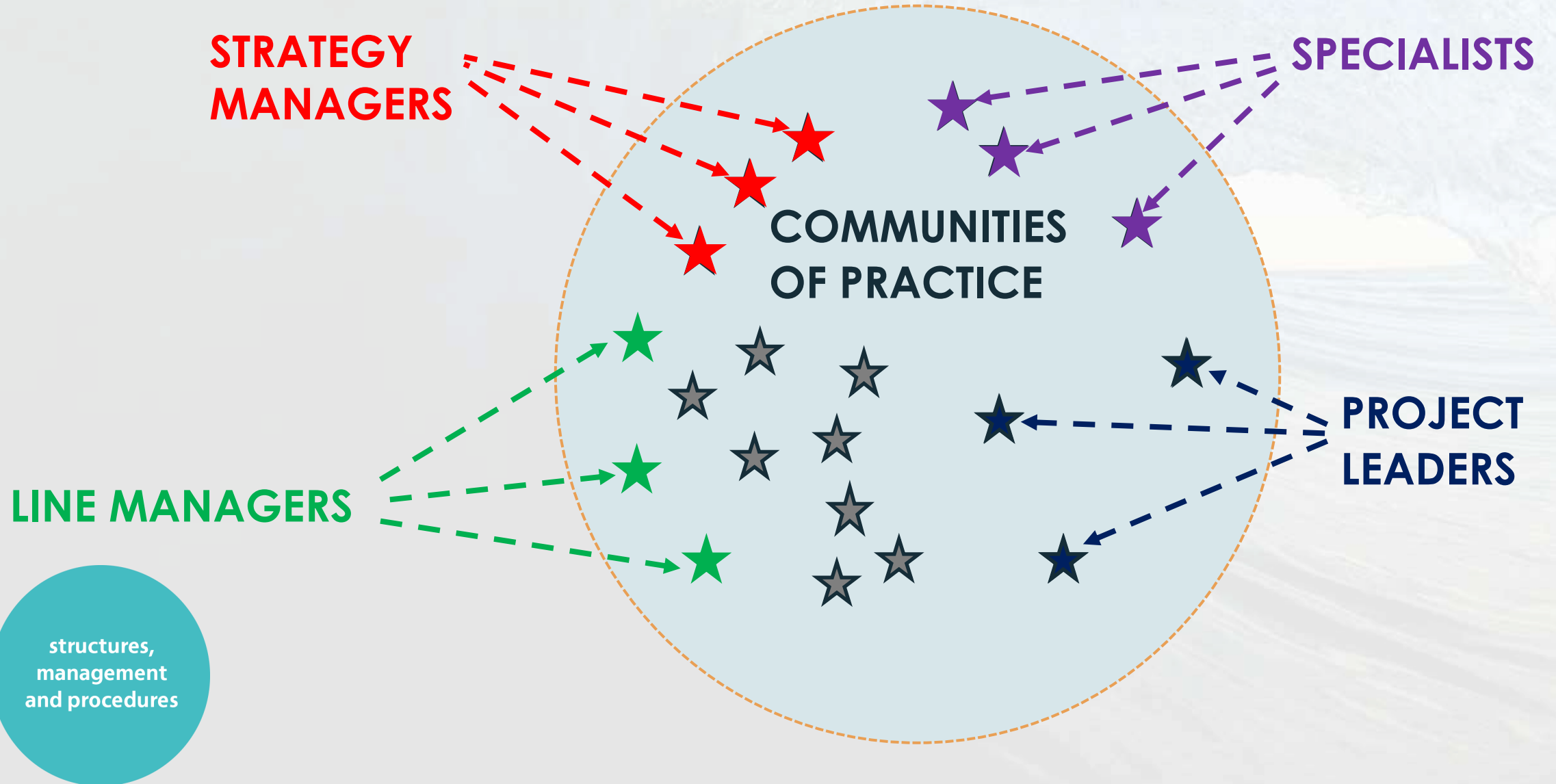
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# Flat is beautiful

structures,  
management  
and procedures



# Strengths-Based Management





**employee-driven  
improvement  
and innovation**

**improvement  
and procedures**

redgate  
ingeniously simple



employee-driven  
improvement  
and innovation



**co-created  
leadership and  
employee voice**

**employee-driven  
improvement  
and innovation**

**co-created  
leadership and  
employee voice**





# Co-created leadership . . .

***DON'T* worry about:**

**Charisma**

**Personality**

**Strategies**

***DO* worry about:**

**Empowering jobs and teams**

**Line management culture**

**Incentivising improvement & innovation**

**Walls & ceilings**

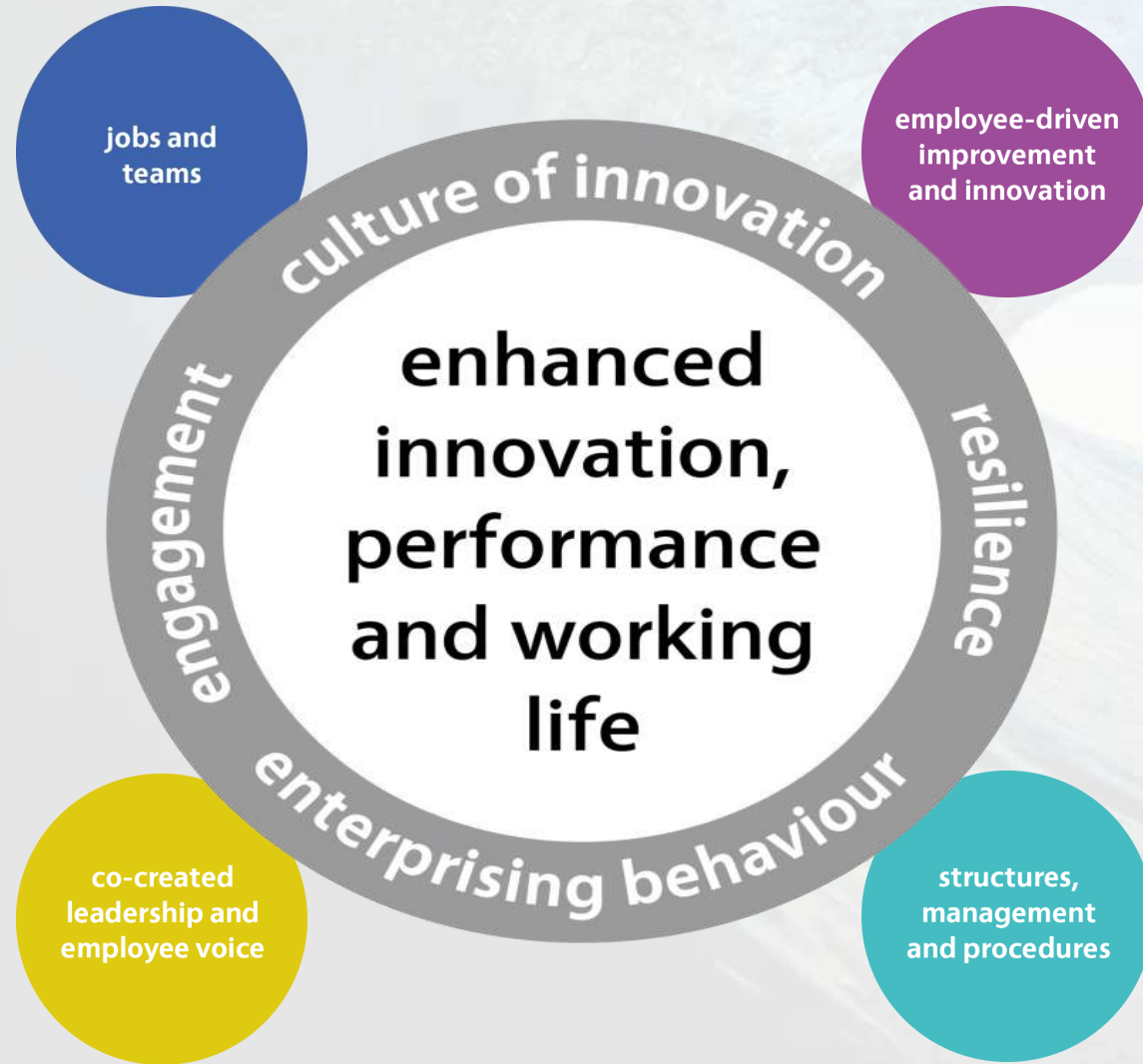
**Reflection & creativity**

**Shared leadership**

**Employee voice**



co-created  
leadership and  
employee voice



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International Workplace Innovation

ABOUT FRESH THINK LABS ▾

NEWS



## Welcome to The *Essential* Fifth Element Short Diagnostic

The following questions each relate to evidence-based workplace practices, all of which play an important role in shaping business performance and quality of working lives.

You will receive a short report at the end of the diagnostic and we will be delighted to discuss your results with you in detail. An in-depth Diagnostic, including a full employee survey, is also available. Contact us to discuss your requirements.

[Start the Survey](#)

\*Required Fields

[www.freshthinkinglabs.com/survey](http://www.freshthinkinglabs.com/survey)



## **The *Essential* Fifth Element Diagnostic**

- 62 indicators of evidence-based workplace practices associated with performance and health
- Companies can add their own organisational, occupational and/or demographic variables
- Completion time 11 – 17 minutes
- Results are grouped into 25 actionable themes to assist clarity and identification of interventions
- Provides direct insights into opportunities for workplace innovation at organisational, departmental, team or demographic group levels

Time for a  
stretch . . .



# Making Change Happen



What would I most like to  
change in my organisation?

... and how will I help to  
make it happen?





# Positive mental health at work

1. Positive mental health as a core business objective
2. Balance demand and control
3. Embed constructive challenges
4. Create supportive teams
5. Ensure a sense of place
6. Align managers and supervisors
7. Unleash creativity
8. Understand people-centred change
9. Encourage difficult questions
10. Value employee voice
11. Make senior leaders visible and responsive
12. Search, learn, question and innovate continuously

*Change  
is messy*





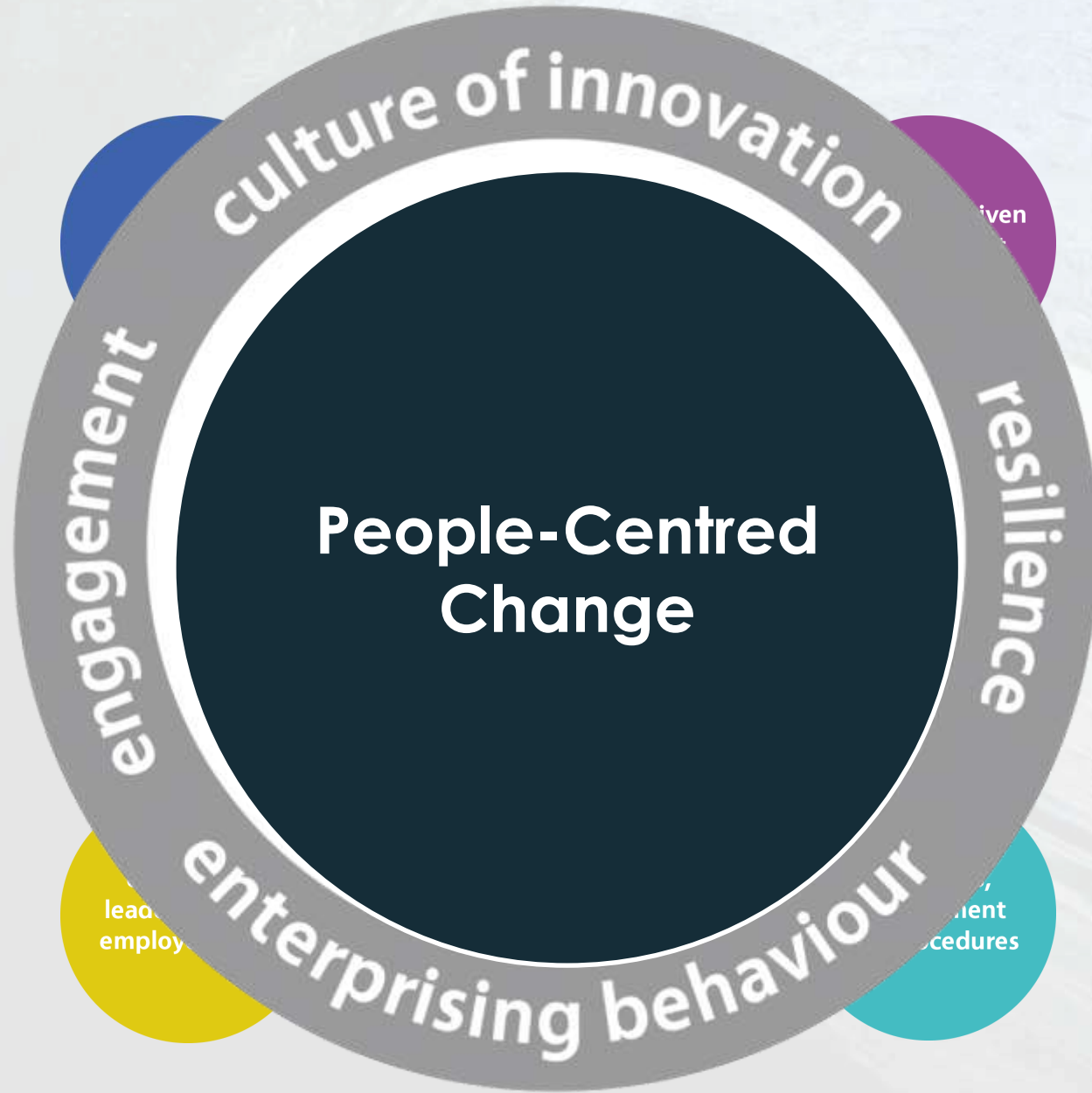
culture of innovation

**enhanced  
innovation,  
performance  
and working  
life**

resilience

enterprising behaviour

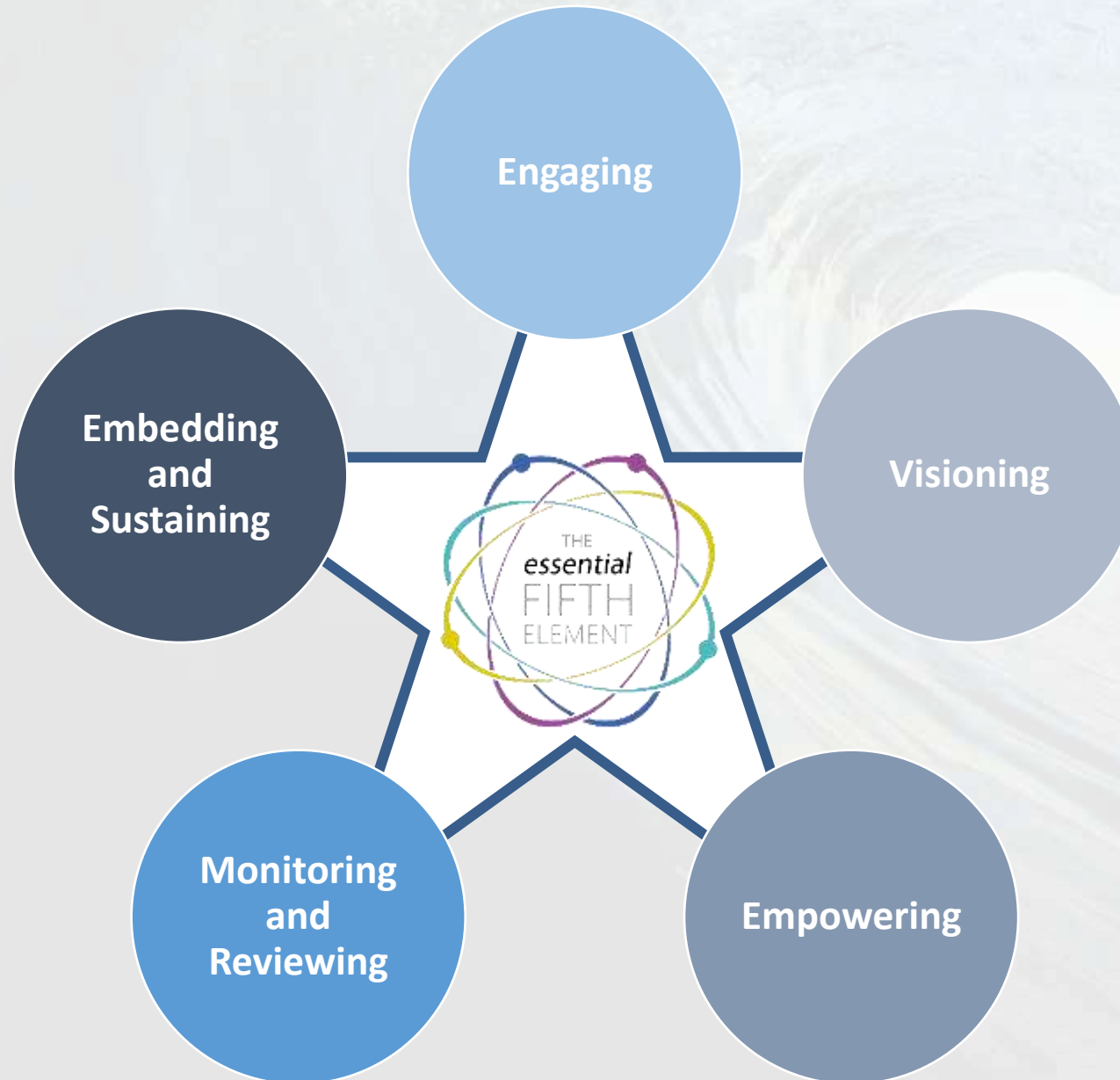
engagement



lead  
employ

ment  
cedures

# People-Centred Change



# People-Centred Change

Diagnostic

Creative time out

Theatre / arts

FabLabs

Ideation platforms

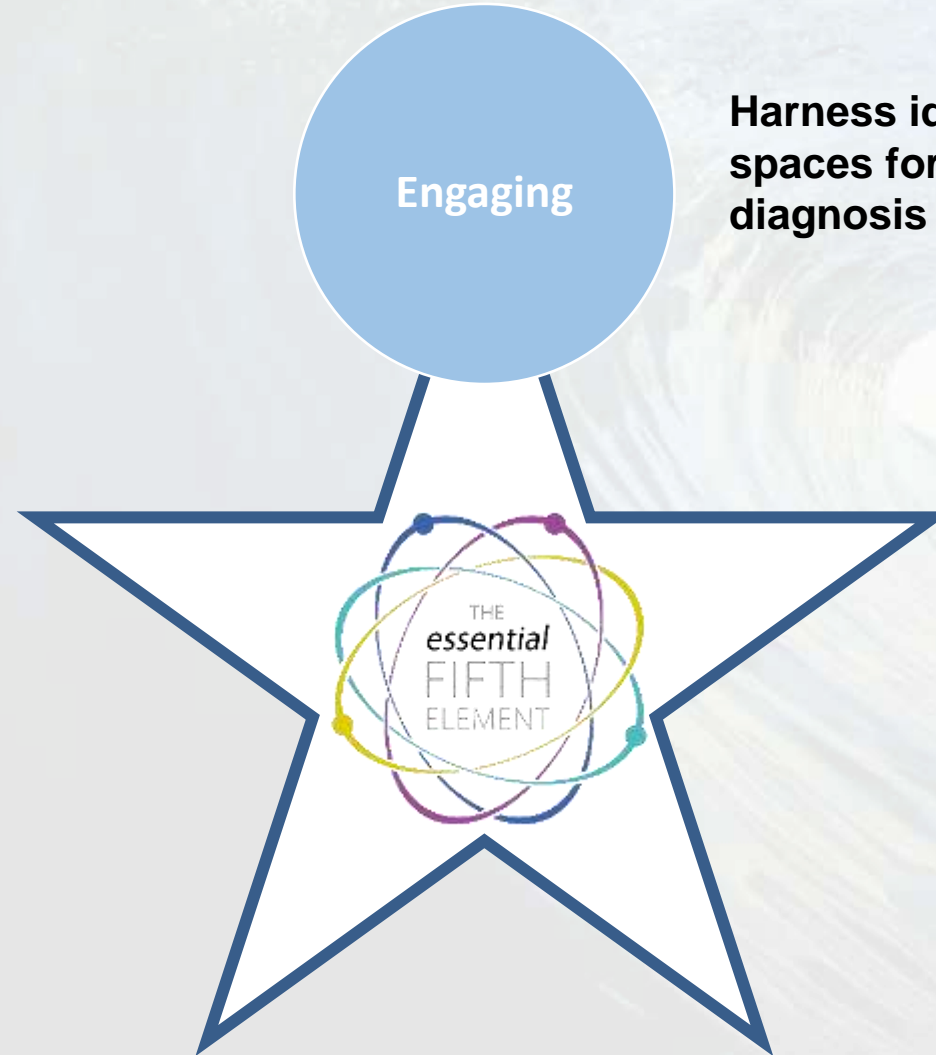
Group Recall

SWOT Analysis

Process mapping

Personal networking

Absorptiveness



**Harness ideas and create spaces for reflection, dialogue, diagnosis and learning**

# People-Centred Change

Change conferences

Scenario planning

Change coalitions

Partnership forums



**Create shared understanding and enthusiasm for the direction of change**

# People-Centred Change

Productive reflection in teams

Co-Created Leadership

Enterprising behaviour

Guerrillas

Line managers as change enablers

Action teams



**Employees have full permission to use their energy, knowledge and creativity to reflect, create and act!**

# People-Centred Change

Milestones

SMART Targets

Celebrate successes

Blame-free setbacks

Shared learning

Project management

**Maintain direction and momentum, learn from successes and failures and adjust to reflect the learning**



# People-Centred Change

Reflection and dialogue continue to support learning and improvement to prevent 'innovation decay'

Embedding and Sustaining



Succession planning

Inducting new colleagues

Collective remembering

Productive reflection

Double-Loop Learning

Raising aspirations

# People-Centred Change - Implementing your Plan





**Absorptiveness**



New  
Knowledge

Identifying  
Absorbing  
Deploying



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Lunch!