IMPROVING WORKPLACE CULTURE & CIVILITY

Community of Practice Event – Canberra 30 May 2019

Margo Lydon, CEO & Company Secretary
SuperFriend

Indicators of a Thriving Workplace Survey

- National workforce survey into mentally healthy workplaces
- Representative of Australian businesses
  - Business Owners, Senior Executives, Managers and Workers
- 40 scientifically validated indicators
- Measures *actual* state against a *desired* state of a mentally healthy workplace
- Conducted Annually

5 Domains of a Mentally Healthy Workplace

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LEADERSHIP   CONNECTEDNESS   POLICY   CAPABILITY   CULTURE

What drives the creation and sustainability of a thriving workplace?

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LEADERSHIP — Leaders in the workplace can be seen to proactively encourage and promote good mental health policies and practices

CONNECTEDNESS — At work it feels like a community where people support each other beyond just getting the work done

POLICY — The mental health, or action plan in the workplace can been seen in action
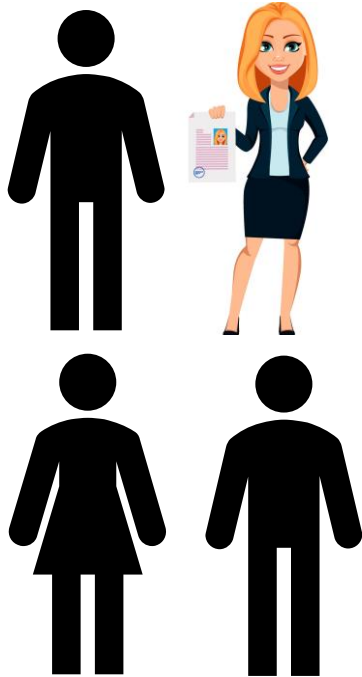
CAPABILITY — People in the workplace have the skills and expertise to support each other's mental health and wellbeing

CULTURE — Efforts are made to help workers find purpose and meaning in their work

1 in 4 people strongly agree

- People are courteous & treat me with respect *(19.2%)*

- People feel that they are part of a team *(14.5%)*

- People would be happy to continue working in their workplace for as long as they can *(16.2%)*

- There is a clear expectation that all leaders should role model the values of the workplace *(19.5%)*

- People feel committed to their work team *(15%)*

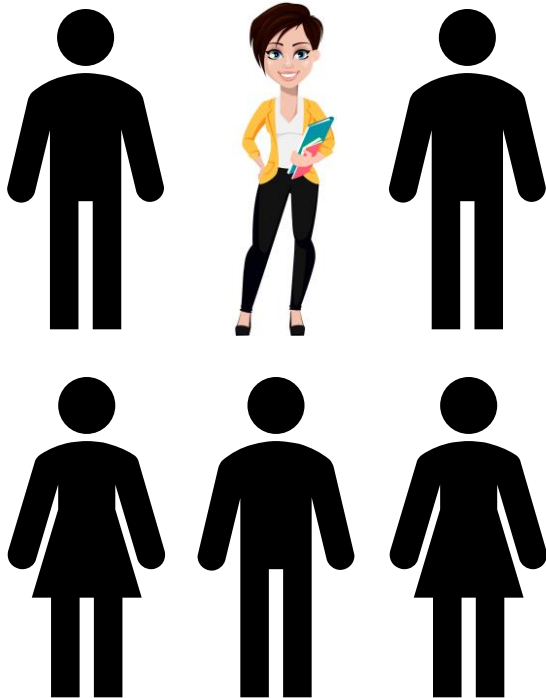*Public Administration & Safety Results*

1 in 5 people strongly agree

- People are motivated to work hard because their job is interesting and important to them personally *(13.4%)*

- People feel good about working there *(14.9%)*

- Relationships are built on trust *(10.1%)*

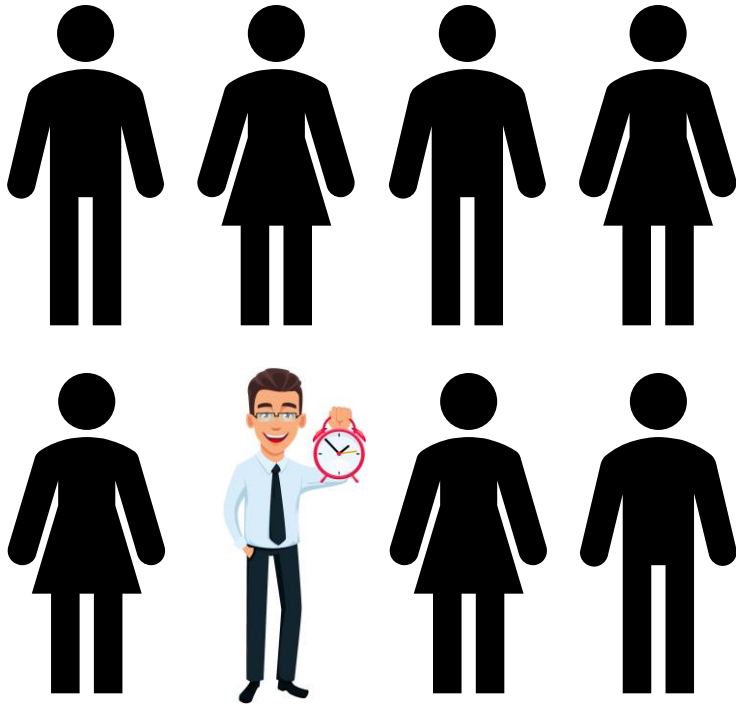- People care about each other *(8.9%)*

Public Administration & Safety Results

1 in 6 people strongly agree

- People are comfortable voicing concerns about their job or things that might affect their job *(11.9%)*

- There is support to help people practice good work/family/life integration *(9.5%)*

Public Administration & Safety Results
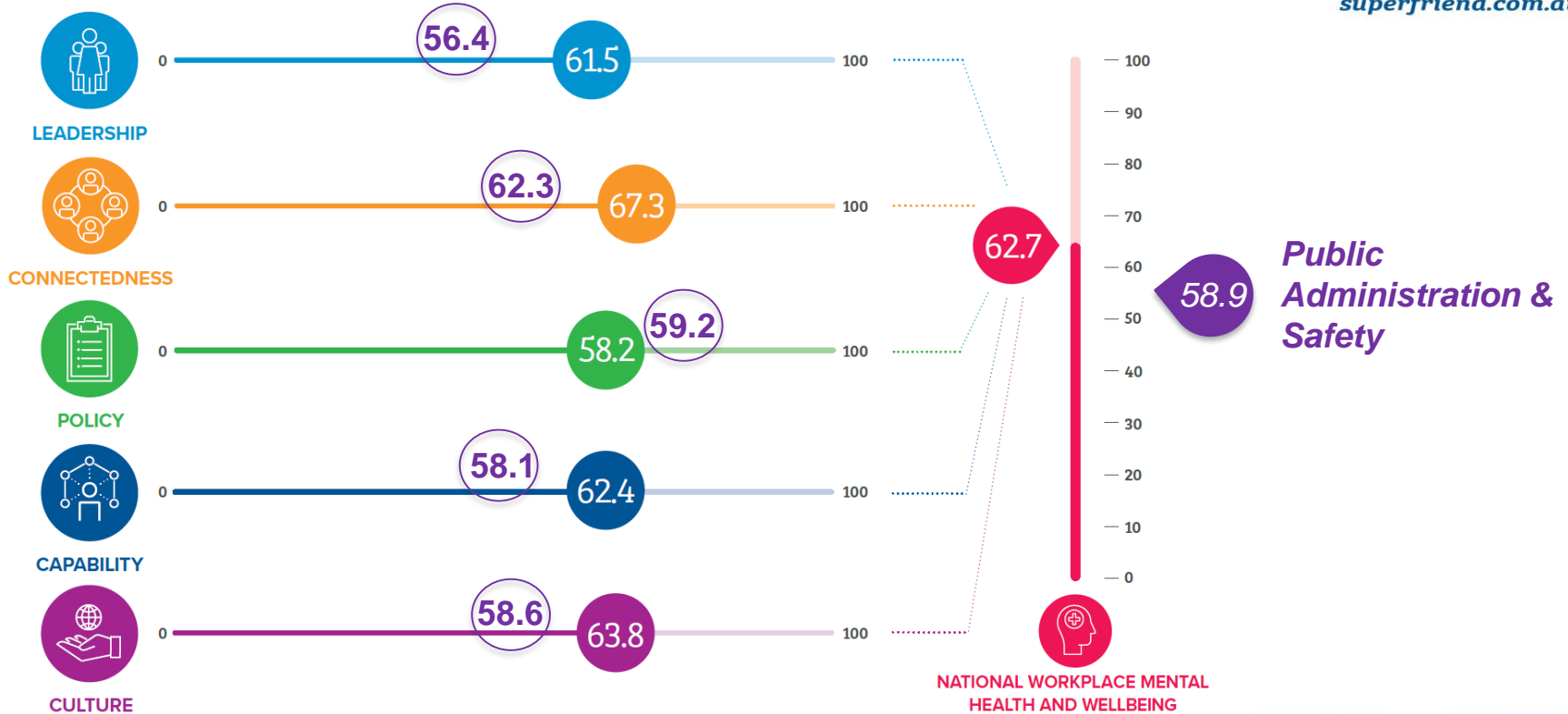
1 in 8 people strongly agree

- Efforts are made to help people find purpose and meaning in their work *(5.5%)*

- The culture encourages open discussion about issues that affect mental health and wellbeing *(6.6%)*

Public Administration & Safety Results

Are we there yet?
2018 National Results & Public Administration & Safety

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LEADERSHIP — 0 — 56.4 — 61.5 — 100

CONNECTEDNESS — 0 — 62.3 — 67.3 — 100

POLICY — 0 — 58.2 — 59.2 — 100

CAPABILITY — 0 — 58.1 — 62.4 — 100

CULTURE — 0 — 58.6 — 63.8 — 100

62.7

100
90
80
70
60
50
40
30
20
10
0

Public Administration & Safety 58.9

NATIONAL WORKPLACE MENTAL HEALTH AND WELLBEING

2018 Results by industry

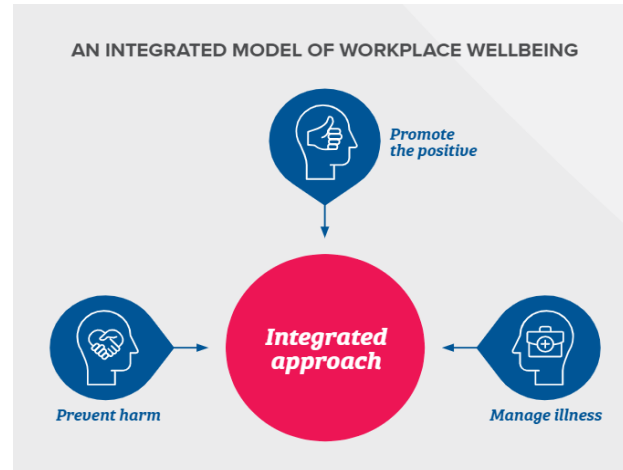| Industry	Score
Electricity, Gas, Water and Waste Services	66.2
Professional, Scientific and Technical Services	65.4
Arts and Recreation Services	65.2
Agriculture, Forestry and Fishing	64.9
Education and Training	64.7
Rental, Hiring and Real Estate Services	64.5
Construction	63.6
Financial and Insurance Services	63.3
Health Care and Social Assistance	63.2
Mining	62.2
Wholesale Trade	62.2
Manufacturing	61.9
Information Media and Telecommunications	61.6
Administrative and Support Services	61.5
Accommodation and Food Services	61.0
Other Services	60.8
Retail Trade	60.7
Transport, Postal and Warehousing	59.3
Public Administration and Safety	58.9

BUILDING THRIVING WORKPLACES

Building Thriving Workplaces:
Guidelines & Actions

- Companion resource to the Indicators of a Thriving Workplace

- Focus on *Promote the Positive*

AN INTEGRATED MODEL OF WORKPLACE WELLBEING

Promote the positive

Integrated approach

Prevent harm

Manage illness

*Ref: Adapted from Prof Anthony LaMontagne et al. 2014 'Integrated approach to workplace mental health' Deakin University

Leadership

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Action Idea

Leaders can use the following questions as part of their regular coaching conversations during change:

1. What are you most interested in doing when you think about how we will be working in the future?

2. What skills or experiences do you have now that you can see yourself using in a new way of working?

3. How can I best support you? What else might you need?

4. What do you have in place to support your wellbeing during this time of change? Is there anything I can support you with?

Create Understanding

1. What do you need from me (as your people leader) to do your job effectively, and go home at the end of the day with enough energy left over?

2. What are you going to do for your own positive mental health and wellbeing?

3. How would you like to me to communicate with you, if I notice you are struggling or need assistance?

Practical ideas:

- VIA Character Strengths[1] & strengths based conversations (using positivity ratios[2] 3:1)

- Aligning workers and organisational purpose & meaning (shared vision)

- Positive change – develop capabilities and practices using co-design methodologies

- 'Mistake Meetings'[3] (transparency, trust and vulnerability)

1. http://www.viacharacter.org/www/   2. https://www.positivityratio.com/   3. http://leadingwellvic.com.au/resource-centre/?#resources

Connectedness

Action Ideas

Simple ways to foster high quality connections and promote interpersonal civility include:

- Include time on meeting agendas to check in with how people are feeling, offering space for stories or narratives

- Stopping to say hello or check in with a worker after a long day

- Enabling leaders to actively support others and model positive and respectful relationships

- Bring workers from different teams or workplaces together to work on initiatives

- If possible, maximise team opportunities for discussion and minimise reliance on each meeting member looking at their laptop.

Interactions – meetings, gatherings, buddy's…

1. Include time on agenda's to check in with how people are feeling, offering space for stories, narratives and reflections

2. Bring workers from different teams together to work on different initiatives

3. Develop a buddying program for new starters with buddy's selected from different teams

Practical ideas:

- Identify people who can create positive energy networks and place these people into important projects to attract others to the work

- Engage in a team discussions about 'community' and co-create ideas and action plans for creating a 'community at work'

Policy *(Policy in Action!)*

Action Ideas

Job crafting is a collaborative activity between each leader and their team member looking to shape the job or tasks to help each worker bring their best self to their job. Job crafting is a skill that can be learnt by leaders and workers.

Job crafting activities can include looking at ways of:

- Enhancing flexibility around work hours (e.g. start times, rostered days off, time to attend doctor's appointments or be with family)
- Considering how you can provide some leave to refresh and recharge
- Encouraging worker participation (e.g. committees or problem-solving teams).[47]

Activate and integrate your Policies

1. Review all policies through a mental health and wellbeing lens
2. Develop a 'policy in action plan' that includes integration into workplace practices for people leaders
3. Communicate, Communicate, Communicate!

Practical ideas:

- Job crafting and good job design (co-create)
- Review and refresh policies (co-design with people from across the organisation)
- Share positive stories of mental health & wellbeing policies in action

Capability

Complete regular learning needs analysis
- Aligning strengths and capability with role

Build Leadership Capabilities
- Mental Health & Wellbeing Training

Leading with Compassion
- Dealing with challenging issues with compassion (curiosity)

Building Coaching Capability
- Coaching for performance, including peer and team coaching

Culture

Action Ideas

Other visible ways to foster positive organisational culture:

- Co-create positive organisational values with your workers, and bring them to life by offering specific examples of behaviours for each value

- Model values-based behaviours in day-to-day work practices such as meetings and collaborative work opportunities

- Set organisational goals that contribute towards building a better society or community

- Include values and behaviours into individual organisational performance scorecards at every level

- Recognise workers for modelling the values-based behaviour.

Alignment and Clarity

1. *'Why'…. Align individual and team objectives to the purpose of the organisation and it's positive impact on community*

2. *Values and behaviours*

3. *Co-create, Co-design and collaborate*

4. *Effectively support people through change*

5. *Recognise and reward people for modelling values-based behaviours*

Positive Change… *steps for success*

1. Engage leaders
2. Diagnose and determine priorities for change
3. Agree scope to implement positive workplace practices
4. Co-create initiatives to build thriving workplaces
5. Measure, report, review and plan (continuous improvement cycle)

Resources

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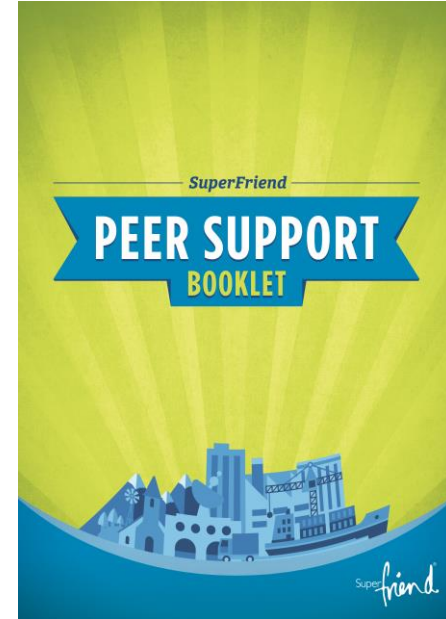
Building Thriving Workplaces: Guidelines and Actions

Promoting Positive Mental Health in the Workplace

2018 Indicators of A Thriving Workplace

Peer Support Booklet

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