



The Marks & Spencer WorkWell programme

‘a model of best practice’

Tommy MacDonald-Milner

Marks & Spencer plc

Stephen Williams

Resource Systems

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Outline



➔ **the need to manage stress and improve wellbeing at work**

➔ **the Marks & Spencer experience**

- ☑ evidence for the stress issue in M&S

- ☑ the need to develop a new approach

➔ **the WorkWell programme**

- ☑ objectives and Workwell modules

- ☑ implementing the workshops

➔ **measuring success**

➔ **where do we go from here**

Vision



To create and sustain a productive workplace where people can work happily and healthily to their full potential

➔ **The keys to achieving this workplace are:**

- ☑ a recognition that healthy people make healthy organisations
- ☑ that the mental health of employees is as important as their physical health
- ☑ that good wellbeing goes hand in hand with higher energy, increased creativity, and greater productivity

What have we learned?



- ➔ **Managing stress, improving wellbeing, and raising energy are the essential building blocks for the release of personal potential and thus organisational success**
- ➔ **You have to understand the issues before you can manage them. Use appropriate tools to identify the issues that cause stress and design interventions to remove them for the employees, the work groups, and the organisation**
- ➔ **Give people the tools to help themselves**

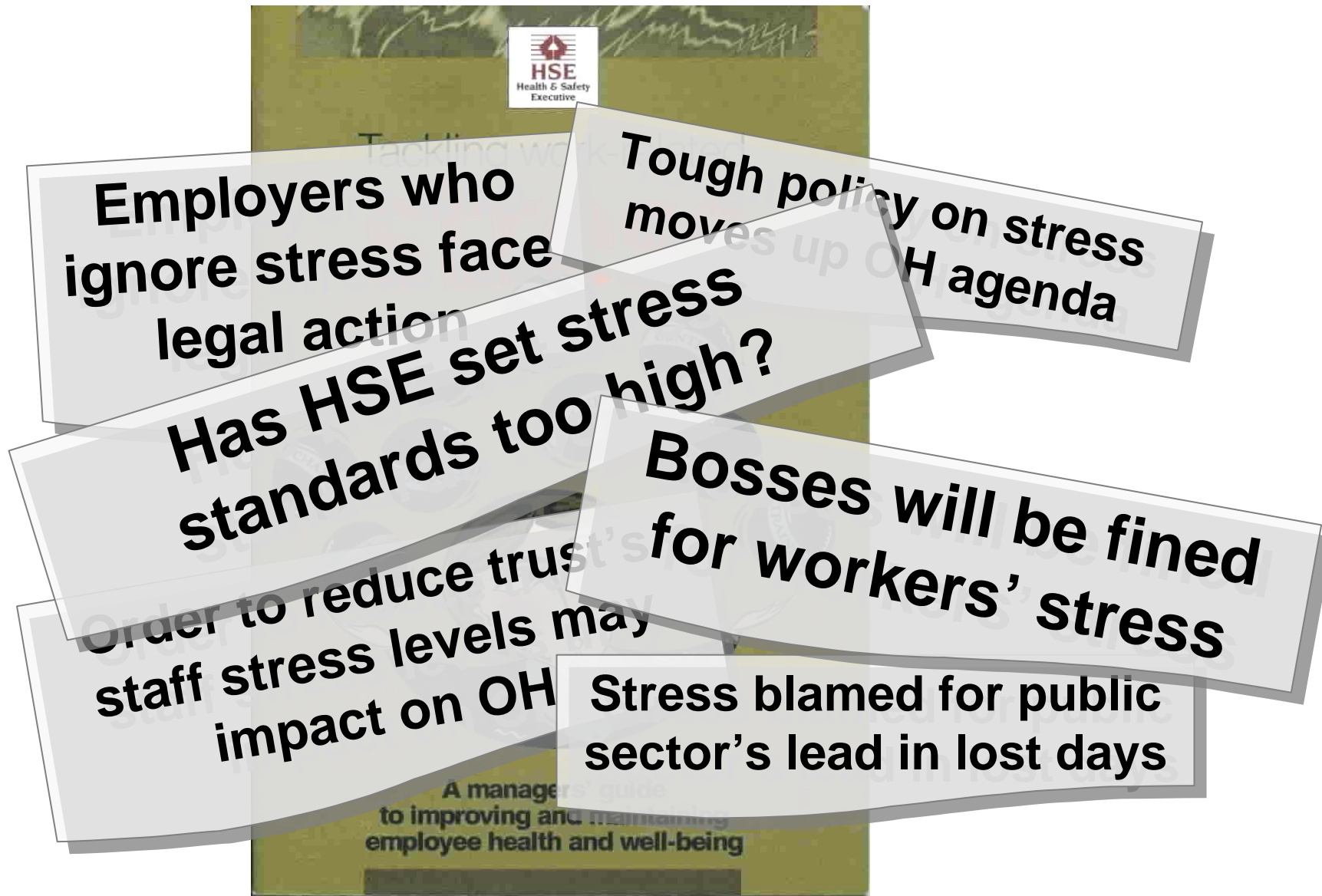
Stress and Mental Health – UK National Data

- ➔ 1 in 4 people will experience some kind of mental health problem in the course of a year
- ➔ A quarter of all drugs prescribed by the NHS are for mental health problems
- ➔ Figures suggest that approximately 20% of women and 14% of men in England have some form of mental illness.

This is a common problem

Employers have a responsibility to act!

UK Health & Safety Executive: Stress Campaign



Employers who ignore stress face legal action

Tough policy on stress moves up OH agenda

Has HSE set stress standards too high?

Bosses will be fined for workers' stress

Order to reduce trust's staff stress levels may impact on OH

Stress blamed for public sector's lead in lost days

How do we get employers to invest in managing stress?

➔ We have to build the business case

- We have to show the benefits
- We have to use language that motivates commercial managers
- We have to demonstrate that it works!

We have to capture their imagination!

The barriers to releasing potential

Workplace pressures

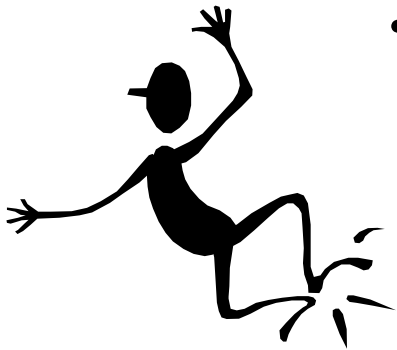
- ⇒ **Daily Hassles** - the little things that get in the way
- ⇒ **Workload** - too much or too little
- ⇒ **Difficult working relationships** – bosses and colleagues
- ⇒ **Recognition** - not enough or the wrong sort
- ⇒ **Organisational climate** - the way it feels to work here
- ⇒ **Personal responsibility** - too much or too little
- ⇒ **Home/Work balance** - juggling conflicting demands

these pressures sap energy, reduce wellbeing and make it difficult for people to achieve

Identify the issues

- ⇒ All employees face pressures at work and at home
- ⇒ These pressures come from a variety of sources
- ⇒ They affect people in different ways

One person's challenge..
...is another's stress!



We need accurate and relevant diagnostics to identify the specific issues facing each individual and each work group!

How do we know what to change?

We need to act on fact...

..... not on anecdote

Use diagnostic tools and specialist knowledge to find out which issues at work cause the most problems

To use this information to find the
smallest steps that will make the
BIGGEST difference

Improving wellbeing - 3 levels of intervention

⇒ Individual interventions to manage pressure

☑ What can I do as an individual?

⇒ Work group interventions to manage pressure

☑ What can we do as a work group?

⇒ Organisation interventions to manage pressure

☑ What can we do as a business?

MARKS & SPENCER
The WorkWell Programme
an integrated approach
working at all 3 levels

The Marks & Spencer Experience

Background to the WorkWell Programme



Marks & Spencer PLC

- ➔ **320 Retail Stores, owned and managed - UK & Eire**
- ➔ **55,000 permanent staff (up to 7,000 temporary seasonal)**
- ➔ **83% female; 62% part-time; long service**
- ➔ **Retailing = Sales, tilling, warehouse**
- ➔ **Specialists = Food hygiene/technology, design**
- ➔ **MSFS - Call centre Finance business (1,500)**

MARKS & SPENCER





Recent History - Fall & Recovery



⇒ **1998 Profits halved from £1Bn to £500M**

⇒ **Cultural change from introverted to contemporary “clear view”**

⇒ **Organisational Restructures**

☑ 1999 Buying Units

☑ 2000 Stores Structures “Best Fit”

☑ March 2001: Near takeover bid Philip Green

☑ October 2001: Sales progressive

☑ 2001/2002: New business models

Background to the Workshops

1998

Poor Marks

Black Marks

M&S in doghouse with suppliers

Plunging M&S fears high street "blood bath"

Profits plunge at M&S

Background to the Workshops



2001

You've done it by George!

Full Marks for M&S Recovery Bid

St Michael's a good guy again at M&S

per una



per una





MARKS &
SPENCER



07

Michael
4

Occupational Health at M&S



- ⇒ Multi disciplinary, consultant lead service**
- ⇒ 59 OHA (44 FTE); 66 OHP (12 FTE); working in OH Teams, regionally**
- ⇒ Proactive approach; Risk Assessment & Management, Health Surveillance**
- ⇒ Treat & manage casualties, Rehabilitation.**
- ⇒ Health Education - Workforce & Management**

Mental Health at M&S



- ⇒ Understand work-related impact on mental well being (Policy)
- ⇒ Apply Policy when designing job roles
- ⇒ Use “Tools” to identify early signs (absence, performance, behaviour)
- ⇒ Good referral system to OH (confidential)
- ⇒ Train and develop OH teams - CPD
- ⇒ Comprehensive Rehabilitation programme
- ⇒ M&S Founder member “MindOut for Mental Health”

Stress Management at M&S



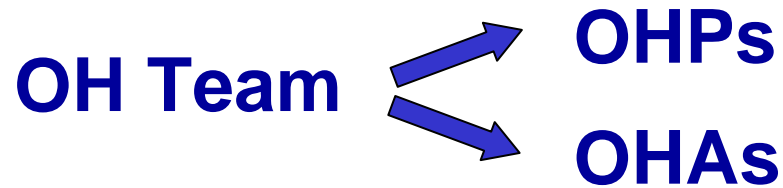
➔ Three level approach:

- ☑ Treat casualties/counselling
- ☑ Specific programmes (Stress Management Intervention (SMI))
- ☑ Understand causes and influence HR and business management

➔ Working with Resource Systems since 1992

- ☑ PMI surveys
- ☑ Managing Your Pressure Workshops - 2 days – Management programme
- ☑ Pressure Management workshops - Half day – Staff programme
- ☑ M&S Direct - specific interventions
- ☑ WorkWell programme

Anecdotal Evidence for the workshops



- ➔ reported that work related and non-work related mental ill health was a growing part of their workload
- ➔ requested help and solutions to help them deal better with these cases.

Harder Evidence



- ⇒ **OHTRA (Occupational Health Teams Reporting Activity) echoed this observation**
- ⇒ **IHR cases: emergence of mental ill health as cause or contributing factor in these applications**

OHTRA - M&S



➔ **Mental Ill Health 2nd largest cause work-related illness - 34% (Musculoskeletal 59%)**

➔ **Mental Ill Health:**

- ☑ 35% Stress Related
- ☑ 28% Anxiety
- ☑ 22% Depression
- ☑ 12% Anxiety & Depression

➔ **80% of Section Managers work-related illness Stress related/associated**

OHTRA Data



Activity/situation leading to work related mental ill health 2001-2002:

stress/pressure at work	44%
redundancy/restructuring	14%
disciplinary action	9%
specific tasks (eg butchery/coffee shop work)	7%
customer related	6%
bullying	5%
interpersonal issues	4%

Others including: general low morale, mismanagement, workload / hours, lack of support

Taking action to meet this need



⇒ **the data showed that the Section Managers should be our first priority:**

- ☑ difficulty in adjusting to new role
- ☑ lack of people skills training
- ☑ their ability to manage pressure has a significant effect on their staff and the business

⇒ **‘Beyond Recovery’ meant the time was right to ‘give something back’**

The WorkWell Workshop

Workshop Design and Content



What is the WorkWell Programme?



➔ **A highly participative Stress Management Intervention programme which is:**

- targeted
- measurable
- modular
- flexible

➔ **Workshops are facilitated by trained OHAs and delivered in stores**

*“In order to secure our recovery
we need our people to work
well, live well, be well, and
build for our future”*

Barry Stevenson
Divisional Director

Guiding Principles

➔ Teaches cognitive behavioural skills

- ☑ provides a “toolkit” of resources *for work and home!*

➔ Highly participative

- ☑ encourages peer group support during and after the workshop

➔ Provides opportunities for further help

- ☑ OHA's can help people at risk through counselling or by referring for treatment

Make a difference!

The programme is supported by:



- ➔ **trainers pack containing OHT/exercises**
- ➔ **trainers handbook with description of each module**
- ➔ **module selector guides**
- ➔ **sample letters for briefing staff and inviting participants**
- ➔ **PMI questionnaires**
- ➔ **PMI Personal Profiles**
- ➔ **feedback report templates/evaluation forms**

Using the PMI to diagnose and intervene

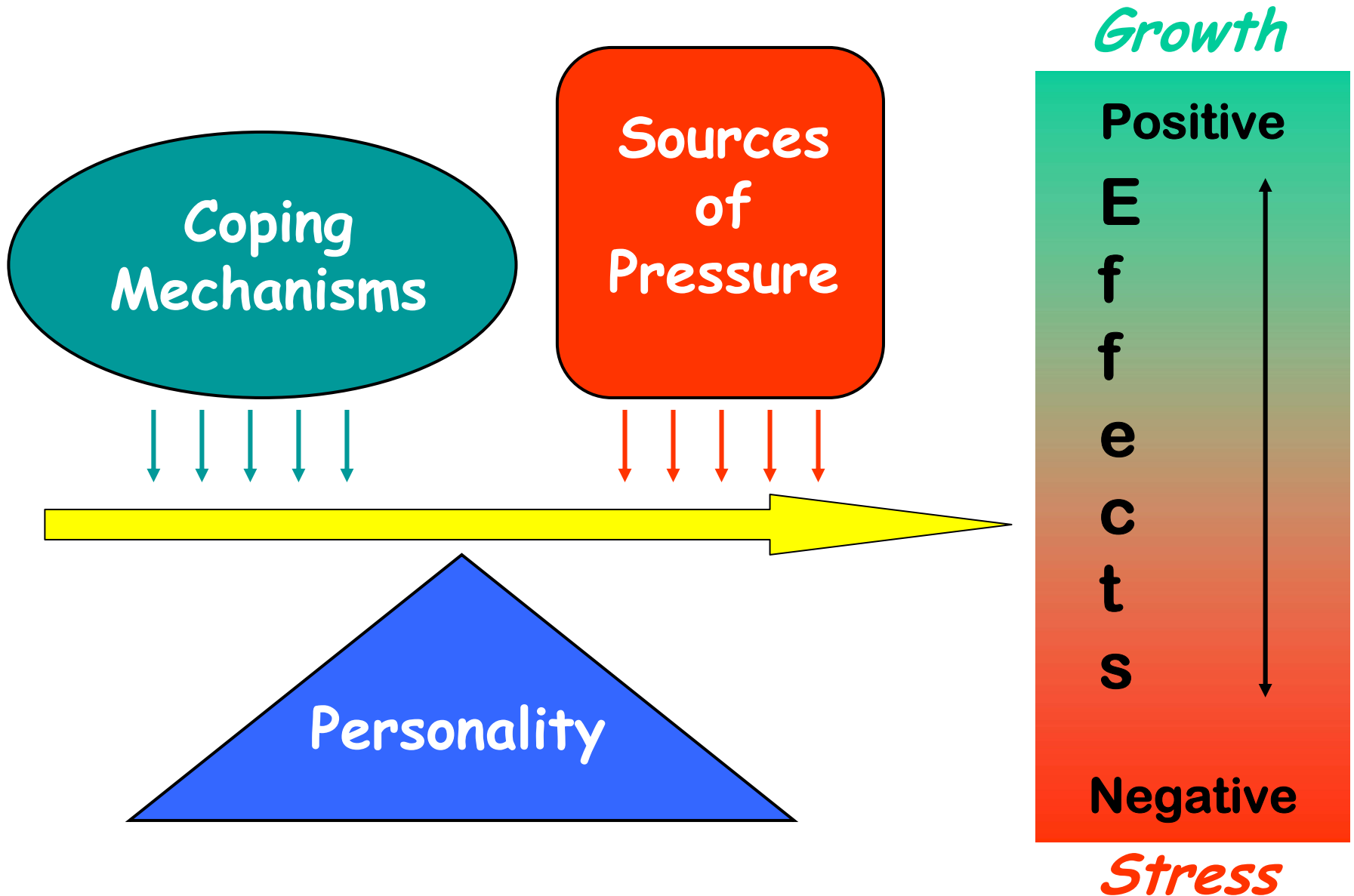
➔ All participants complete an initial Pressure Management Indicator (PMI)

- ☑ to provide a detailed personal report for each individual
- ☑ to establish a baseline for pre and post assessment
- ☑ To identify common concerns and key issues for the Section Managers across the business

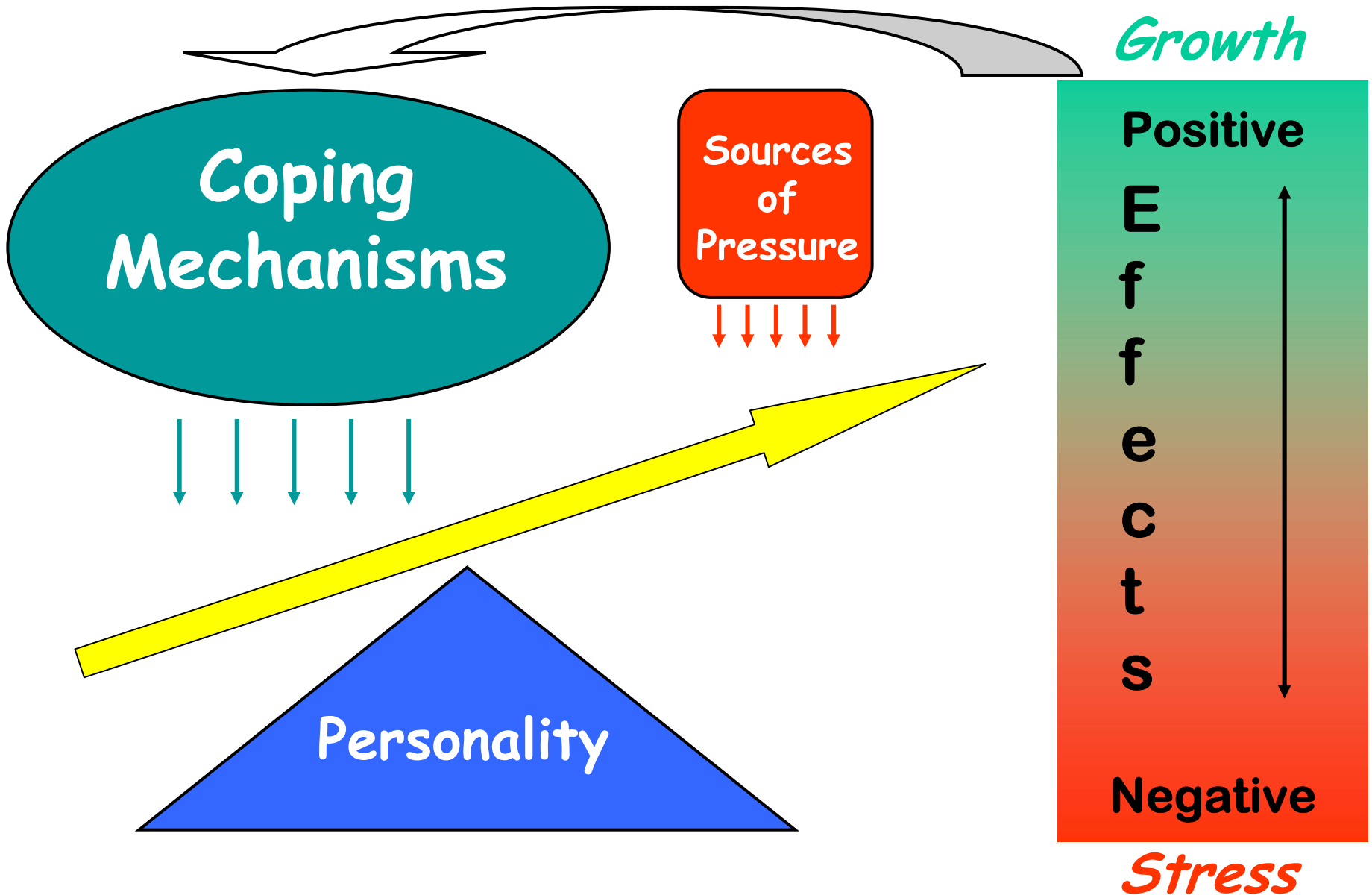
➔ The PMI

- ☑ is a comprehensive, compact, widely used and psychometrically sound self report stress questionnaire
- ☑ measures 24 input, moderator, and outcome variables including sources of pressure, mental and physical health and job/organisational satisfaction

The dynamics of the stress process – PMI domains



WorkWell workshop interventions



Introduction to the Workshop



➔ What are we here for?

- ☑ To improve your wellbeing at work
- ☑ To help you increase your understanding of pressure and stress
- ☑ To give you some ideas that will help you manage unavoidable pressure
- ☑ To help you maintain and improve your energy levels
- ☑ To work with you to find ways of reducing or removing workplace pressure at source
- ☑ To share our knowledge and experience with you
- ☑ To make the event useful and enjoyable!

WorkWell modules include:



- ⇒ Physical mental and social wellbeing**
- ⇒ Understanding the stress response**
- ⇒ Recognising stress**
- ⇒ Cumulative pressure**
- ⇒ HSE Guidelines and the Law**
- ⇒ Interpreting the PMI**
- ⇒ Influence and control**
- ⇒ Solutions instead of problems**
- ⇒ Managing difficult people**
- ⇒ Finding resources, etc.**

Using the Workshops to make a difference



Information gathering and data collection throughout the WorkWell Programme allows risk modification and risk reduction strategies to be fed back to management and HR

Actions can be taken at the appropriate level!

Follow up actions for participants and the business

What do we have to do to make a difference?

⇒ I can make a difference to managing my issues by.....

⇒ I can make a difference to managing our issues by.....

⇒ We can make a difference to managing our issues by.....

⇒ Others can make a difference to managing my issues by.....

.....this will help us to.....

Evaluating the WorkWell Programme

Where do we go from here?



Outcome Measures



- ⇒ pre and post intervention PMI scores
- ⇒ changes in the incidence of work related psychosocial ill health
- ⇒ reduction in grievance procedures
- ⇒ reduced absence/attrition in section managers and their line reports
- ⇒ participant feedback
- ⇒ management evaluation
- ⇒ OHA evaluation

Initial Data:



- ⇒ Over 600 PMIs have been submitted and evaluated.
- ⇒ Only 2% of this group report low job satisfaction compared with 10% in a similar group.
- ⇒ No individuals were deemed at risk compared with 3% expected in a comparable group.



live well . work well . be well

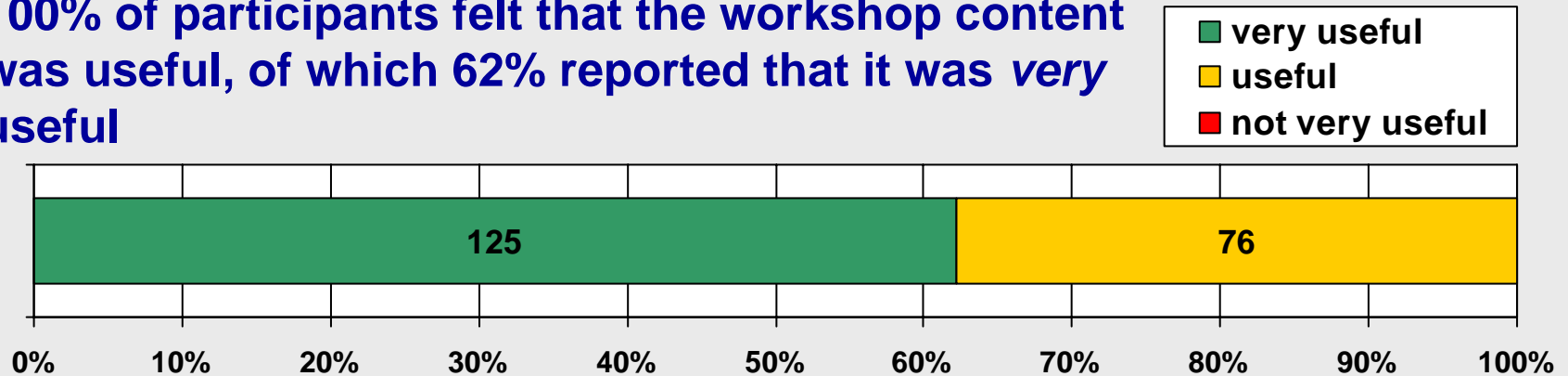
the **Work Well** workshop

delegate feedback analysis

March 2003

Workshop content

100% of participants felt that the workshop content was useful, of which 62% reported that it was *very* useful

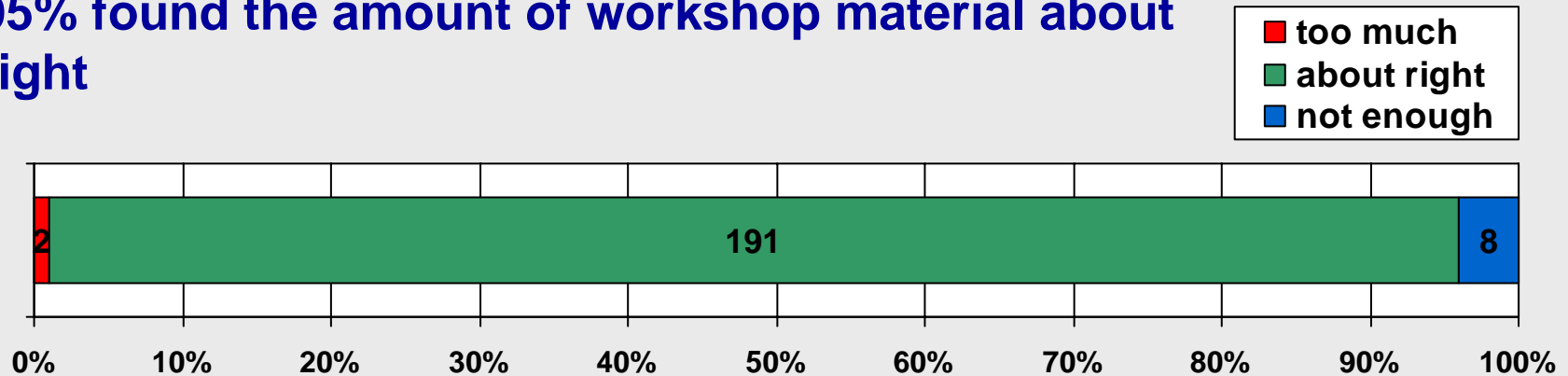


Comments Summary:

- ⇒ Very informative
- ⇒ Topics very relevant to work and life in general
- ⇒ Covered all areas of stress management
- ⇒ It made me think about what causes stress
- ⇒ Could relate to much of the content
- ⇒ Good use of discussion

Workshop materials

95% found the amount of workshop material about right

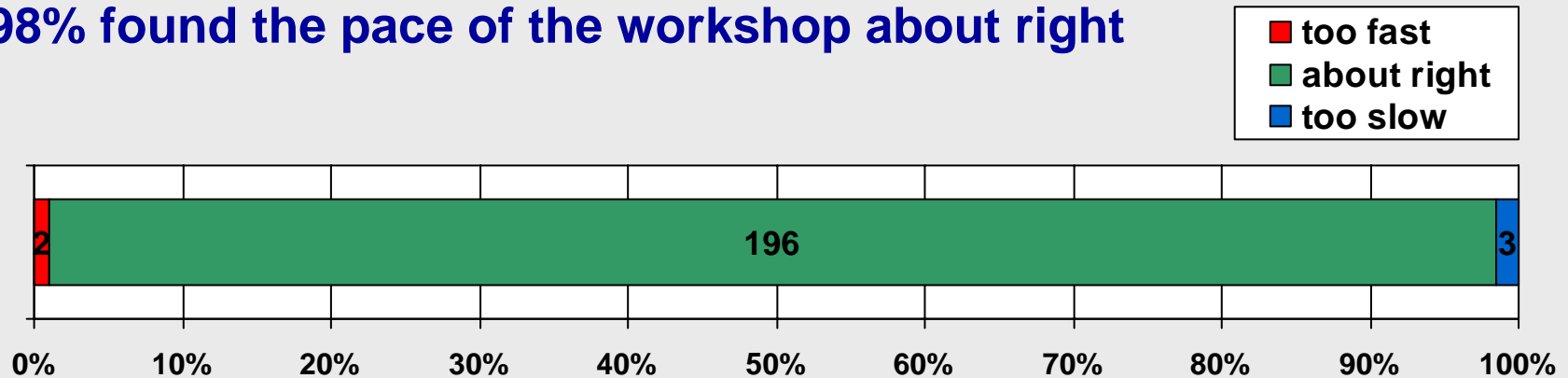


Comments Summary:

- ⇒ Would like handouts (though a couple commented these would be a burden!)
- ⇒ Interesting, varied media - good balance of interactive activities
- ⇒ Very comprehensive, easy to follow and easy to understand
- ⇒ Did not lose interest, enjoyable and fun
- ⇒ Lots of talking rather than listening
- ⇒ Would like to have gone through all the modules

Workshop pace

98% found the pace of the workshop about right

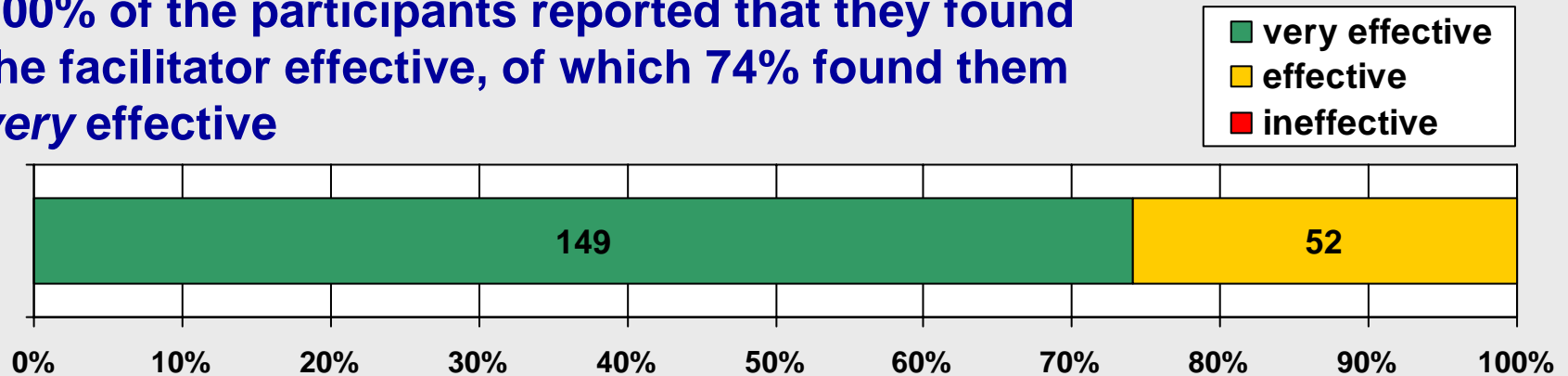


Comments Summary:

- More time would be beneficial to fully cover all materials
- Relaxed and friendly atmosphere, very participative
- Time for discussion
- Moved along at good pace but still able to take time to participate
- Clear and informative
- Not rushed, given enough time to give views. Didn't fall asleep once!

Workshop facilitator

100% of the participants reported that they found the facilitator effective, of which 74% found them very effective

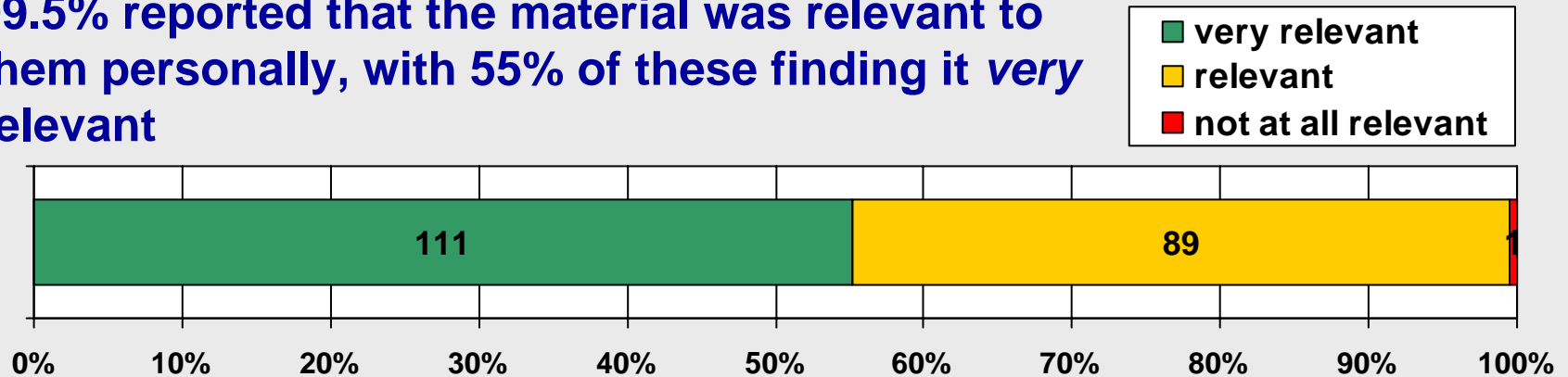


Comments Summary:

- Delivered positive and useful information in a motivating and stimulating way
- Informative and understanding, very easy to listen to and communicated well
- Balanced, calm, very good listener - a good example of how to manage stress!
- Friendly, helpful and open - confidentiality assured
- Very calming - lovely lady!

Relevance of workshop material

99.5% reported that the material was relevant to them personally, with 55% of these finding it very relevant



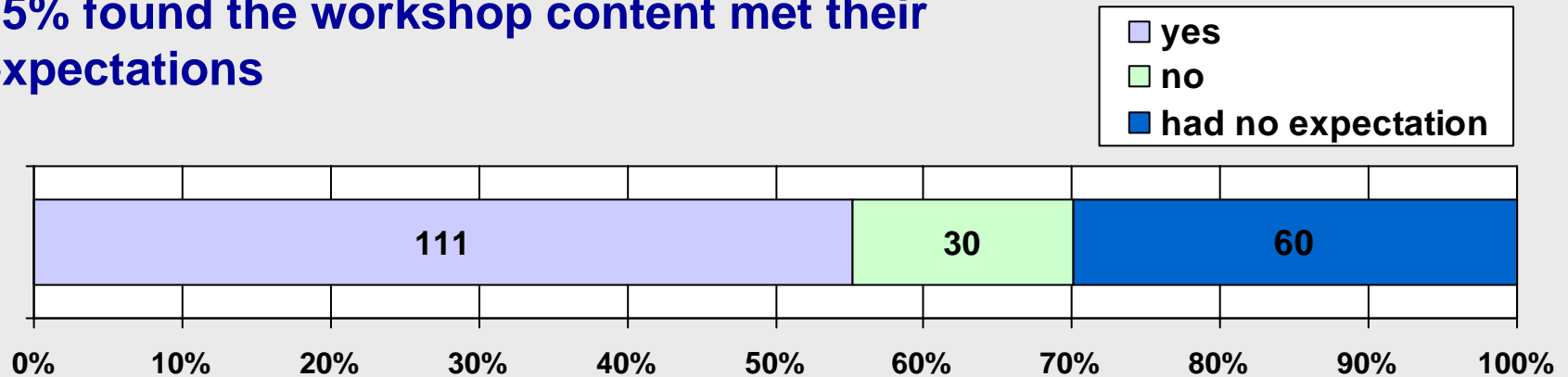
Comments Summary:

- Able to apply to home and work
- Will help me when dealing with issues that affect motivation and performance
- Helped to get a balance and communicate better with my colleagues
- Helped get things off my chest and showed others go through similar situations
- Helped me to recognise and hopefully improve some areas of my life
- It was good to be recognised for having a stressful job

n = 201

Workshop content as anticipated?

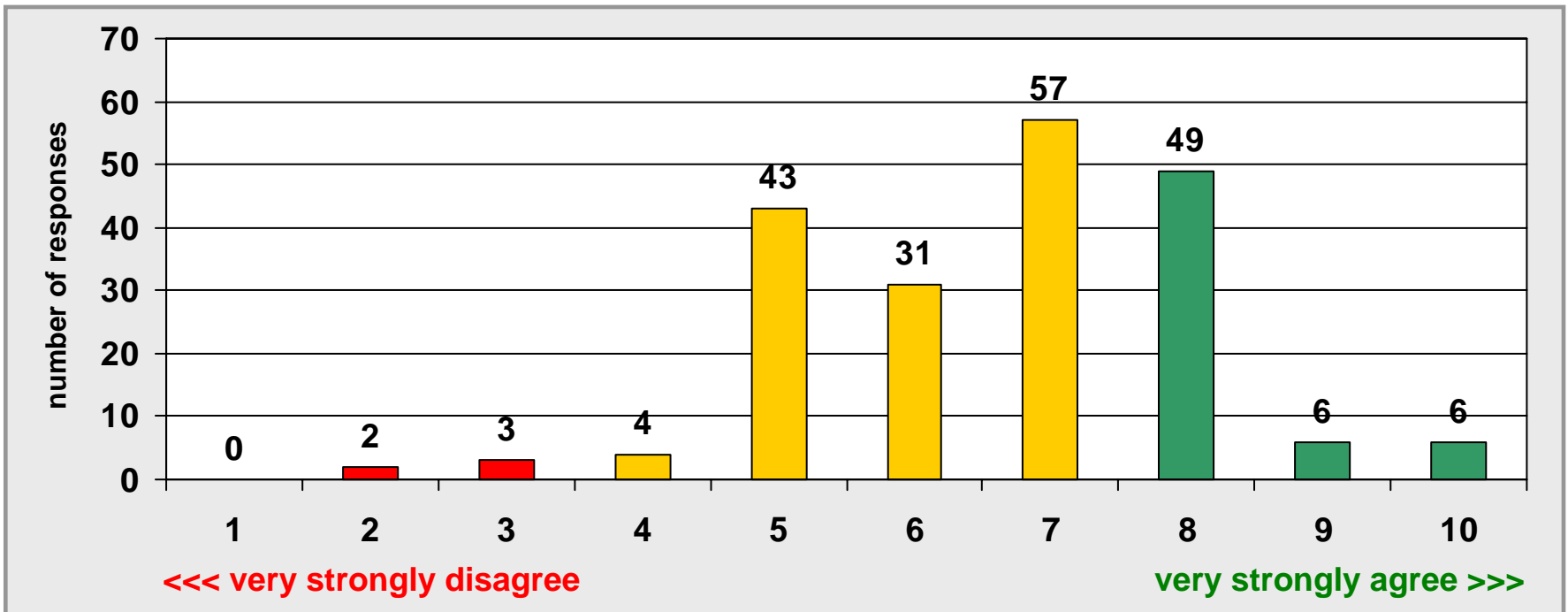
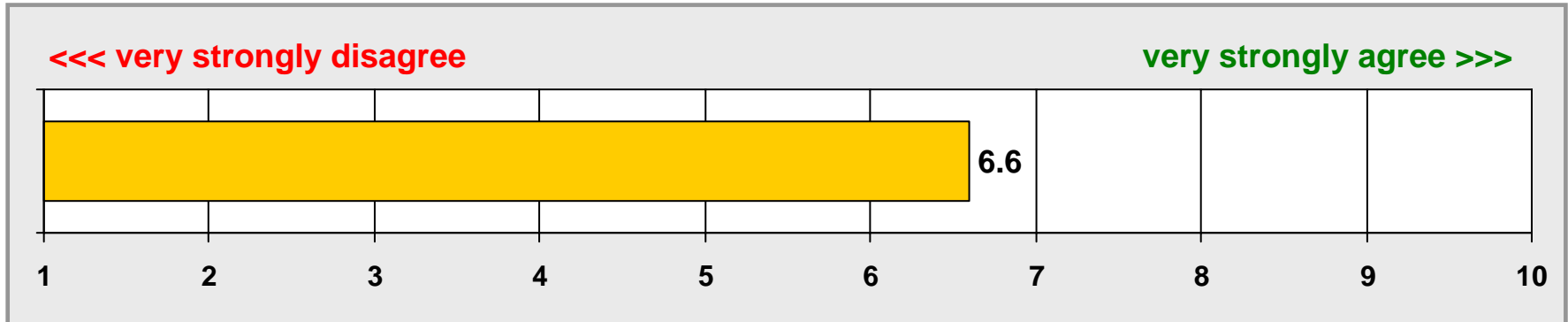
55% found the workshop content met their expectations



Comments Summary:

- Much better than expected!
- Would have liked more on how dealing with my stress as well as managing it in others
- A pleasant surprise!
- Thought there would be more suggestions on how to break out of the stress cycle and more ways of dealing with stress
- Knowing that feedback is going to HO and they realise our problems to help us

I think the workshop will help me improve my wellbeing at work:



Most useful part of the workshop

Realising that similar problems exist between us all - I am not alone!

- Having opportunity to discuss problems and goals with my colleagues
- Gave me a better understanding of the subject matter. Discussing problems with others, you don't always know what pressures your colleagues are under in work and at home
- Realising the difference between stress and pressure
- Pressure cooker. Helped me to identify my own pressures
- How to manage stress at work and deal with difficult customers
- Recognising symptoms, type of stress and signs, at home and at work
- How to help staff deal with their stress - scaling, small steps
- How to deal with stress out of work as well as in work and sharing other peoples experiences. Dealing with the situations and outcomes achieved.
- The TA section and dealing with aggressive people - how to notice signs of pressure and stress
- The whole content was excellent
- Showing relevance of communicating how you are feeling and turning problems into goals
- Brainstorming issues and feedback being passed to Head Office

Suggestions for improvement



The workshop should be longer, on a more regular basis and offered to all levels of staff

- Should be longer, go into greater depth about specific issues like dealing with difficult people and cover the other modules
- Case study discussions and more problem solving
- Reference booklet or a few handouts to take away and refer to
- More variety of visuals, eg video, etc.
- Relaxation and stress busting techniques, eg breathing exercises, etc.
- Different surroundings away from the M&S environment
- More on how to cope with stress, more techniques for managing stressful situations
- Ways of changing and how to "move one"
- Knowledge of how we can make short term improvements. Needs to involve the whole of the store management teams, not just section managers. If we all don't understand and share feelings who can we develop, learn and make changes
- The points that are continuously being raised should be dealt with and changes implemented to make this "a great place to work"

General Feelings and Feedback:



- ⇒ **WorkWell Programme received very positively**
- ⇒ **OHA delivery considered very effective**
- ⇒ **Specific feedback highlighted that delegates felt major changes could be made via:**
 - ☑ improved communication (up and down)
 - ☑ better support mechanisms
 - ☑ “making time for people”
 - ☑ ie people management and team working
- ⇒ **Importantly the absence of good management role models was cited as an issue**

Additional Benefits:



- **increased awareness generally in mental health issues**
- **CSR approach to mental illness**
- **profile of OH elevated**
- **team working improved**
 - ☑ standard setting
 - ☑ evidence based approach developing
 - ☑ DDA compliance/understanding improved
- **reduced discrimination against those workers who suffer stress and mental illness**

European Model of Best Practice

- **The Federal Institute for Occupational Safety and Health Project Team looked at 64 models of best practice from 15 countries in the European Union.**
- **The Marks & Spencer WorkWell Programme was the only example from the United Kingdom to be included in the final 20 chosen for "active dissemination within the European Union".**

European Model of Best Practice

➔ **The Federal Institute for Occupational Safety and Health team selected projects which were in line with the Quality Criteria of the European Network Workplace Health Promotion. This states that good practice should:**

- ☑ Include an early detection (early warning system)
- ☑ Involve the participants in the whole project management
- ☑ Be integrated in the management philosophy
- ☑ Include different levels of intervention
- ☑ Focus on mental health promotion
- ☑ Cover different levels: promotion, primary prevention and secondary prevention
- ☑ Be designed and implemented by a multi-professional team
- ☑ Apply to a multifaceted target group (ie different occupational groups or hierarchical levels)
- ☑ Include various actions, for example training, counselling, surveys
- ☑ Be proven to be effective

Next Steps



- ➔ **Continued evaluation will occur and extend to “harder” outcome measures as study progresses**
- ➔ **Workshops will continue to develop to meet the changing needs of the staff and the business**
- ➔ **If successful WorkWell will be extended to other staff**