

Releasing Potential through Employee Wellbeing



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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 wellbeing of each and every employee is important
- ☑ that good wellbeing goes hand in hand with high energy and high energy and a passionate commitment to work releases individual potential

Overview



- ➔ **Good wellbeing and high energy are the essential building blocks for the release of personal potential**
- ➔ **It is only by improving workplace wellbeing and energising work that organisations can maximise discretionary effort – the next opportunity for significant growth**
- ➔ **To create good wellbeing and high energy it is necessary to use appropriate diagnostics to identify the issues that prevent people fulfilling their potential and design interventions to remove these barriers to success**

How do we get employers to invest in wellbeing?

➔ 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!

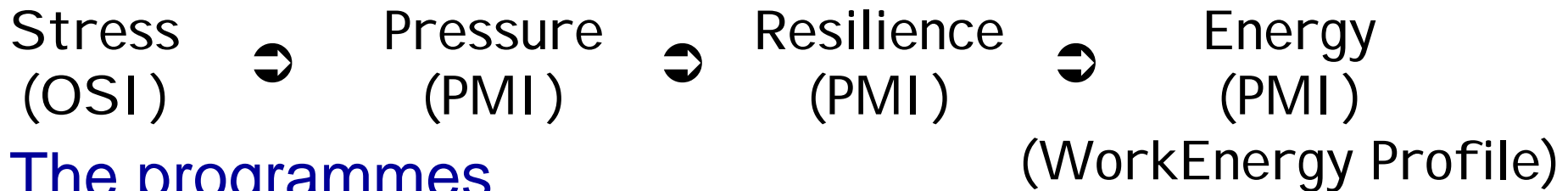
We have to capture their imagination!

How do we capture their imagination?

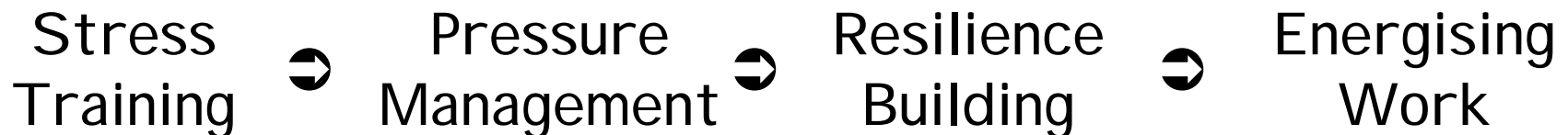
⇒ Our journey – from stress **x** to energy **✓**

- ☑ Drive change through accurate diagnosis
- ☑ Develop tools that meet the needs of the employee and the organisation
- ☑ Find solutions that optimise the benefit to the employee and the organisation

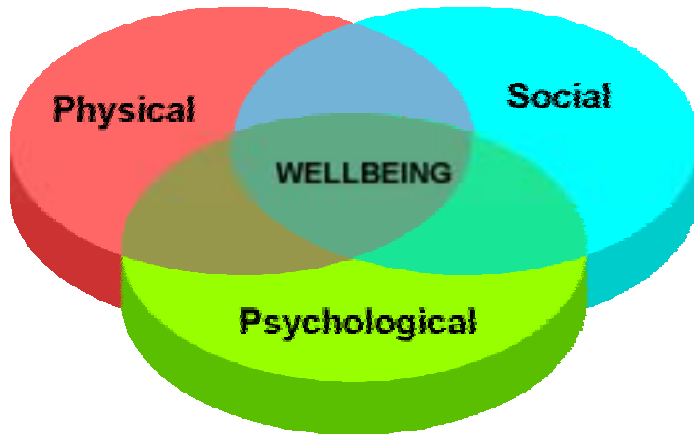
The tools



The programmes



Wellbeing and Energy



Energy
is the key:

Energy for wellbeing
Energy from wellbeing

- * *mental energy*
- * *physical energy*
- * *emotional energy*

The wellbeing bonus



We have to show that there is something employers can get from good wellbeing and high energy that they can't get anywhere else

Discretionary Effort

*The level of effort people could give...
...if they wanted to*

- **it is beyond what is required**
- **there is no punishment if you do not do it**
- **it cannot be forced**

What is discretionary effort?



“Discretionary effort is like the loose change in a person’s pocket.

It is management’s job to get them to want to spend it every day”

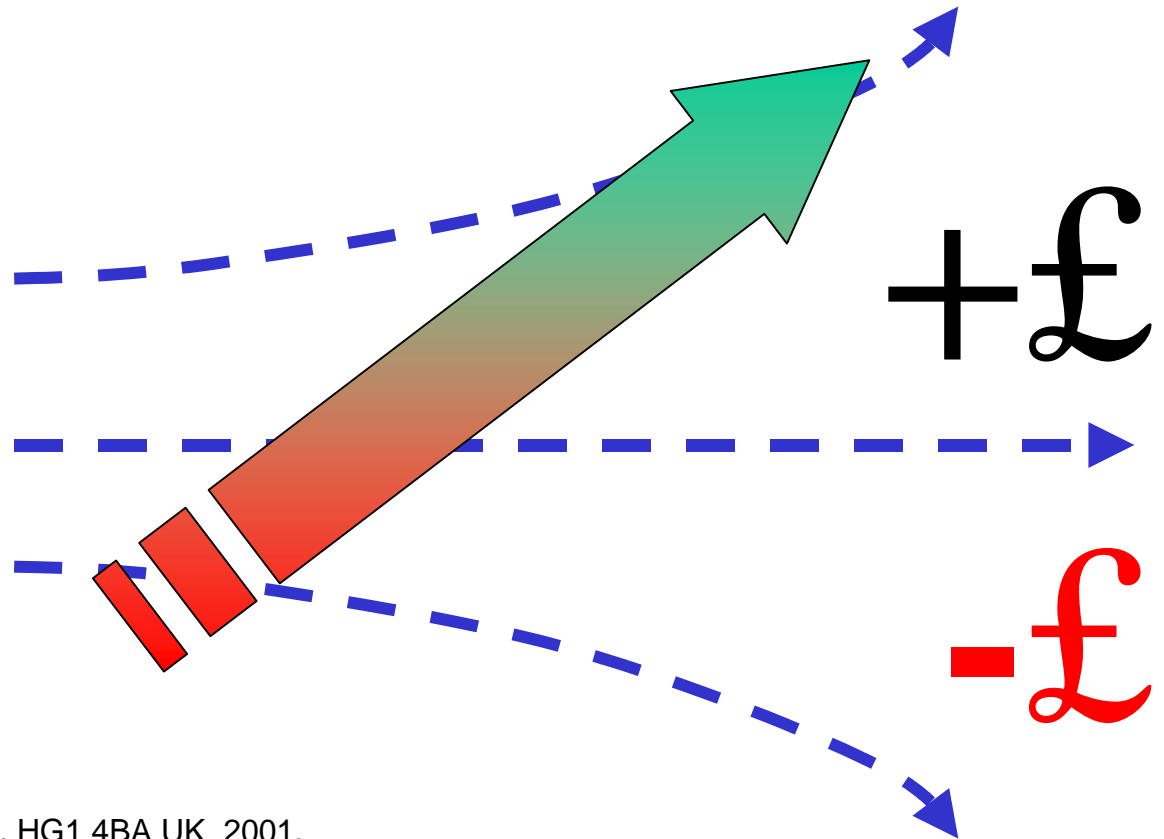
*Russell Justice
Eastman Chemicals*

What's the value of discretionary effort

⇒ How much extra effort could you get from your people?

⇒ What is the cumulative worth of their extra effort?

Wanting to do
more
Doing the job
Getting by



The value of discretionary effort

**“I do 80 an hour
– I could do 100
but I can’t be
bothered”**



The barriers to releasing discretionary effort



Workplace pressures

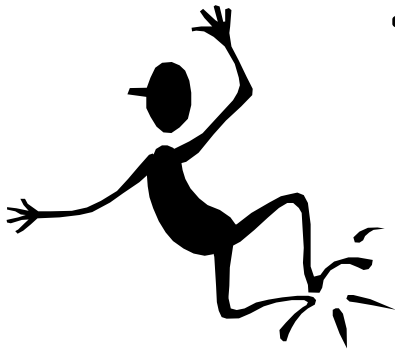
- ⇒ **Daily Hassles** - the little things that get in the way
- ⇒ **Workload** - too much or too little
- ⇒ **Difficult working relationships** – bosses and colleagues
- ⇒ **Recognition** - not enough or the wrong sort
- ⇒ **Organisational climate** - the way it feels to work here
- ⇒ **Personal responsibility**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

these pressures sap energy 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

Releasing potential - Case Study



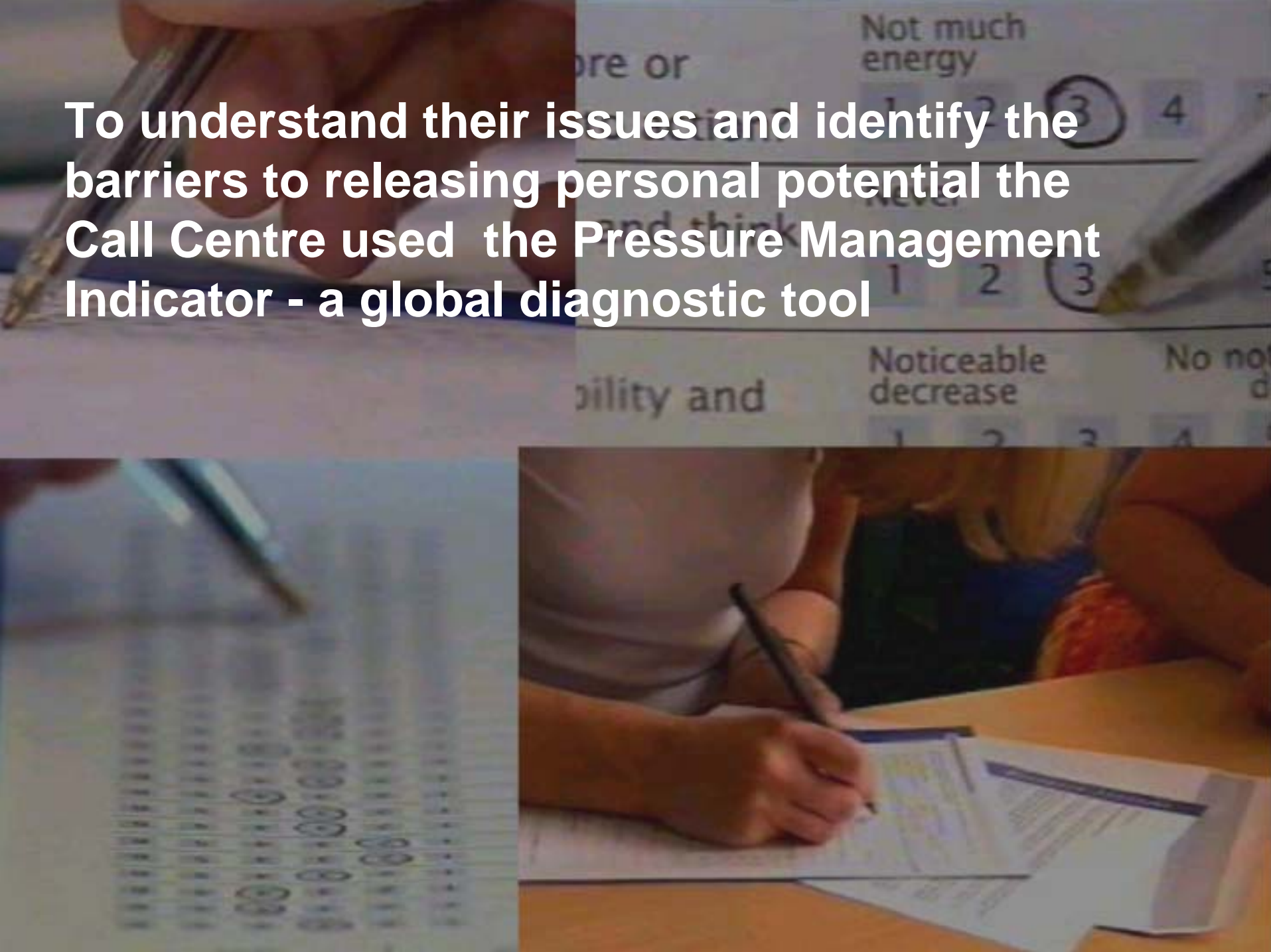
Pressure Management Survey Call Centre – UK

The Call Centre needed to better understand...

- why our people leave and why they stay
- just what were our pressure points
- who was at risk in our new world
- quantifiable data to support our tactical plans
- specific not “general” issues
- what it was like for our people to work here

“we needed to prove what we intuitively knew”

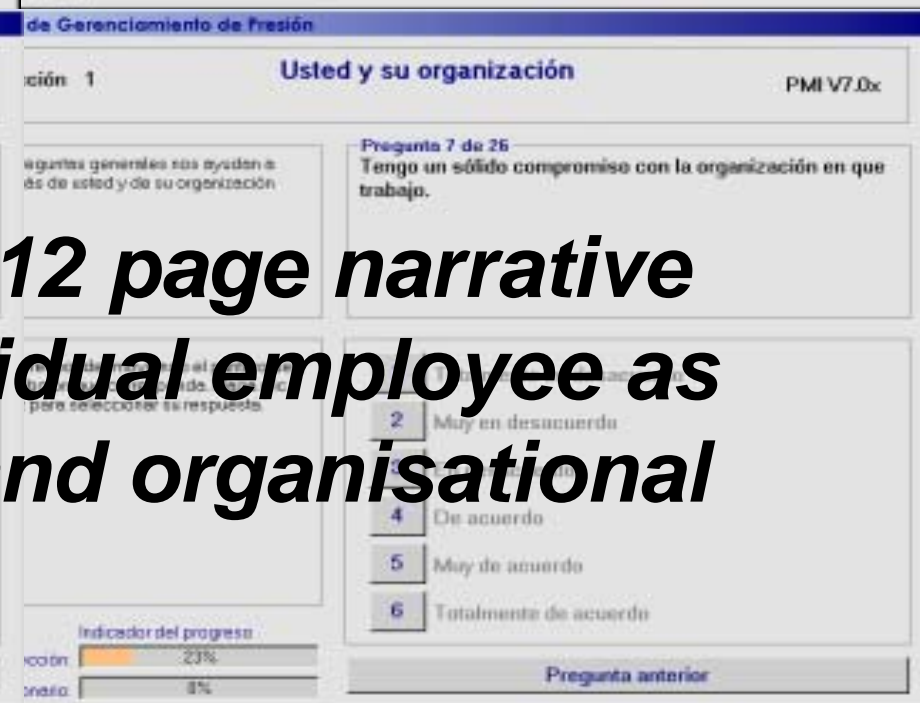
To understand their issues and identify the barriers to releasing personal potential the Call Centre used the Pressure Management Indicator - a global diagnostic tool





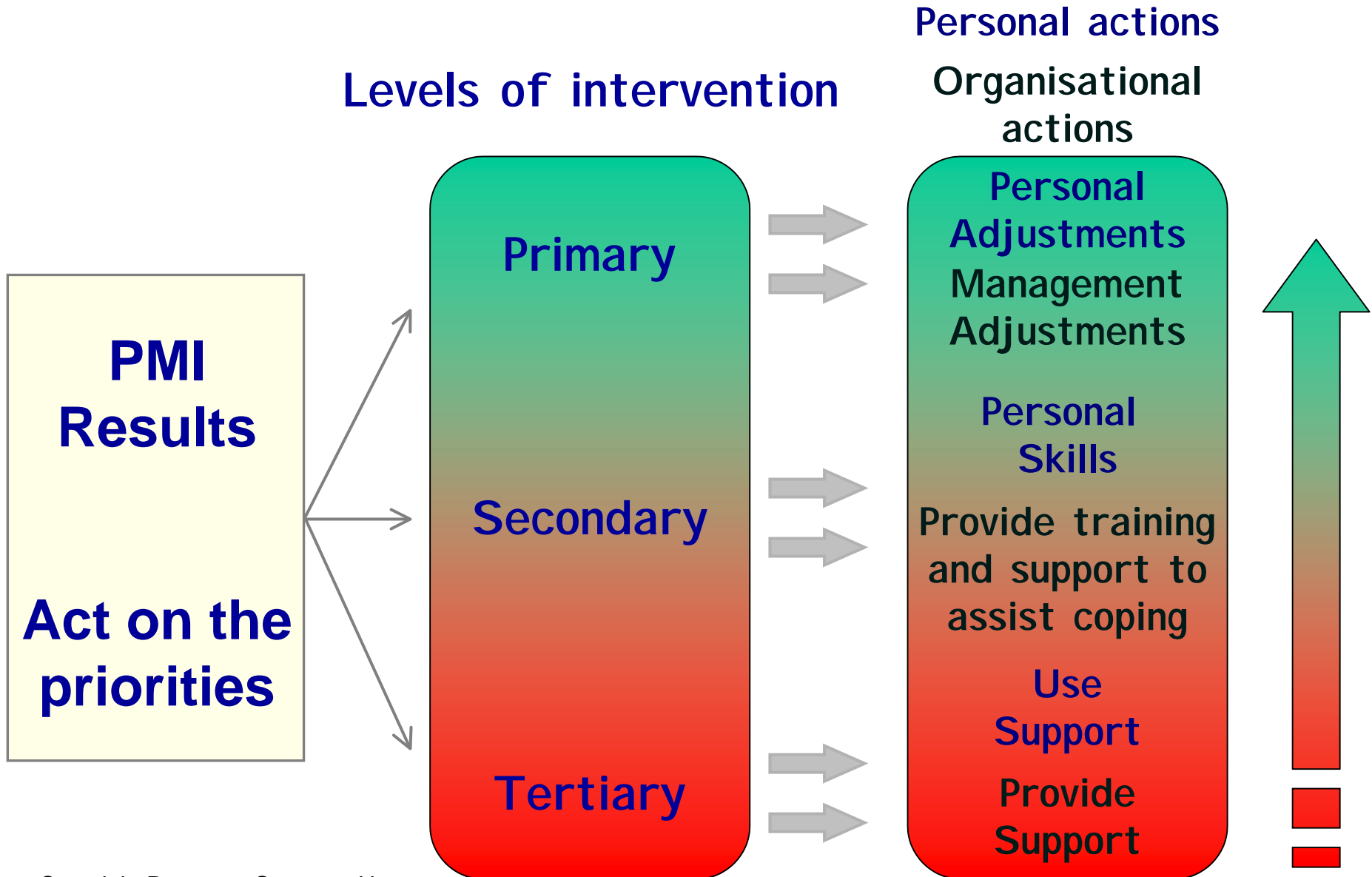
The PMI is available in hardcopy and electronic multilingual versions:

- English
- German
- Spanish
- Portuguese
- Dutch

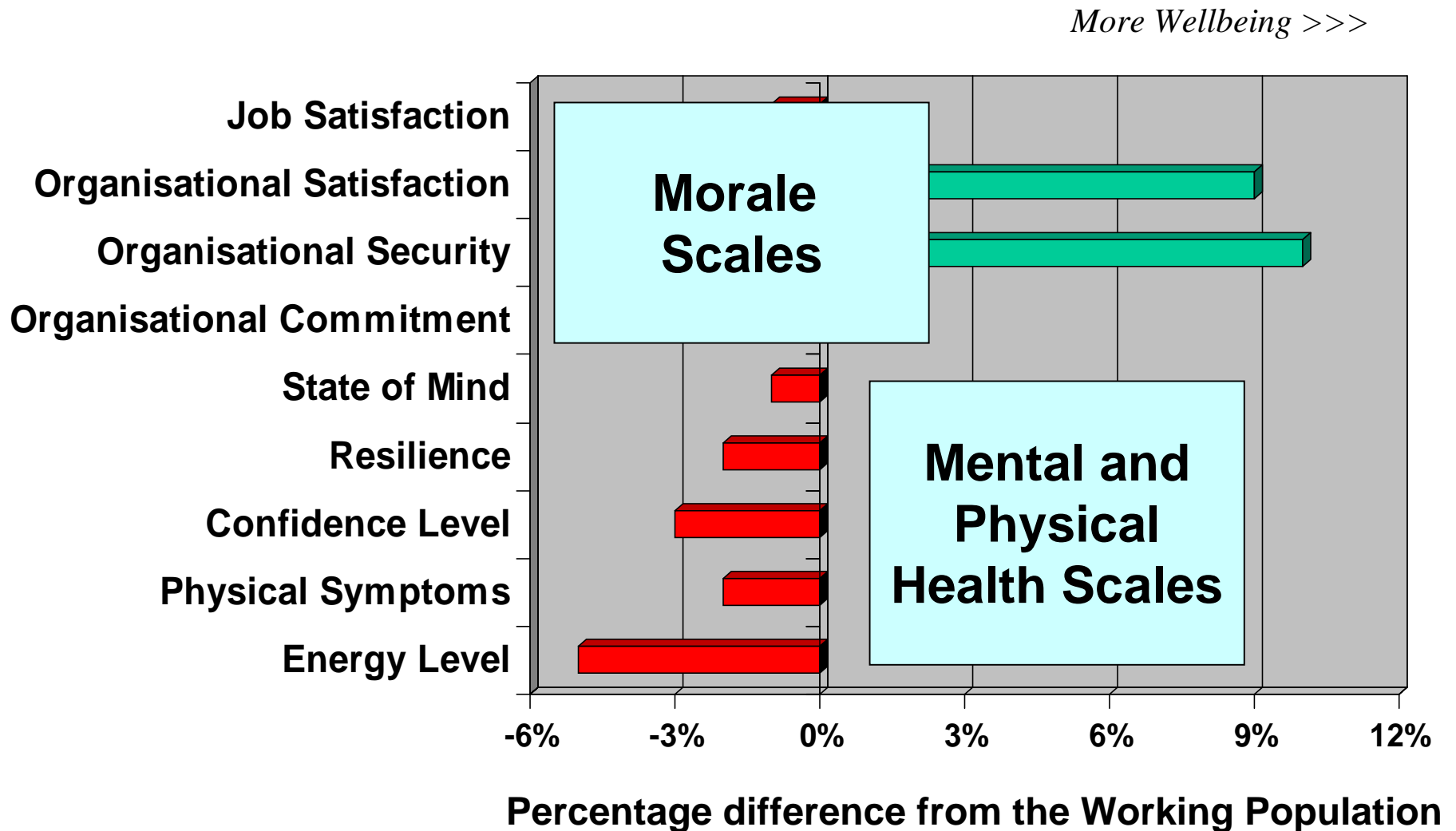


The PMI produces a 12 page narrative report for each individual employee as well as work group and organisational reports.

Personal and Organisational Interventions

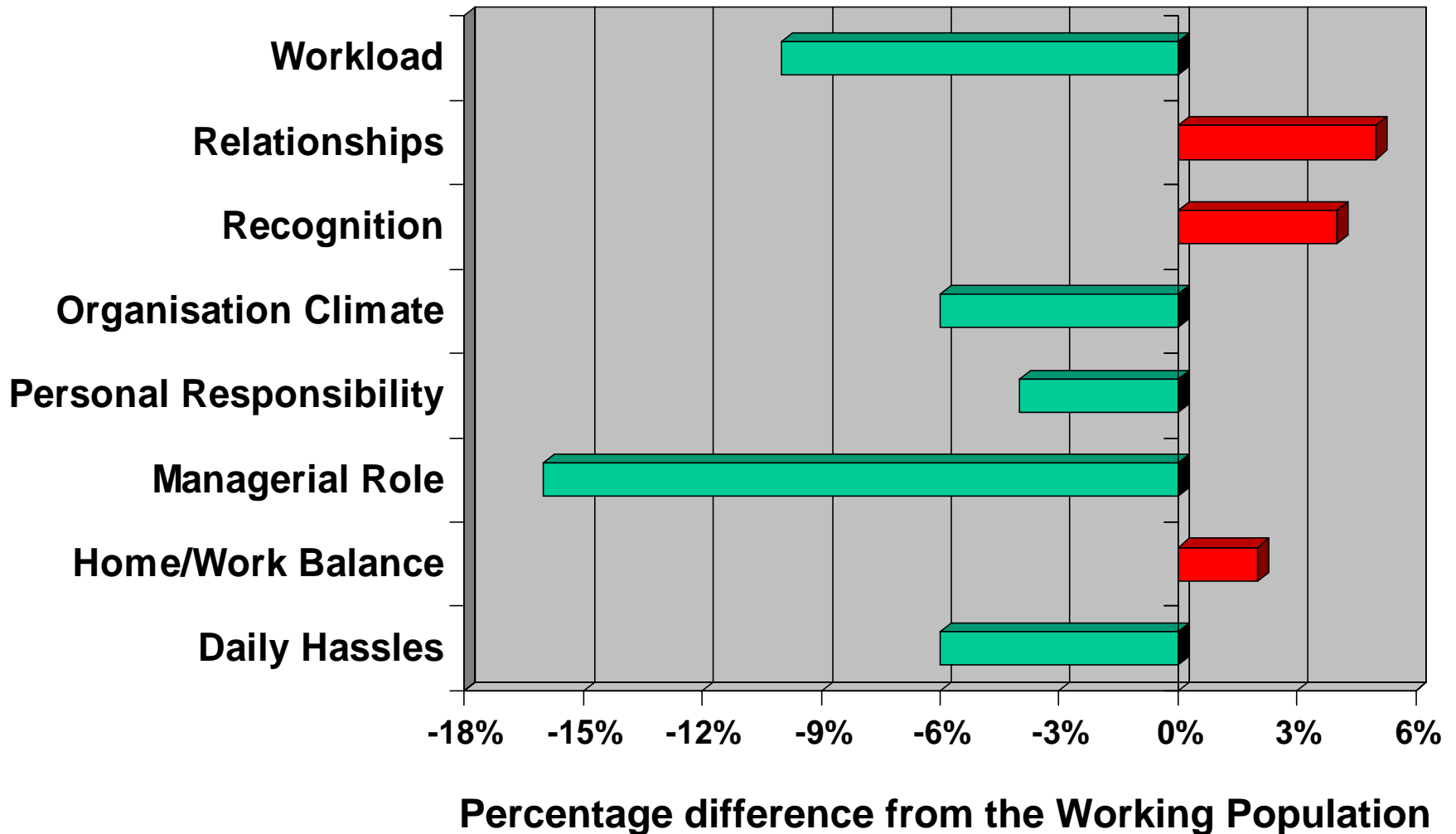


Effects of Stress



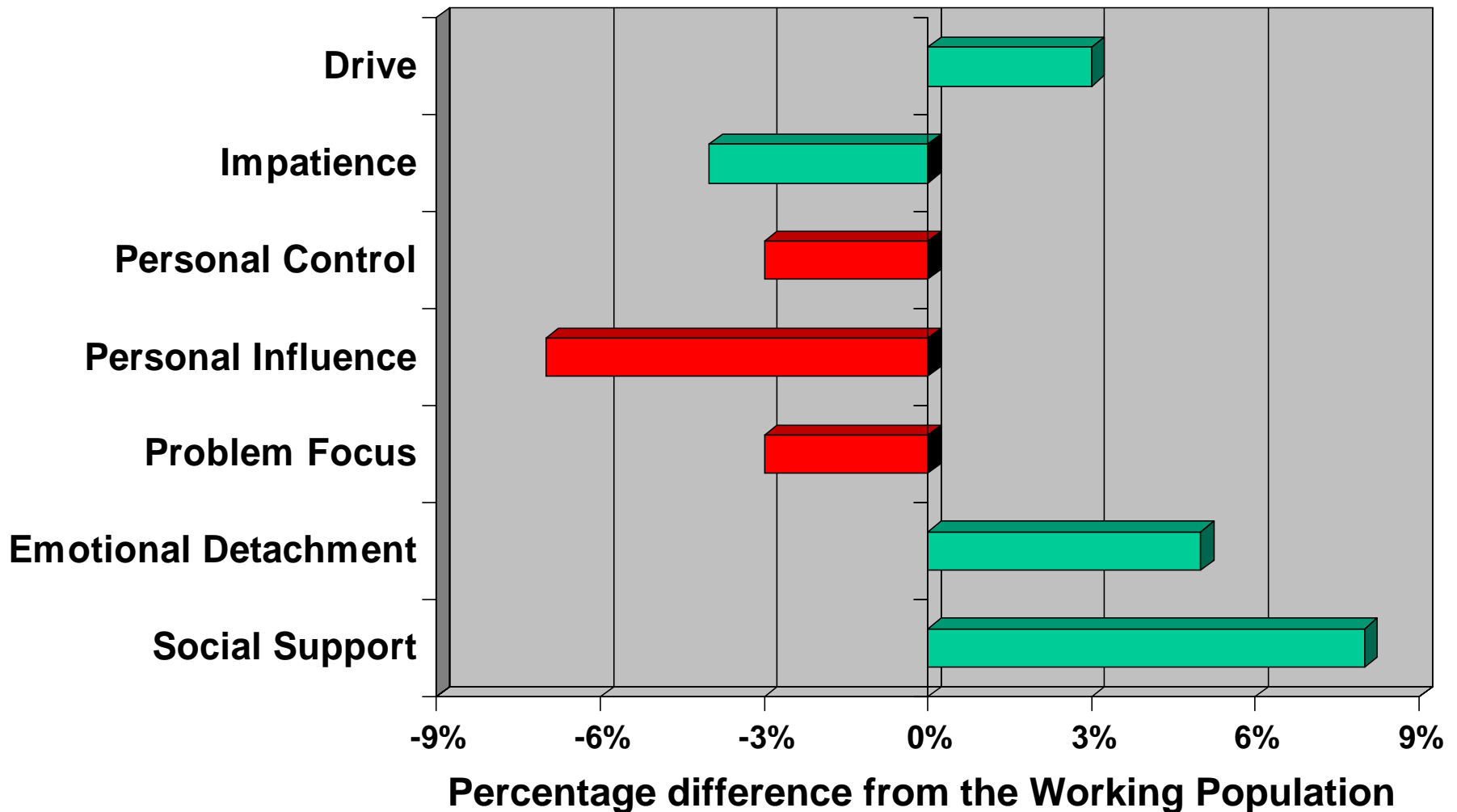
Sources of Pressure

More Pressure >>>

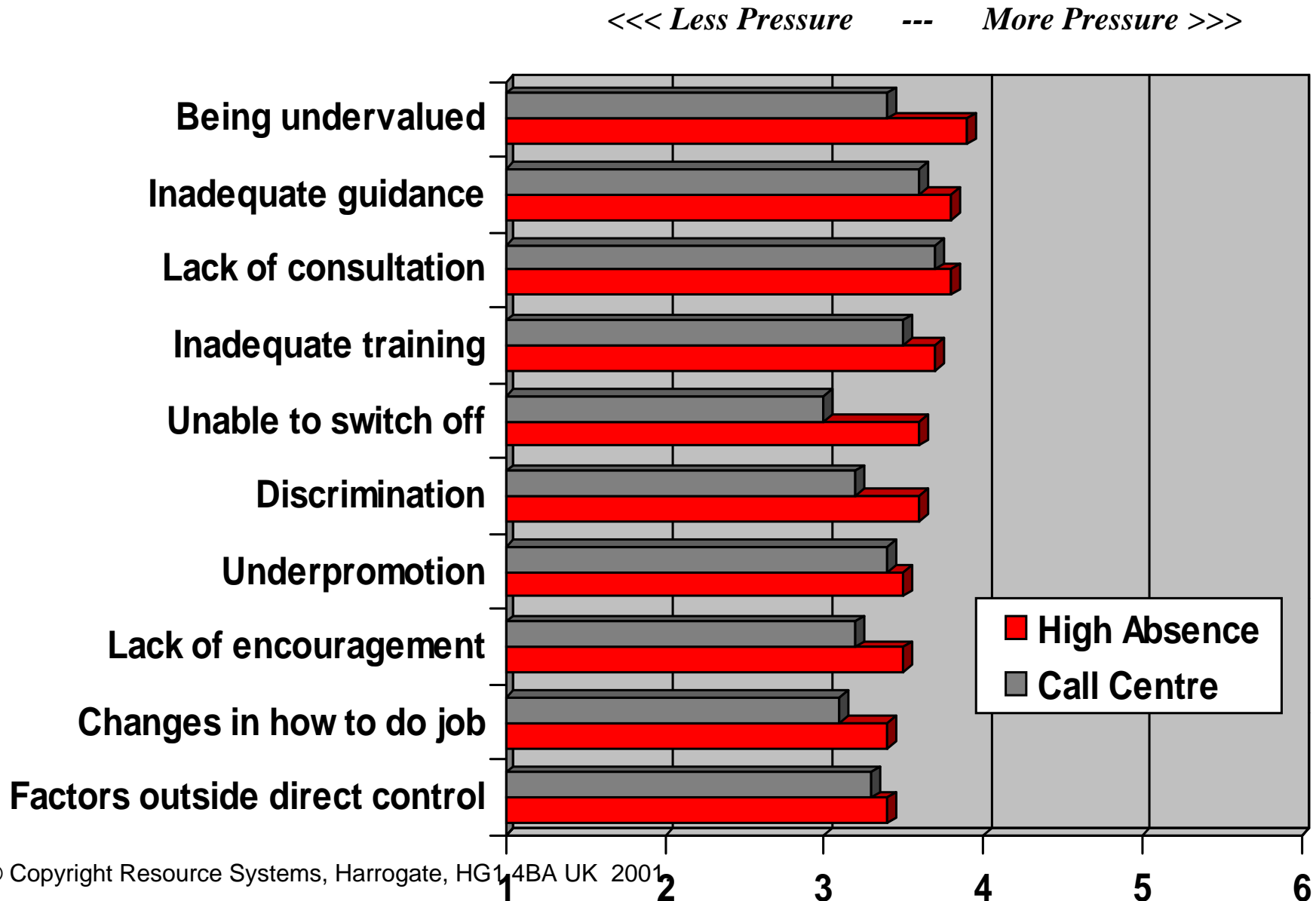


Individual Differences

More Drive / Impatience >>>
More Influence / Coping >>>



Pressure - High Absence – over 7 days



Relevant, specific and useable diagnostics

Use the results to make a difference:

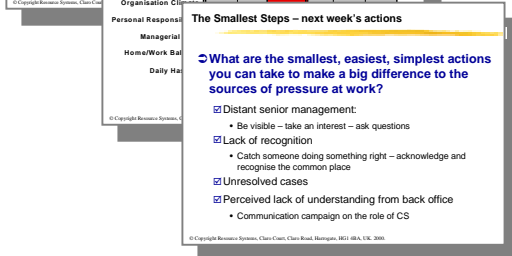
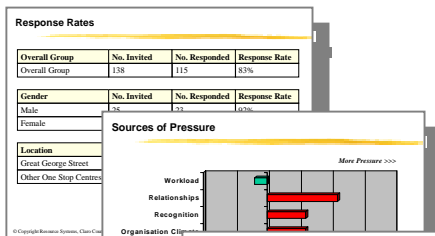
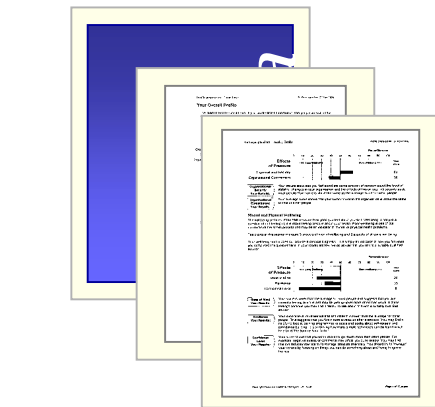
What are the big issues?

What are the small steps?

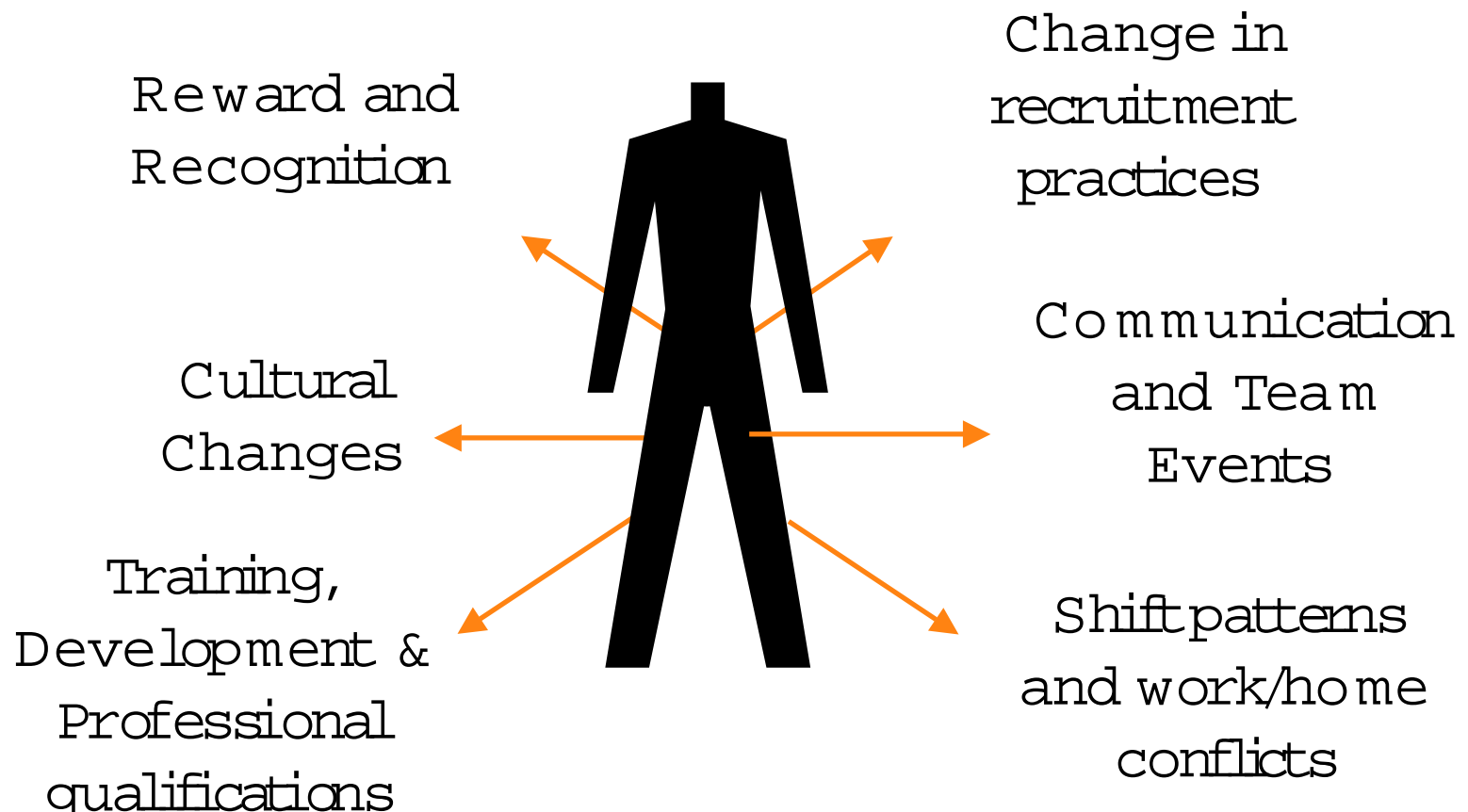
What can I do differently to help myself and others?

What can the team do differently?

What can we do differently as a Company?



The Call Centre developed different tactical actions for individual roles depending on their source of pressure :



Summary



“Improving wellbeing releases the power of the people back into the business for positive gain, it does not just reduce the losses.

Most people only reach a small proportion of their true potential. The factors that hold them back are often closely aligned to low self-esteem, low self-belief or simply just a lack of involvement.

If there is so much untapped potential out there in your workforce, what would it be worth to release even a tiny fraction of that back into your business?”

Stephen Williams & Lesley Cooper: Dangerous Waters - Strategies for Improving Wellbeing at Work

Release employee potential by identifying and removing the barriers to workplace energy



Page 8

"I found my arms and legs were strongly fastened on each side to the ground"



Page 49

"They perceived the whole fleet moving in order"