


# THRIVE

## Mental Fitness

A risk-based, evidence informed approach to employee mental fitness that optimises performance.



## ***Workplace Wellness Programs Have Little Benefit, Study Finds***

An Oxford researcher measured the effect of popular workplace mental health interventions, and discovered little to none. 

UK study found that 46,336 workers at companies that offered such programs found that people who participated in them **were no better off than colleagues who did not.**

*“ If you’re seriously trying to drive employee's well-being, then it has to be about **working practices.**”*

*“Employers want to be seen as doing something, but they don’t want to look closely and **change the way work is organized**”*

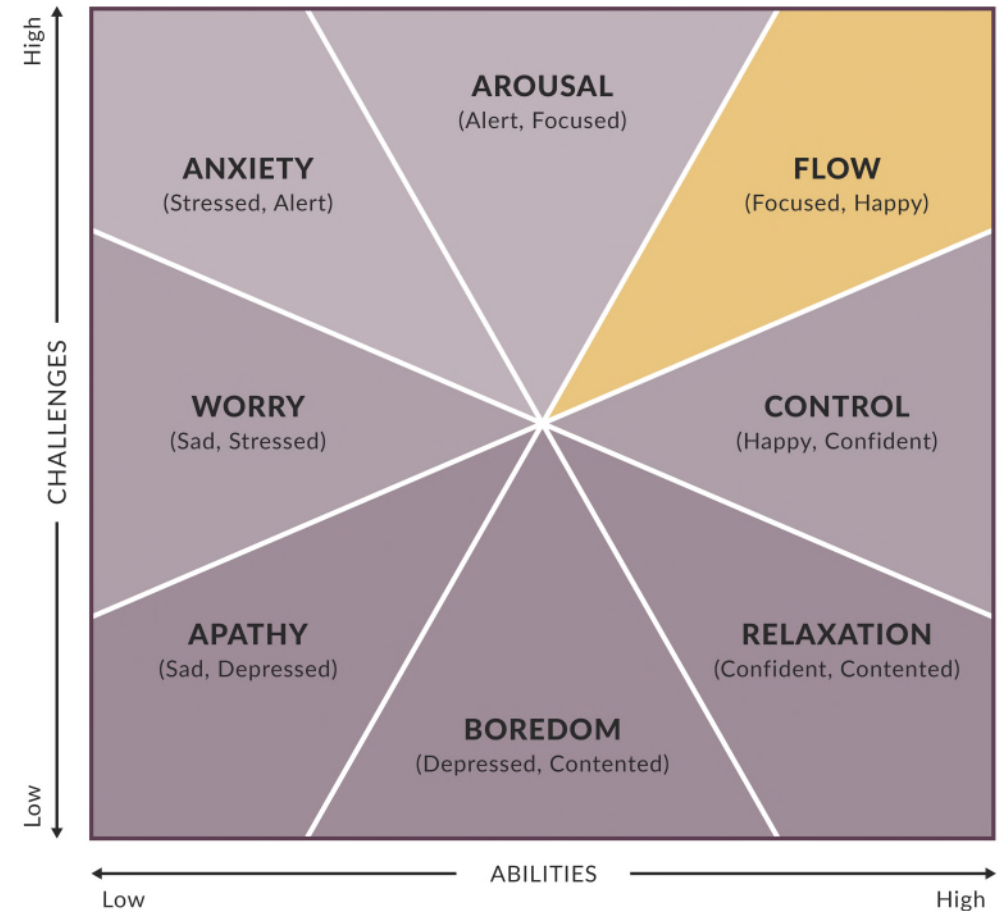
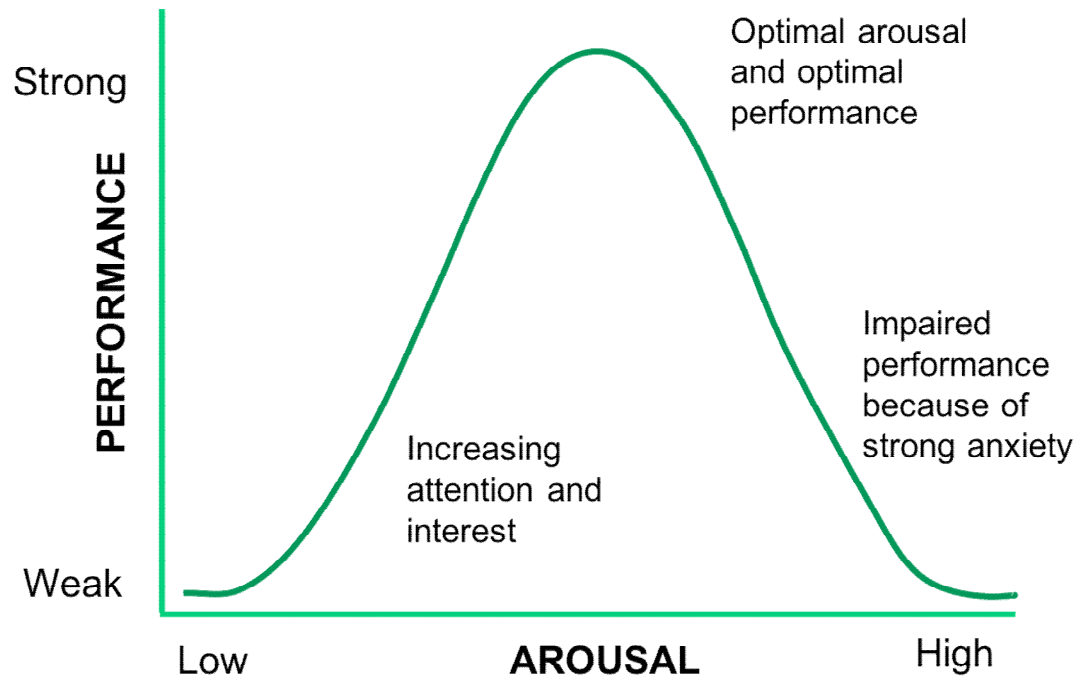
# MARKET ANALYSIS

<b>Elements</b>	<b>Ineffective</b>	<b>Effective</b>
<b>Approach</b>	Avoidance	Optimization

# OPTIMAL SUSTAINABLE PERFORMANCE

## The Yerkes-Dodson Law

How anxiety affects performance

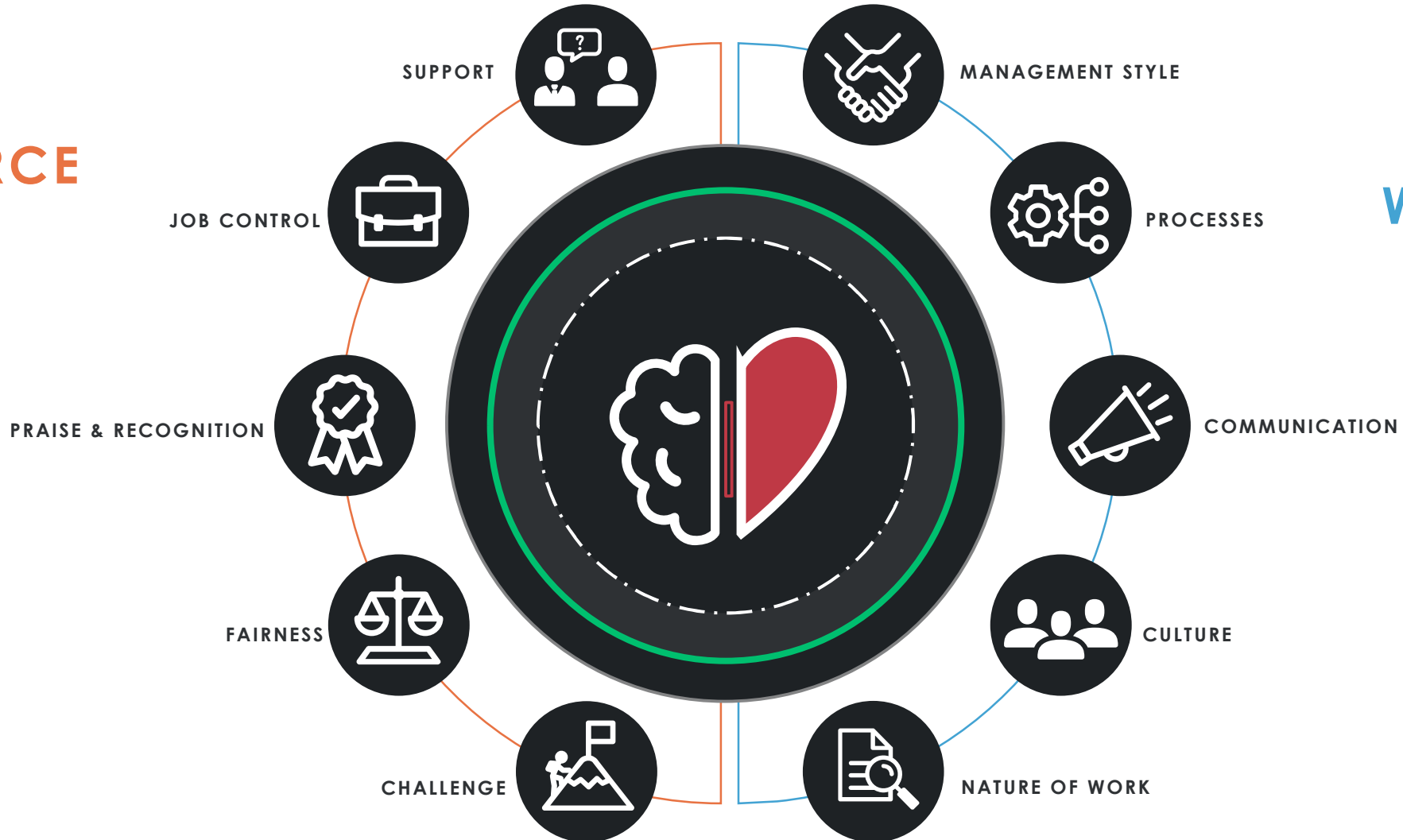


# MARKET ANALYSIS

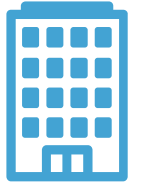
<b>Elements</b>	<b>Ineffective</b>	<b>Effective</b>
<b>Approach</b>	Avoidance	Optimization
<b>Scope</b>	Workforce Focus	Workplace & Workforce

# PEOPLE & PROCESS

WORKFORCE

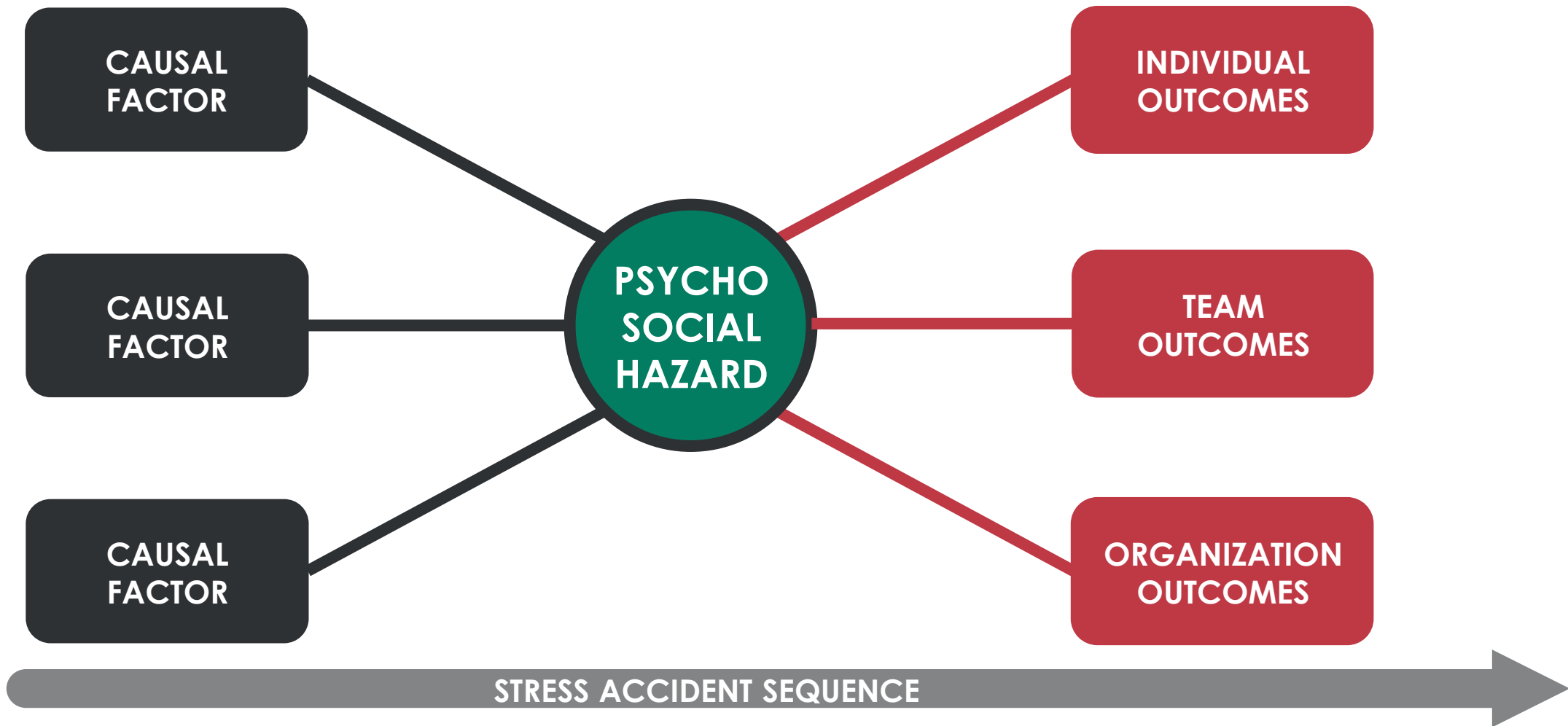


WORKPLACE



# MARKET ANALYSIS

<b>Elements</b>	<b>Ineffective</b>	<b>Effective</b>
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<b>Scope</b>	Workforce Focus	Workplace & Workforce
<b>Management</b>	Crisis	Risk





# MARKET ANALYSIS

<b>Elements</b>	<b>Ineffective</b>	<b>Effective</b>
<b>Approach</b>	Avoidance	Optimization
<b>Scope</b>	Workforce Focus	Workplace & Workforce
<b>Delivery</b>	Separate	Integrated
<b>Management</b>	Crisis	Risk
<b>Implementation</b>	Individual	Leadership

# ENGINEERING MENTAL FITNESS

The systematic **risk-based** application of science, **technical analysis**, and empirical evidence to solve complex problems, in the **workplace & workforce to optimize and sustain** performance in the workplace & workforce

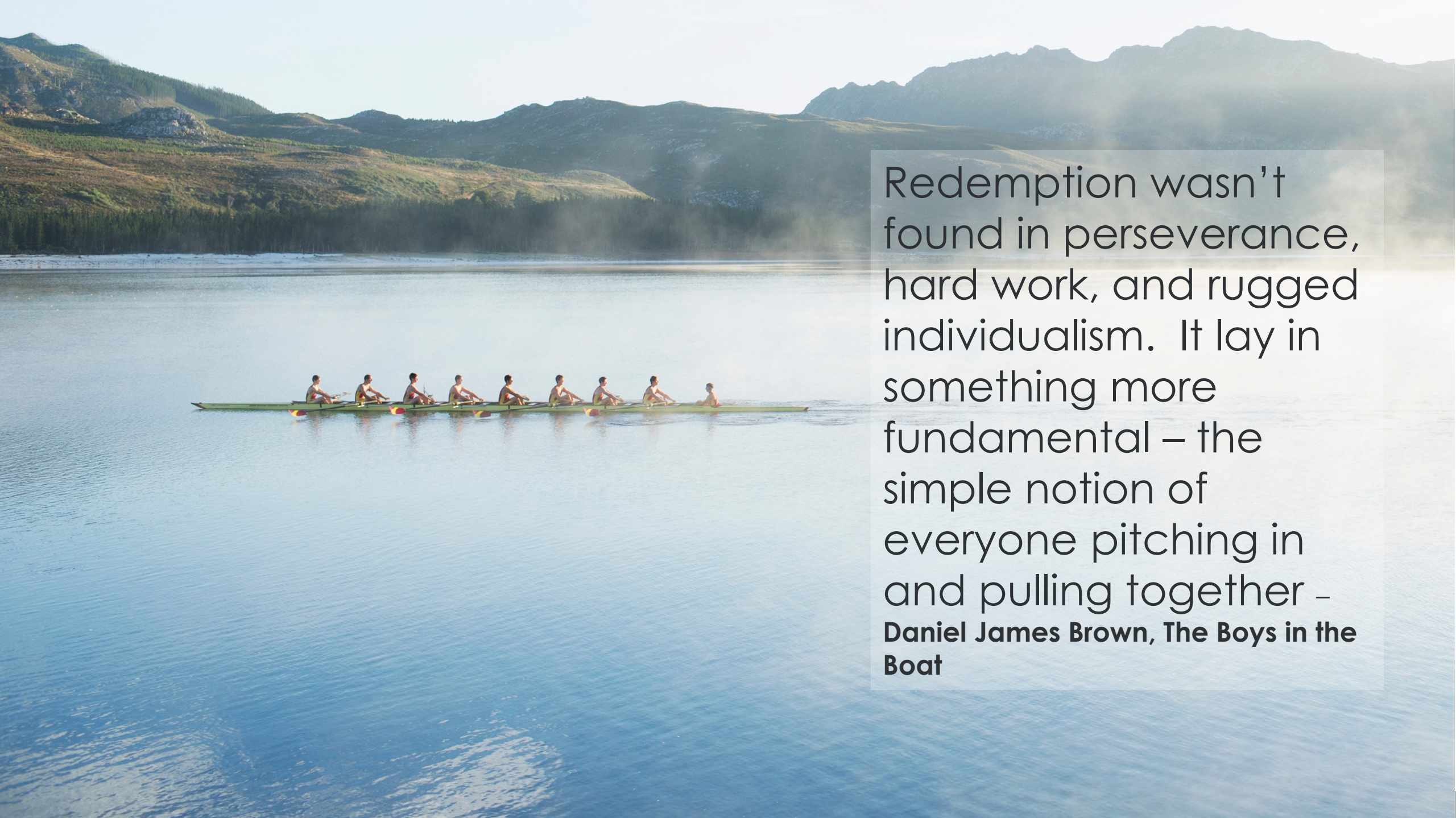


LEADERSHIP

INVESTMENT & ENGAGEMENT

*“For 69% of people, their manager has more impact on their mental health than their therapist or their doctor” – WORKFORCE INSTITUTE UKG*

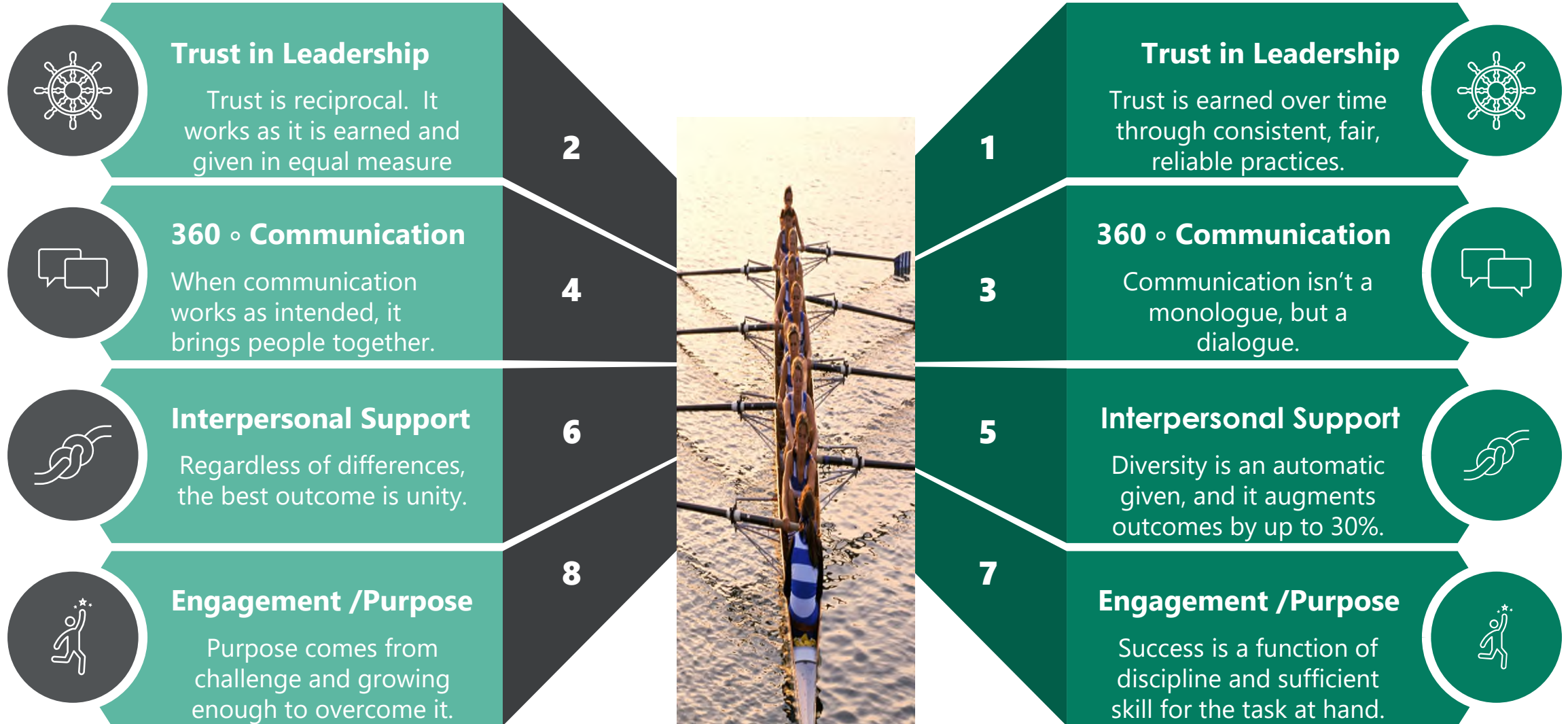




Redemption wasn't found in perseverance, hard work, and rugged individualism. It lay in something more fundamental – the simple notion of everyone pitching in and pulling together –  
**Daniel James Brown, The Boys in the Boat**



# LEADERSHIP = PULLING TOGETHER

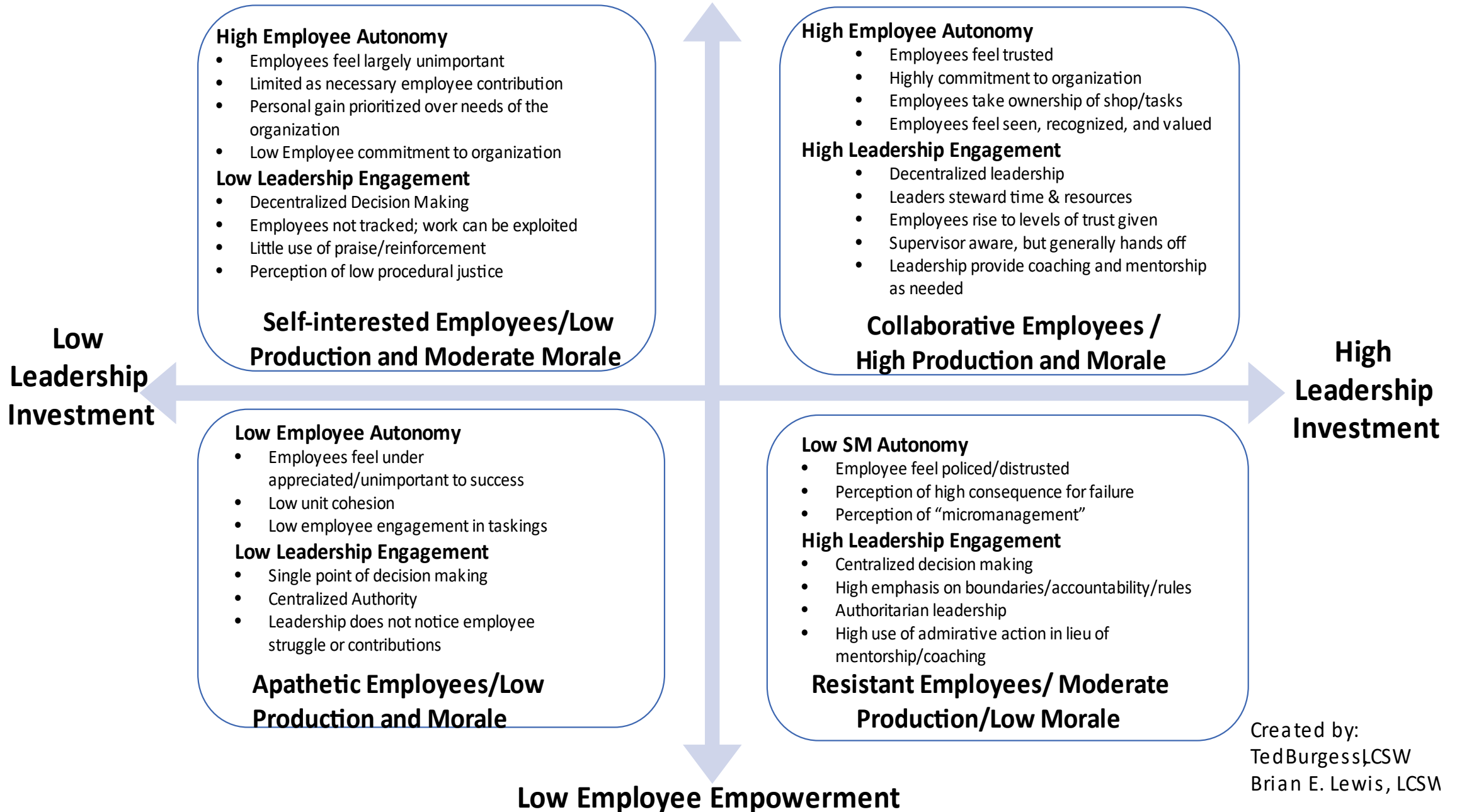


# 2023 124 FW USAF LEADERSHIP STUDY



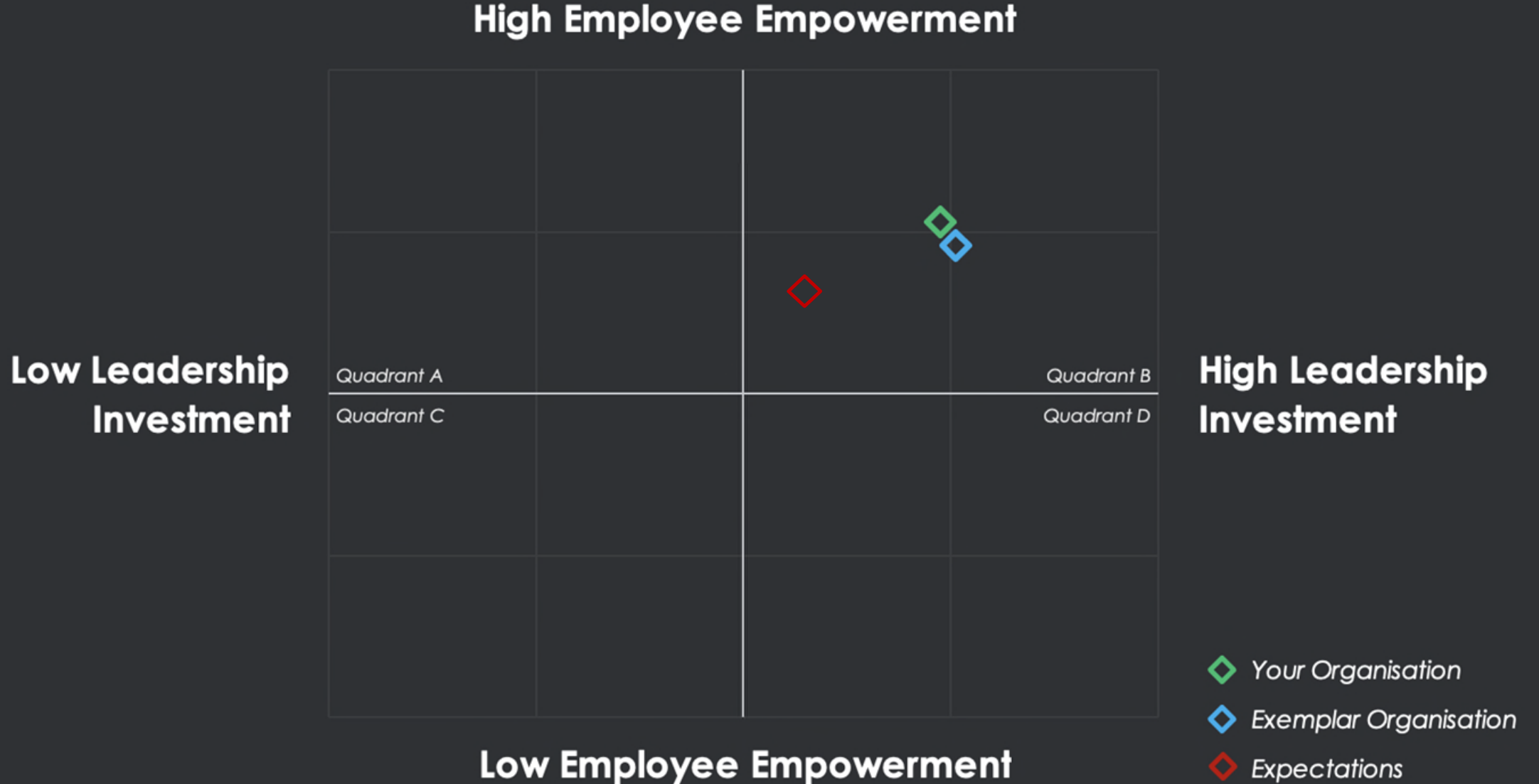
- 756 participants
- 20 questions
- 4 measures:
- Trust, Communication, Interpersonal Support and Engagement
- \*Landmark study using both validated quantitative and deep dive qualitative data – which resulted not only in a valid leadership measure, but in a unique understanding of the way different facets of leadership interfaced to create a motivated and inspired work force.

# High Employee Empowerment



Created by:  
Ted Burgess, LCSW  
Brian E. Lewis, LCSW

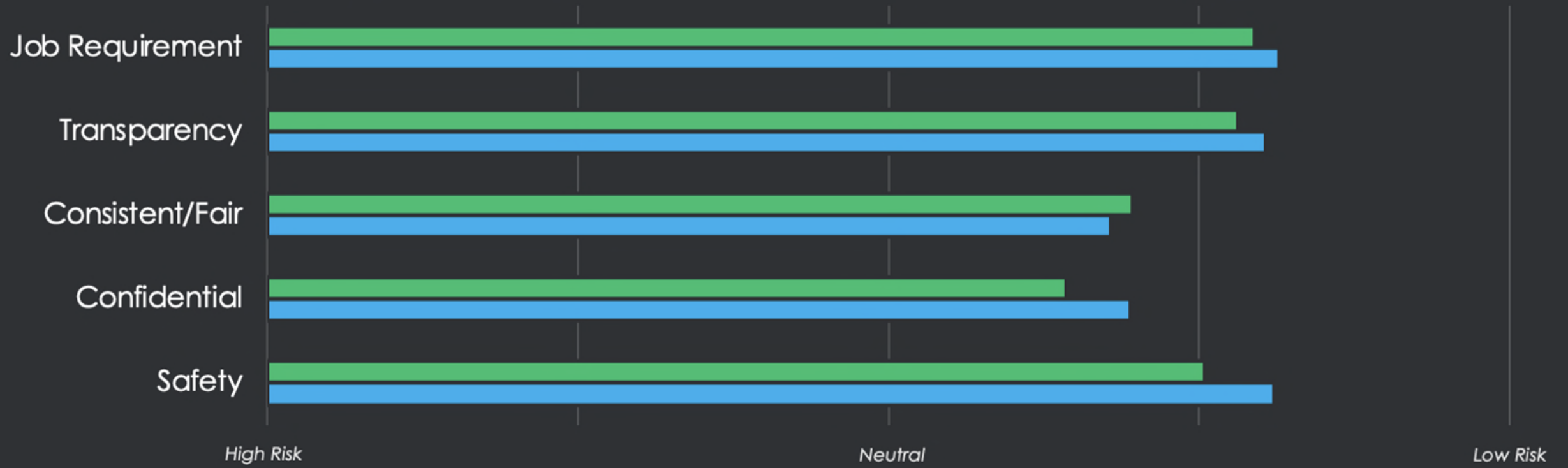
# LEADERSHIP MEASUREMENT TOOL





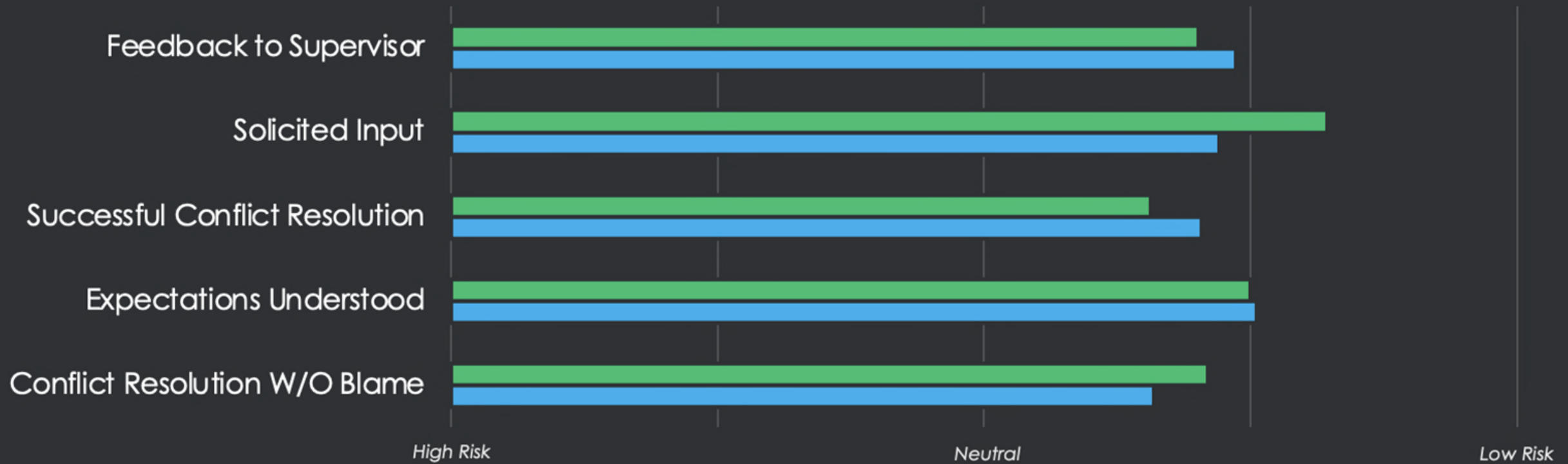
# LEADERSHIP TRUST

## SECTION 1 - TRUST



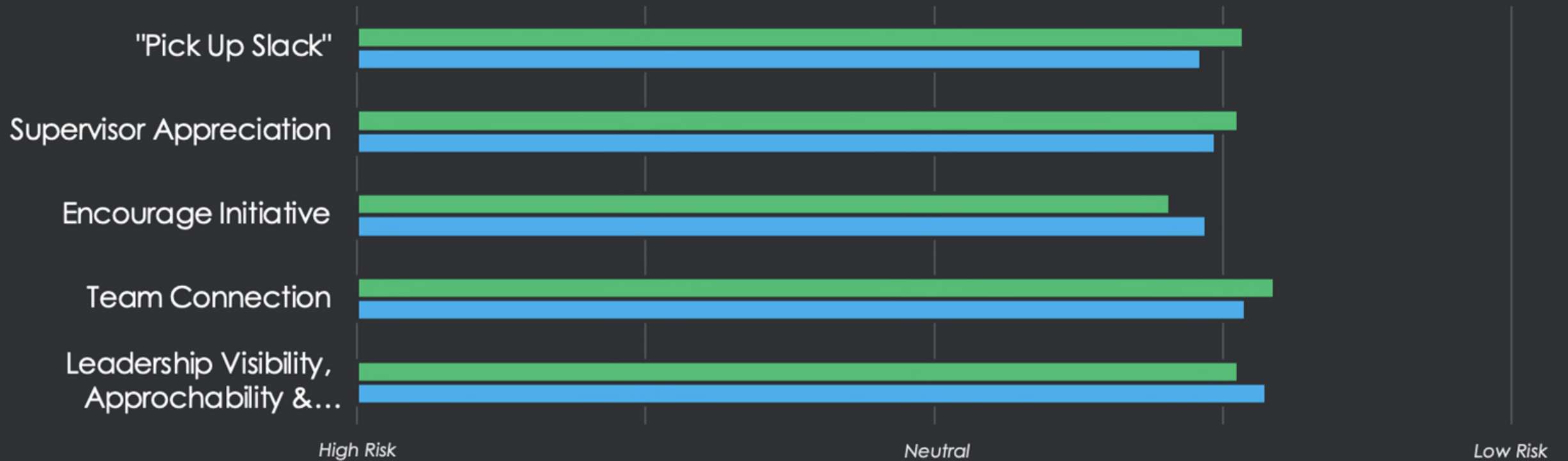
# 360 COMMUNICATIONS

## SECTION 2 - 360 COMMS



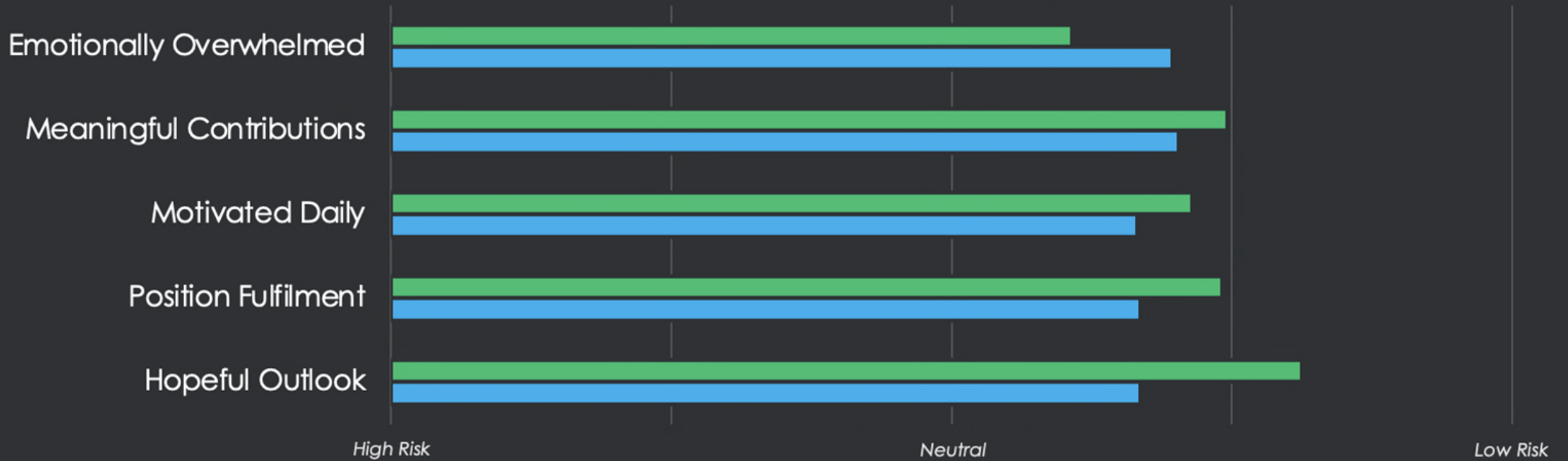
# VERTICAL & LATERAL INTERPERSONAL SUPPORT

## SECTION 3 - 360 SUPPORT



# JOB PURPOSE AND FULFILLMENT

## SECTION 4 - PURPOSE



# LEADERSHIP MEASUREMENT TOOL



When Everything Perfectly Aligns, The Boat Uses 100% Of Its Energy In Forward Motion, Rather Than Side To Side Diffusion. This Requires The Coxswain (Leader) To Call The Rhythm, Remain Forward Focused, And Ensure Everyone Is Pulling In Sync.



*"It's Not A Question Of Whether You Will Hurt, Or Of How Much You Will Hurt; It's A Question Of What You Will Do, And How Well You Will Do It, When Pain Has Its Wanton Way With You".*

**Daniel James Brown, The Boys In The Boat**



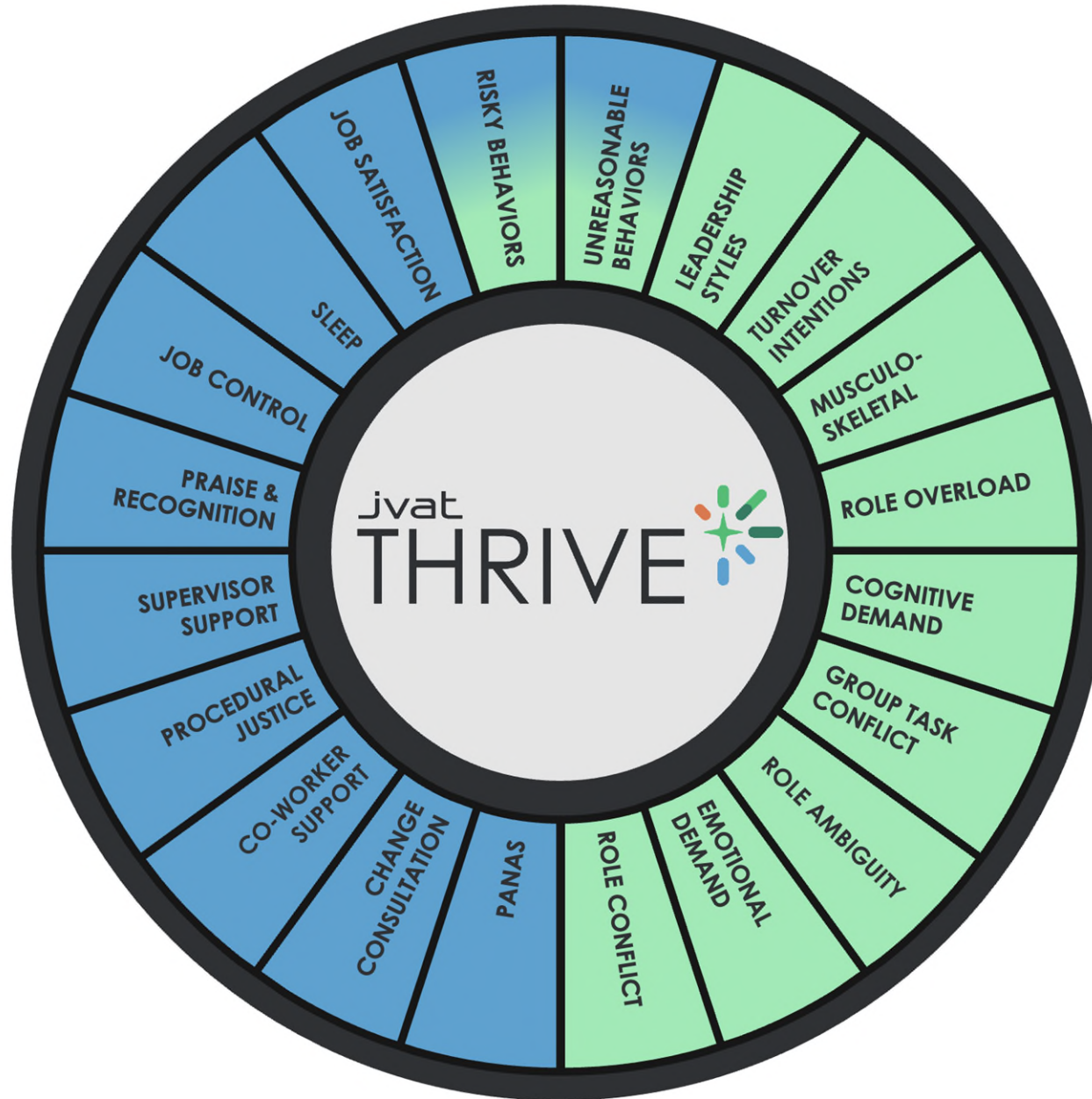


# CASE STUDY

CLIENT X



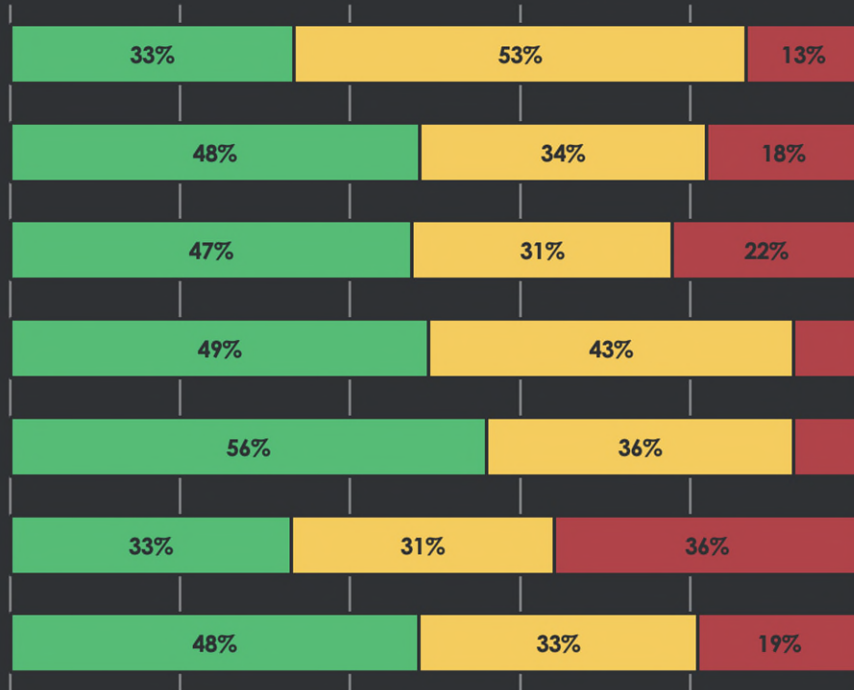




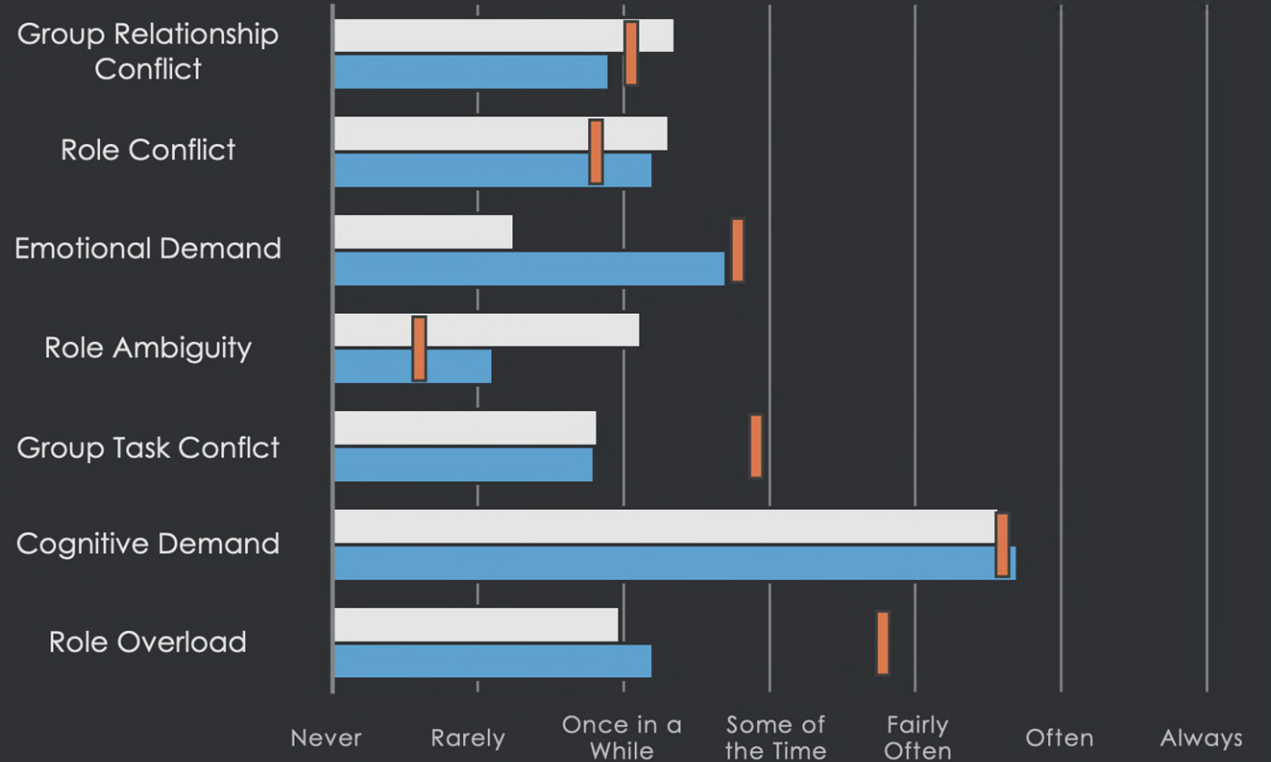
# WORKPLACE CAUSAL FACTORS

■ YOU ■ CROSS INDUSTRY AVERAGE ■ LEADERSHIP EXPECTATION

## RESPONSE RISK PROFILE



## CAUSAL FACTOR EXPOSURE



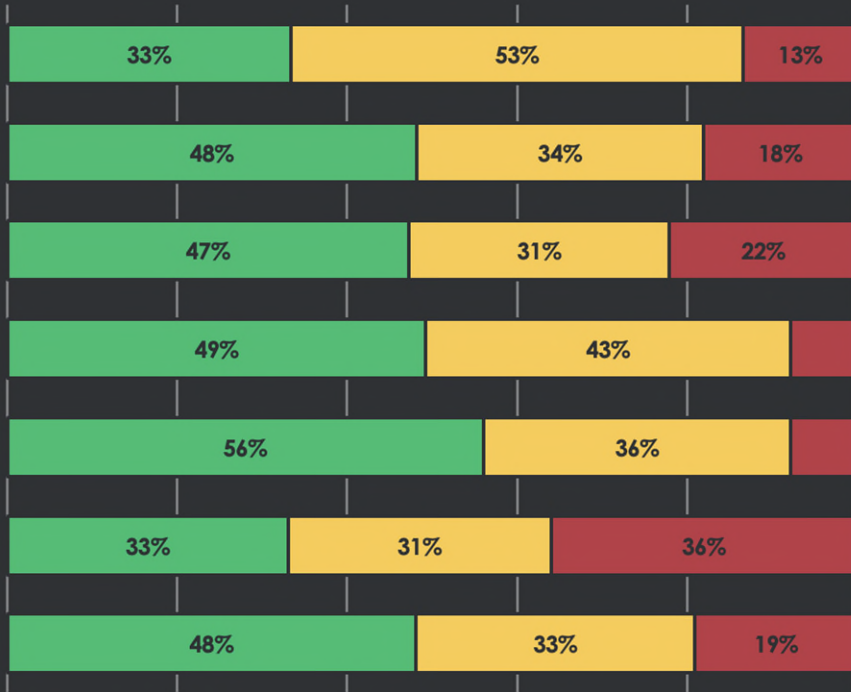
Group Relationship Conflict was experienced	<b>6.4%</b>	More than the <b>AVERAGE</b>	<b>4.3%</b>	More than <b>EXPECTED</b>
Role Conflict was experienced	<b>1.6%</b>	More than the <b>AVERAGE</b>	<b>7.2%</b>	More than <b>EXPECTED</b>
Emotional Demand was experienced	<b>-20.7%</b>	Less than the <b>AVERAGE</b>	<b>-21.9%</b>	Less than <b>EXPECTED</b>
Role Ambiguity was experienced	<b>14.6%</b>	More than the <b>AVERAGE</b>	<b>21.8%</b>	More than <b>EXPECTED</b>

Group Task Conflict was experienced	<b>0.3%</b>	More than the <b>AVERAGE</b>	<b>-15.5%</b>	Less than <b>EXPECTED</b>
Cognitive Demand was experienced	<b>-1.8%</b>	Less than the <b>AVERAGE</b>	<b>-0.3%</b>	Less than <b>EXPECTED</b>
Role Overload was experienced	<b>-3.3%</b>	Less than the <b>AVERAGE</b>	<b>-25.7%</b>	Less than <b>EXPECTED</b>

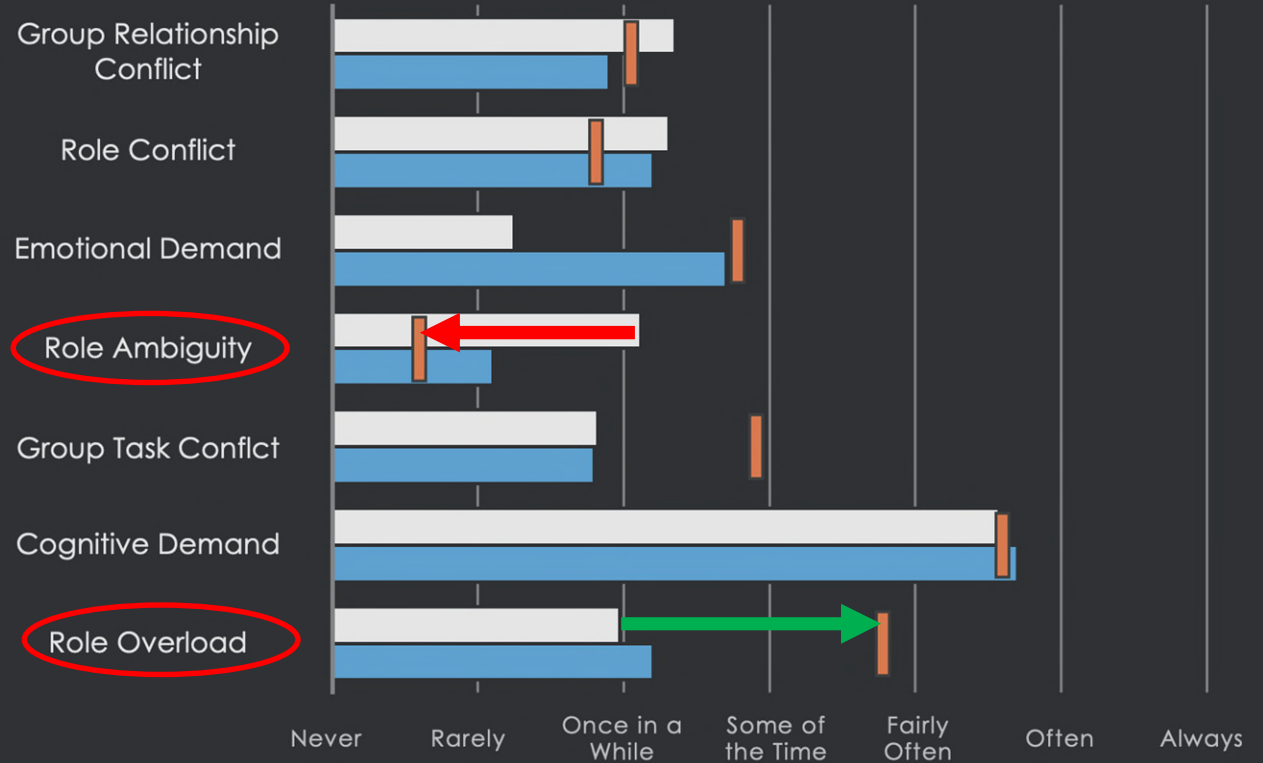
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## CAUSAL FACTOR EXPOSURE



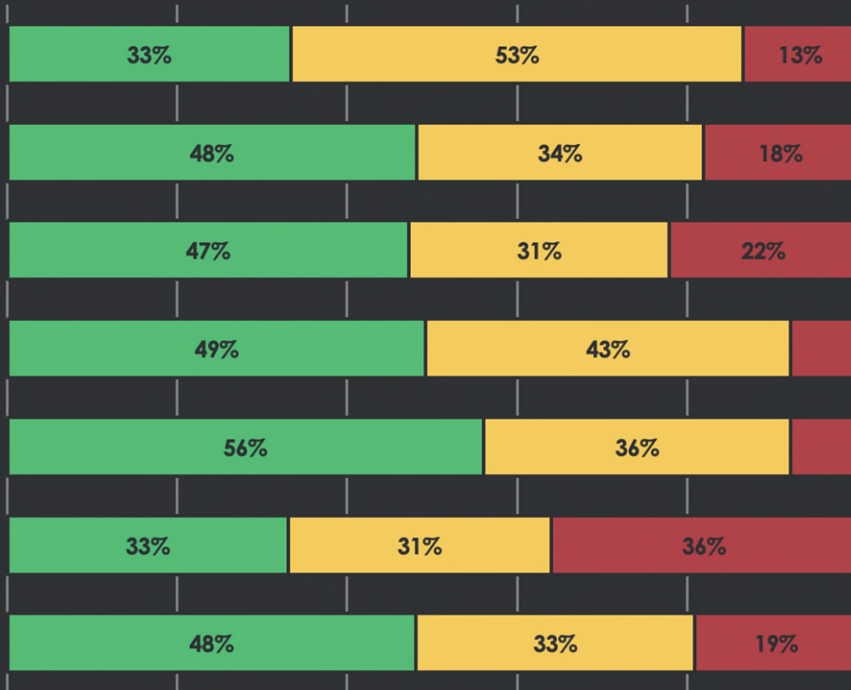
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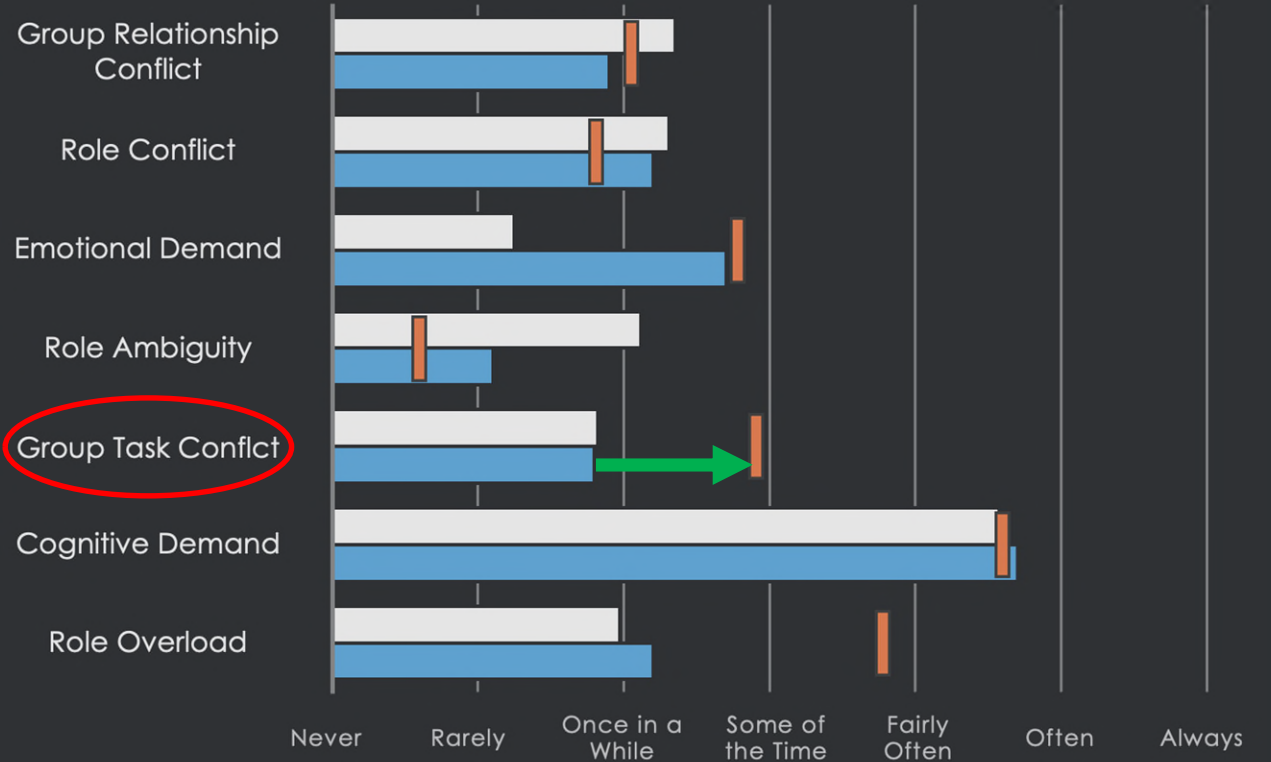
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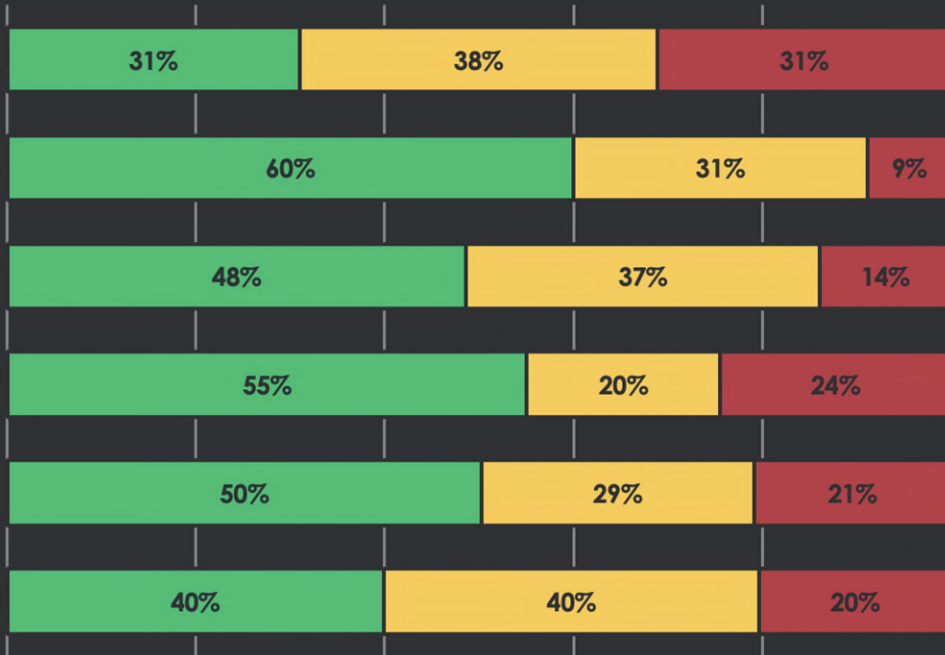
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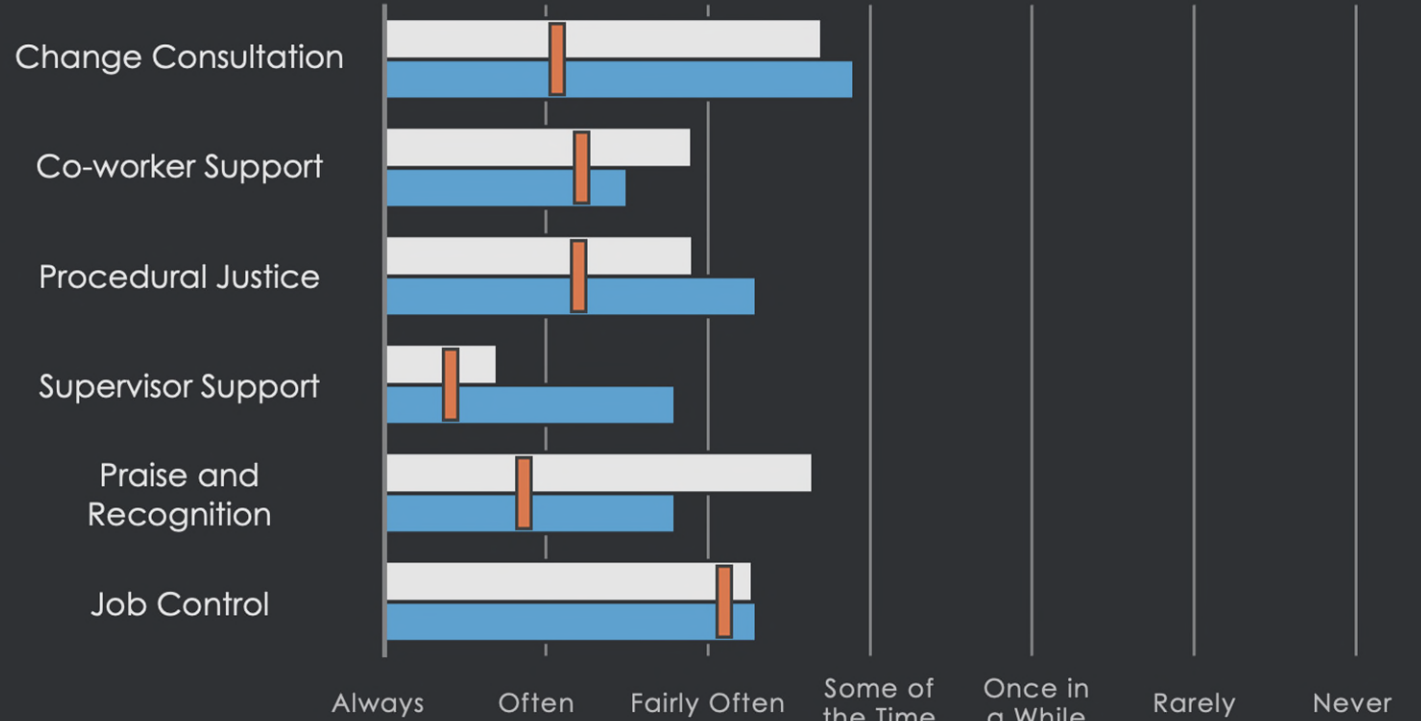
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## RESPONSE RISK PROFILE



## CAUSAL FACTOR EXPOSURE



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Co-worker Support was experienced **-5.7%** Less than the **AVERAGE** **-9.8%** Less than **EXPECTED**

Procedural Justice was experienced **5.7%** More than the **AVERAGE** **-10.0%** Less than **EXPECTED**

Supervisor Support was experienced **15.7%** More than the **AVERAGE** **-4.1%** Less than **EXPECTED**

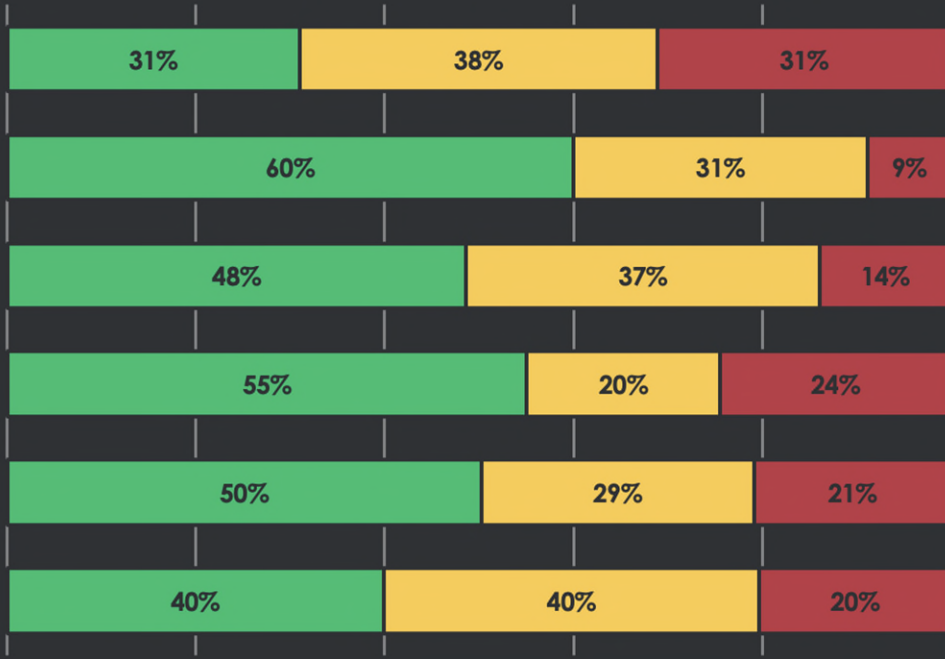
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Job Control was experienced **0.4%** More than the **AVERAGE** **-2.5%** Less than **EXPECTED**

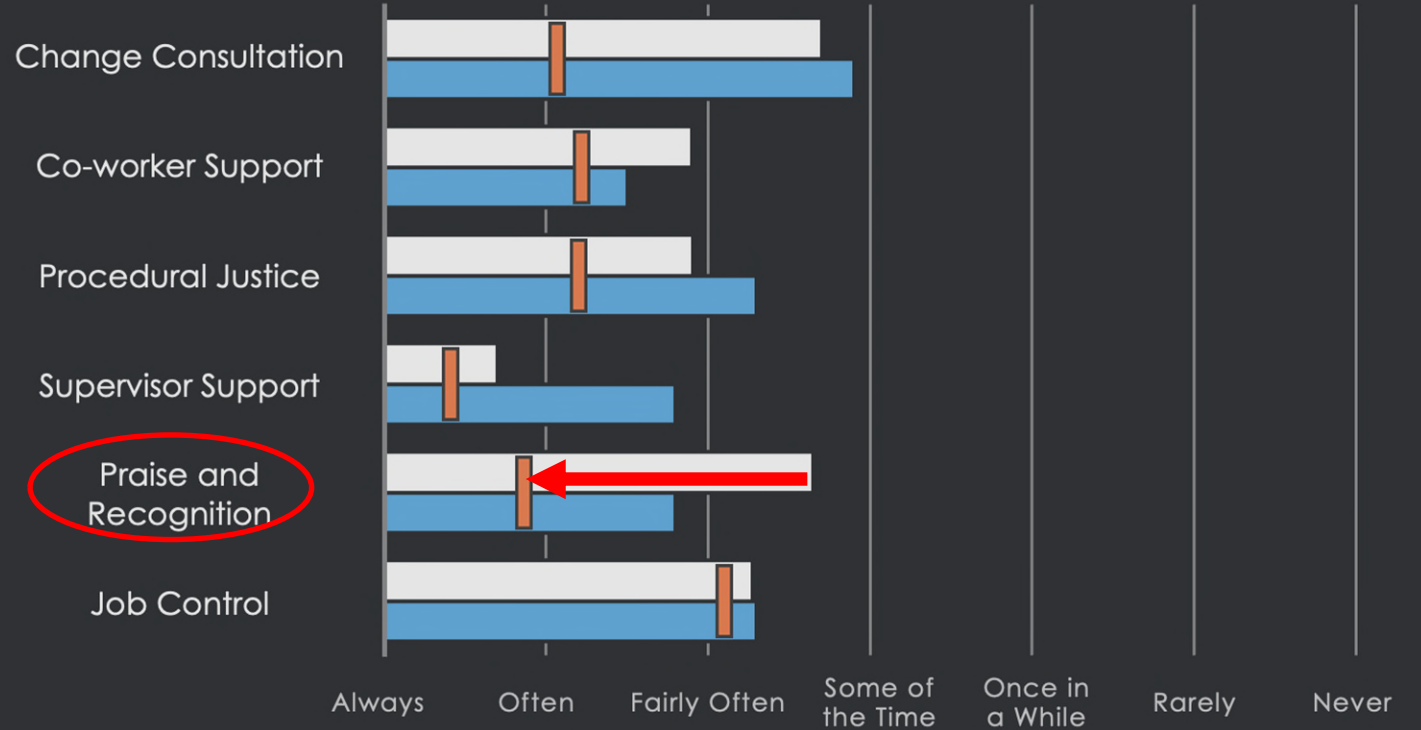
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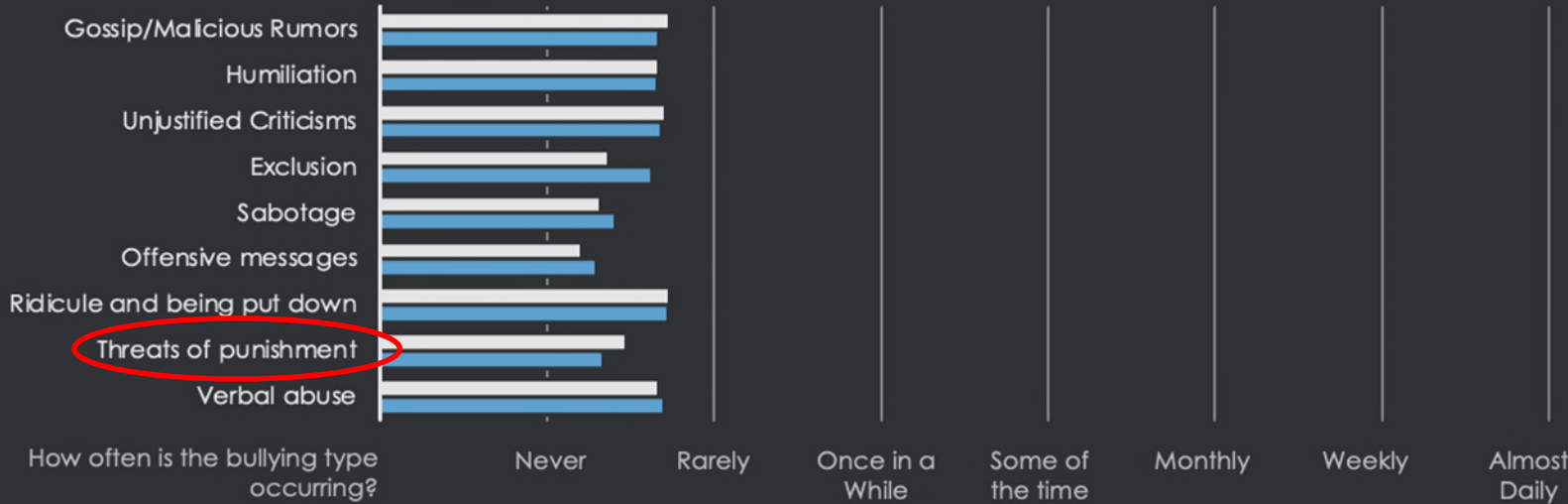
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# UNREASONABLE BEHAVIOR RESULTS

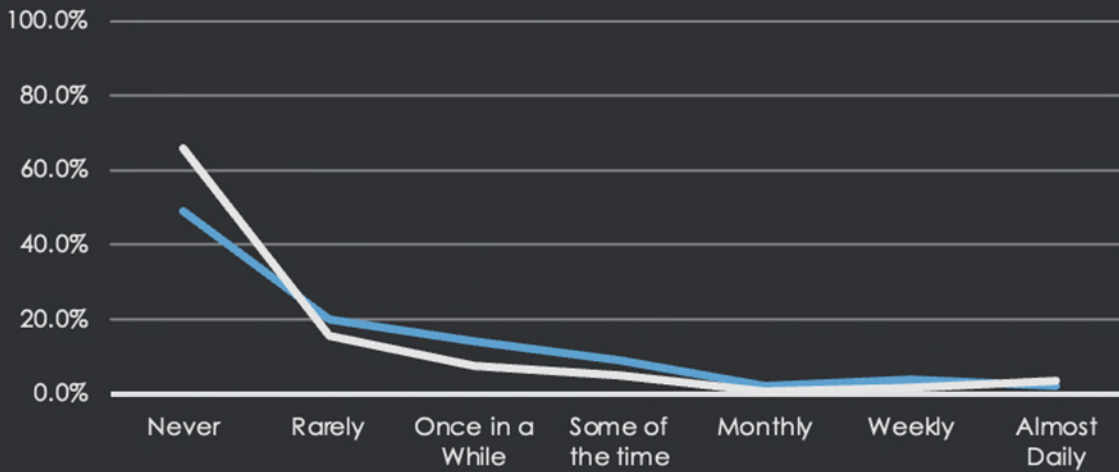
## TYPES



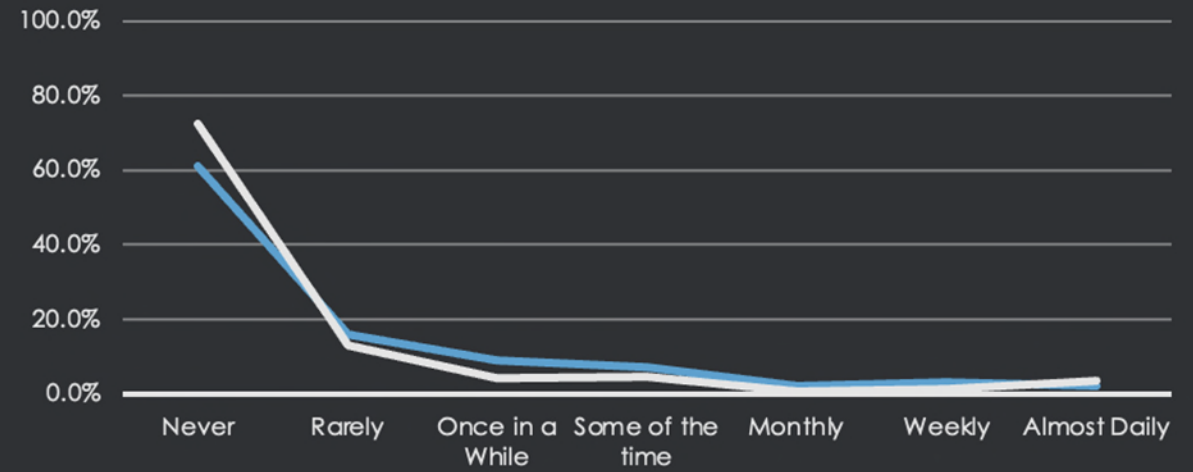
## SOURCES

N/A	79.4%
Supervisor	12.7%
Subordinate	3.0%
Co-worker	7.7%
Client / Customer	1.3%

## WITNESSING UNREASONABLE BEHAVIOR



## EXPERIENCING UNREASONABLE BEHAVIOR



# LEADERSHIP MEASUREMENT TOOL





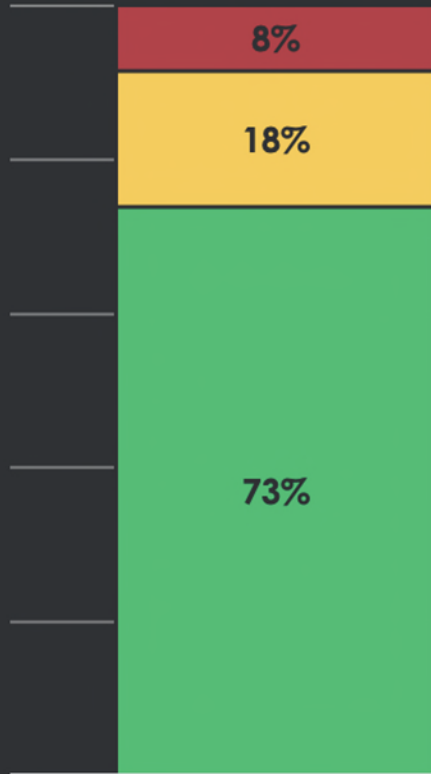
# RISKY BEHAVIOURS



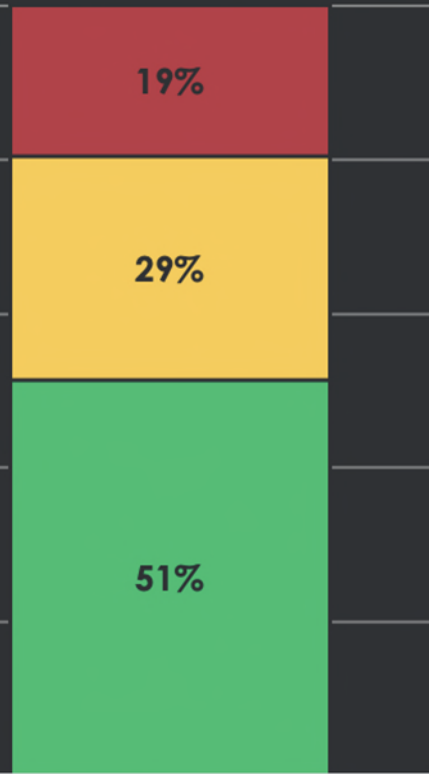
# SUPPORTING CONTEXT

## RETENTION

### TURNOVER INTENTIONS

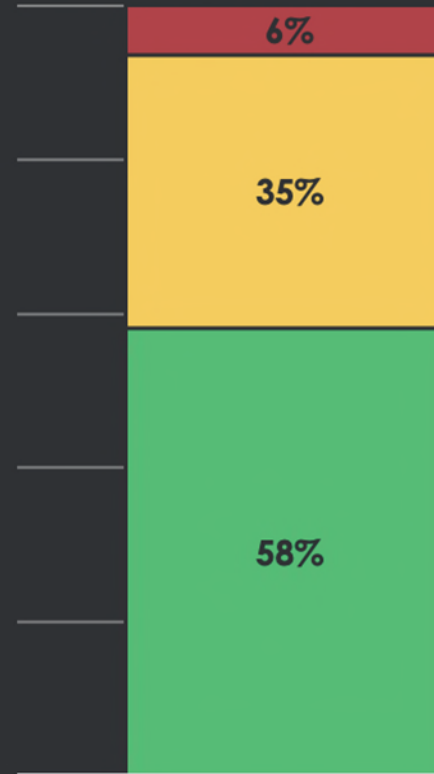


### JOB SATISFACTION

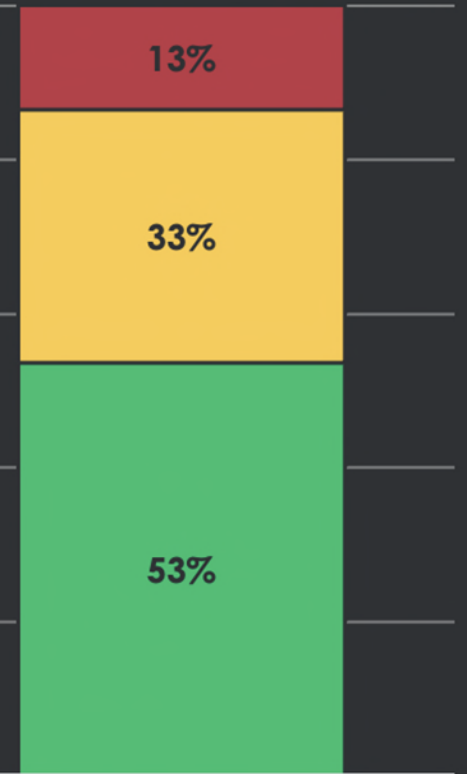


## PRODUCTIVITY

### JOB BURNOUT



### SLEEP PATTERNS

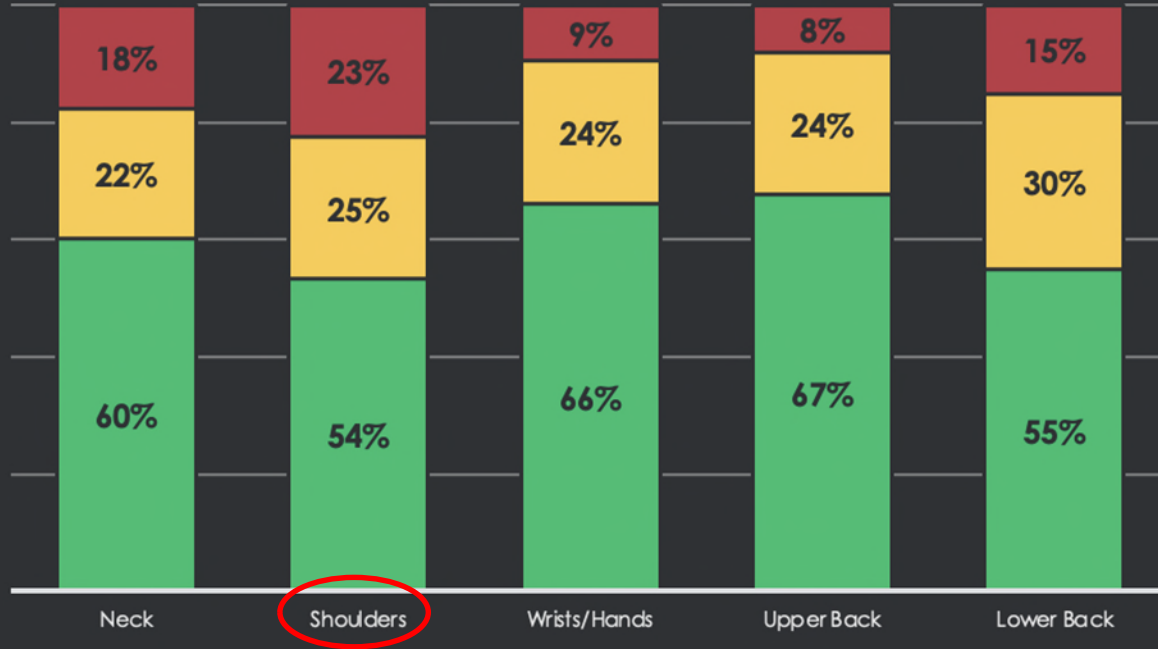


■ Low Risk Responses ■ Medium Risk Responses ■ High Risk Responses

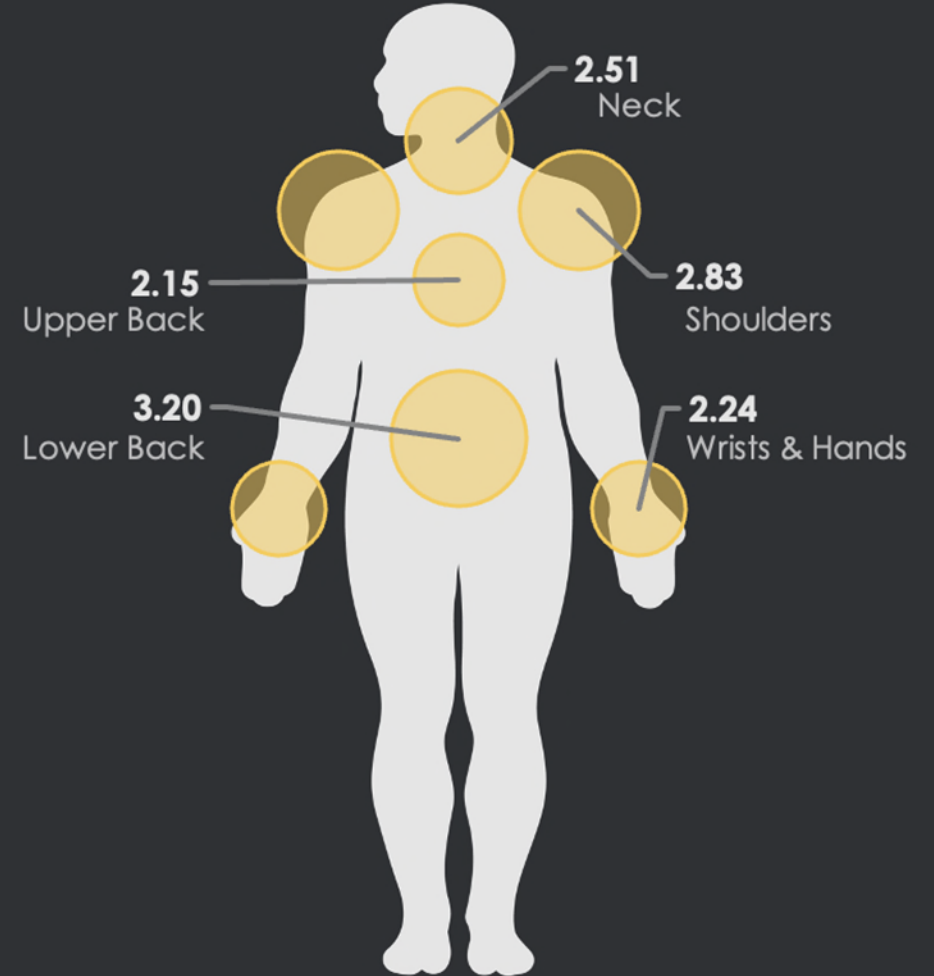
■ Low Risk Responses ■ Medium Risk Responses ■ High Risk Responses

# MUSCULOSKELETAL SYMPTOM RESULTS

## RESPONSE RISK PROFILE



## AREAS MOST AT RISK

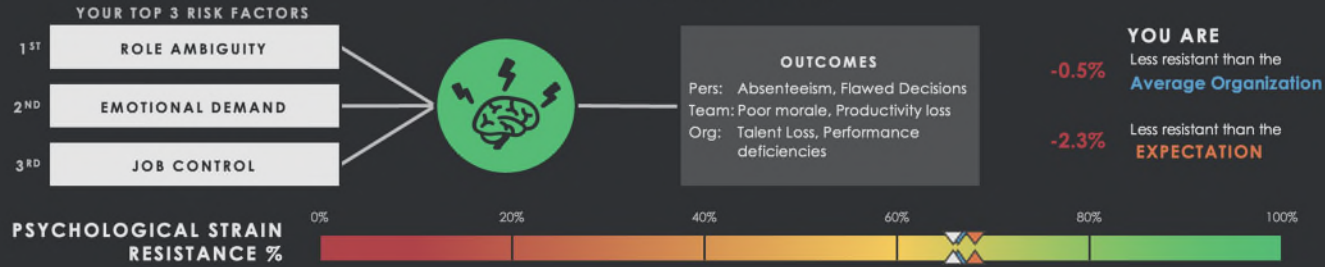


## HOW OFTEN IS PAIN EXPERIENCED?

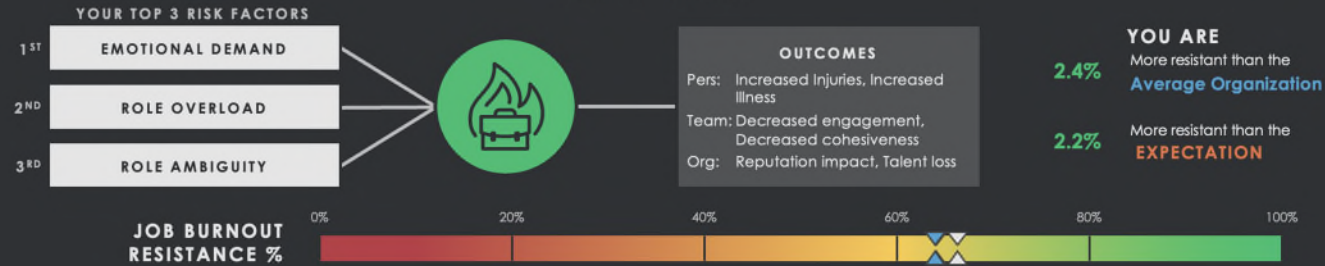


# PSYCHOSOCIAL HAZARD EXPOSURE SCALE

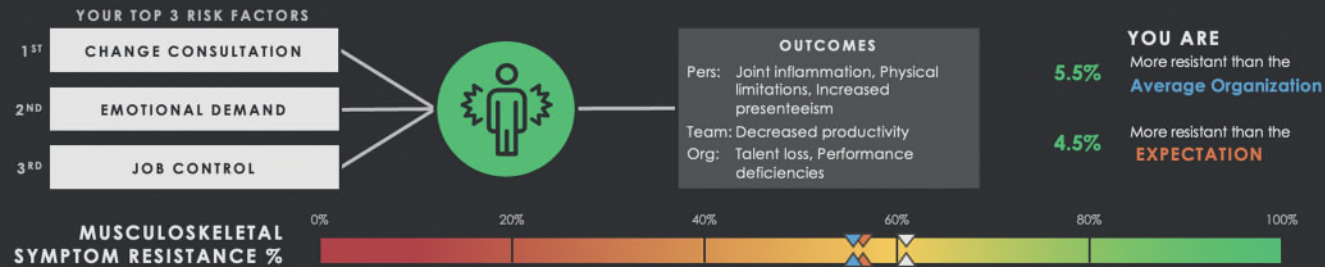
## PSYCHOLOGICAL STRAIN



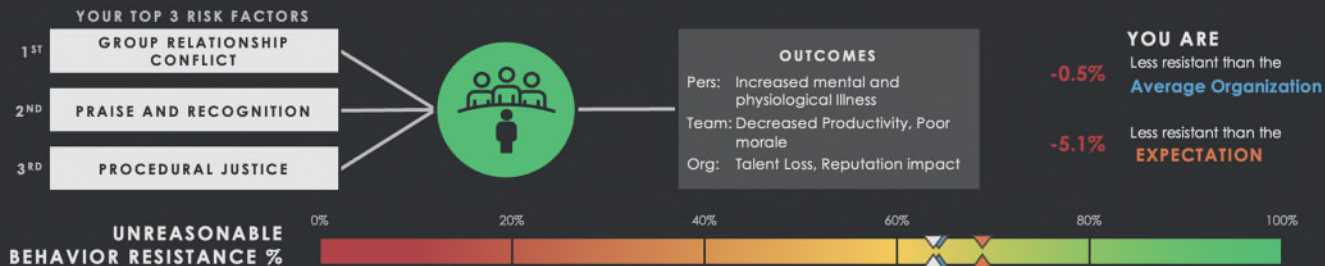
## JOB BURNOUT



## MUSCULOSKELETAL SYMPTOMS



## UNREASONABLE BEHAVIOR



# CONTEXT

- Subjective:
  - Workshops/interviews
  - Leadership Baseline
- Objective Analysis:
  - Role Ambiguity
    - Role Ambiguity (1/13) for Psychological Strain
    - Leadership (4 & 6)
    - Job Satisfaction (19% high risk)
  - Praise & Recognition:
    - Praise & Recognition (2/13) for Unreasonable Behavior)
    - Shoulders (48% Mod-High)
    - Threats of punishment (above av)
  - Group Task Conflict:
    - Supervisor Support Very High (micro manage?)



# TARGETS – GROUP TASK CONFLICT

Optimize	Escalation Factor	Justification	ROI	KPI
Group Task Conflict	Increase Group Task Conflict	Moderate level of task conflict positively affects individual, group and organizational level outcomes, including <b>group performance and satisfaction</b> (DeChurch & Marks, 2001)	Increase group/team performance	5% increase in end-end process completion time (or other team performance metrics)
				10% increase in Job Satisfaction score

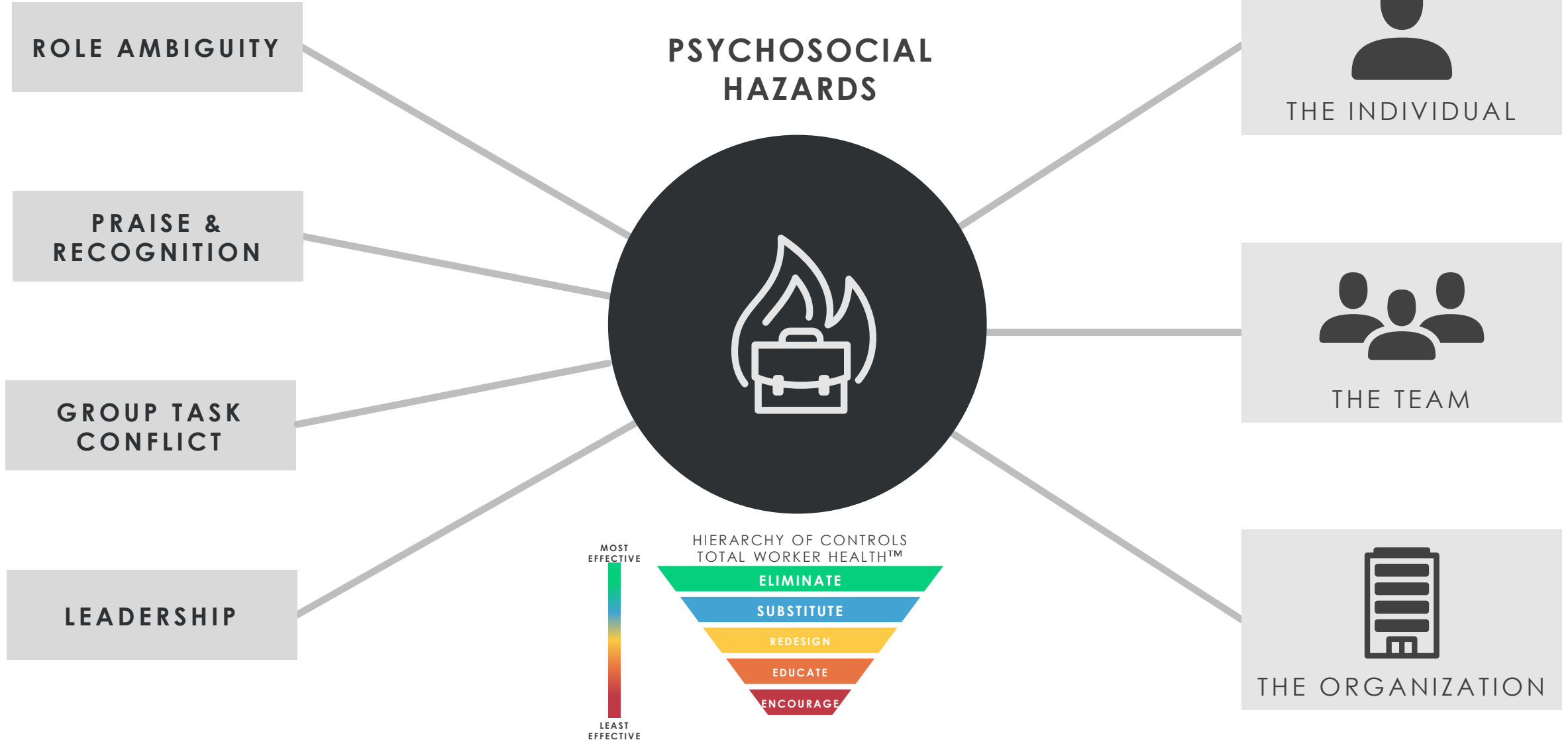
# TREATMENTS

#	Factor	Control	Type	Effect	Effort
1	Group Task Conflict	<b>Reduce bottlenecks: RACI task matrix review to increase “Responsibilities”</b>	Preventive	<b>Redesign</b>	High
2	Group Task Conflict	<b>Establish cross-functional Innovation Teams to review process and procedure</b>	Preventive	<b>Redesign</b>	Mod
3	Role Ambiguity	Implement Kanban Board work task matrix	Preventive	<b>Eliminate</b>	High
4	Role Ambiguity	Review, Align and Re-issue Position Descriptions to RACI task matrix	Preventive	<b>Redesign</b>	High
5	Role Ambiguity	Establish monthly RA forum	Reactive	<b>Redesign</b>	Low
6	Praise & Recognition	Embed “formal” P&R opportunities into BAU	Preventive	<b>Redesign</b>	Moderate
7	Praise & Recognition	Deliver leadership P&R education and awareness program	Preventive	<b>Educate</b>	Moderate
8	Praise & Recognition	Re-establish Senior Leadership F2F P&R forums	Reactive	<b>Encourage</b>	Moderate
9	Leadership	Dept 4	Preventive Reactive	<b>Educate</b>	
10	Leadership	Dept 6	Preventive Reactive	<b>Educate</b>	

## CAUSAL FACTORS

# PSYCHOSOCIAL HAZARDS

## OUTCOME





# CAUSAL FACTORS

ROLE AMBIGUITY

PRAISE & RECOGNITION

GROUP TASK CONFLICT

LEADERSHIP

# PSYCHOSOCIAL HAZARDS



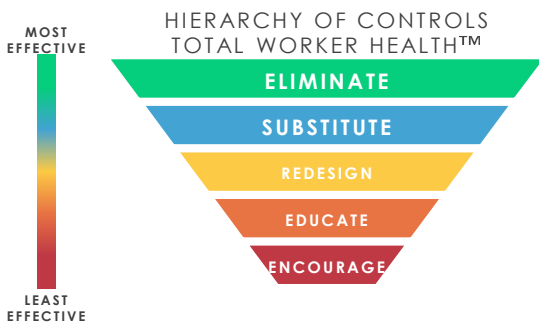
# OUTCOME

  
THE INDIVIDUAL

  
THE TEAM

  
THE ORGANIZATION

1 2



# CAUSAL FACTORS

ROLE AMBIGUITY

3



PRAISE & RECOGNITION

GROUP TASK CONFLICT

1

2

LEADERSHIP

# PSYCHOSOCIAL HAZARDS

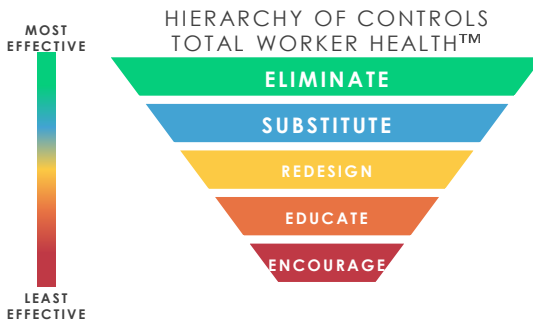


# OUTCOME

THE INDIVIDUAL

THE TEAM

THE ORGANIZATION



# CAUSAL FACTORS

ROLE AMBIGUITY

3

4



PRAISE & RECOGNITION

GROUP TASK CONFLICT

1

2

LEADERSHIP

# PSYCHOSOCIAL HAZARDS



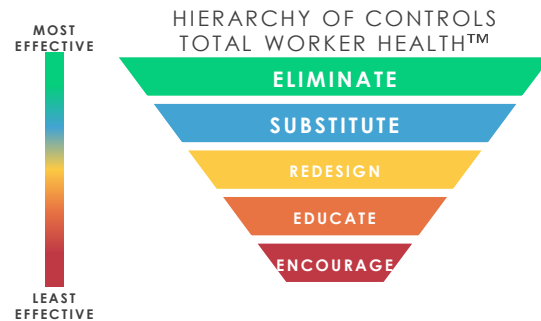
# OUTCOME

  
THE INDIVIDUAL

  
THE TEAM

  
THE ORGANIZATION

5



# CAUSAL FACTORS

ROLE AMBIGUITY

3

4



PRAISE & RECOGNITION

6

GROUP TASK CONFLICT

1

2

LEADERSHIP

# PSYCHOSOCIAL HAZARDS



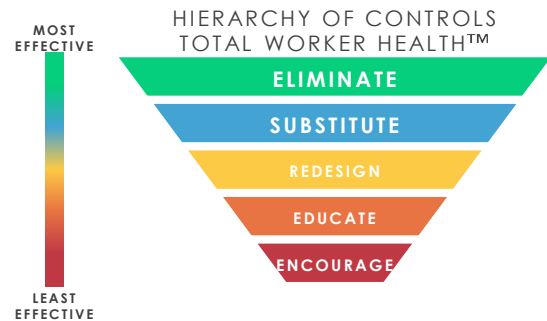
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THE INDIVIDUAL

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5



# CAUSAL FACTORS

ROLE AMBIGUITY

3

4



PRAISE & RECOGNITION

6

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GROUP TASK CONFLICT

1

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LEADERSHIP

# PSYCHOSOCIAL HAZARDS



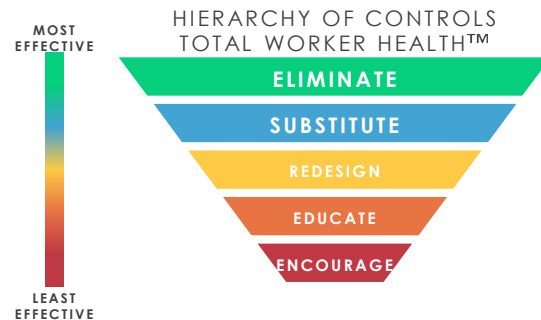
5

# OUTCOME

  
THE INDIVIDUAL

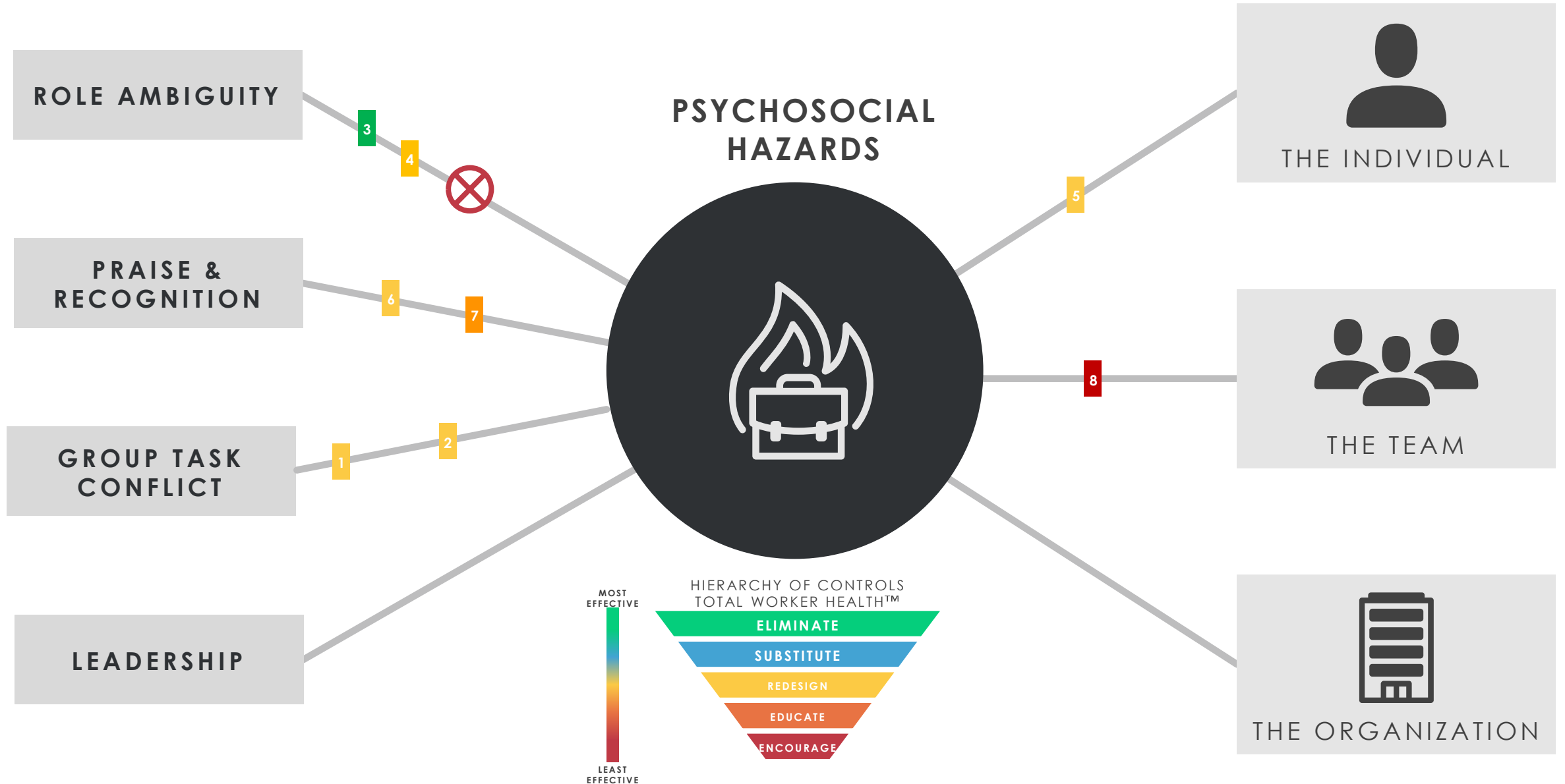
  
THE TEAM

  
THE ORGANIZATION



# CAUSAL FACTORS

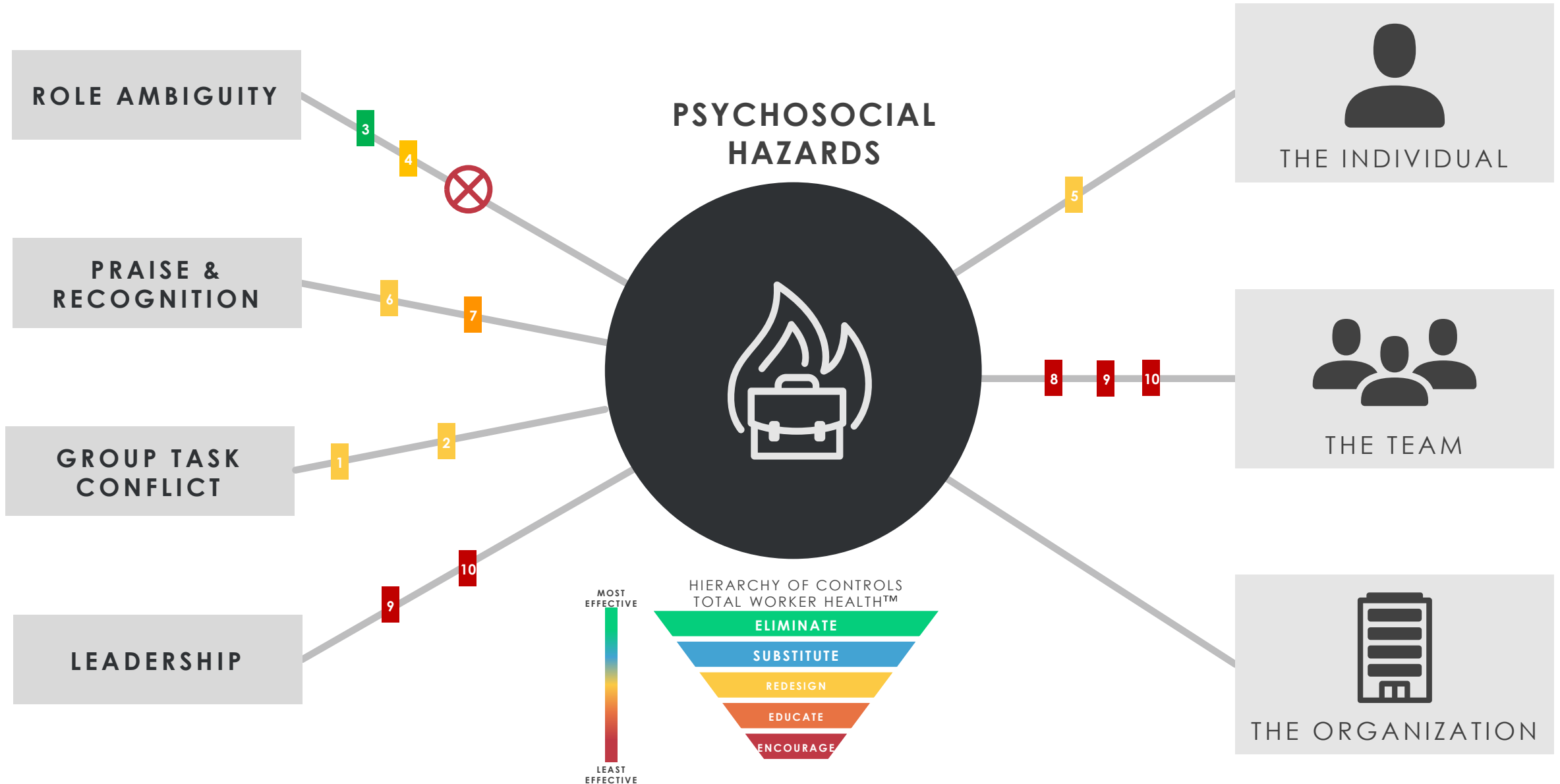
# OUTCOME





# CAUSAL FACTORS

# OUTCOME



# OUTCOMES



Employees are psychologically healthy, productive, engaged and have the training and means to **self-manage** their exposure and response to workplace stress.



Leaders are **equipped** with the insight, tools and confidence to develop resilient teams that thrive in adversity.



Investment into mental health generates long term, measurable positive changes to deliver **optimal sustainable performance** for the organization.





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