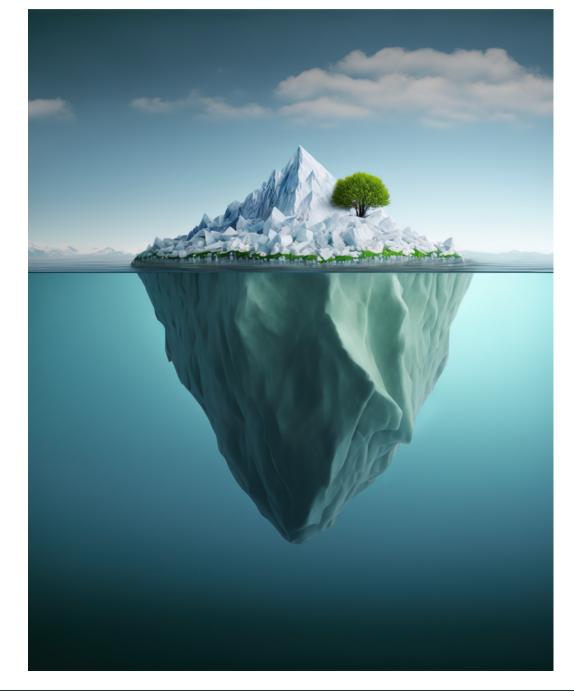




A risk-based, evidence informed approach to employee mental fitness that optimises performance.



# 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"

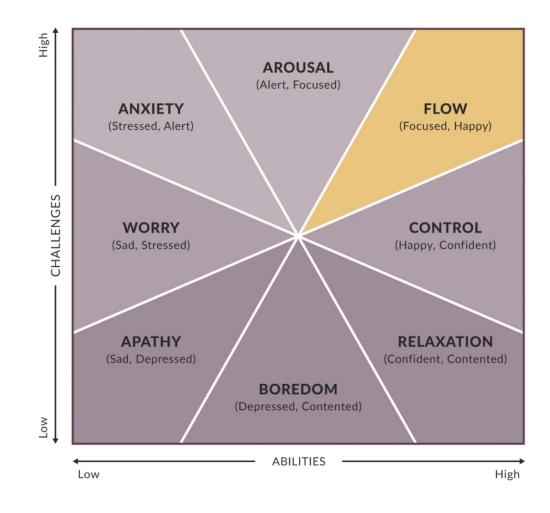
# MARKET ANALYSIS

Elements	Inneffective	Effective
Approach	Avoidance	Optimization

# OPTIMAL SUSTAINABLE PERFORMANCE

### The Yerkes-Dodson Law How anxiety affects performance Optimal arousal and optimal Strong performance **PERFORMANCE** Impaired performance because of strong anxiety Increasing attention and interest Weak High

**AROUSAL** 



Low

# MARKET ANALYSIS

Elements	Inneffective	Effective
Approach	Avoidance	Optimization
Scope	Workforce Focus	Workplace & Workforce

# PEOPLE & PROCESS



# MARKET ANALYSIS

Elements	Inneffective	Effective
Approach	Avoidance	Optimization
Scope	Workforce Focus	Workplace & Workforce
Management	Crisis	Risk



# MARKET ANALYSIS

Elements	Inneffective	Effective
Approach	Avoidance	Optimization
Scope	Workforce Focus	Workplace & Workforce
Delivery	Separate	Integrated
Management	Crisis	Risk
Implementation	Individual	Leadership

# ENGINEERING MENTAL FITNESS

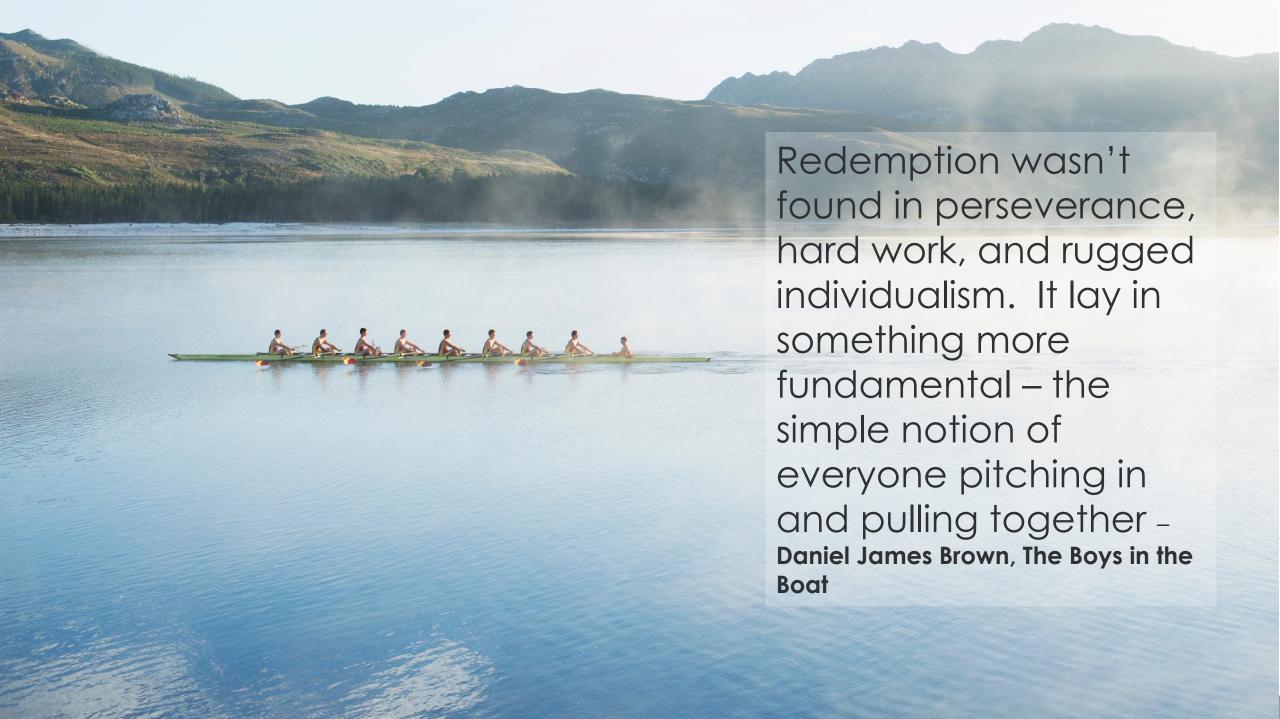
The systematic risk-based application of science, technical analysis, and empirical evidence to solve complex problems, in the workplace & workforce to optimize and sustain performance in the workplace & workforce



# LEADERSHIP

INVESTMENT & ENGAGEMENT

"For 69% of people, their manager has more impact on their mental health than their therapist or their doctor" - workforce institure ukg



# LEADERSHIP = PULLING TOGETHER



### Trust in Leadership

Trust is reciprocal. It works as it is earned and given in equal measure



#### **360 · Communication**

When communication works as intended, it brings people together.

### **Interpersonal Support**

Regardless of differences, the best outcome is unity.

**Engagement / Purpose** 

Purpose comes from challenge and growing enough to overcome it. 8

### **Trust in Leadership**

Trust is earned over time through consistent, fair, reliable practices.



### **360 · Communication**

Communication isn't a monologue, but a dialogue.



### **Interpersonal Support**

Diversity is an automatic given, and it augments outcomes by up to 30%.



### **Engagement / Purpose**

Success is a function of discipline and sufficient skill for the task at hand.







# 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**

#### High Employee Autonomy

- · Employees feel largely unimportant
- Limited as necessary employee contribution
- Personal gain prioritized over needs of the organization
- Low Employee commitment to organization

#### **Low Leadership Engagement**

- Decentralized Decision Making
- Employees not tracked; work can be exploited
- Little use of praise/reinforcement
- Perception of low procedural justice

# Self-interested Employees/Low Production and Moderate Morale

### Low Leadership Investment

#### **Low Employee Autonomy**

- Employees feel under appreciated/unimportant to success
- Low unit cohesion
- Low employee engagement in taskings

#### **Low Leadership Engagement**

- Single point of decision making
- Centralized Authority
- Leadership does not notice employee struggle or contributions

Apathetic Employees/Low Production and Morale

#### High Employee Autonomy

- Employees feel trusted
- Highly commitment to organization
- Employees take ownership of shop/tasks
- Employees feel seen, recognized, and valued

#### **High Leadership Engagement**

- Decentralized leadership
- Leaders steward time & resources
- Employees rise to levels of trust given
- Supervisor aware, but generally hands off
- Leadership provide coaching and mentorship as needed

# **Collaborative Employees / High Production and Morale**

### Low SM Autonomy

- Employee feel policed/distrusted
- Perception of high consequence for failure
- Perception of "micromanagement"

#### **High Leadership Engagement**

- Centralized decision making
- High emphasis on boundaries/accountability/rules
- Authoritarian leadership
- High use of admirative action in lieu of mentorship/coaching

# Resistant Employees/ Moderate Production/Low Morale

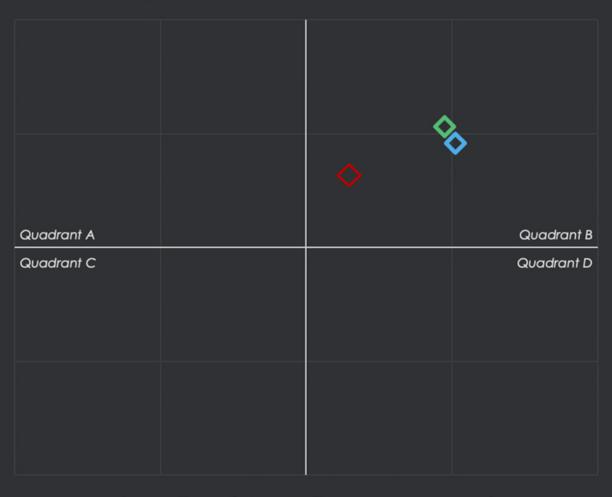
# High Leadership Investment

Created by: TedBurgessLCSW Brian E. Lewis, LCSW

**Low Employee Empowerment** 

# LEADERSHIP MEASUREMENT TOOL

# **High Employee Empowerment**



High Leadership Investment

- Your Organisation
- Exemplar Organisation
- Expectations

**Low Employee Empowerment** 

Low Leadership

**Investment** 

# LEADERSHIP TRUST

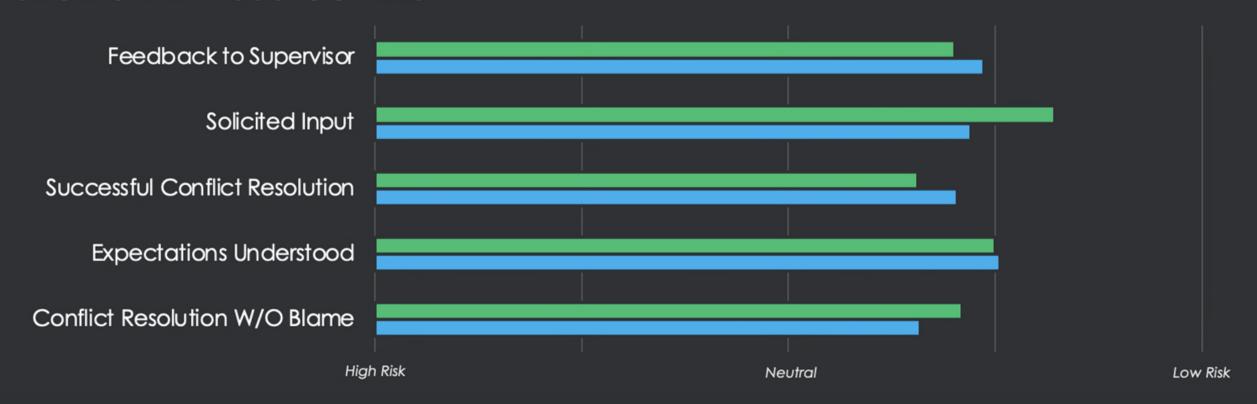
## **SECTION 1 - TRUST**



Low Risk

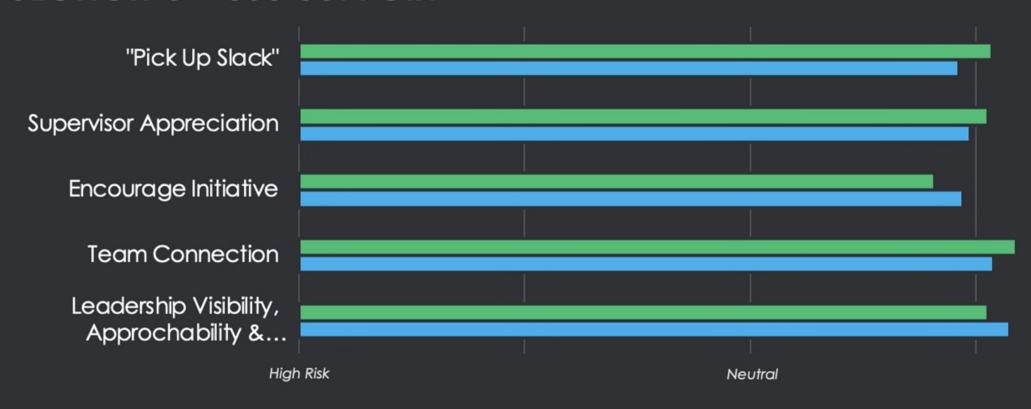
# 360 COMMUNICATIONS

### SECTION 2 - 360 COMMS



# **VERTICAL & LATERAL INTERPERSONAL SUPPORT**

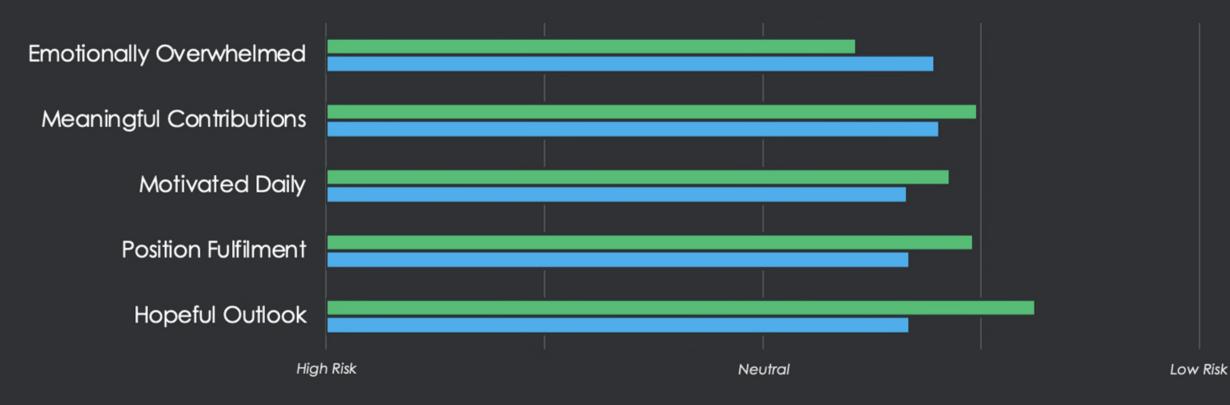
### SECTION 3 - 360 SUPPORT



Low Risk

# JOB PURPOSE AND FULFILLMENT

### **SECTION 4 - PURPOSE**



# LEADERSHIP MEASUREMENT TOOL

## **High Employee Empowerment**



**Low Employee Empowerment** 

# High Leadership Investment

- Your Organisation
- Exemplar Organisation
- Departments
- Expectations

Low Leadership

**Investment** 

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

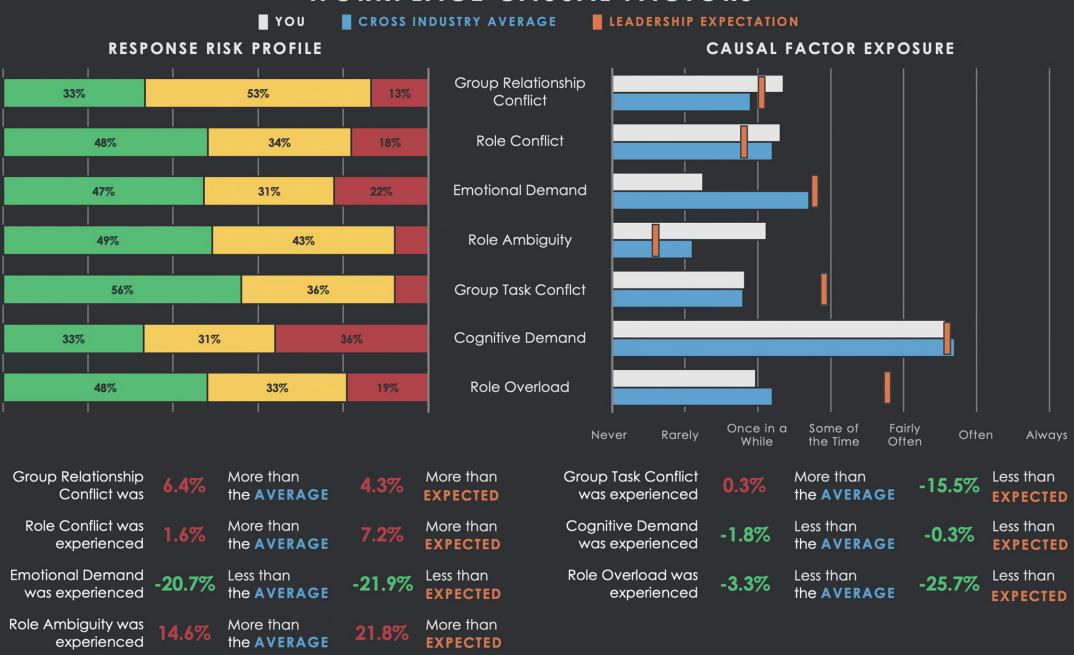
CLIENT X





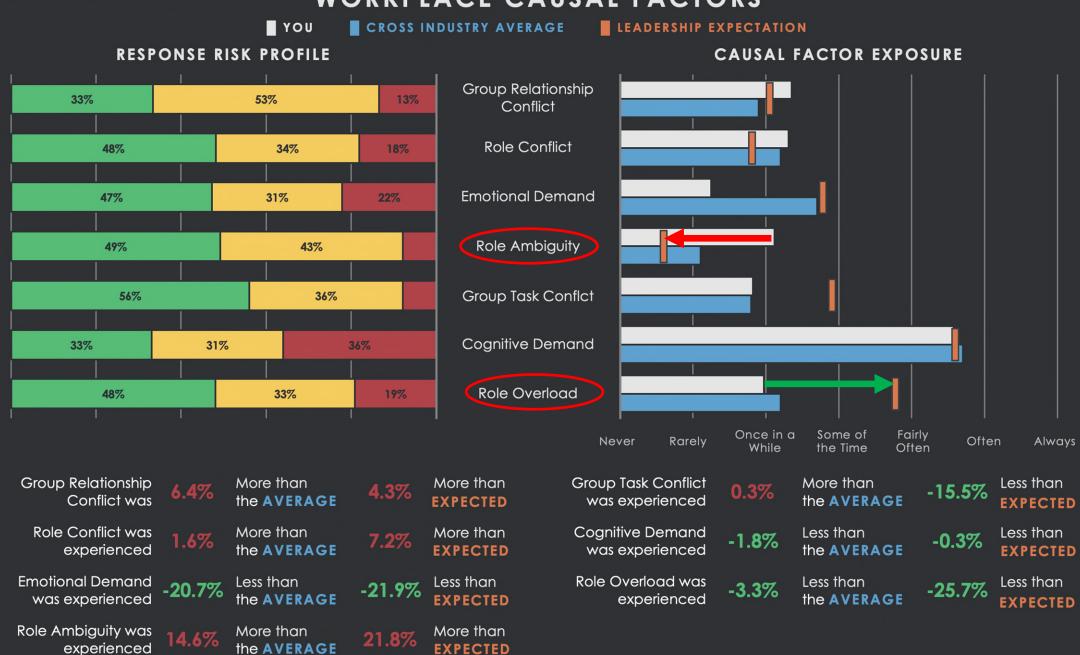


### **WORKPLACE CAUSAL FACTORS**

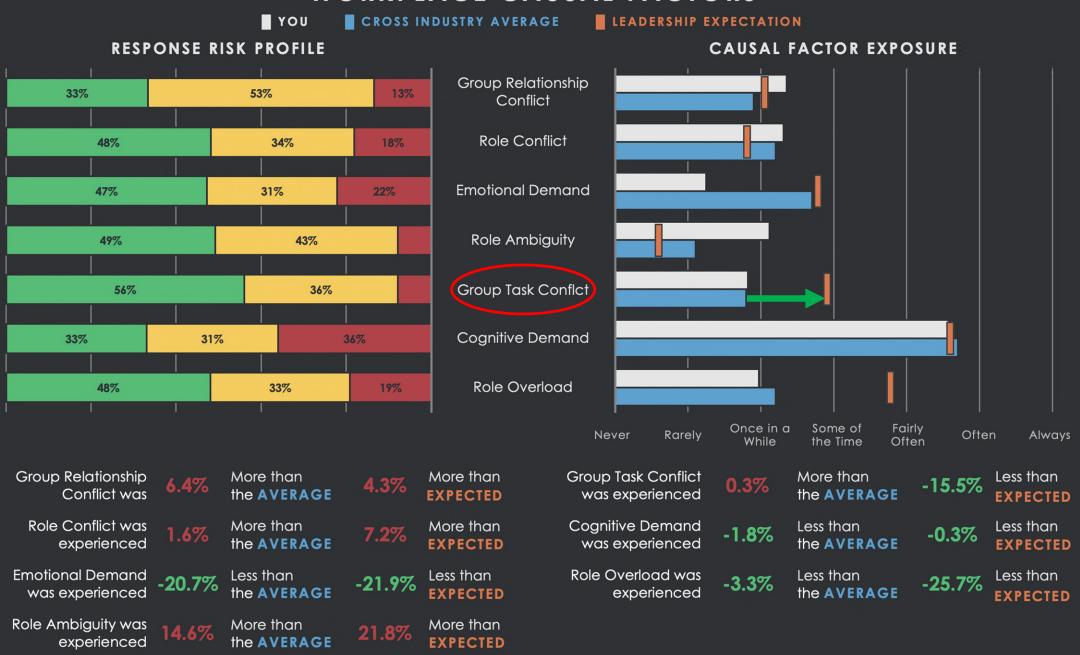




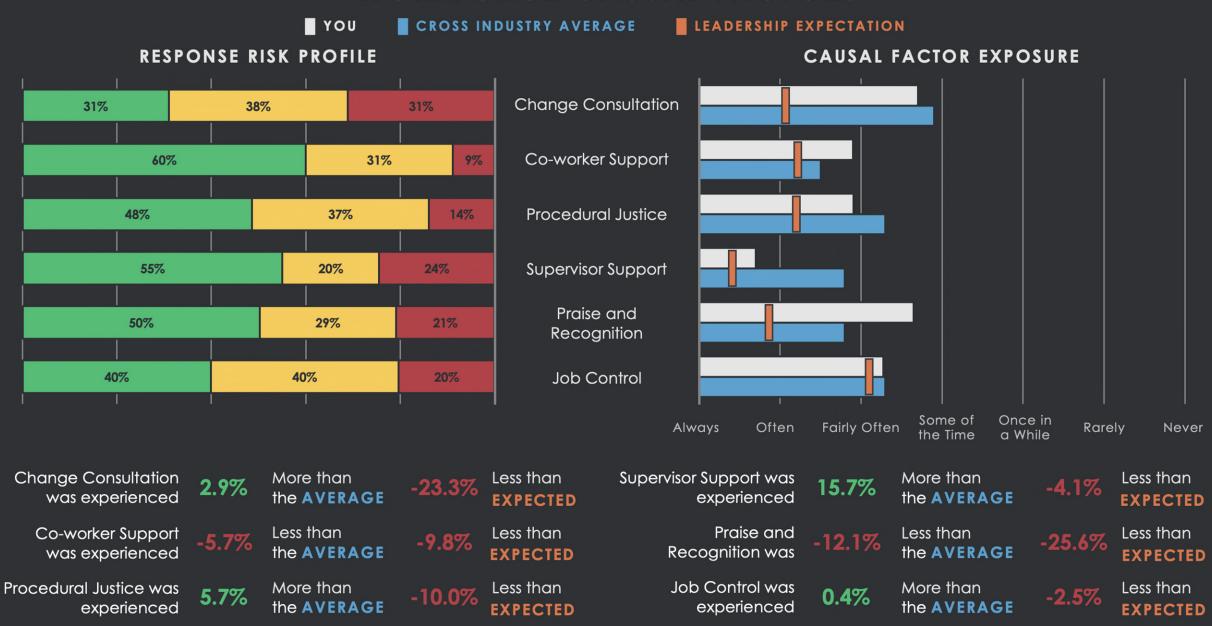
### WORKPLACE CAUSAL FACTORS



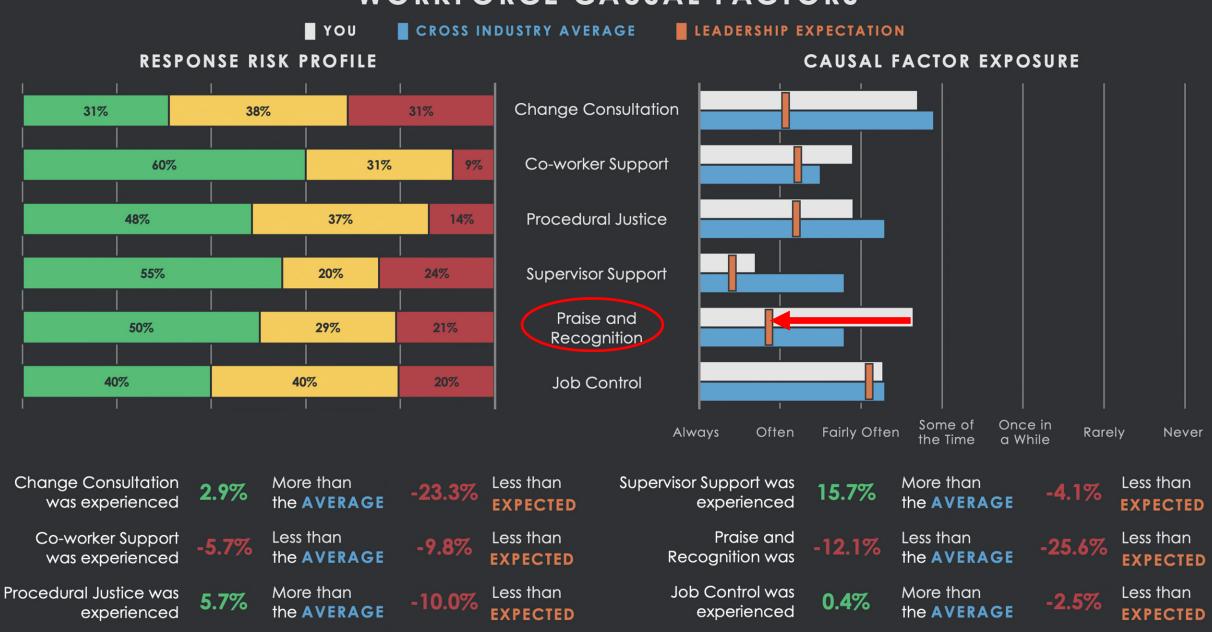
### WORKPLACE CAUSAL FACTORS



## **WORKFORCE CAUSAL FACTORS**



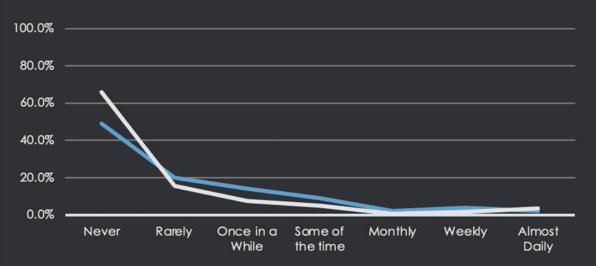
### WORKFORCE CAUSAL FACTORS



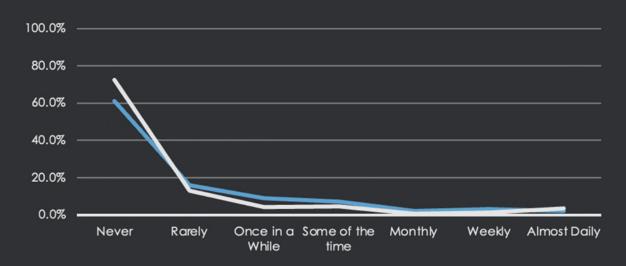
### UNREASONABLE BEHAVIOR RESULTS



#### WITNESSING UNREASONABLE BEHAVIOR



#### EXPERIENCING UNREASONABLE BEHAVIOR





# LEADERSHIP MEASUREMENT TOOL

## **High Employee Empowerment**



**Low Employee Empowerment** 

# High Leadership Investment

- Your Organisation
- Exemplar Organisation
- Departments
- Expectations

Low Leadership

**Investment** 

# RISKY BEHAVIOURS

## **Highly Risky Behaviours**



**Lower Risky Behaviours** 

Imminent Risky Behaviours

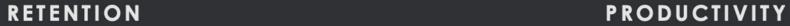
Your Organisation

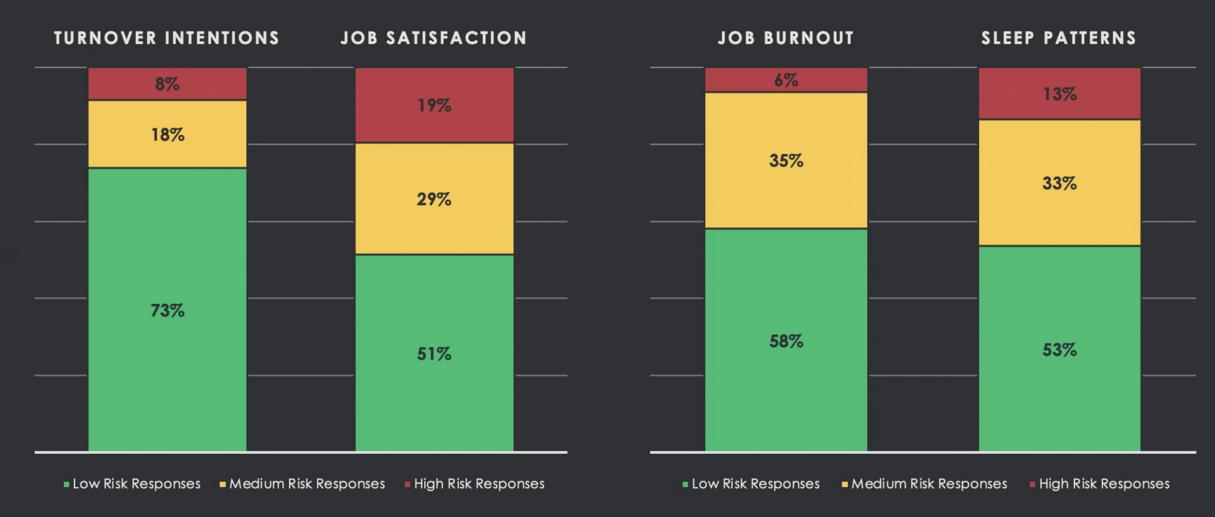
**Semplar Organisation** 

**Chronic Risky** 

**Behaviours** 

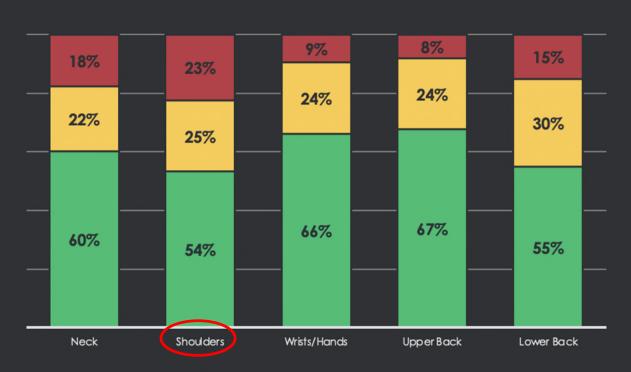
# SUPPORTING CONTEXT





## MUSCULOSKELETAL SYMPTOM RESULTS

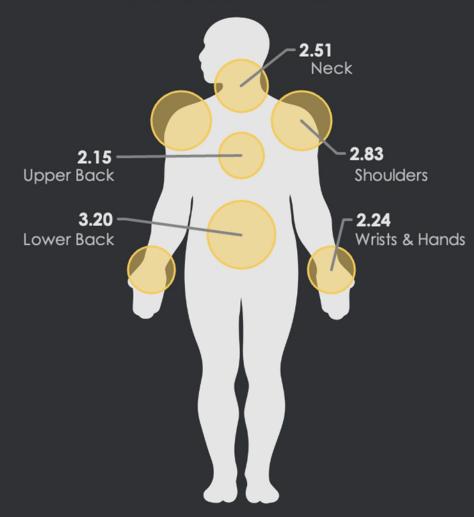
#### **RESPONSE RISK PROFILE**



#### **HOW OFTEN IS PAIN EXPERIENCED?**



#### AREAS MOST AT RISK



#### PSYCHOSOCIAL HAZARD EXPOSURE SCALE **PSYCHOLOGICAL STRAIN** YOUR TOP 3 RISK FACTORS YOU ARE ROLE AMBIGUITY Less resistant than the OUTCOMES **Average Organization** Pers: Absenteeism, Flawed Decisions **EMOTIONAL DEMAND** Team: Poor morale, Productivity loss Less resistant than the Org: Talent Loss, Performance EXPECTATION JOB CONTROL PSYCHOLOGICAL STRAIN RESISTANCE % **JOB BURNOUT** YOUR TOP 3 RISK FACTORS YOU ARE **EMOTIONAL DEMAND** OUTCOMES More resistant than the 2.4% Average Organization ROLE OVERLOAD Team: Decreased engagement, More resistant than the Decreased cohesiveness 2.2% Org: Reputation impact, Talent loss ROLE AMBIGUITY **JOB BURNOUT** RESISTANCE % MUSCULOSKELETAL SYMPTOMS YOUR TOP 3 RISK FACTORS YOU ARE OUTCOMES CHANGE CONSULTATION More resistant than the Pers: Joint inflammation, Physical limitations, Increased 5.5% **Average Organization** EMOTIONAL DEMAND 2 ND presenteeism Team: Decreased productivity More resistant than the Org: Talent loss, Performance EXPECTATION JOB CONTROL deficiencies MUSCULOSKELETAL SYMPTOM RESISTANCE % **UNREASONABL; E BEHAVIOR** YOUR TOP 3 RISK FACTORS YOU ARE GROUP RELATIONSHIP OUTCOMES CONFLICT Less resistant than the 200 Pers: Increased mental and **Average Organization** physiological Illness PRAISE AND RECOGNITION Less resistant than the EXPECTATION Org: Talent Loss, Reputation impact 3 RD PROCEDURAL JUSTICE

UNREASONABLE

BEHAVIOR RESISTANCE %

# CONTEXT

- Subjective:
  - Workshops/interviews
  - Leadership Baselining
- 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?)

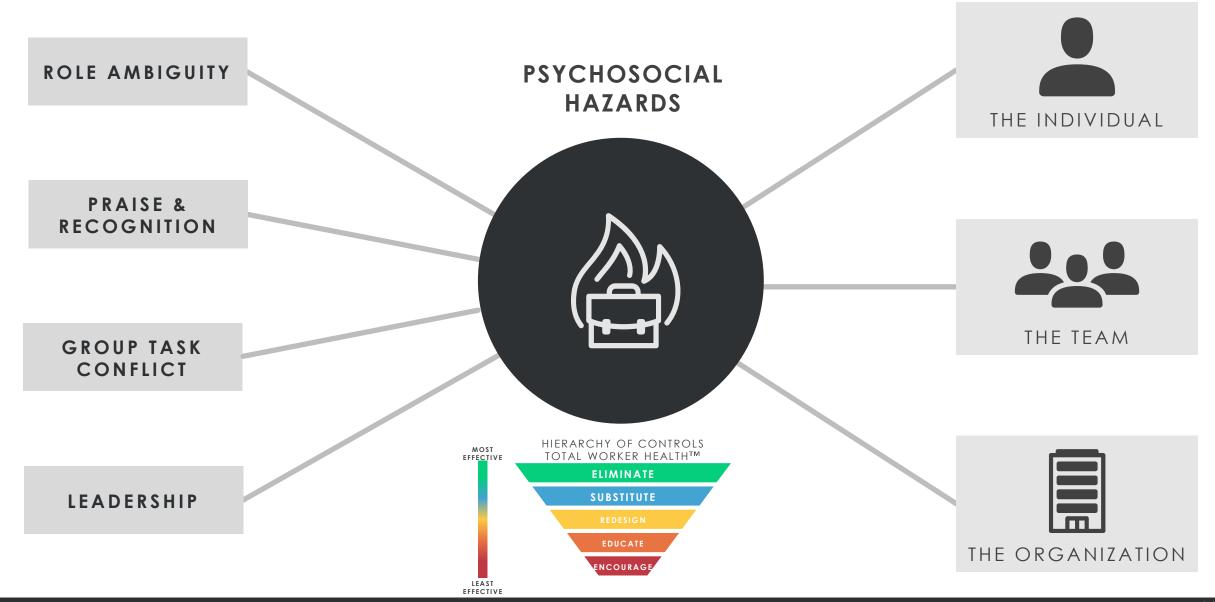


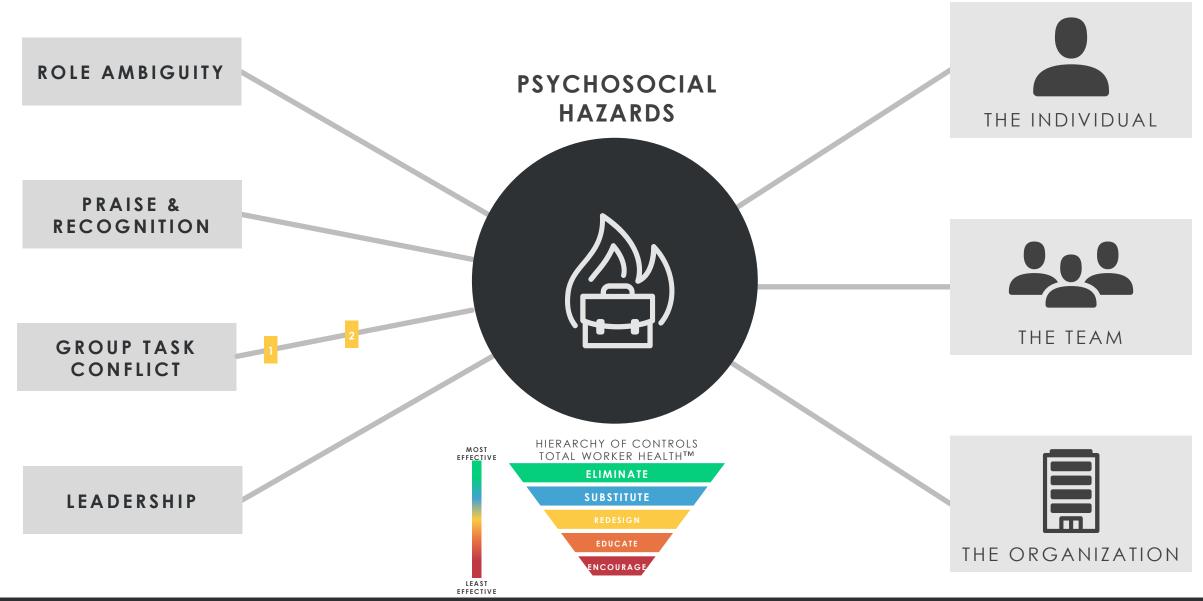
# TARGETS - GROUP TASK CONFLICT

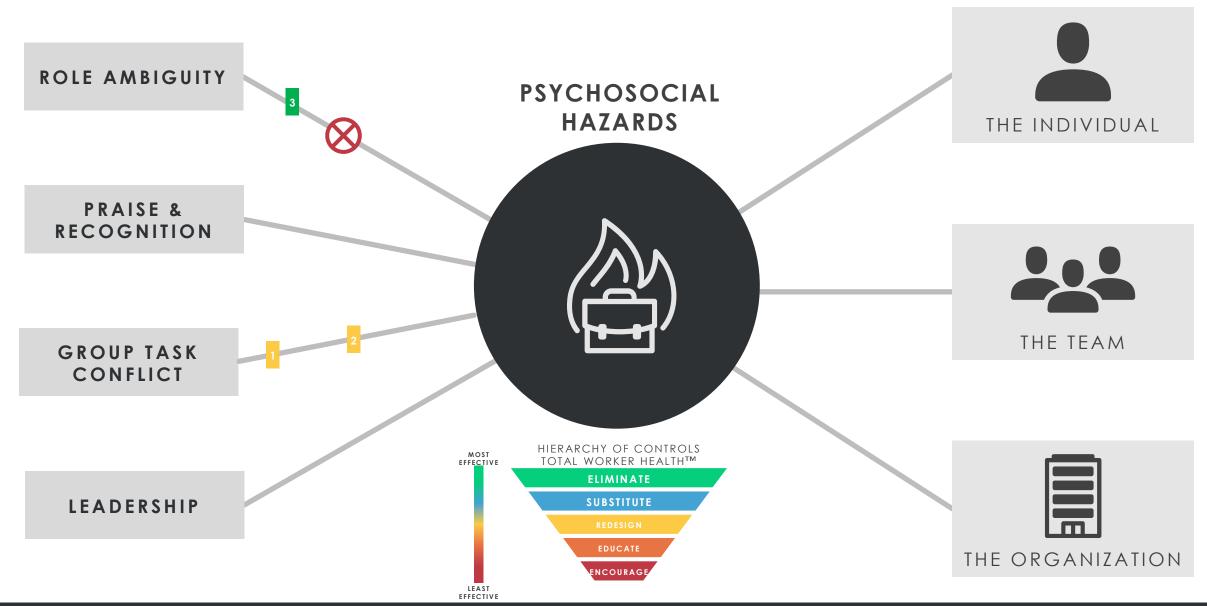
Optimize	Escalation Factor	Justification	ROI	КРІ
Group Task Conflict	Group positively affect and organized conflict including group.	Moderate level of task conflict positively affects individual, group and organizational level outcomes, including group performance and satisfaction (DeChurch & Marks,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

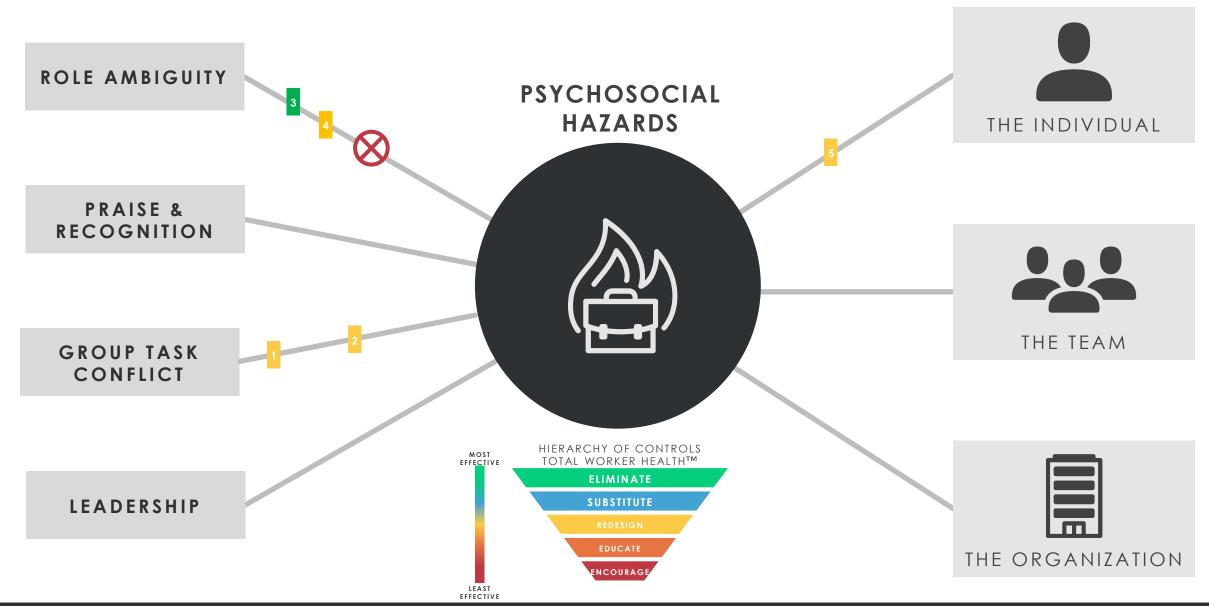
# TREATMENTS

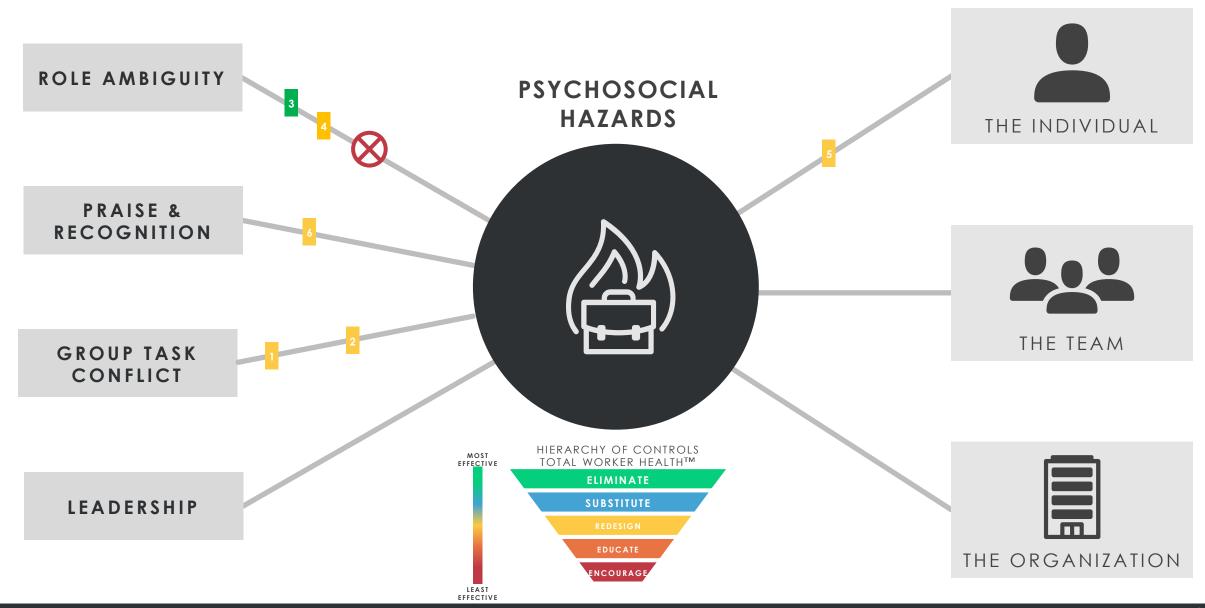
#	Factor	Control	Туре	Effect	Effort
1	Group Task Conflict	Reduce bottlenecks: RACI task matrix review to increase "Responsibilities"	Preventive	Redesign	High
2	Group Task Conflict	Establish cross-functional Innovation Teams to review process and procedure	Preventive	Redesign	Mod
3	Role Ambiguity	Implement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

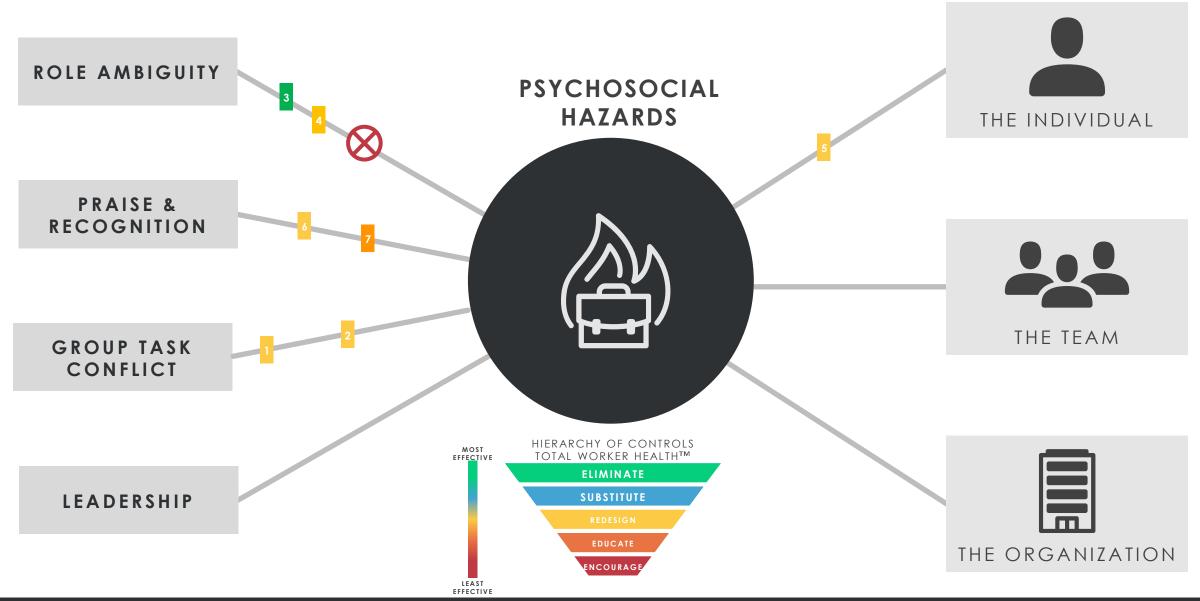


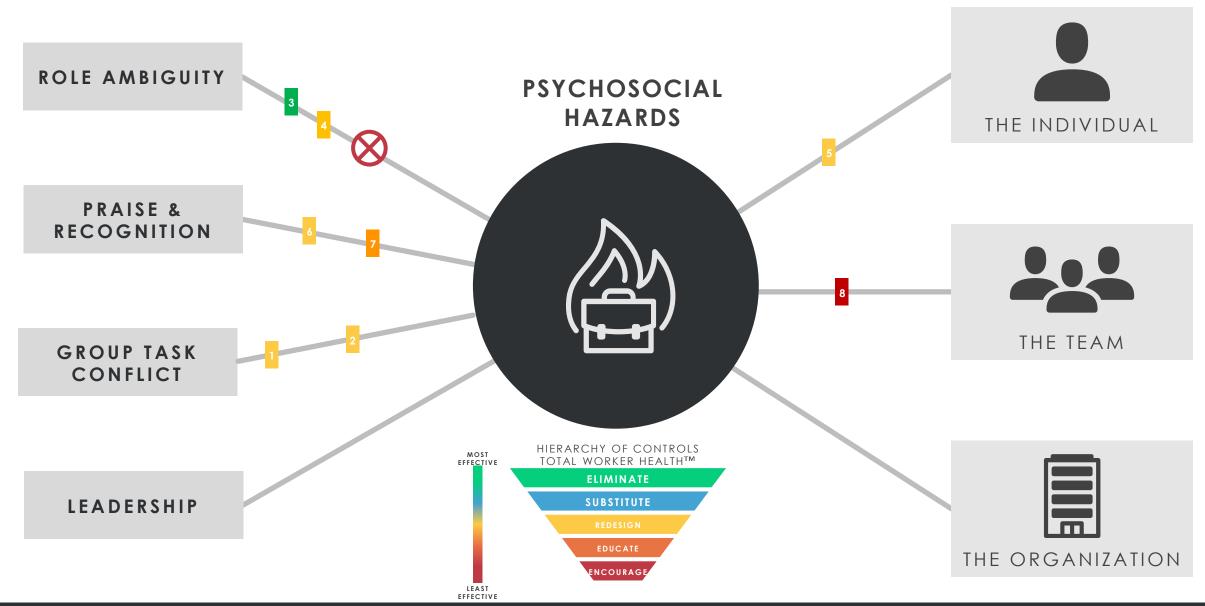


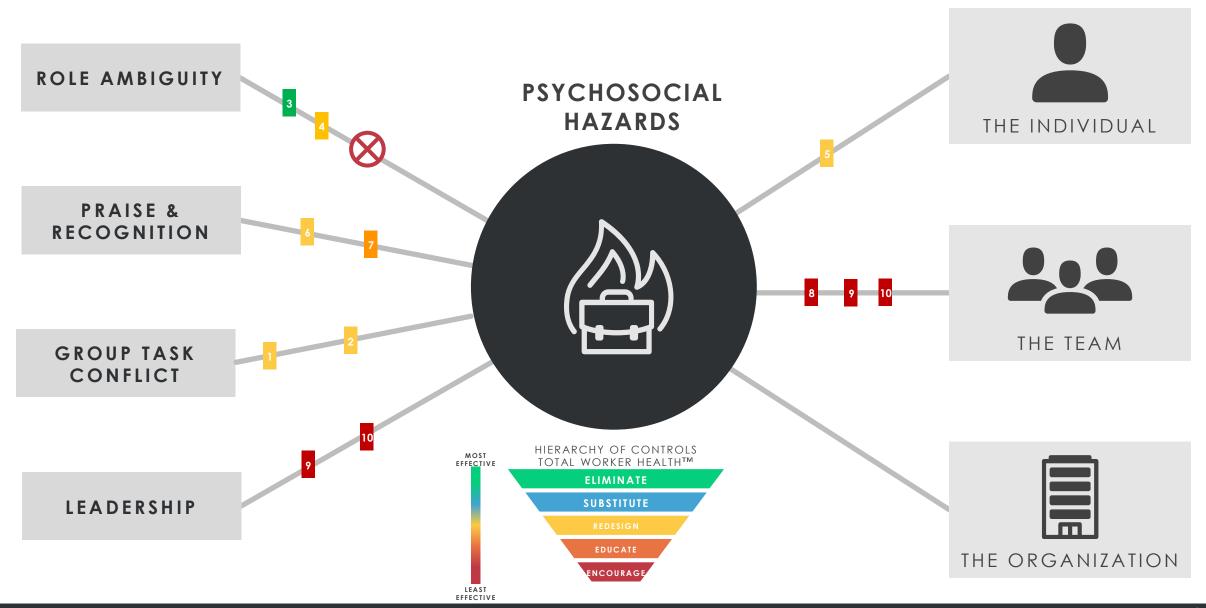












# OUTCOMES





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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