BEYOND STRESS MANAGEMENT: BUILDING A RESILIENT ORGANIZATION

DISCUSSION

> What is important to you about today's topic and what are you wanting from this seminar?

> How is your organization currently addressing building resiliency within individuals?

> How is your organization currently addressing building resiliency at the system level?

RISING STRESS & FATIGUE LEVELS: A WAKE-UP CALL FOR ORGANIZATIONS
WHAT WE PERCEIVE AS “WELLNESS”

- Healthy Weight
- Use alcohol in moderation
- Getting Enough Sleep
- Low Fat, High Fiber Diet
- Eating Fruits
- Normal Blood Pressure
- Normal Glucose
- Normal Cholesterol
- Eating Vegetables
- Wear Seatbelts
- Use alcohol in moderation
- Use Sunscreen
- Physically Active
- Manage Stress
- Non-Smoker
- Getting Enough Sleep
- Low Fat, High Fiber Diet
- Eating Fruits
- Normal Blood Pressure
- Eating Vegetables
- Wear Seatbelts

WHEN EMPLOYEES FEEL “UN-WELL”

Company Doesn’t Care
- Pulled in too many directions at work & home
- Worried about layoffs
- Too much to do
- Not enough resources
- Feel Trapped in my job
- Unrealistic Company Demands
- All work and no play

Co-workers Don’t Care
- Don’t like what I’m doing

OVERWHELMED
- No time for me
- Worried about layoffs
- Feel Trapped in my job
- All work and no play

“IF I STOP TO SMELL THE ROSES, THEN ALL THE OTHER FLOWERS WILL EXPECT ME TO SMELL THEM TOO AND I’M JUST TOO BUSY FOR THAT!”
THE REALITIES OF STRESS IN AMERICA

• 1/3 of Americans are extremely stressed; **74% said work is their main source of stress.** (American Psychological Association, Oct. 2007)

• Workplace stress is as bad for the heart as smoking & high cholesterol. (JAMA, Oct. 2007)

• 90% of all visits to primary care doctors are related to stress. (JOEM, Oct. 1998)

• Healthcare costs for EEs with high stress levels are nearly 50% higher than for those with low stress. (Goetzel, et al., HERO, JOEM, 1998)

THE BREAKING POINT

• Nearly 1/3 of US workers say they often feel overworked or overwhelmed by what they have to do.

• **1 in 5 people have quit because of workplace stress.**

• “When you feel pressured and pushed, when you feel not respected, when you feel tension at work, when you feel the work that you do isn’t of real value, that leads to overwork…every employee reaches a point when increasing work demands simply become too much.”

**STRESS & FATIGUE**

• Over 50% of Americans are sleep-deprived
  > ⅔ of chronic insomnia is stress-related

**Effects of Insomnia:**
> Depressed immune system
> Lapse of attention
> Slow thinking
> Irritability
> Poor Memory
> Poor Judgment
> Anxiety & Depression
> Increase in Accidents
> Decrease in Work Productivity

**FATIGUE AND COGNITION**

Prefrontal cortex of brain severely impacted by sleep loss.

Tasks requiring executive cognitive functions sensitive to sleep deprivation:
> Verbal fluency
> Response inhibition
> Innovation/Flexible thinking
> Emotional Control

**RELATIONSHIP OF WORK AND SELF**

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<tr>
<th>Outcomes</th>
<th>Part 1 – Work Side</th>
<th>Part 2 – Self Side</th>
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Source: Byrum, Ph.D. / Judgment Index™
**WWF – WORKING WHILE FATIGUED**

- Fatigue impairs performance consistent with being at or above legal blood alcohol content levels.

Vs.

**WHAT’S CONTRIBUTING TO STRESS & FATIGUE LEVELS: ANOTHER WAKE-UP CALL**
THE EXPANDING WORK WEEK

- Average work week has grown to almost 50 hours per week in the U.S.
- Typical U.S. employee now works equivalent of 1 extra month per year compared to EE in 1970.
- More than 1/3 of Americans working 10+ hours per day; 39% working on weekends.
- Greatest victims of downsizing are lunch hour and semi-annual vacations!

Source: Juliet Schor, The Overworked American

CAUSE OF STRESS & FATIGUE

Self-imposed sleep deprivation is the largest cause of fatigue

> Feeling like you have to get stuff done, burning the candle at both ends.

Source: National Sleep Foundation
WELL-BEING & ENGAGEMENT: THE LINK TO EMOTIONAL HEALTH

INDIVIDUAL WELL-BEING

5 Universal, Interconnected Elements:

> Career Well-Being
> Social Well-Being
> Financial Well-Being
> Physical Well-Being
> Community Well-Being

ORGANIZATIONAL WELL-BEING

Productivity, profitability, retention and satisfaction all linked to Engagement.

Engagement occurs when EEs know what’s expected of them, feel valued, get to leverage their strengths, and have quality relationships at work.
**DISENGAGEMENT & MENTAL WELL-BEING**

- **1.7x Increase for Disengaged EEs compared to Engaged EEs**
- **% Dx with Depression Over the Next Year**
- **% Dx with Anxiety Over the Next Year**


**LIFE EVALUATION & MEDICAL CLAIMS**

- **Thriving**
  - Average 20% Lower Medical Costs
  - 7.0
- **Struggling**
  - 4.0
- **Suffering**
  - Average 50% Higher Medical Cost

Source: Gallup Healthways Well-Being Index Community Survey and Wellmark Corporate Survey (2008)

**INDIVIDUAL STRESS → ORGANIZATIONAL STRUGGLES**

- EE’s feelings of fear and powerlessness amplify organization’s struggles.
- Insecure EEs lose focus & emotionally detach from organization.
- Employers need to boost workers’ optimism and sense of empowerment.

Source: Crabtree & Robison (Oct. 2010), Gallup Management Journal
RESILIENCY: THE KEY TO ADDRESSING STRESS, FATIGUE & CHANGING TIMES

RESILIENCY: THE KEY TO MANAGING STRESS

• **Individual:** “Ability to recover from or adjust easily to misfortune or change.” (Merriam-Webster)

• **Organization:** “The capability of a system to maintain its function and structure in the face of internal and external changes and to degrade gracefully when it must” (Henry Mintzberg, *The Rise and Fall of Strategic Planning*)

COMPONENTS OF ORGANIZATIONAL RESILIENCE

> Ability to absorb strain and preserve functioning despite presence of adversity.
> Ability to *create* structure, and *dissolve* it.
> Ability to learn, develop and grow.
> Ability to manage *emotional consequences* of continuous change: anxiety and grief.

Sources:
- Weick & Sutcliffe (2007), *Managing the Unexpected*
- Robb (2000), *Building Resilient Organizations*
SHIFT FROM PRODUCTIVITY TO RESILIENCY

“The concept of organizational resilience is based on the premise that the world in general and the organizational environment in particular will continue to change in new, wondrous, and unexpected ways… the new imperative for organizations is to develop their resilient ability to absorb change with a minimum of disruption, instead of continuing to uphold the increase of productive capacity as the prime objective.”

~ (Kurt Lewin, founder of Action Research and Force Field Analysis)

BEYOND WORK/LIFE “BALANCE”

THE ROLE OF ORGANIZATIONAL CULTURE
ORGANIZATIONAL CULTURE

EFFECT OF STRESS ON EMPLOYEE ENGAGEMENT

Source: Jacqueline Ryan Brodnitzki, Conscious Success (2011)

Engaged & Energized
Highly Engaged & Thriving Organization
Creative
Inclusive

HOW ORGANIZATIONAL STRESS REDUCES ENGAGEMENT

Source: Jacqueline Ryan Brodnitzki, Conscious Success (2011)
HOW ORGANIZATIONS ELEVATE STRESS

Common Stress-Related Behaviors in a High Pressure Environment

- Finger Pointing & Blame
- Backstabbing
- Indiffly
- Survival Instincts
- turf Protection

Source: Jacqueline Ryan Brodnitzki, Conscious Success (2011)

EMPLOYEES JUST BIDING THEIR TIME?

- Employee engagement dropped 9 percent overall.
- Engagement dropped 25 percent among top performers.


REASONS EMPLOYEES LEAVE

1. The job/workplace was not as expected
2. Mismatch between job and person
3. Too little coaching and feedback
4. Too few growth & advancement opportunities
5. Feeling devalued and unrecognized
6. Stress from overwork and work-life balance
7. Loss of trust & confidence in senior leaders.

Source: Leigh Branham, "The 7 Hidden Reasons Employees Leave" (2005)
CULTURE IS THE KEY TO RESILIENCY!

Culture is a key element in efforts to manage the unexpected mindfully & requires:

> Top management conveys a clear preference for mindfulness in its beliefs, values and actions
> Top management actions and words are communicated credibly and consistently and remain salient for everyone
> Communicated values are seen to be consistent rather than hypocritical and are felt strongly by the majority of people
> Bonuses, raises, promotions, and approval flow toward those who act mindfully and away from those who don’t.

Source: Weick & Sutcliffe (2007), Managing the Unexpected

RESULTS ONLY WORK ENVIRONMENT

• Teamwork, morale & engagement increase
• 35% avg. increase in productivity
• Up to a 90% decrease in voluntary turnover rates
• Healthier, less stressed employees

LESSONS FROM ZAPPOS!

• Focus on company culture as the #1 priority!
  > Culture dedicated to EE empowerment & delivering happiness through satisfied customers and valued workforce
• Help employees grow personally and professionally
Rosie Ward, Ph.D. MPH, MCHES, Certified Intrinsic Coach®
National Wellness Conference 2012

"The company revoked all our benefits, canceled our retirement program, and fired half of the workforce. So we're having Fanny Hat Day to boost morale."

COMPONENTS OF A PSYCHOLOGICALLY HEALTHY WORKPLACE

- Work-Life Balance
- Communication
- Health & Safety
- Employee Well-Being
- Employee Recognition
- Employee Growth & Development

BENEFITS OF A PSYCHOLOGICALLY HEALTHY WORKPLACE

- EE Turnover
- EEs Reporting Chronic Work Stress
- EEs Intending to Seek Employment Elsewhere
- EEs Who Would Recommend as Good Place to Work
- EE Satisfaction

Source: American Psychological Association (APA), Psychologically Healthy Workplace Program (PHWP); APA's 2012 Work Stress Survey

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4 KEYS TO A WORLD-CLASS CULTURE

- Trust: employees and management operate with the utmost integrity
- Respect: employees and management feel valued
- Effective Communication: clarity of vision, purposeful listening and meaningful messaging
- Meaningful Relationships: employees and management view each other as valued partners

SHIFTING OLD THINKING PATTERNS: THE MISSING LINK TO RESILIENCY

RESILIENCY REQUIRES BETTER THINKING

- Resilience is not a Band-Aid or buzzword
- “Thinking Styles” affect emotions and behavior
- Starts with Self-Awareness: shift from habits to mindful, thoughtful choices & actions
DEFINING & ASSESSING EFFECTIVE THINKING PATTERNS

VALUES THINKING / GOOD JUDGMENT

Hartman’s Hierarchy of Values:

- **Intrinsic (I)** – value for individual uniqueness
- **Extrinsic (E)** – strategy/expertise, labels
- **Systemic (S)** – concepts/ideas; ought/should

- **I > E > S** – people are more valued than things; things are more valued than mere ideas of things or people.


NEED FOR RESILIENCY

- Stress = #1 thing that throws off good judgment
  - 1st Place showing cracks in judgment
  - When stressed people tend to take “paths of least resistance”
  - Stress drives us to Systemic thinking.
  - Can’t develop other areas if first don’t address stress.

Sources: C. Steven Byrum, Ph.D., Judgment Index (2010); Christina Marshall
SELF FIRST!

STRESS & SYSTEMIC (S) THINKING

S > E > I: Pursuit of “Perfection”

I > E > S: Opens up for growth & excellence

SHIFTING THINKING PATTERNS

CHRISTINA MARSHALL

Source: Christina Marshall, Totally Coached Inc.
INTRINSIC COACHING®: INCREASING INTRINSIC THINKING

“A paradigm changing approach to better results for, with, and through people” by “increasing people’s capacity to think better about choices, especially by increasing intrinsic thinking” (Totally Coached, Inc.)

• Shifts thinking to I>E>S:
  > Improves Resiliency and Work/Self Balance
  > Improves Communication
  > Improves Relationships
  > Teams: Get more done in less time

ASSESSING AND BUILDING RESILIENCY

JI™ SCORE SHEET
### ADDRESSING WORK-SIDE “ANXIETY” STRESS

**Improve Communication**
- Corporate, individual, interpersonal
- Focus on QUALITY, transparency, openness

> “What we have here is a failure to communicate” – Cool Hand Luke

**IC® = IMPROVED COMMUNICATION SKILLS**

<table>
<thead>
<tr>
<th>THOUGHT PATTERN / BEHAVIOR</th>
<th>FROM...</th>
<th>TO...</th>
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</thead>
<tbody>
<tr>
<td>LISTENING</td>
<td>Talk more than listen. Interrupt people to provide own thoughts &amp; ideas.</td>
<td>Listen more than talk. Let people finish their thoughts.</td>
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<tr>
<td>ENGAGING OTHERS IN CONVERSATION</td>
<td>Give advice/tell people what I think they should do.</td>
<td>Ask questions to elicit their best thinking so they can decide for themselves what they want to do.</td>
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**ADDRESSING WORK-SIDE “OBVIOUS” STRESS**

**SWOT Analysis**
- Surveys, focus groups, etc. to identify weaknesses and threats.
- Prioritize & address what is most critical and will make the most difference first

Source: C. Steven Byrum, Ph.D., Judgment Index (2010)
### IC® = IMPROVED WORK RELATIONSHIPS

<table>
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<tr>
<th>THOUGHT PATTERN / BEHAVIOR</th>
<th>FROM…</th>
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<tbody>
<tr>
<td><strong>COLLEAGUES / EMPLOYEES</strong></td>
<td>• Get employees to do their jobs and tell them what to do.</td>
<td>• Allow employees to create own way of being effective in their roles.</td>
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<tr>
<td></td>
<td>• Impatient; jump in to fix problems for others.</td>
<td>• More patient; allow people to figure things out for themselves.</td>
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<tr>
<td><strong>CUSTOMERS</strong></td>
<td>• Lecture clients/customers on what they should do based on my thinking about their situation.</td>
<td>• Let them talk, ask ‘s about what they want and what is important and providing guidance from there.</td>
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### CREATING A “STRESS-HARDY” CULTURE

**Assess Current Stress Load:**
- ID sources of unnecessary stress
- Make it SAFE for people to be honest & open

**Control:**
- Avoid “learned helplessness”

**Meaning & Purpose:**
- Help EEs find meaning & purpose

Source: David Lee (2010), *Human Nature @ Work*

### ADDRESSING SELF-SIDE “OBVIOUS” STRESS

**Increase I>E>S Thinking Through IC® =**
- Clarity of what is important
- Ability to prioritize and find best thinking/good judgment IN THE MOMENTS of high stress
- Strengthens self-side overall
IC® = IMPROVED RESILIENCY / COPING WITH STRESS

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<th>THOUGHT PATTERN / BEHAVIOR</th>
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<tr>
<td>PERCEPTION OF STRESS</td>
<td>Overwhelmed by stressful situations &amp; trying to figure out what to do.</td>
<td>Focus on what is most important; gain clarity about situations before moving into action steps, resulting in less stress and not feeling overwhelmed.</td>
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<tr>
<td>HANDLING PERSONAL CHALLENGES</td>
<td>Acting based on habits.</td>
<td>Act based on what is most important. Recognizing I can make a difference in my life.</td>
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JI™ GROUP STRESS INDEX

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<tr>
<th>STRESS INTENSITY INDEX</th>
<th>Work-side</th>
<th>Self-side</th>
<th>Work-Life Balance</th>
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<tbody>
<tr>
<td>Name</td>
<td>Anxiety</td>
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INTRINSIC IS THE KEY TO RESILIENCY!

“The intrinsic is the proverbial giant upon which the systemic and extrinsic must stand. All of the systemic conceptualization and extrinsic implementation will either be diminished or enhanced by the strength of the intrinsic. It must never be forgotten or underestimated that all work – including the work of resiliency – will be accomplished through people.”
(C. Stephen Byrum, Ph.D.)
RESILIENCY = I>E>S

Increased Intrinsic CAPACITY
Ability to activate increased intrinsic capacity

Putting Concepts into Action...

Stop Doing, Start Being

• People know if being manipulated, coped with, etc....it’s not about skills but how leaders regard others.

• Our thinking about others influences how they perceive our behaviors.

• People respond not to what we’re doing but how we’re being.
CASE STUDY: WHAT NOT TO DO

2008 Culture Survey:
> 34% experiencing great stress; 31% not having good life balance:
> Additional comments made about concerns about stress levels, fatigue and 12-hour work days
> Major concerns with XYZ Division

2011 Culture Survey, Work Comp Claims, Medical Claims, Health Assessment/Screening...

ABC WORK COMP HISTORY
Incurred Losses vs. Incidents By Policy Period as of 10/2011

ABC MEDICAL PLAN HISTORY
Additional Notes: Steady increase in musculoskeletal & alcohol-related claims (# and $ of claims)
HEALTH ASSESSMENT IMPROVEMENT

CASE STUDY: WHAT TO DO
• Culture Survey
• Judgment Index™ for Leaders
  > Baseline/workshop, Team reports, re-assess
• Intrinsic Coach® Development Series for Leaders:
  > ICDS 1 and ICDS 2
• Communication & Improving/Rebuilding Trust
• Additional development for leaders (i.e., book reviews, workshops, etc.)
• Judgment Index™ and IC® for employees

“Working here is a lot more fun since we started outsourcing our stress!”
A RESILIENT ORGANIZATION

WHAT NEW THINKING ARE YOU BRINGING BACK TO YOUR ORGANIZATION???

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