

# Workplace Health – Or, Is *Resilience* Enough?



*Presented by:*

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# **Resilience Defined:**

**Reivich & Shatte (2002) said people with high resilience can:**

- Overcome obstacles of childhood (past)**
- Steer through everyday adversities**
- Bounce back quickly & easily**
- Reach out and extend their limits**



## Resilience is *also* . . .

“the ability to remain fully engaged  
in our life and work -  
energized, motivated, positive, and focused -  
despite the challenges, setbacks, and adversities  
that we encounter.”

[Jim Loehr & Tony Schwartz, *The Power of Full Engagement*, 2003]



Research has shown

## Resilience is . . . The Key to Success

The empirical research demonstrates that

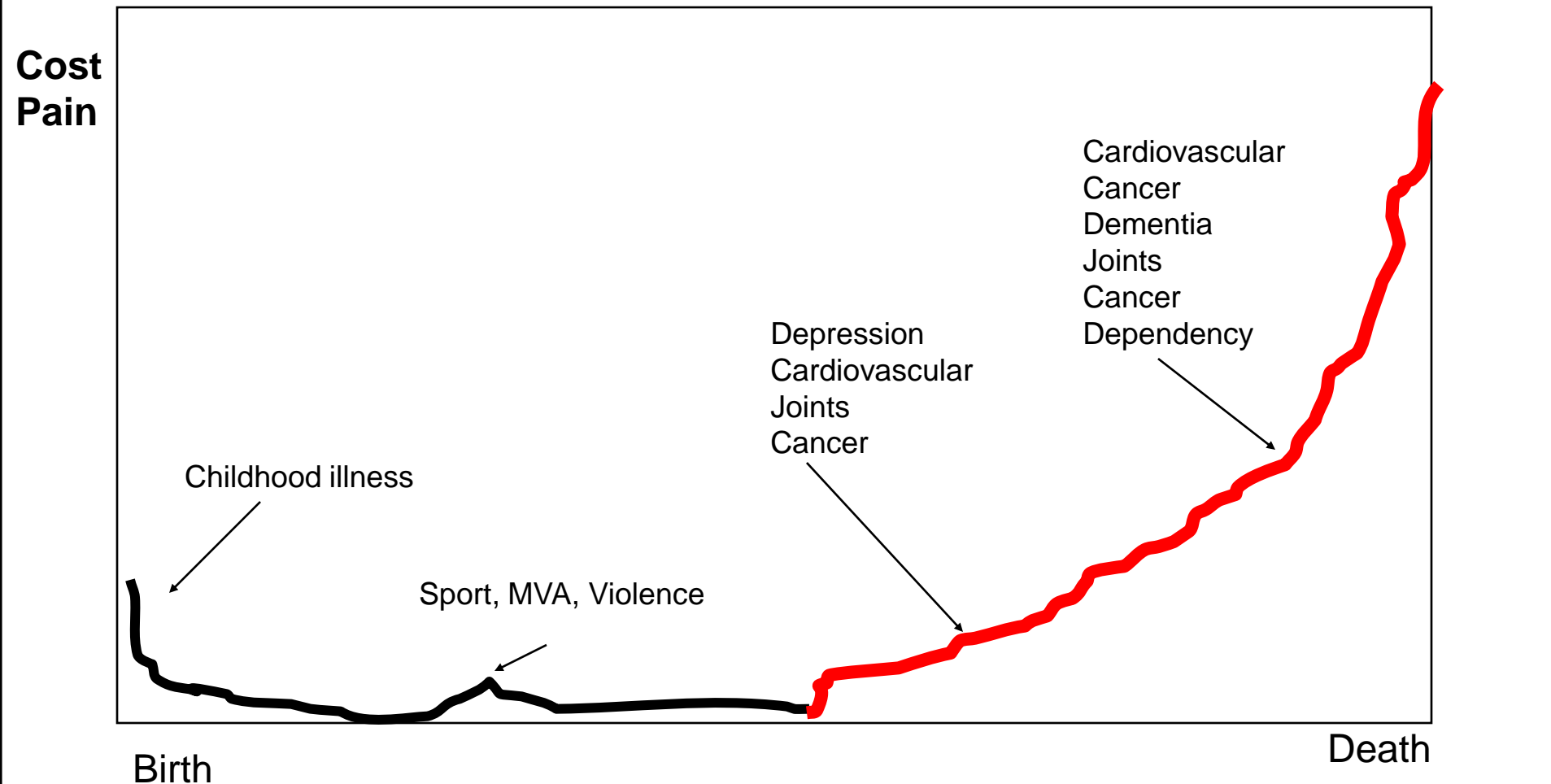
“more than education....  
more than training.....  
more than experience....

it is *personal resilience*  
that determines who succeeds and who  
fails”

[Harvard Business Review, May 2002]



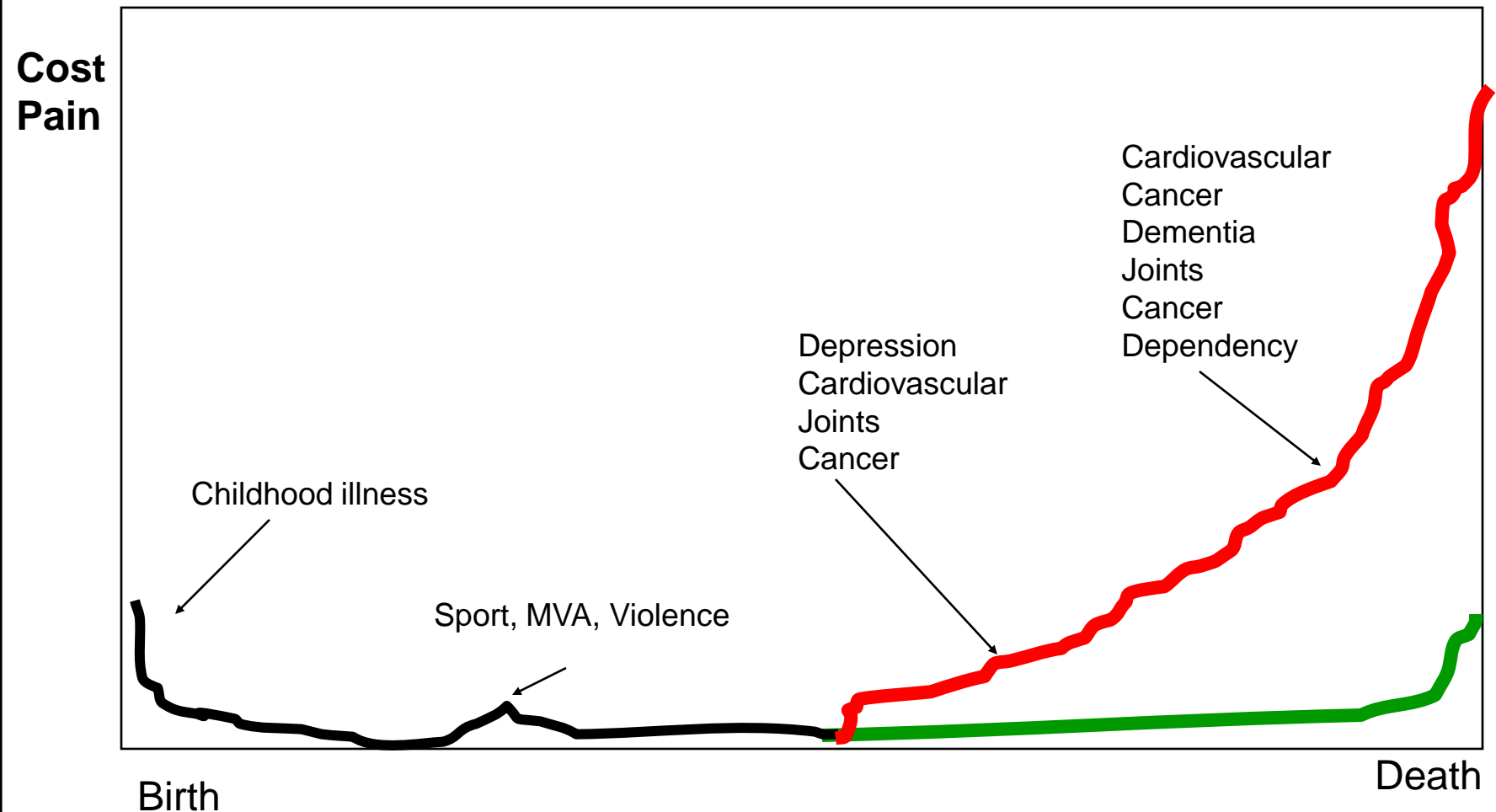
## Morbidity Lifeline





## Morbidity Compression

Another 15 years can be healthy & productive!





“We each have a vast, untapped potential to further our growth and development . .

We utilize only a small fraction of our capacity – physically, mentally, emotionally, and spiritually.

There is massive evidence that dramatic alterations of mind and body are possible.”

*[George Leonard, Integral Transformative Practice]*





## The Horse-and-Carriage Metaphor

The driver is the mind that keeps us on route



The horse is the  
emotional drive  
energy

The carriage is  
the physical  
body

The owner (who should be in the carriage) is the Self  
who decides where this entity is to go



# The Domains of Personal Resilience



# The Resilience Thermal

Evidence-based practices to master your personal resources





# The Death Spiral?



# Organizational Resilience

- A resilient organization demonstrates a calm, energized, engaged, focused, and purposeful environment.
- Its people encourage a healthy, happy, creative, and productive culture.

*Ultimately this attracts, retains, and motivates all stakeholders – from customers and clients to leadership and staff.*

# Organizational Resilience

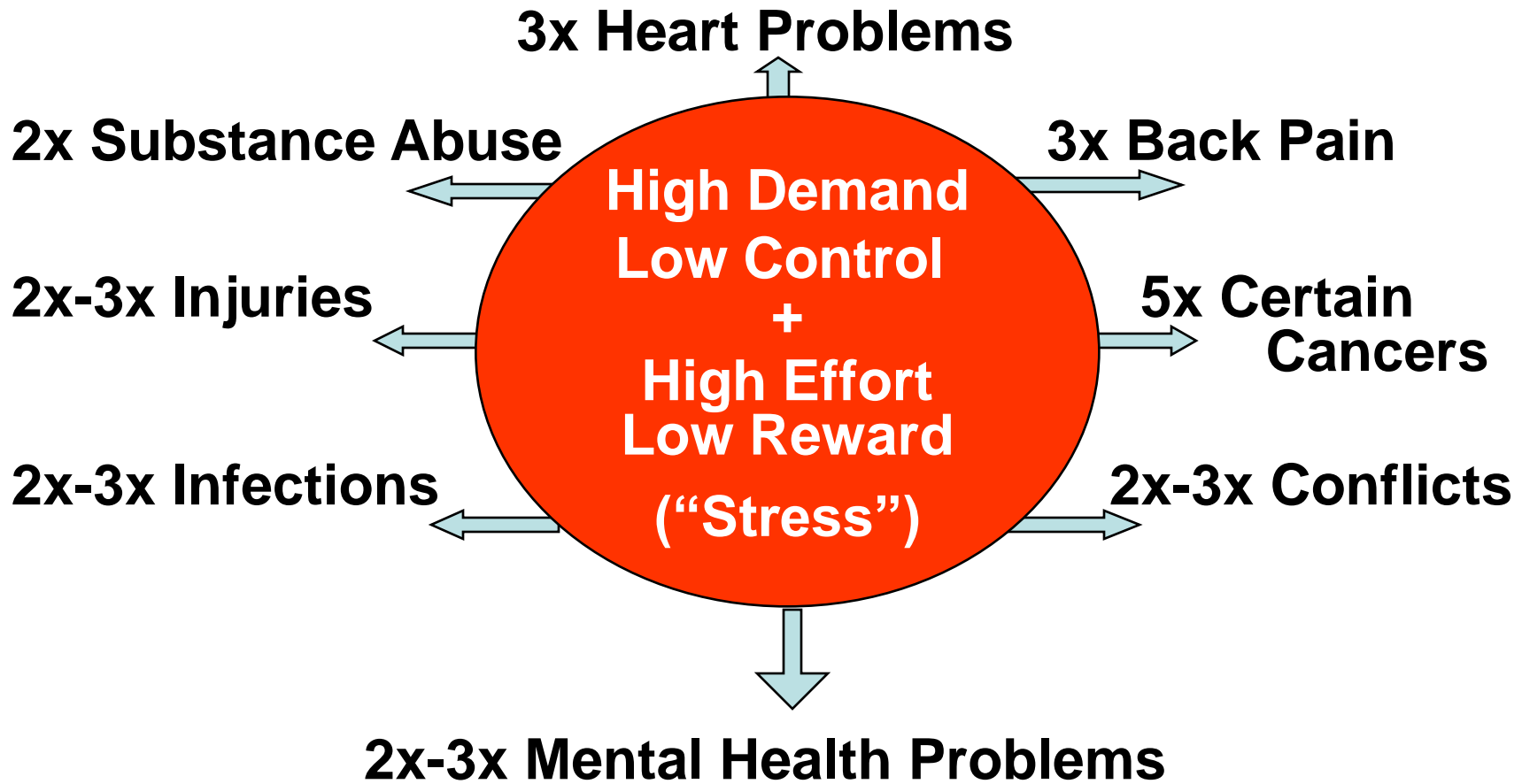
*A resilient organization achieves its own potential through encouraging the ability of those working within it to:*

- *Thrive on challenge;*
- *Have a positive impact on others;*
- *Bounce back from adversity; and*
- *Explore and reach their full potential*

# The Domains of Organizational Resilience



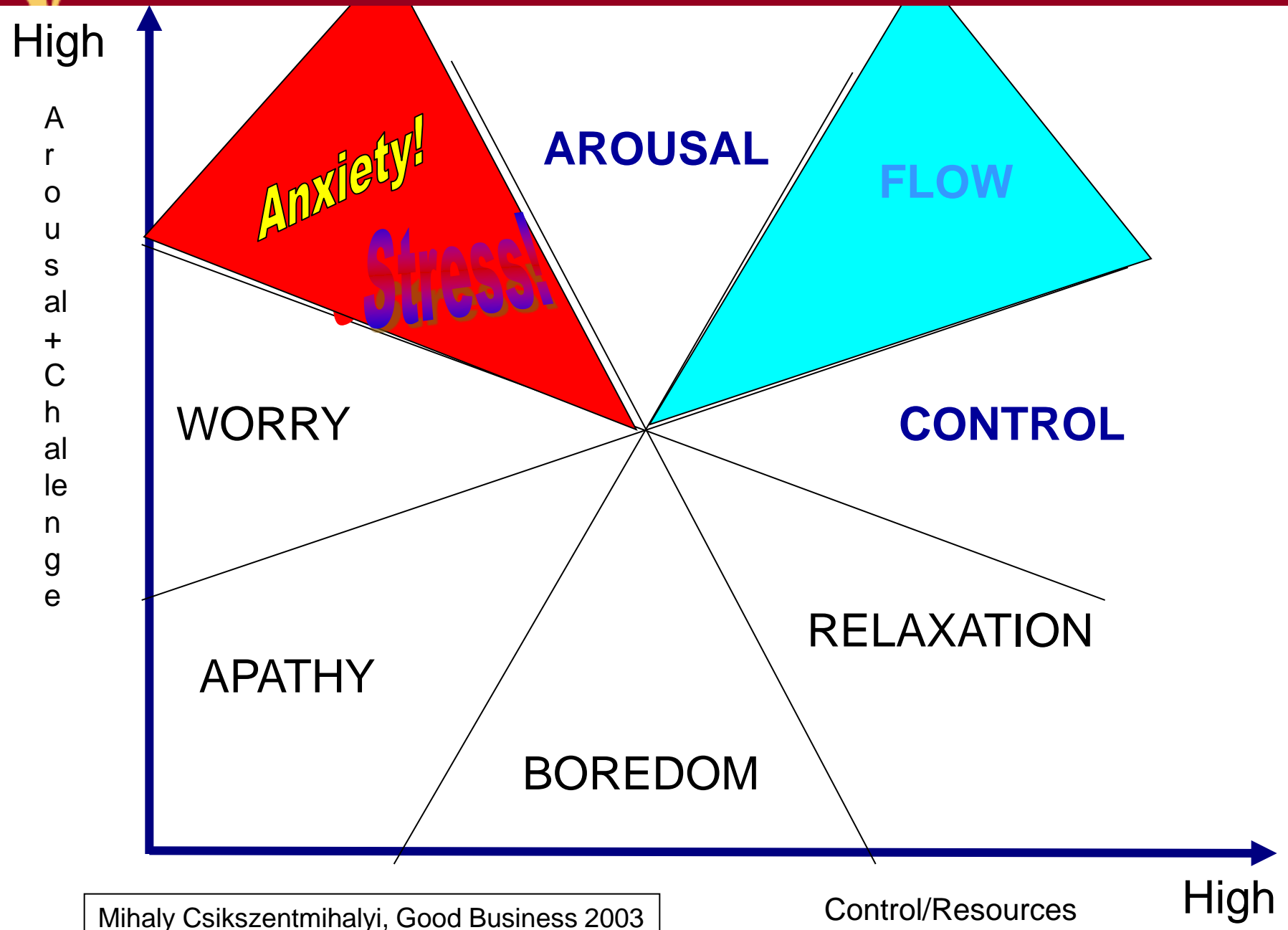
# The Impact of Poor Organizational Resilience on Employees Stress





# The Impact of Poor Organizational Resilience on Employees → Stress

- 1 out of 5 employees has a mental disorder
- 30 – 50% of disability claims are due to mental disorders
- In Canada, mental illness costs \$33 billion per year in lost production alone
- The estimated cost of stress in organizations:
  - 40% turnover costs
  - 55% EAP costs
  - 60% workplace accidents
- Stress-related lawsuits



Mihaly Csikszentmihalyi, Good Business 2003



# How does it feel to be in flow?

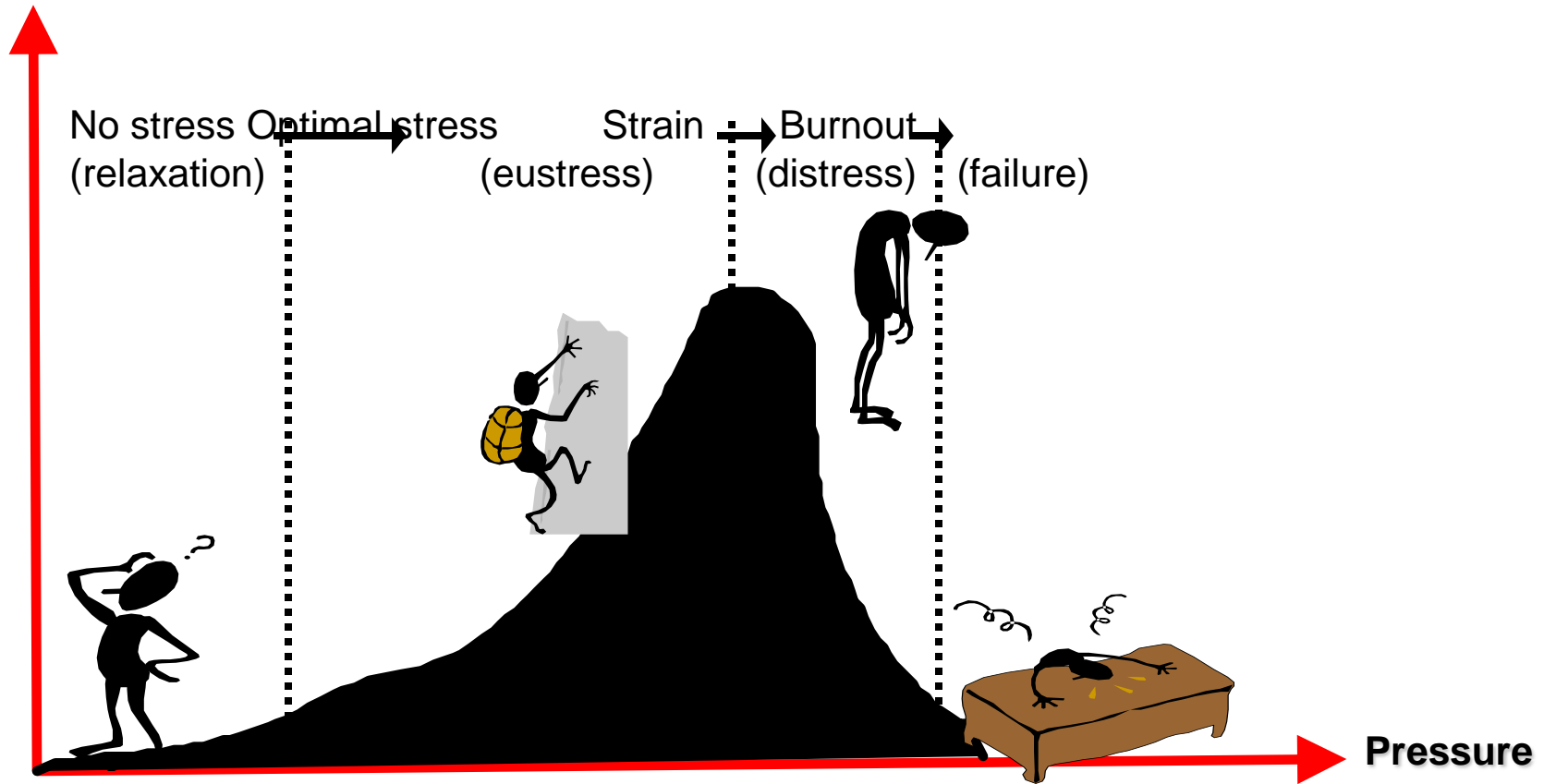
- Goals are clear
- Feedback is immediate
- Balance between skill and challenge
- Concentration deepens
- The present is what matters
- Control is no problem
- Sense of time is altered
- Loss of ego (fully engaged)



## A. Manage Your Stress & Recovery

### i) Monitor your Stress Load

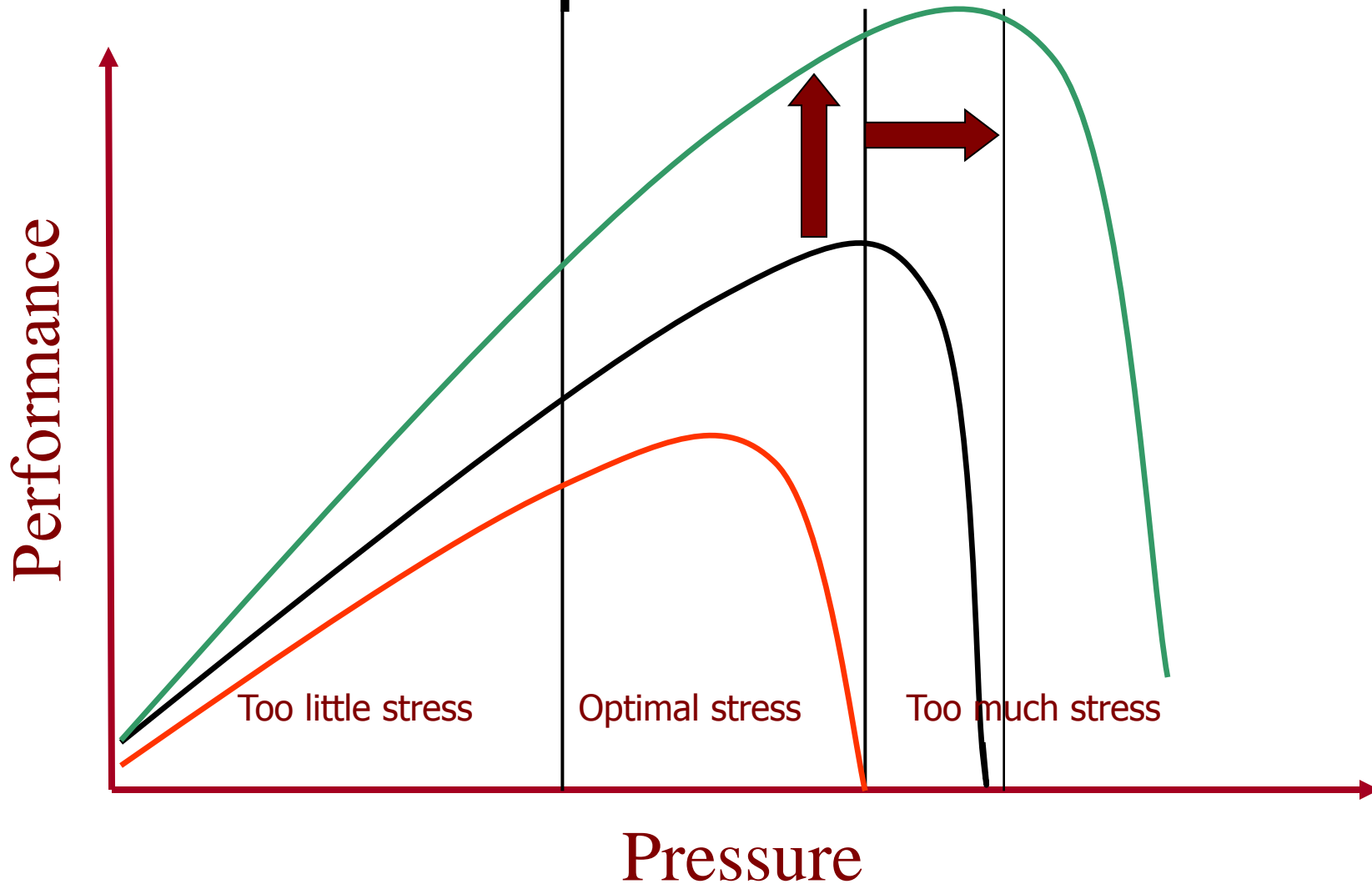
Performance



The level of perceived pressure, external or self-imposed, determines how we cope



## Building resilience expands capacity & lifts performance



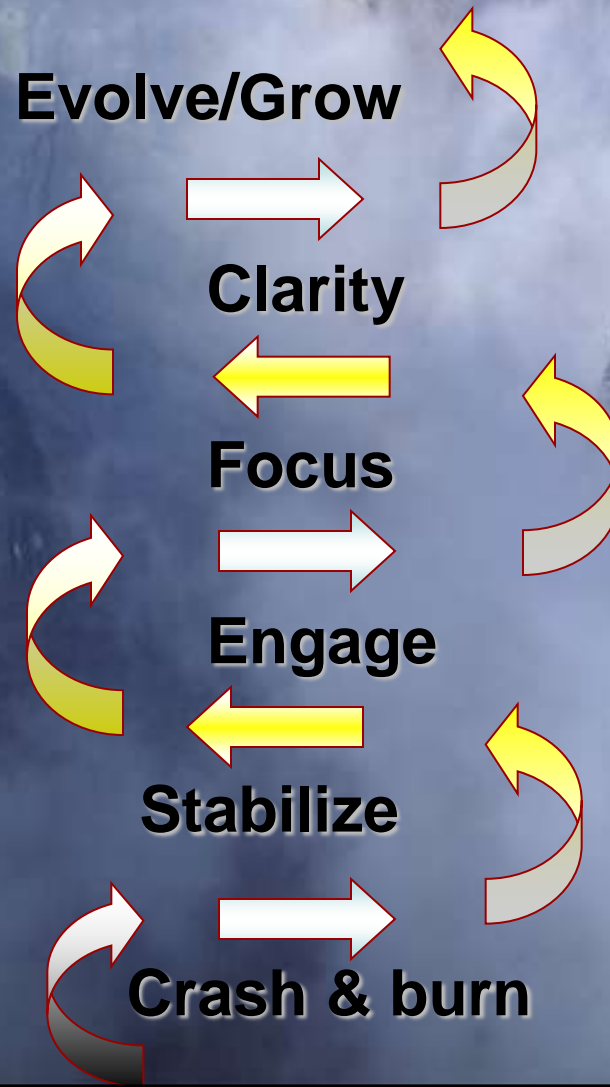


# The Death Spiral?



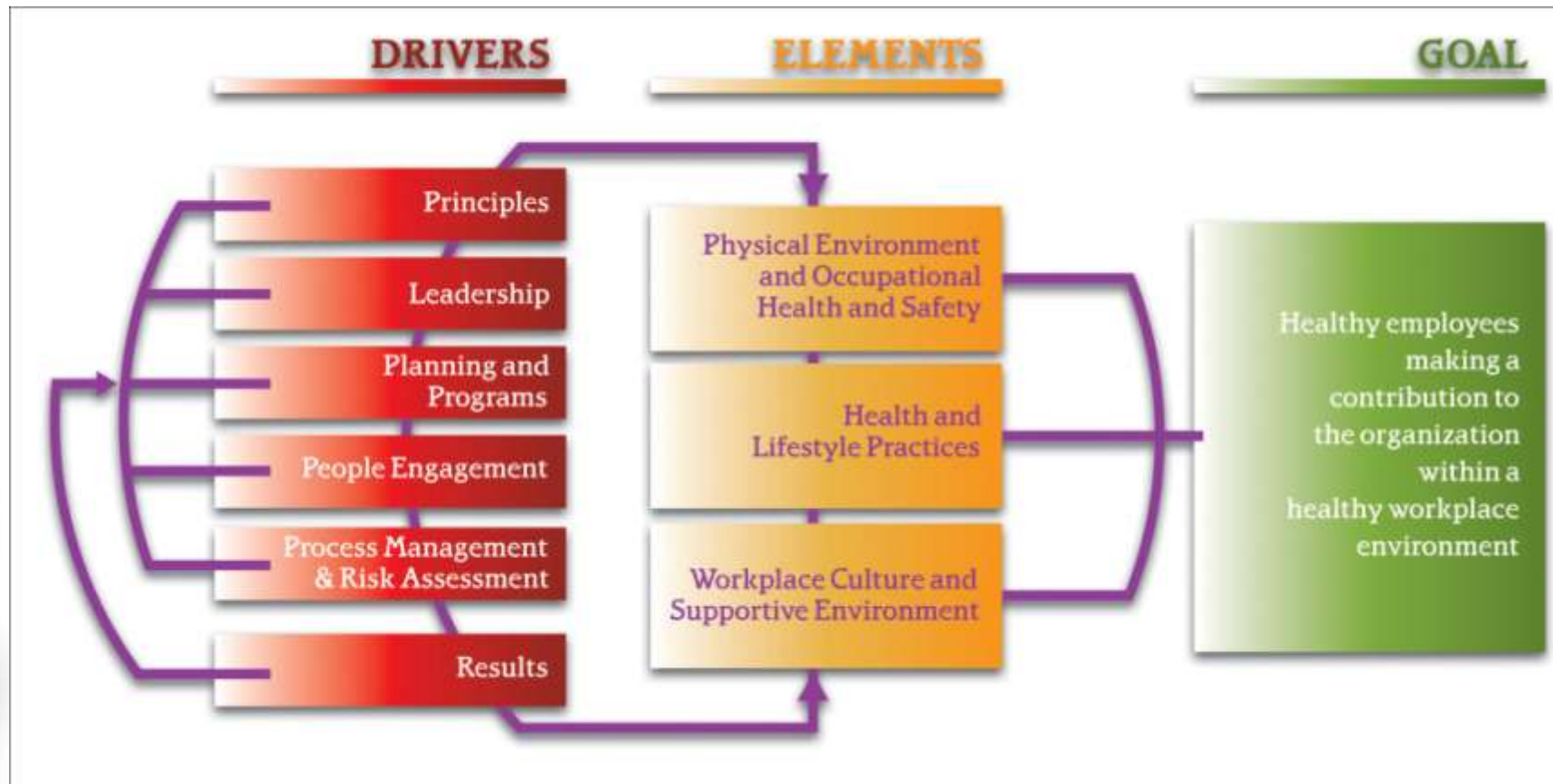
# The Resilience Thermal

for Organizations



# Canadian Healthy Workplace Framework®

1996 (partnership Health Canada – enhanced/updated 2005)



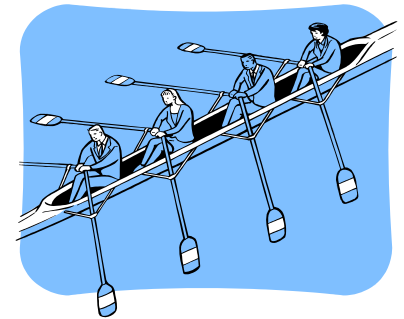


# Quality & Healthy Workplace linkage

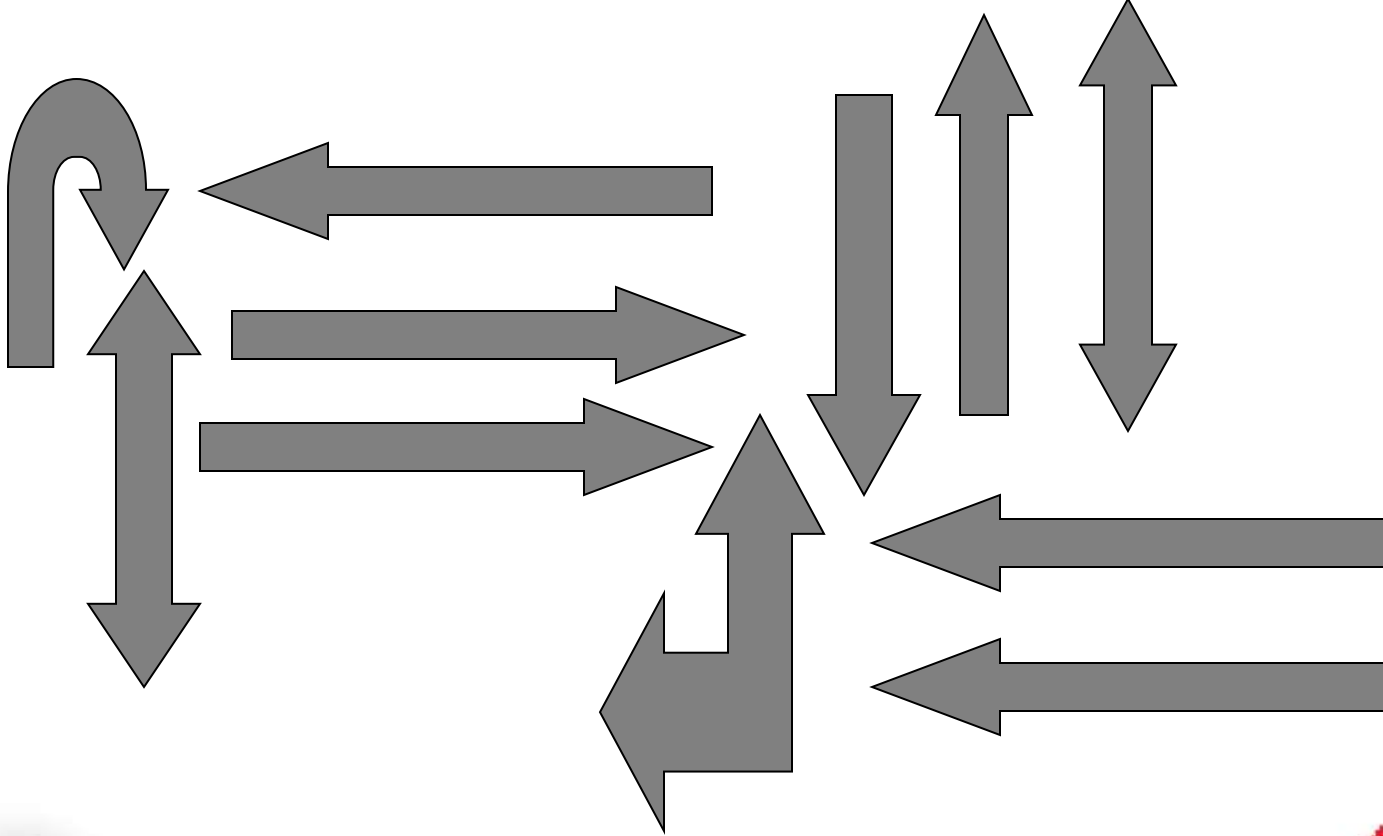
- Excellence through quality is more than about product/service quality
- In the final analysis – “quality of life” (org’n.)
- To sustain quality – a better focus needed on employee health and wellness
- This strategic issue is linked to productivity and competitiveness

# Why use a Framework?

- Sets out “right things to think about”
- Gives Consistency of focus
- Applies a Conceptual base
- Integrates Initiatives

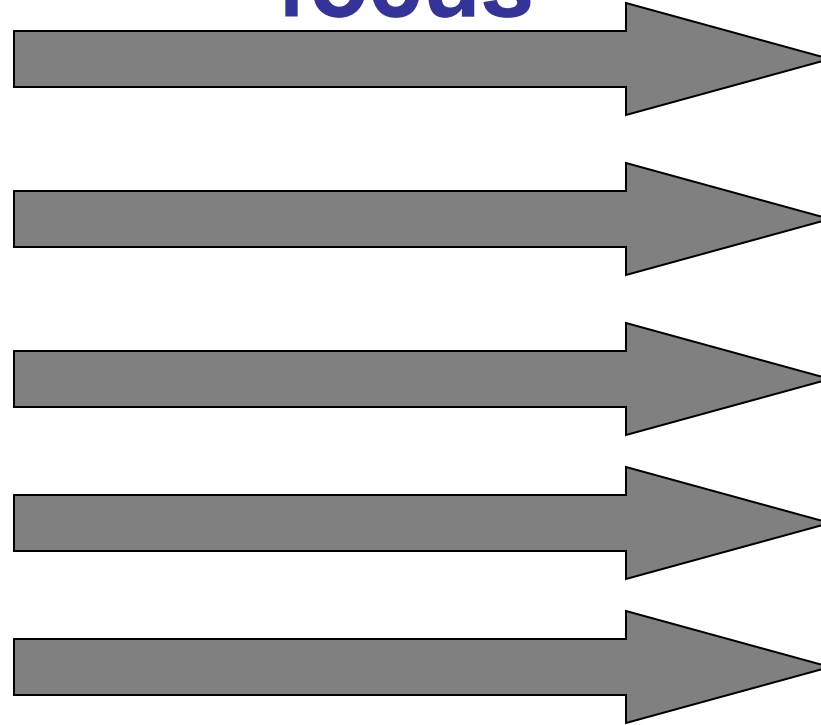


# Organizational Initiatives



©NQi

# NQI Criteria – demands strategic improvement focus



# NQI Strategic Focus on Excellence

- Employer of Choice
- Motivated Employees
- Healthy, Resilient Employees
- Satisfied customers/citizens
- Social Responsibility

# Healthy Workplace + Resilience

- Not just a mental health/physical fitness program
- Comprehensive approach (not a quick fix)
- Sustainable results are important
- Integrated with business planning
- Senior leaders engaged
- Wellness of people considered in everything you do
- It's a change in CULTURE

# Elements of a Healthy Workplace



# 1. Physical Environment

- Foster and support safe and healthy workplace - reinforce good practices
  - Example:
    - ✓ workplace design
    - ✓ ergonomics
    - ✓ Equipment
    - ✓ Air quality
    - ✓ noise levels etc



## 2. Health & Lifestyle Practices

- Enable/support social, intellectual, emotional & spiritual well being
- Healthy choices and lifestyles
- From information to behaviour change - Examples:
  - ✓ fitness
  - ✓ literature
  - ✓ healthy food options, etc

# 3. Workplace Culture & Supportive Environment

- Clarity/understanding of purpose/goals/vision/mission
- Freedom of expression
- Feeling valued
- Respect & dignity
- Coping with stress – having a sense of control
- Work-life balance (life/work harmony!)

# Benefits For Your Organization

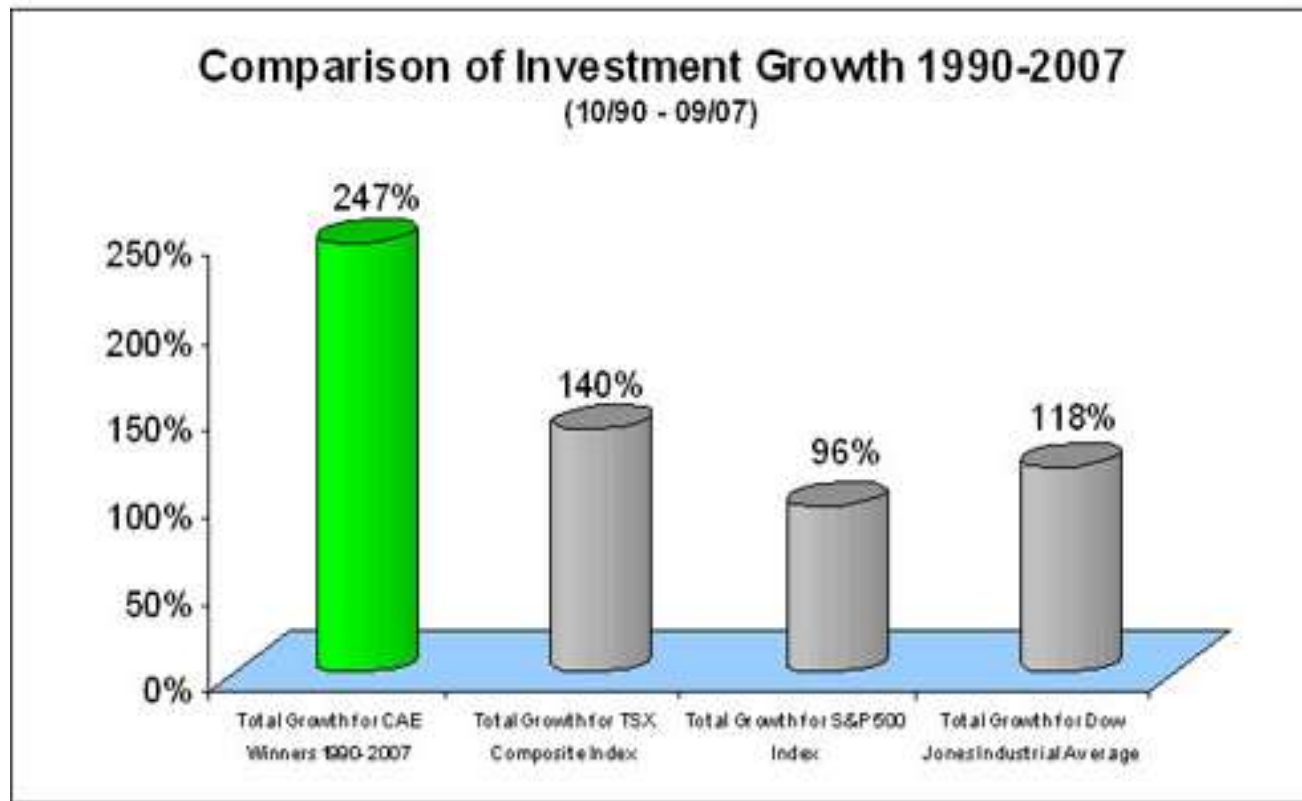
- Sustainable improvements
  - Productivity
  - Efficiency
- Financial performance
  - Competitiveness
- Customer/citizen/client loyalty
- A RESILIENT organization!

# It Takes Time to Bring About Change

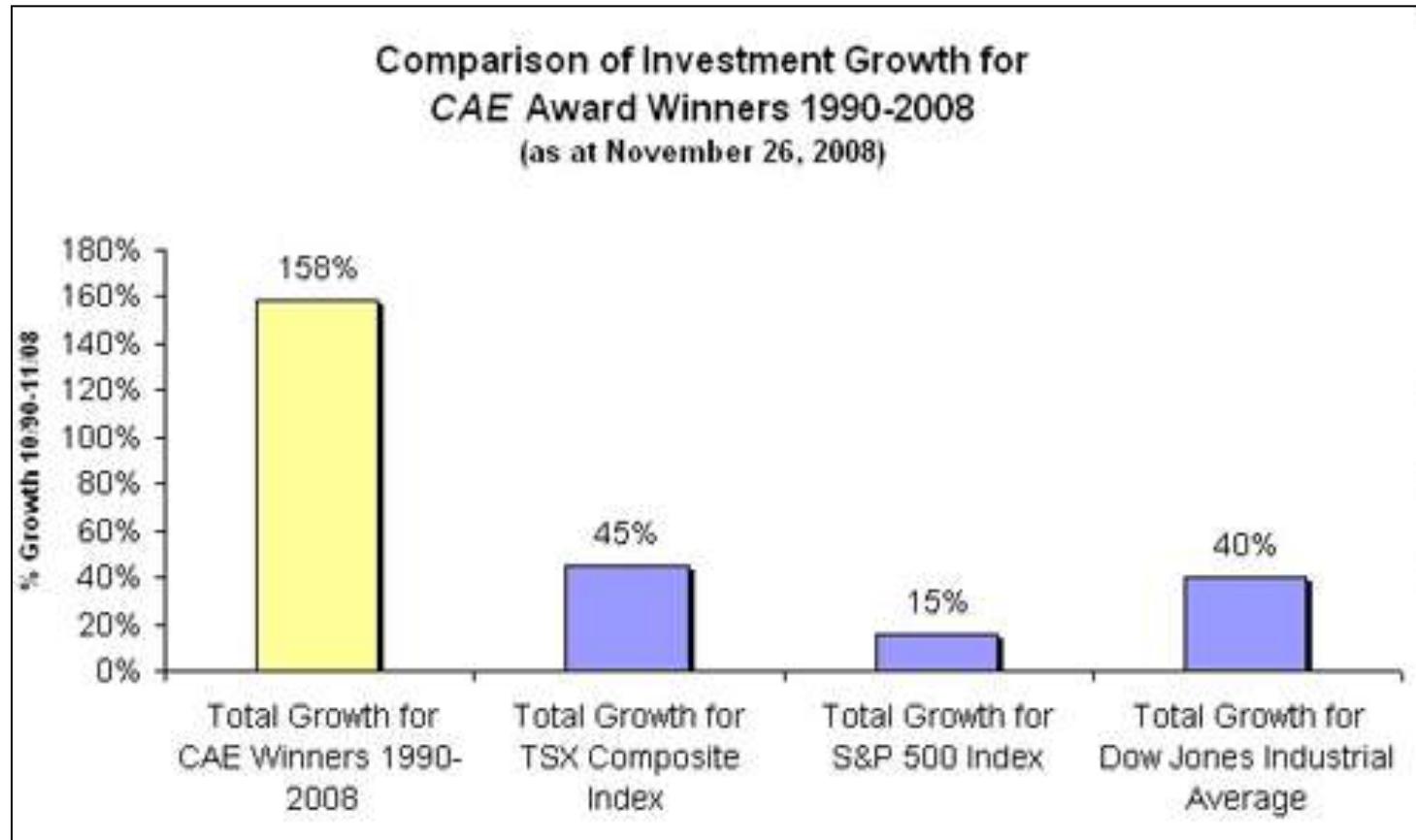


Dr. Robin Williams, Medical Officer of Health, Regional Municipality of Niagara

# CAE Winner Sustainable Results



# CAE Winner Sustainable Results



36% ↓

68% ↓

84% ↓

66% ↓

“Knowing is not enough;  
we must apply.

Willing is not enough;  
we must do.”

*Goethe*  
*German Philosopher*

Thank You!  
Questions???

