Wellbeing

Embedding the findings of research into policy and practice at the University of Birmingham.

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What is the central idea?

- ☐ **It is increasingly common to hear or read about organisations becoming more aware of wellbeing, and issues relating to the impacts of work on health (including mental health).**

- ☐ **Its likely that a better understanding of people and their health at work (health in a much broader definition than previously) will differentiate "good" employers from the rest**

- ☐ **And this will directly impact on engagement and performance.**
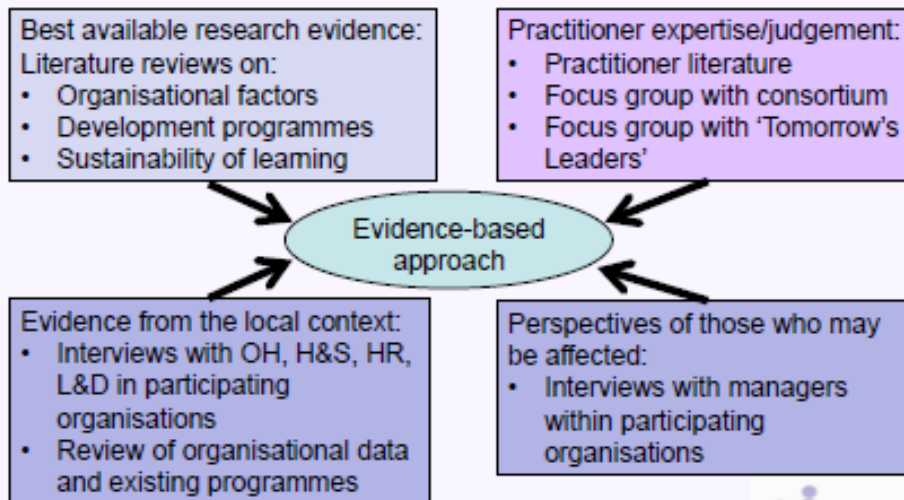
So what is wellbeing?

- ☐ **Being defined through various lenses.**
  - – **Health (a condition individuals can achieve and maintain)**
  - – **Behaviour (individual choices to achieve wellbeing)**
  - – **Psychology (emotional and other impacts)**
  - – **A set of values or ethics an organisation can promote.**
  - – **Performance enhancing outcome related to engagement.**
  - – **Standards and charters organisations can achieve to demonstrate commitment to their employees and communities.**

- ☐ **Wellbeing is being scientifically modelled, discussed as a social and cultural phenomena (in the media), and increasingly understood by individuals as a life-style choice.**

- ☐ **The challenge is for organisations to make sense of this and meet the stakeholder expectations?**

Approach to wellbeing at UoB

- ☐ **We seek to understand wellbeing and implement good practice.**

- ☐ **Seek practitioner ready tools (and these should be relevant to SMEs.)**

- ☐ **Use research to inform policy and practice where we can.**

- ☐ **We have established a community of interest around work, wealth, and wellbeing (W^3) and continue to explore ways of turning research findings in to practitioner ready tools.**

- ☐ **We strive for a single community of health (increasing the shared services for both staff and students).**

- ☐ **We understand that business decisions create emotional responses (and seek to anticipate these and support where appropriate).**

Contextual factors and management development – the evidence bases

Best available research evidence:
Literature reviews on:
- Organisational factors
- Development programmes
- Sustainability of learning

Practitioner expertise/judgement:
- Practitioner literature
- Focus group with consortium
- Focus group with 'Tomorrow's Leaders'

Evidence-based approach

Evidence from the local context:
- Interviews with OH, H&S, HR, L&D in participating organisations
- Review of organisational data and existing programmes

Perspectives of those who may be affected:
- Interviews with managers within participating organisations

affinity
health at work

Public Health agenda.

Public Health England

'Finding a solution to a complex problem'

Six essentials for workplace well-being

Resources & communication

Control

Balanced workload

Job security & change

Work relationships

Job conditions

Public health concerns

Physical activity

Healthy Eating

Alcohol and drug consumption

Smoking

Mental health

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change 4 life

Resilience model

Confidence

Having feelings of competence, effectiveness in coping with stressful situations and strong self esteem are inherent to feeling resilient. The frequency with which individuals experience positive and negative emotions is also key.

Purposefulness

Having a clear sense of purpose, clear values, drive and direction help individuals to persist and achieve in the face of setbacks.

RESILIENCE

Social Support

Building good relationships with others and seeking support can help individuals overcome adverse situations, rather than trying to cope on their own.

Adaptability

Flexibility and adapting to changing situations which are beyond our control are essential to maintaining resilience. Resilient individuals are able to cope well with change and their recovery from its impact tends to be quicker.

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Good day at work

Exploring regional workplace wellbeing charters

THE WORKPLACE **WELLBEING CHARTER**
NATIONAL AWARD for ENGLAND

Funded in Liverpool by Liverpool City Council Delivered by Health@Work

HOW DOES THE WORKPLACE WELLBEING CHARTER WORK?

Employers can sign up to it using our online self-assessment tool, and find out what they are already doing right, and where they need to improve.

LEADERSHIP
- Understand and believe in the value of a healthy workplace
- Active support from Senior Management
- Removal of barriers
- Providing time and skills
- Develop an action plan, monitor and review
- Identify priorities

CULTURE
- Embedding health and wellbeing in the organisation
- Ensuring a healthy and safe workplace environment
- Employees feel valued and included
- Supporting staff with illness or disability
- Promoting work/life balance

WELL-BEING

COMMUNICATION
- Effective communication
- All staff feel included and involved
- Means of communication meets the needs of the workforce

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Examples of Practitioner ready tools

☐ **HSE management standards (for work-related stress).**

☐ **CIPD Management competencies**

☐ **Coaching-based safety advice.**

Management competencies for preventing and reducing stress at work: refined framework following phase 2 of the research

Competency	Sub-competency	Do (✓) Don't (✗)	Examples of manager behaviour
Respectful and responsible: managing emotions and having integrity	Integrity	✓	• is a good role model • treats team members with respect • is honest
		✗	• says one thing, then does something different • speaks about team members behind their backs
	Managing emotions	✓	• acts calmly in pressured situations • takes a consistent approach to managing
		✗	• is unpredictable in mood • passes on stress to employees • panics about deadlines • takes suggestions for improvement as a personal criticism
	Considerate approach	✗	• makes short-term demands rather than allowing planning • creates unrealistic deadlines • gives more negative than positive feedback • relies on others to deal with problems • imp... • sho...
Managing and communicating existing and future work	Proactive work management	✓	• clea... • dev... • mor... • enc... • stop... • wor... • sees... • revi... • prio...
	Problem-solving	✓	• dea... • follo... • dea...
		✗	• is in...
	Participative/ empowering	✓	• give... • corr... deci... • keep... the... • acts... • dele... • helps team members develop in their role • encourages team participation • provides regular team meetings
		✗	• gives too little direction to employees

Check list based approach **to help understand what line-managers need in the way of competencies to support the delivery of wellbeing in the workplace.**

Thank you for listening

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