Dr Denise Hamblin

SuperFriend

Indicators of a Thriving Workplace

A Super*friend* Initiative

The Importance of Prioritising Employee Mental Health & Wellbeing

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Outline

What we will cover today

Critical factors for thriving in the workplace
- Workplace Wellbeing
- Supportive environments
- Organisational Culture

The role of leadership
- Supporting mental health
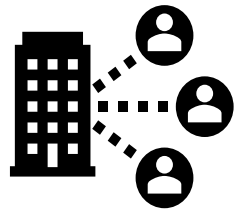- Strategies for psychological safety

Actionable Insights
- Exploration of strategies
- Recommended approaches for enhancing mental health and productivity

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Indicators of a Thriving Workplace

Aim: provide a national benchmark for workplace mental health
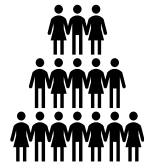
~10k respondents annually
Nine consecutive years

19 industries

Weighted using latest ABS statistics to represent Australian workforce

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Thriving Workplace Scores by Industry

Industry	Score
Information Media and Telecommunications	77.8
Arts and Recreation Services	77.0
Financial and Insurance Services	76.4
Manufacturing	75.8
Electricity, Gas, Water and Waste Services	75.6
Construction	75.5
Professional, Scientific and Technical Services	74.9
Agriculture, Forestry and Fishing	74.7
Rental, Hiring and Real Estate Services	73.0
Transport, Postal and Warehousing	73.0
Administrative and Support Services	72.9
Retail Trade	72.8
Wholesale Trade	72.7
Mining	71.5
Public Administration and Safety	71.2
Accommodation and Food Services	70.6
Health Care and Social Assistance	70.2
Education and Training	70.2
Other Services	69.1

72.8

70.6

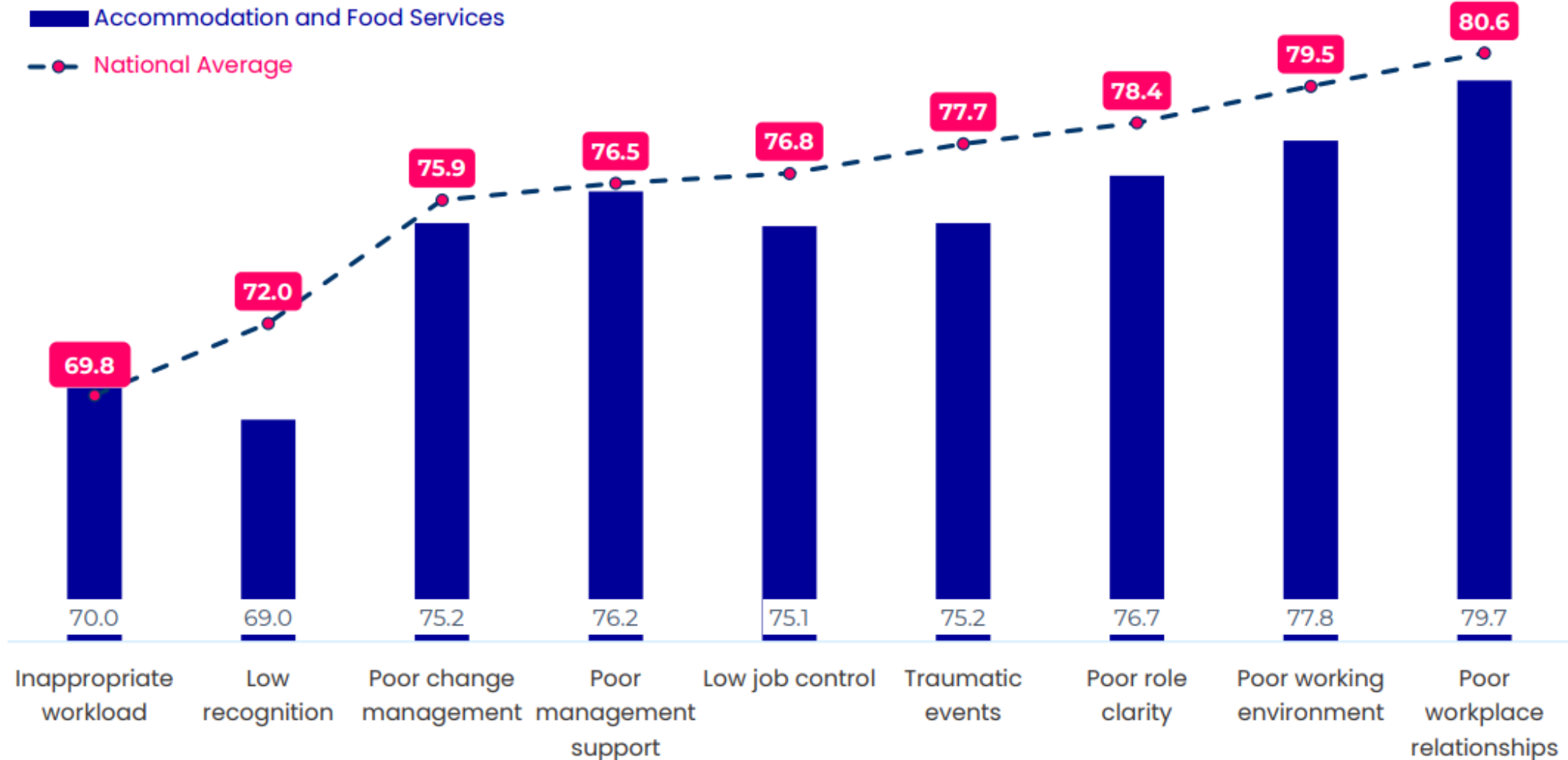Indicators of a Thriving Workplace
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Psychosocial Hazards 2022
Aspects of work that have potential to cause harm

SNAPSHOT: Accommodation and Food Services Industry

Legend:
- Accommodation and Food Services
- National Average

Category	Accommodation and Food Services	National Average
Inappropriate workload	70.0	69.8
Low recognition	69.0	72.0
Poor change management	75.2	75.9
Poor management support	76.2	76.5
Low job control	75.1	76.8
Traumatic events	75.2	77.7
Poor role clarity	76.7	78.4
Poor working environment	77.8	79.5
Poor workplace relationships	79.7	80.6

Domains of a Thriving Workplace 2022

Connectedness
Quality of interpersonal relationships

78.1 **78.5**

60 — 65 — 70 — 75 — 80

Safety
Protection from harassment, bullying, discrimination & violence

74.0 **76.1**

60 — 65 — 70 — 75 — 80

Leadership
How managers support their employees' mental health

71.2 **71.5**

60 — 65 — 70 — 75 — 80

Work Design
How roles, tasks and responsibilities are organised

69.1 **70.1**

60 — 65 — 70 — 75 — 80

Capability
Skills and resources available to support mental health

60.8   **67.9**

60 — 65 — 70 — 75 — 80
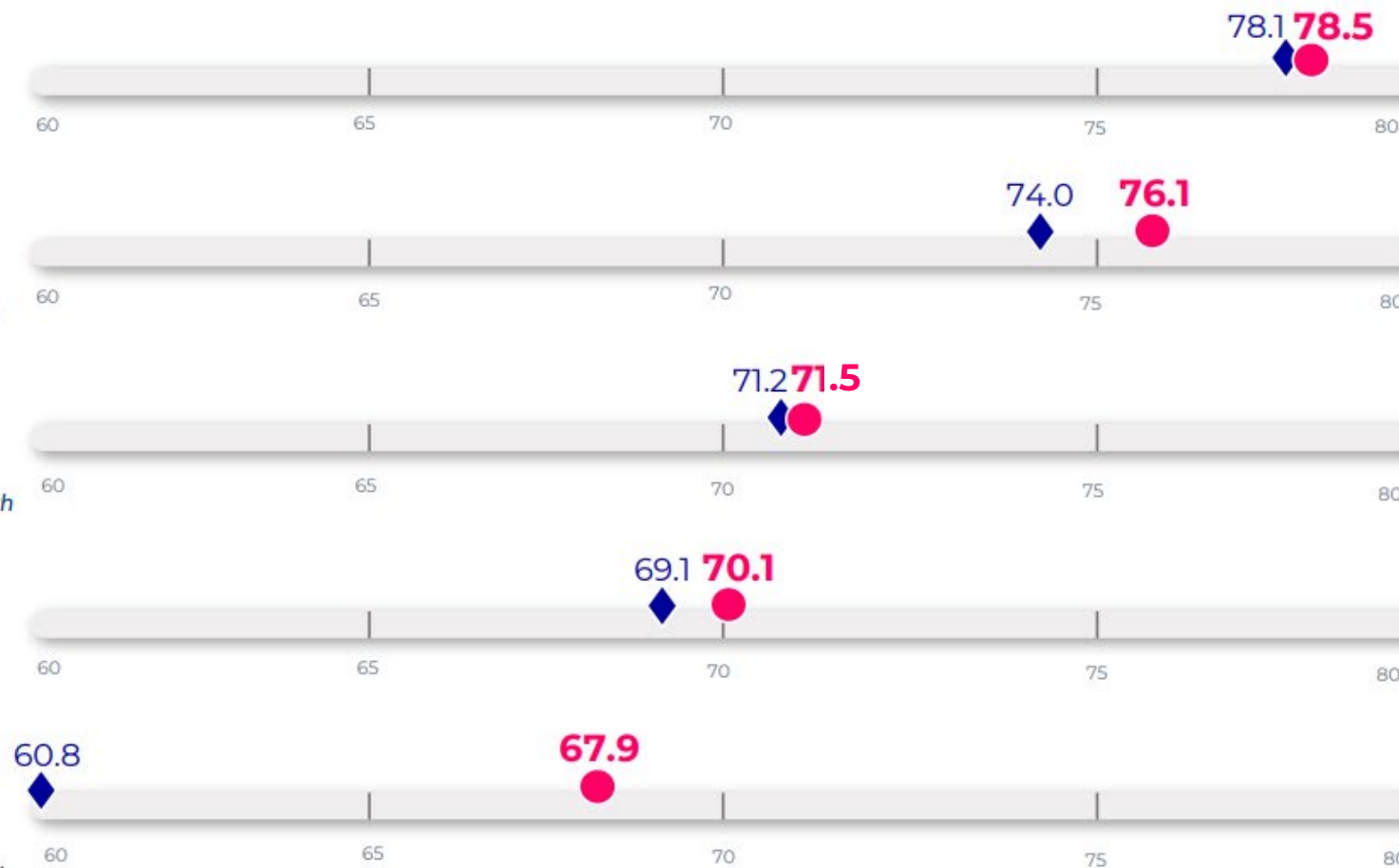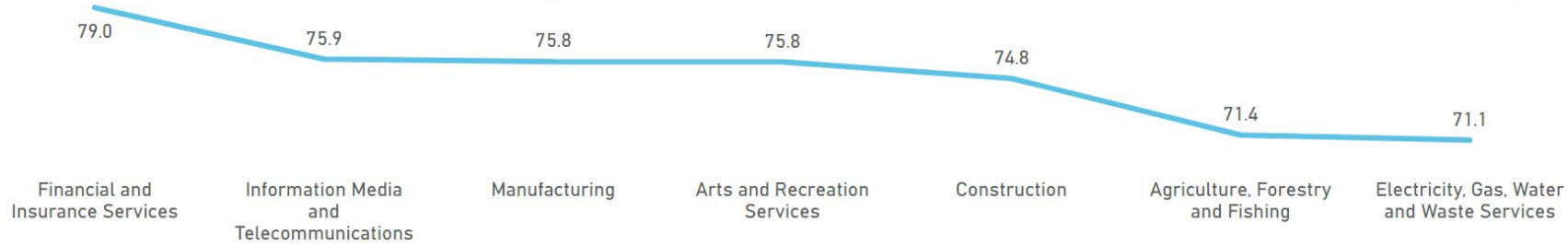
◆ Accommodation and Food Services   ● National Average

Leadership

Leadership comprises how managers enable their teams to achieve shared organisational goals. This includes modelling positive behaviours, providing feedback for growth and nurturing a culture where workers can utilise their strengths.

Leadership

71.5

Leadership scores by industry

79.0 75.9 75.8 75.8 74.8 71.4 71.1

Financial and Insurance Services | Information Media and Telecommunications | Manufacturing | Arts and Recreation Services | Construction | Agriculture, Forestry and Fishing | Electricity, Gas, Water and Waste Services
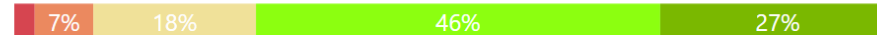
Industry	Leadership score ▼
Arts and Recreation Services	76.8
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Other Services	69.0
Education and Training	68.3
Health Care and Social Assistance	67.7
Mining	67.0
Public Administration and Safety	66.4

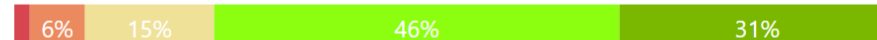### Managers demonstrate how they support their own mental health

● 1 Strongly disagree ● 2 Disagree ● 3 Neutral ● 4 Agree ● 5 Strongly agree

| 15% | 24% | 36% | 21% |

Managers make sure people have the resources needed to do their job

| 7% | 18% | 46% | 27% |

Managers help their teams to solve problems

| 6% | 15% | 46% | 31% |

Managers support their teams to work together

| 7% | 15% | 45% | 32% |

State
All

Organisation Size
All

Gender
All

Age
All

Work Role
All

Employment Term
All

Total Respondents
681

Leadership

Leadership scores by industry
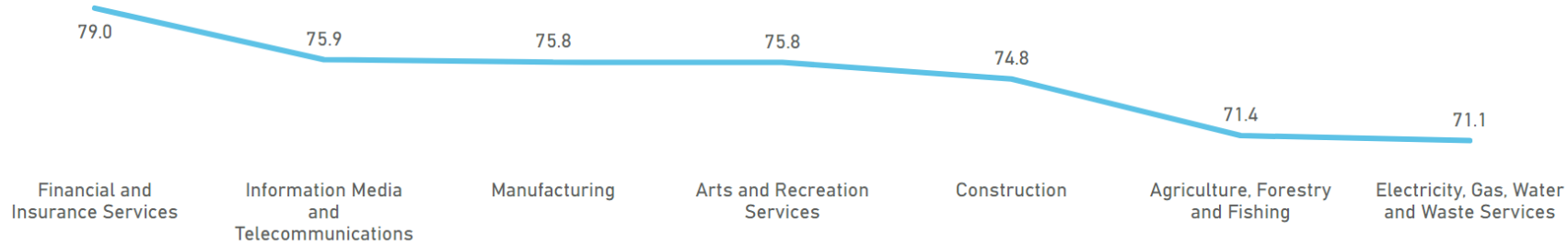
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71.1	Electricity, Gas, Water and Waste Services

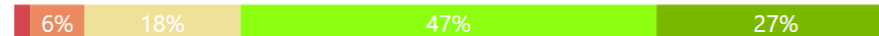| Industry	Leadership score ▼
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Other Services	68.7
Accommodation and Food Services	68.3

Managers demonstrate how they support their own mental health

● 1 Strongly disagree ● 2 Disagree ● 3 Neutral ● 4 Agree ● 5 Strongly agree

	17%	22%	34%	22%

Managers make sure people have the resources needed to do their job

6%	18%	47%	27%

Managers help their teams to solve problems

7%	16%	49%	27%

Managers support their teams to work together

6%	14%	48%	30%

Leadership
71.5

State
All

Organisation Size
All

Gender
All

Age
18-24 years

Work Role
All

Employment Term
All

Total Respondents
1210

LEADERSHIP

Leadership is more challenging than ever before

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Interactive task via Mentimeter

Who does leadership include in an organisation?

In one or two words, what is the key role of leadership in an organisation?
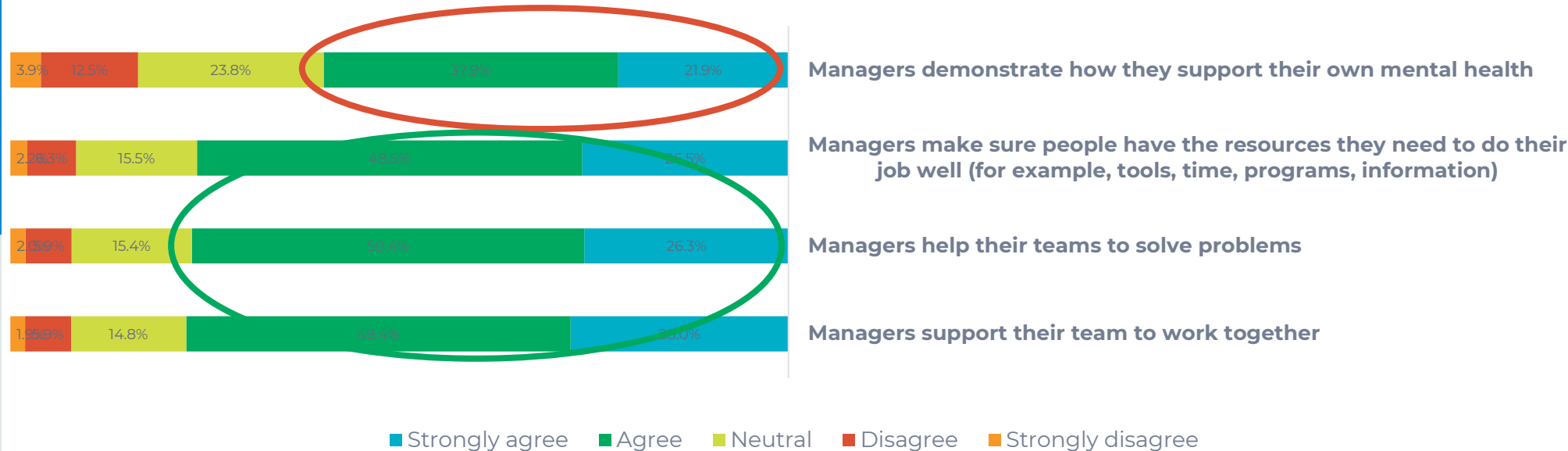
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LEADERSHIP

LEADERSHIP comprises how managers enable their teams to achieve shared organisational goals.

This includes modelling positive behaviours, providing feedback for growth and nurturing a culture where workers can utilise their strengths.

3.9%	12.5%	23.8%	37.9%	21.9%	Managers demonstrate how they support their own mental health
2.2% 6.3%	15.5%	48.5%	26.5%		Managers make sure people have the resources they need to do their job well (for example, tools, time, programs, information)
2.0% 5.9%	15.4%	50.4%	26.3%		Managers help their teams to solve problems
1.9% 5.9%	14.8%	49.4%	24.0%		Managers support their team to work together

■ Strongly agree ■ Agree ■ Neutral ■ Disagree ■ Strongly disagree
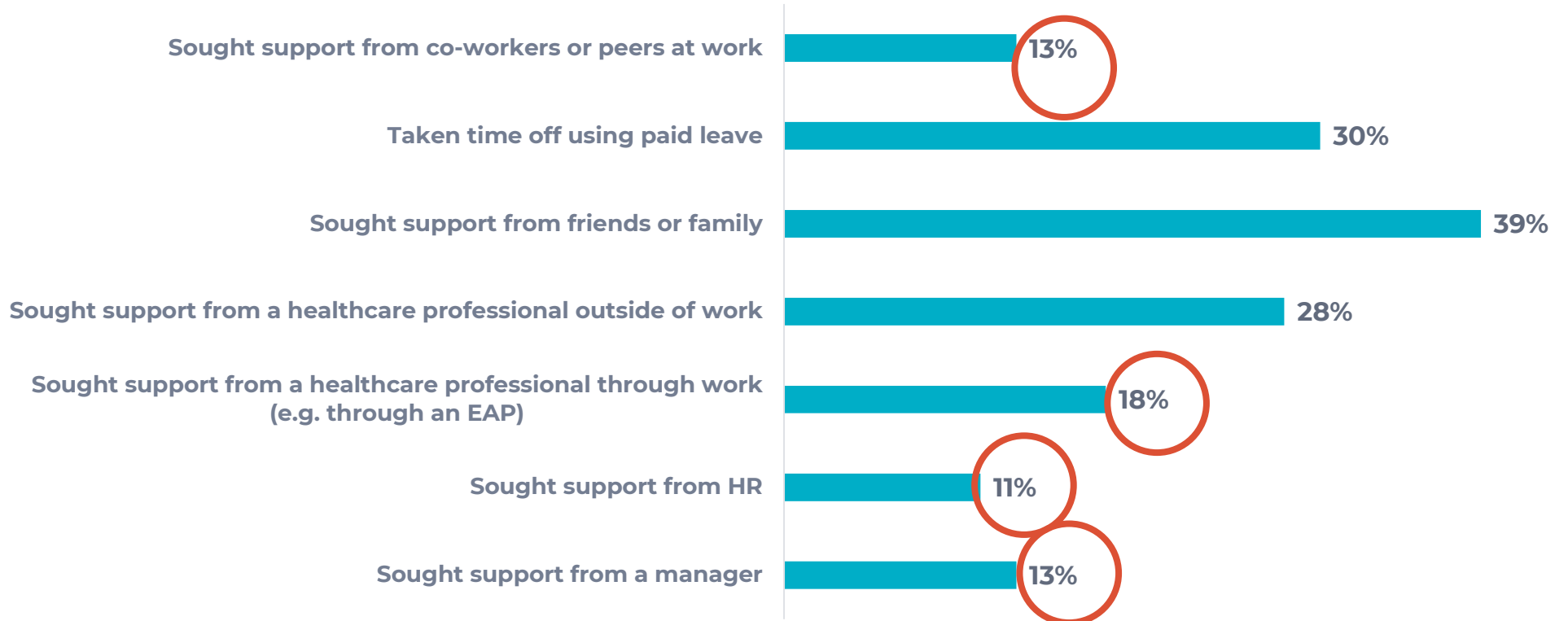
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CONNECTEDNESS

CONNECTEDNESS refers to the quality of interpersonal relationships in the workplace.

High quality connections are characterised by mutual respect, trust and collaboration. This can be seen when workers support each other to succeed and there is a sense of belonging.

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Actions taken to support mental health over the past 12 months

Sought support from co-workers or peers at work	13%
Taken time off using paid leave	30%
Sought support from friends or family	39%
Sought support from a healthcare professional outside of work	28%
Sought support from a healthcare professional through work (e.g. through an EAP)	18%
Sought support from HR	11%
Sought support from a manager	13%

Examples of leadership

LEADERSHIP

We had a good leadership team that continually would call us and check in with us to **see how we were coping** and make sure we were ok and **not talk about work**.

They have **replaced** the previous management team but then proceeded to do very little to **restore** the mental health of previous workers, or to **maintain** that of the current workers.

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Insights

Leaders can support their teams' mental health and wellbeing by creating safe spaces, delivering training, sharing resources or setting up weekly opportunities to promote and share wellbeing strategies. This will create a 'leaders lead' approach to mental health, where there is room for compassion, empathy and support amongst the team as a whole.

- In a randomised controlled trial of mental health training for people leaders, results found that training improved knowledge, confidence, and management of mental health at work, generating a 10:1 return on investment through reduced sickness absence **(22)**
- Developing leaders' skills to be increases team cohesion, innovation, orientation towards team learning, and team performance. **(15)**
- Effective leadership increases worker morale, resilience, and trust, and decreases worker frustration and conflict. Good leadership leads to individuals being 40% more likely to be in the highest category of job wellbeing, with a 27% reduction of sick leave. **(16)**
- Effective leaders are important for team productivity, and can protect against workplace stressors such as change, low job control, bullying and harassment.

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Workplace actions

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An integrated approach

Regular mental health training for leaders is vital in supporting a workplace's ability to thrive, as they play a crucial role in creating and maintaining the mental health and wellbeing of the teams they manage.

It is imperative that leaders are confident doing what is in their power to recognise and respond to psychosocial risk, the signs and symptoms of mental ill-health at work, be confident in having care conversations. They should also be aware of internal and external support resources to support employees experiencing mental ill health to remain at, or return to the workplace after a period of absence.

Action ideas: Prevent

- Identifying things in the WP which may cause, or contribute to, the mental health issues
- Review measures to control or manage identified risks to eliminate or minimise these risks
- Implement initiatives & practices that promote positive mental health & wellbeing

Action idea : Promote

- Work Life balance
- Role modelling positive behaviour
- Being consistent
- Accessing and promoting policies and procedures
- Encouraging Development
- Recognising good work

Action idea: Manage

- implement stay at work where possible
- Utilise policies and procedures relating to reasonable adjustments & safe return to work

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Interactive task via Mentimeter

Rank the actions in terms of what you think would be most effective in your workplace.

Resources and tools

SuperFriend's and others

Choose what suits your organisation and what will deliver the impact required

Capability requires policies that everyone understands and can access

Policies, EAP, MH Resources, Diagnostic tools for self and organisation, planning tools, stress management techniques and wellness initiatives

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Final Recommendations

- Organisational Culture is central to the many facets of mental health in the workplace and an employee's ability to thrive

- Everyone needs to be onboard in terms of the benefits to employees and to the business

- Leadership is one area to focus on in addition to connectedness, safety, capability and work design

- There are many strategies to engage meaningfully with employees. Choose what suits and is authentic to your organisation

- Review and carefully select resources and tools for integration

- In addition to regularly actioned feedback, consider measurement and tracking of MH and the ROI of your efforts

Thank you!
Any Questions?