

So hi, everybody. Welcome. Welcome to our webinar today titled the board's role in workplace performance and well-being.

My name is Sean McDonald, and I shall be your moderator for the next forty five minutes.

Firstly, thank you for attending today. We always appreciate the effort you make to be here for our live events. And during the session, if you have any questions, if you could please use the q and a button on your toolbar, we'll be answering as many of these as we have time for.

Finally, of course, if you stay through till the end, which we hope you will do and as is customary for our webinars, we have a very special treat for you. By answering our short one minute survey at the end of the webinar, you'll go into the draw to win our beautiful gift hamper worth over four hundred dollars.

Now for those not too familiar with BoardPro, we are a board software provider sometimes called a board portal, and we serve just over forty thousand users around the world across about thirty four different countries these days, we enable organizations to prepare for and run their board meetings more effectively and efficiently with clever software, of course, with less time and deliver more impact and value for the organization.

And as much as we are a software provider, part of our wider mission is to make the fundamentals of governance free and easy to implement for all organizations, especially those with resource constraints. And one of the ways we help achieve this mission is to run the many free webinars that we put on every week and the, programs that we present to you.

Now the slides from today's session, including a recording of the webinar and the transcript will be sent to you via email tomorrow. So just sit back and relax and ask as many questions as you would like. As I said before, we'll try to get through as many of those questions as we have time for.

Now I am going to let Lloyd, introduce himself and then pass over to our other panelists. Over to you, Lloyd.

Kia ora, Sean. So my name is Lloyd Mander. I lead diversity of thought scorecard or DOT scorecard. We're a research consultancy that works with boards and leadership teams to measure diversity of thought and develop a productive decision making culture. Now for me, an enabling work environment is really essential to actually realizing diverse thinking. This is the topic that's close to my heart. I also serve as advisory board chair for the Center for Good Work, which focuses on making evidence based knowledge on workplace performance and well-being accessible for organizations and workplaces through consultancy and research collaborations.

And it's certainly my privilege to facilitate this session.

I'd like to, welcome our first panelist, so Georgia Henry, would you be kind enough to tell us a bit about you?

Thanks, Lloyd.

My organization is called Henry Reed. We're organizational culture and leadership specialists. And for the past eight years, we've been working with many diverse, boards and organizations to help them understand the opportunities and risks that are present within their organisation culture and help them create culture and leadership capability, to enable, the achievement of organisational outcomes. So talking about this topic today, the board's role in performance and well-being, very much is grounded in organization culture and leadership, and more and more is is, regulated, particularly in Australia. So it's a really important focus for boards. So thanks, Lloyd, and join, being part of the panel.

Fantastic, Georgia. Now to get to know you and the topic a little bit better, we're gonna play a quick game, that we call, overrated or underrated. So for those that are not familiar, what we do is we're gonna give Georgia a topic, it could be a name or a thing. I'm gonna ask her whether it is overrated, I. E. It's given too much esteem or too much attention, or it's underrated, so it's not given enough acknowledgement perhaps.

She may not say that something is correctly rated, so it's only overrated, underrated.

She doesn't have any opportunity to explain why she's given that response. Okay. Georgia, you're ready to go?

Sure.

Number one, the vocation of HR or human resources.

Without giving explanation, that's a hard one. Explanation. Underrated.

Thank you. Board committees tasked with people and culture.

Underrated.

Australia's Queensland, their your official color, maroon.

Oh, come on.

Underrated. It's Underrated.

Three in a row for underrated today.

Thank you, Georgia.

That's told us a little bit about you and about, which is fantastic to know. Now it's my pleasure to, welcome professor Karina Naswell, who I'm gonna ask to introduce yourself. So tell us a bit about you.

Thanks, Lloyd. Kia ora koutou. Hi, everyone. My name is Karina Naswell. I'm a professor in organizational psychology at University of Canterbury, and I'm the co director of the Center for Good Work together with professor Sanna Malinan in the business school here.

What it means that I'm in organizational psychology means that we research and teach in how to make organizations better for people and for the organizations themselves. So really looking forward to this conversation about how the boards can participate in that, mission. Thanks.

Welcome, and thank you. Now, Catherine, you get to play the same game. You've seen how it played. So here's your first, topic. It is mindfulness.

Overrated or underrated?

Oh, maybe I'm gonna oh, that's tough. I'm indecisive. Overrated.

Thank you.

Now you, you may you'll be familiar with this perhaps more than some of our participants today, multilevel regression analysis. So this is used to analyze data in a hierarchical nested structure where data points are grouped or clustered within multiple levels. So multilevel regression analysis, is it overrated or underrated?

Underrated.

Underrated. Thank you. And, you, originally from Sweden. You completed your PhD in Stockholm.

So your final, topic is Stockholm syndrome, which is the proposed psychological condition where a captive develops an emotional bond with their captor. Is Stockholm Syndrome overrated or underrated?

Overrated.

Overrated. Okay. Thank you very much. Now, Katharina, we're gonna ask you now to, begin, with that next slide.

Thank you, Sean.

We have, just to take us through, some current perspectives on on workplace wellbings perform well-being and performance and the kind of things that the people that people are saying and people are thinking.

Yeah. Thank you. And thanks for having me to talk about this, my favorite topic. So it's a good topic to talk about.

Just just to set us off with a couple of quotes around how people are thinking about the relationship between well-being and performance. And the first quote, sort of going clockwise, is

from a recent piece in the conversation about how the productivity of the problem of New Zealand is actually partly due to workers not being happy at work. And I think that's a good place to start our conversation.

The next one is, Jeffrey Fecker who was written about this for a long time around the relationship between, performance and well-being and how he says we're dying for a paycheck, but his main point is we shouldn't be. And the final quote at the bottom is organizations that are starting to realize that they can use the power of their business to contribute to building a better world. So that's sort of where I want us to get to at the end the sort of role we all play in making things better for ourselves and each other.

So I guess I'll just start talking a little bit about why I think we should all focus on well-being. And the the the biggest or most sort of severe one is the legal argument. And here in New Zealand, we have our work health and safety at work act, which is says that employers should prevent and eliminate health hazards, and health here includes mental health.

In Australia, of course, there's a little bit more specifics around the psychosocial hazards in the workplace that should be managed. And I think, Georgia, you might have some input here on some some recent example.

Yeah. Yeah. It's it's becoming, so much more part of the board discussion, since it has been included in, the Work Health and Safety Act, but it's it's actually not been a part of what board should have been looking at for a long time. It has now got more prevalence when we start to look at mental health as well as physical safety.

But, of course, directors have not only their their legal obligations and their statutory duties, but also their fiduciary duties under the corporations act, and that is the the duty of care, which has been there, and and does, does focus on this. The main shift now is it's not okay to wait till something happens. Directors now have a proactive duty to make sure that they must take all reasonable care to eliminate psychosocial hazards and provide a workplace that is, mentally healthy and safe as well. So that, of course, is much more complicated. It's harder to identify. But for me, what what it comes down to is is good culture and and, capable leadership to address that.

That that's really good input, and I think that's something that will probably come back to what you just said. Yeah. I think, a couple more good reasons. If you need more reasons than that, then there's also the sustainability sustainable development goals that, we all strive towards around good health and well-being and decent work and economic growth.

But maybe even more important or even more salient for businesses and boards is the business case that it it makes business sense to support mental health and well-being at work. And there's there's different numbers, but usually return on investment is said to be five dollars for every dollar spent. Now how that is spent can vary, and I think we'll talk a little bit about that as well.

I think that have, what kind of, evidence can you share around that?

So around, different studies that have have come up with those sort of numbers. What what sort of evidence are they using to base Yeah.

That's a good question. So what they've usually done is to, calculate the time lost to to poor mental health. So for example, people being away from work due to sick leave or burnout.

There's a lot of figures from Europe around this. There's also numbers around people coming to work when they really should have stayed home for mental health reasons, well-being reasons, and underperforming. So they're they are doing the work, but it's not actually producing as much. So and those those are some concrete numbers there, but that means that there's probably a lot of data that we haven't been able to capture. Like Georgia said, it's hard to capture these things. So if we were better at measuring, we'd probably find that it was even more of a return on investment, I would I would expect.

Yes.

I'd like to If I can jump in there as well, I was having a look at some data and, and particularly from the Productivity Commission in twenty nineteen.

This is old data. This is nearly ten years old data from the twenty fifteen, twenty sixteen about, that says that mentally unhealthy work places cost Australian businesses twelve point eight billion dollars a year in absenteeism. So that's just in absenteeism.

And when we look at lower productivity, we look at workers' compensation claims, we look at the long other long term impacts, the impacts that has on on teams, on, the organizational effectiveness, it would be much greater than that. So that that's nearly ten year old data, but it just shows that, the cost is really significant.

And that mental health claims actually cost on average about three times of a physical, claim. So when you have an accident, there's always going to be a mental health impact. When you have a physical, injury, there's a mental health as aspect to it, but mental health claims can happen without a physical aspect and on they are much more difficult and more timely and more costly to resolve. So being proactive in this space is really essential, and and the data overwhelmingly in every way that you look supports organizational focus. And from a board level, focusing on this is is really essential.

Can I can I bring that I'm sorry? Can I bring one of our questions? A number of questions coming through, and one of them is really, I think, on point. This is from Adrian.

And this is really around the opportunity cost of, we're we're making a case for focusing on, well-being and a potential opportunity cost. So the question is, is there a danger, that a greater focus currently on mental health, could lead to an exclusion of, duty and focus around physical health? I'd love for each of your perspectives on that.

I I'd love to jump in on that one. I don't think so. I I think physical health and physical safety is so embedded and entrenched in our ways of working now. It's it's been a focus for a long time.

You know, the mental health is is an important aspect to ensuring physical health, and and physical safety. And when we look at attention and focus and engagement and and, you know, exhaustion or overwhelm or these things that contribute to mental health, those impacts, can certainly lead to safety incidents and accidents. So I don't believe that there is there is a risk there.

Yep. I would agree with that. I think the the prevention of physical injuries and accidents starts with handling things like fatigue, stress Yeah.

Fear, or or even creating a culture where you can you can ask for help if something's too heavy or just as a simple example. So I don't think one negates the other. In fact, focusing on well-being and mental health will probably improve physical outcomes as well.

Agree.

Thank you. That's that's that's really great. That that totally makes sense. So, Katharina, you were saying it's around, social general social responsibility, for well-being as well?

Yeah. I mean, I think we sort of we sort of talked about this, that it just makes good sense for organizations to see themselves as part of promoting mental health and well-being in society. I think organizations that do this well who have healthy staff, create healthy communities around them. So they become part of the solution.

This I'll just speak quickly to this slide. It it's just some data from, organizations who have tracked organizations that have high levels of well-being culture.

Just do better on things like intentions to stay. So turnover is lower, engagement's higher. Both of these are, of course, related to productivity. Turnover is quite expensive as we know, so reducing that, at least the voluntary part is is important. And, also, the days lost to absent absence and presenteeism that we talked about on the previous slide are fewer in the culture of well-being. So the the data supports this and, like Georgia said, that this data from twenty, thirty years ago that shows this. So it's not a it's not a new thing and consistent over time.

Yeah. But one of the the places I always look for for engagement data is the Gallup Global Engagement Research, which is really interesting. And I had a look at it, the twenty twenty four data yesterday in preparation for this to look at the Australia and New Zealand, levels of engagement. I think as you said at the beginning, Katerina, engagement is is low at the moment. And on average, when we look at the number of people in Australia and New Zealand who are actively disengaged, not yet engaged, or engaged, they're fairly similar.

We got around twelve percent actively disengaged, sixty five percent not yet engaged, and twenty two percent engaged. And this is a current workforce. So put this in a different way. If we had twenty people in a boat, in your boat, in your organization's boat, four would be paddling hard. They're actively engaged.

Thirteen are along for the ride. They're not yet engaged, and that is your opportunity cost. And, you know, that is your where where there's a risk and an opportunity. And three, you're actively trying to sink your boat. They are actively disengaged. So those figures, when you translate them from percentages to what is actually happening in your organization, it becomes a really compelling, story for for we need to actually focus on engagement, on looking at days lost to absence, intentions to stay, productivity, how we're improving workplace performance and well-being to to shift those those figures. It's quite it's quite terrifying when you think about what's being lost, in in that scenario.

Well, we have a number of, questions.

Can I thank you, Sean? Yeah.

Do you wanna do you wanna tackle those?

Absolutely. So just first of all, Katharina, for you, just some definitions. So first of all, well-being and secondly, psychosocial. How would you define?

Thank you. Well-being, we define it as feeling good and functioning well. And so it's really broad. There's many, many different ways of assessing it.

But at the core, it's something about having a reasonable proportion of positive emotions and doing well, doing things that are feel having some meaning in your life.

K.

And the second one is psychosocial.

So this is about the how you how you feel about things, the emotional reaction you have to things, the the way that you think and feel about your work environment, rather than the physical ergonomics, for example. So we contrast the physical to the psychosocial. Yeah.

I would like to jump in on that one too.

And psychosocial in the Australian legislation is actually defined as anything that will impact the psychological health of employees at work. And particularly when we look at psychosocial hazards, that can be clarity of roles and responsibilities, it can be around ways of working and expectations.

It's quite broad, but it comes right to the heart of how are we actually setting people up to be successful at work, how are we meeting expectations, providing clarity, communication, sharing information.

So it really is goes to the heart of doing doing work better, like actually improving ways of working to make sure people can do their best, because when they're in an environment that that is not established, that's when people start to feel anxious or excluded or, uncertain, and

they start the productivity drops. So that psychosocial, is is really relates to anything in the workplace that's gonna has the potential for psychological impact.

So given that, I've got a good question here from Larry around measuring, psychosocial well-being.

Any any quick, thoughts? And I know we're touching on some measures later on.

I mean, asking people about these factors that Georgia just mentioned, I I think it's really important. I think it's hard to assess psychosocial work environment without some input from employees and from from the group. So listening to employees, it doesn't have to be surveys, which people might may or may not like, but that's a really good way to get at it and being clear on what factors do you think are most important. So so so looking at the literature, there's a lot of recommendations around that. Clarity of roles, autonomy, so control over things is important, and good leadership.

Those are psychosocial risk or factors that support well-being at work. So, and I would I would also encourage, anyone to to measure well-being, to ask people how their well-being is, and then cross reference that so you get a sense of if one fact ago gets better than this well-being go up. How does it have an impact?

Now as we move on to our next slide, there's one sort of elephant in the room question that's a really good one here, fundamental to our discussion today. Employee well-being is important, no doubt. However, is it a board topic or a management topic?

Georgia, do you wanna start with that?

Yeah. Absolutely.

What I've seen in the past is that it's been a management topic until something goes wrong. And as soon as there is crisis, the board sits up and says, well, what hang on a minute. Why didn't we know about this?

It is a board responsibility. Board has fiduciary and statutory duties, and it is around understanding what's happening in your workforce to be able to consider that when you're making strategic decisions, when you're looking at risk in the organization. And so, quite often, boards don't have great visibility of the culture of their organization, what is happening to to impact behaviors or well-being, and ways of working. And and so it is really, a board, responsibility.

It's now not a nice to do. It's an obligation, and I think that's where, you know, there's this there's this real shift in, need to understand what's going on and and putting in place the right mechanisms to do that is a challenge, because boards haven't been had to do this in the past. They have responded and reacted. They now have a proactive duty.

So it comes down to decision making, how you're considering the impact of decisions on employee well-being and productivity, how you're identifying potential risks, how you're engaging and consulting before, change and with change. All of these things have a huge impact.

Lloyd, there's a comment that's coming on, chat from Wesley, which I thought I'd read out. It was really interesting.

He's Wesley states, we've moved to a four day work week two years ago.

And it's been amazing for staff with fatigue, stress reduction, unplanned absenteeism down by sixteen percent, productivity up, well-being all up with five less staff. Focus on well-being certainly improves employee experience.

That's a great example. But thanks for sharing that. I think that just speaks to a caring culture that that listens to what staff what actually makes staff work better and feel better, actually has an impact. So that's that's really encouraging to see, I think.

And quite different to what you're introducing on the slide here, I would say.

And and it's also good to know that that's not always possible for every organization. Yeah. So when organizations can make that change, they will certainly reap the rewards and and there's huge benefits for everyone.

But there are other things that can be done as well if you're not in a position to shift to a four day working week because of the nature of the work that you do.

So there are a lot of options that boards need to be prepared to explore and undertake.

And I would say that four day work week just by itself is probably not the only thing that made a change, but but that it was accompanied already maybe they were already in place some of those good working conditions that that create these opportunities for well-being and for working more productively.

And I think we'll talk about that a little bit on the next slide. But just Lloyd, you mentioned what's on this slide, and we just wanted to show what's been done in the past for well-being and what is still being done for well-being. And a lot of these things are really good. So I don't wanna say that these should stop in any way.

But in isolation, as the only way to addressing well-being so we talk to organizations and ask them, what do you do for well-being? And a lot of them say, well, we have we have, we have stress sleep days and we have EAP. And we say, well, that's that's great. That should absolutely be there, but it's not proactive.

It's not promoting well-being. And I see a question in the chat there about whether it's about just preventing harm or if it's actually promoting positive things. And I would say promoting

positive dates and positive well-being will support performance, and that's where you get the benefits from this. So just recent research has shown that these sustainable Yeah.

Changes to well-being and productivity, other things need to be in place.

It it is. It's really important for the employee experience. Yeah. But when you look at how do you make sustainable change and build this into your culture, it has to be embedded in your governance, it has to be part of your strategy, it has to be part of your risk management approach, It has to be part of leadership capability to uphold this and reinforce it. It has to be embedded in every aspect of your employee life cycle.

So it's not just about I used to always call it the the the beers and barbecues because that's what we used to hear at home. But we do we, you know, do Friday afternoon beers and a barbecue.

Fantastic. That's not gonna change what happens in the rest of the week. And so it it needs to be embedded as part of your culture and ways of working.

Yeah. That we talk about the fruit bowl. That's the same as your beers and barbecue. It's great to have a fruit bowl. It's good Yeah. But it's not gonna change your own social culture.

Yeah. We're getting quite a few questions coming through asking. So so what do we do? What do we do? Now I know what do.

Let's go to the next slide.

Not enough. Let's move forward.

I'll just I'll just kick off and then, Georgia, you can chime in. I just think a few things to think about is to think about sustainable changes to workplace culture. I think the accountability at all levels is really important. Seeing seeing the promotion of good psychosocial factors at work as part of as a strategic as a strategic goal.

And I think a few things that we see consistently in the research is to prevent psychosocial hazards, which is part of the legislation, but also to help people feel better, doing better, and being better at performance. They need these three things to be in place. And it's or some autonomy.

It's feeling a little bit in control, not like we're just flopping around and don't have a say. Belonging. Like, we belong to an organization. Like, we're accepted for who we are so that we're not just a number, but actually important as individuals.

And confidence and having the right level of challenge, professional development, feeling like we can grow and contribute, and that what we do matters. So those are some things that at sort of a fundamental human level help us succeed and feel better at work. So thinking about how

that can be embedded in different things. And one of the biggest things that Georgia already mentioned is leader capabilities.

So creating this environment for your staff requires some skills. It requires training. It might require coaching. It might require some support, and it requires time.

So investing that time so that leaders have the space to support their employees to fulfill these needs, the ABC needs as we call them. So, Georgia, do you have I'm sure you have some comments here.

I have some comments on all of that. I agree with with all of that. And I think at a at a board level though, it is about actively designing and creating the culture of the organization that is unique and fit for purpose for your organization, that is going to enhance positive ways of working. And it does start in the boardroom with boardroom behaviors, how you interact with leaders, how are you, how are you engaging. I mean, particularly what I see in in a lot of, heavily for purpose organizations, not for profits, where there's a huge amount of passion and commitment is is burnout at a CEO and executive level, and there's still a push for more from boards.

And boards are experiencing that. A lot of volunteer boards, who who are doing this as a as a sort of an extra.

How often are you stopping and having the conversation? Normalise mental health conversations. Ask the questions of your people. Are you okay?

For boards, it's also really important to undertake education and understand what this means for your organization.

Assess the culture of your organization independently so you get a realistic picture, not something that's filtered that's coming up, and consider the impact of every decision, like resource allocation, time frames, the stress or workloads this might create on already heavily impacted organizations, the capability of your leaders in the organization, the clarity of expectations.

All of these go to psychosocial hazards.

Ask questions, consult, normalize these mental health discussions.

This is not happening, as often as it should be at board and executive level, and and I think this is a real starting point as to how do you start to bring this into the boardroom, to impact your organization moving forward.

So do I do I get a sense a few questions coming through around what is the current state of of board and senior management's capability and confidence in this area that there is a a ways to go? There is really quite Yeah. For improvement.

There there is a way to go because it's I mean, boards are time pressured. You go walk into a board meeting, you got limited time, huge agenda, many papers to read, areas of focus, lots of statutory obligations, legal obligation. You you you're overwhelmed.

And this is another thing, that that is is, thrown into the mix. So the level of knowledge and understanding, it is a bit of a catch up game.

However, getting this right will actually enable and resolve a lot of other things. So this is this is really an enabling proactive area to focus on, which will actually help resolve a lot of issues and help make things easier moving forward.

Just a one more question for you, Georgia, just around committees.

So a few questions coming through around, should this sit in a committee?

So should it sit in a health and safety committee? Should it sit in a people and culture committee? Do you have any thoughts around that from a structure perspective?

Look. The responsibility is the whole board's. So taking action and looking at what what, how you're assessing the risk, it should it really depends on your committee structure. I've seen it sit with risk. I've seen it sit with governance. I've seen it sit with with people committees.

The outcome needs to be, are we addressing this? Are we meeting our obligations? Are we doing what's best for the organization? And at board level, that's always the priority. Are we acting in the best interest of the organization?

If it sits within a committee, it needs to be coming to the board for full decisions, and it needs to be role modeled. Whatever is decided needs to be role modeled by the full board. It's actually owned by the whole board. Work can be allocated to a committee. But, it's not something that I think you can delegate down to leadership teams or HR functions, or or a committee. It needs to be owned and role modeled by the board.

Thank Thank you. Now, Katharine, a question for you. A slightly different text.

Working from home, remote working, sort of hybrid working. So a few questions coming through around that around, I guess, just evidence of how we landed somewhere on the productivity question for working from home. Like, is it equally productive, not quite as productive, more productive? That's sort of part a.

And, part b, where are we with the impact that might have on well-being? And part c, what what can we do to help the well-being of those if we do have remote remote workers and that sort of thing to support them? So three three parts to the question there. So, first part, we've never landed on productivity.

Second part, Well, third part was, what can we do to support them? And, over to you.

Okay. So productivity, I mean, the jury's still out, but so far, it seems good.

Many people work if they have the option, if their job allows it, obviously. We're not talking about people who don't have a job that can't transfer to remote. But it is if people have the choice of where to work, and back to the point about autonomy, if you get to choose to work where you feel the most productive and where it also fits into the rest of your life, productivity is better. That's the studies have shown that.

And, I think in in our area of psychology, in management research, that we're we're quite agreed on that. That's not controversial to say. But that hasn't really necessarily filtered out to some businesses. I saw some comments about, companies in the in the US who are ordering people back to to work.

That's not a good strategy from our perspective, because it breaks down the the sense of autonomy, and it also actually limits the, settings for productivity that employees might choose. People wanna do well at work, and they kinda know where they do well. So, so that's that's the first part. What was the second part?

How to support well-being. I'll start with that. Back to autonomy and belonging. So, we've seen that remote workers who feel disconnected from the organizations, who feel like they're forgotten about, their well-being is poor. That makes sense. From what we know about the sense of belonging is really important.

So working to involve, employees who are remote. Now there are fully remote organizations that work really well where well-being is high and productivity is high. So learning from those businesses, how they create that sense of community. But if it's just one team member who's always remote when the rest are, that's harder. You have to work more at it.

Mhmm.

And there was a middle question, Lloyd, I think, that I've forgotten.

That's right. And I'm gonna move on to another question before we, tackle the points in this last slide. And that question just it's one of these elephant in the room once again. How much responsibility is the employer's responsibility, and how much is the employee's responsibility, I guess, for positively contributing to their well-being? I'd love to hear your perspectives on this one.

I'd I'd love to answer that one. Yeah. Go ahead.

An employer has responsibility and a duty of care for their employees.

Employees also have, we need to look after ourselves. So there's an element of self leadership and self responsibility. However, if someone is working in an environment where they feel unsafe, they feel unable to raise issues or concerns, or the culture is not conducive, if it's full of psychosocial hazards, there are relationship issues, there's a lack of trust, they cannot raise you

know, it's very difficult for an employee to raise these issues. And so the responsibility does sit with an employer. The risk sits with the employer.

And and this is very clear under our duty of care and under our proactive duties under the legislation that that we have to be addressing this. So in a great environment and in in an ideal environment, if someone is suffering any mental health impacts or detriments, you would hope that they would raise it and you could, you know, work together and be supportive.

But it can be a very challenging thing for employees to do if the environment is not established to support that.

Yeah. I can chime in there. Lloyd, I it's not so exciting because I'm totally agreeing, but I'm just gonna reiterate a few points there.

The environment the organization, the employer creates the environment for employees to flourish, and then the employee has some responsibility to take care of themselves within that environment. But if the environment gets in the way of healthy behaviors, like overwork or not being able to detach for work or having a an environment that's negative in terms of interactions. That's the duty of care back to that again. So I think that that's really important to remember that the environment needs to be conducive to well-being first. It's not you can't blame the employee if they don't feel, have high well-being in a in an environment that doesn't support that.

Yeah. And I just wanna just jump in on a comment that's come up in the chat there that that seems to be a big focus on resilience workshop.

I mean, working with a client who has had a completely toxic environment, employees have been suffering from trauma in the workplace, a lot of changes now happen to correct that.

But one of the the strategies that came from a work health and safety lead was, well, we're gonna roll out all of these resilience workshops. And I'm like, I would actually say the people in your organization are more resilient than most to have gone through what they've gone through in the last couple of years. Resilience is not going to help them. Solving the root cause of the problems is actually more focused and a greater return on investment.

So I agree with that, you know, the focus on resilience is, you know, tough luck if you can't cope with the tough conditions. You'll find that most people come to work to do a good job.

They then become disengaged or they're in an environment that doesn't support success, and that then impacts their mental health and well-being. And as an employer, that's what we need to focus on.

Yeah. I'd I'd love to comment on resilience training as well because I saw that comment, and I was I was keen to talk about it. I think resilience training without an organizational approach, a systemic approach to improving the environment is, borderline insulting and not very helpful. So

Yeah. If things are stressful, people are burn burning out being on sick leave, and the only response is resilience training.

That's it's not a positive environment. And that that Yeah. That's focusing on healing the wounded. I we the research argues that the primary stuff, prevention, is both cheaper and more effective and more sustainable.

So Yeah.

Yeah.

That would be an argument. Resilience training can be good. Some people would like those tools, but it needs to be in an environment that then allows them to use those skills in a positive way. So but I would I would I recommend probably not having so much resilience training but focusing and they're often quite expensive.

So, focusing money on upskilling leaders to support well-being is that k.

Catherine, do you wanna take us through, just the highlights of this one here as we come come towards our endpoint?

Well, you need to know that it's working. So especially at at board level where, you know, you're interested in knowing what's going on in the organization.

Asking for good metrics and good evidence, I think, is would be key, and I saw a comment on that as well. I think, how do you how do you know what's going on? And making sure that the metrics you use actually measure what you're looking for. So clarifying what is it that we actually wanna see a change in. Is it well-being? Is it burnout? Is it productivity?

Is it role clarity? Is it these upstream factors that we're trying to address by our good culture and our leadership training? Maybe those are the ones we need to focus on. So clarify what you're measuring.

And engagement service is great, but engagement is a really vague and broad term. So what you're actually looking for, where do you wanna shift the lever, and and and have have some have some different differences.

Be specific about that. And there's there's so many good measures. Somebody asked about how to measure things. There are really good, not expensive measures that will tell you these things. But first of all, define what you're looking for.

Yeah. And and I think, I think it's around you know, organizations measure so many things.

My advice is always, in the first instance, put a put on a culture lens, put on a well-being lens. What is this data telling you? Ask the right questions, and don't just look at the the quantitative data. Get the qualitative. What are the story behind this? You know, ask questions, talk to

people because you can get an indicator of this through productivity measures, financial measures, in in, you know, brand and reputation, customer satisfaction measures. All of these will link back to an employee measure.

And when I do culture assessments or culture audits, we also we also ask, we we measure emotions. We measure descriptors of culture. We actually get to to actually look at what is that emotional impact, and that can tell us a huge amount if we're seeing a lot of overwhelm or exhaustion or if we're seeing a lot of happiness and belonging. So using the descriptors words around how do you describe the workplace, and and the impact on emotions can be a really great way to to understand the impact.

I like that. That's a really good way to get at and get to know the the employees a little bit better. Yeah.

And it highlights where the root causes are very easily.

That's a great great note to finish on. Just for those, thank you very much. Everyone participating, thank you very much for your questions. A number of questions have come through around, survey options, ways to do initiatives and certain use cases, what to do. My suggestion would be very much that survey that, Sean's gonna remind us about in a second to connect with Georgia and with Katerina, and, and they'll be able to help link you with some of those resources and and respond to those.

Fantastic. Thanks, Lloyd. So that brings us to the end, everybody. Please feel free to connect with our presenters today, Georgia, Lloyd, and Katharina.

I'm sure they will look forward to your connection.

And as Lloyd said, if you'd like to be put in touch with any of the team, please indicate your interest on the survey at the end of the webinar as you exit.

So you'll receive, an email from me. It'll be tomorrow morning now, which will include a recording of today's webinar. There's presentation slides, and a copy of the transcript.

You'll also have a view of our library and our many other webinars and their resources, at the link below. So that includes a history of all of our past webinars. You're free to have a look through. So thank you again, everybody, for your attendance.

I hope you enjoyed the session today. I know I did. Thanks, Georgia, Lloyd, and Katharina for your conversation again today. It was really great.

Thanks, everybody. Have a great day.