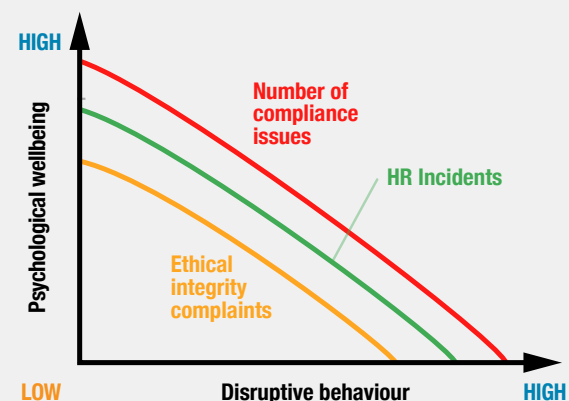


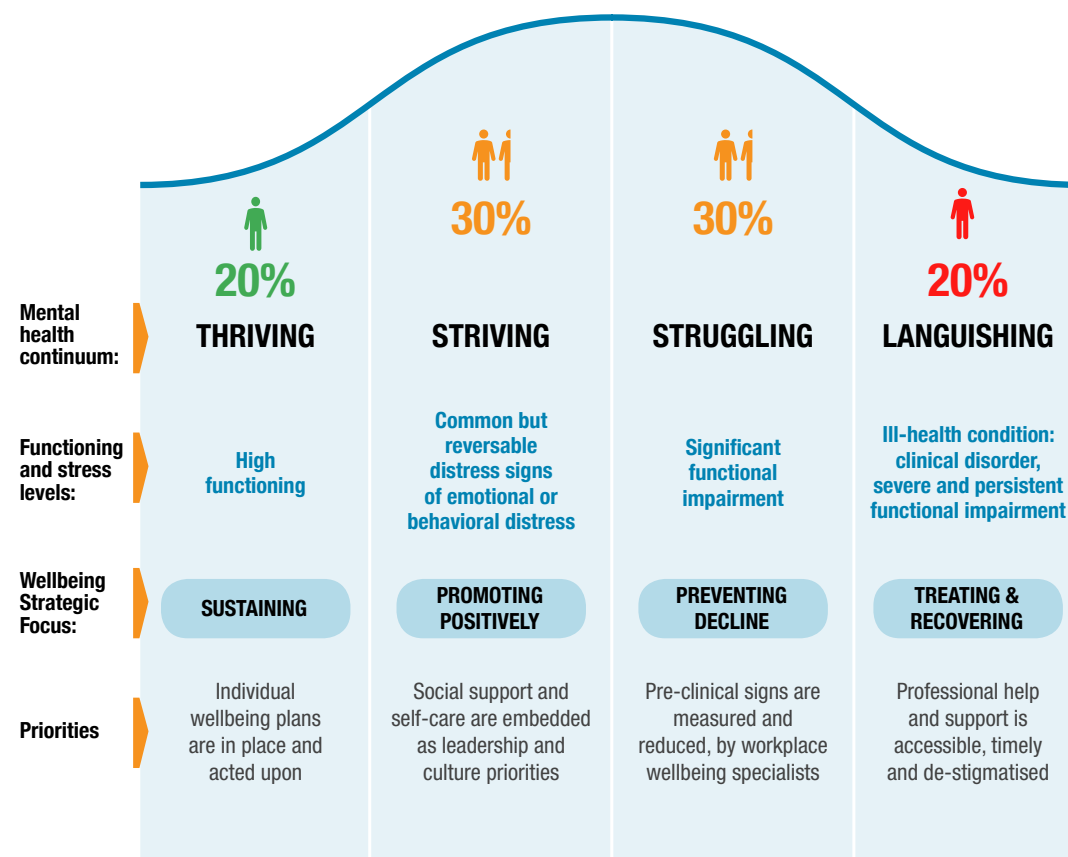
## Psychological wellbeing and disruptive behaviour



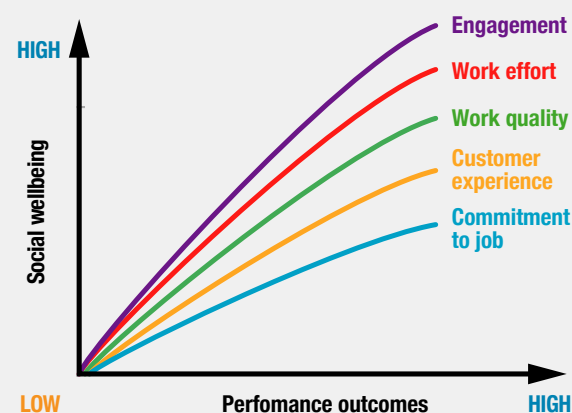
Sources: Available from EEK & SENSE

# Building economically and socially thriving organisations

## Workplace wellbeing – the complete continuum

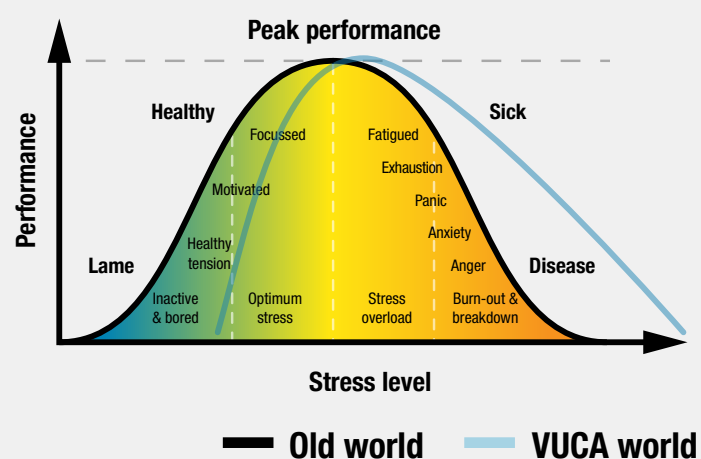


## Social wellbeing and performance outcomes



Sources: Available from EEK & SENSE

## Stress and performance



The Yerkes-Dodson law updated by EEK & SENSE 2019.

## Organisations as 21st century human pressure cookers

Analysis of **330,000** responses from **2720+** leaders' GLWS wellbeing profiles shows:

**80%** say concentration is compromised by competing demands for their attention

**75%** feel pulled in too many different directions in their roles

**63%** describe being at risk of burnout

**60%** drowning in unnecessary admin or 'red tape' at work

Source: EEK & SENSE 2019

## Burnout is a major cause of conduct and culture risk

As a result of either being emotionally exhausted and having 'checked out', or by making spontaneous and irrational decisions... **those suffering from burnout often reach and take riskier options without comprehensively analysing and evaluating alternatives** due to underestimating the seriousness of consequences if things go wrong.

Source: British Psychological Society's Division of Occupational Psychology (OP Matters, No 26, June 2015)

## Mitigating the Risks

### 8 priorities to reduce the occurrence of risky behaviours

- ✔ Create roles and a work culture with high levels of autonomy
- ✔ Look for ways to provide individuals with more control
- ✔ Improve non-financial recognition, celebration and rewards for good work outcomes and behaviours
- ✔ Set clearer and more realistic job expectations
- ✔ Automate or eliminate monotonous or unchallenging work
- ✔ Seek to simplify and calm chaotic or high-pressure environments
- ✔ Promote recovery, relaxation and rest as key to sustainable high-performing cultures
- ✔ Encourage vulnerability, help-seeking and leaning on others

Adapted from: Smith, Segal, Robinson and Segal June 2019

## 4 steps to guarantee leader-led wellbeing sticks

### 1 Learn it

Educate your leaders about wellbeing, mental health and the impact on economic and social outcomes.

### 2 Live it

Ensure leaders take a deep dive into the factors that drive and sustain their own wellbeing – get them to do the GLWS and prioritise their own self-care

### 3 Lead it

Hold your leaders to account and reward them for prioritising and attending to wellbeing for their teams

### 4 Embed it

Recognise and celebrate wellbeing champions who influence and drive systemic change towards a more sustainable future



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**GLWS**  
GLOBAL LEADERSHIP WELLBEING SURVEY

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