

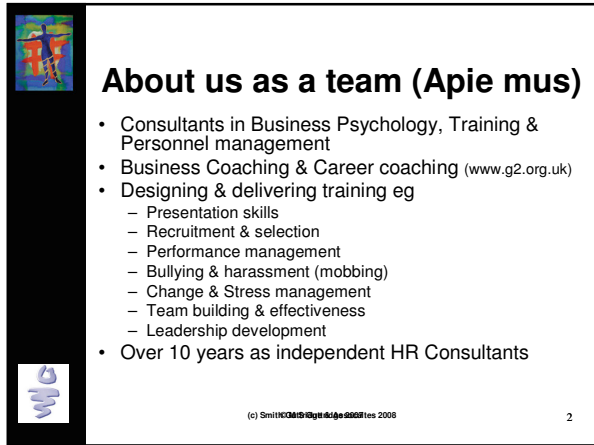


Stress can damage your business!

Mike Guttridge & Terry Gregory
Smith Guttridge & Associates

BCC Vilnius March 2008




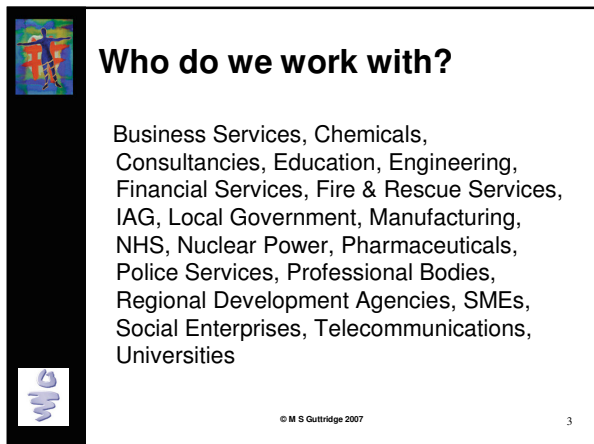


About us as a team (Apie mus)

- Consultants in Business Psychology, Training & Personnel management
- Business Coaching & Career coaching (www.g2.org.uk)
- Designing & delivering training eg
 - Presentation skills
 - Recruitment & selection
 - Performance management
 - Bullying & harassment (mobbing)
 - Change & Stress management
 - Team building & effectiveness
 - Leadership development
- Over 10 years as independent HR Consultants

(c) Smith Guttridge & Associates 2008







Who do we work with?

Business Services, Chemicals, Consultancies, Education, Engineering, Financial Services, Fire & Rescue Services, IAG, Local Government, Manufacturing, NHS, Nuclear Power, Pharmaceuticals, Police Services, Professional Bodies, Regional Development Agencies, SMEs, Social Enterprises, Telecommunications, Universities


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Our experience in Stress Management

- Conducted major stress surveys in large NHS establishment
- Developed / wrote corporate stress policy documents e.g. NHS and Cheshire Police
- Produced written management guidelines for senior / middle managers on policy implementation
- Developed modular training programme for managers on stress policy implementation
- Presentations at professional conferences
- "Stress Management skills" workshops for managers, teachers, and clinical staff
- Awareness programme on Bullying & Harassment for NHS organisation
- Coached managers



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Definition of stress (HSE)


'The adverse reaction people have to excessive pressure or other types of demand placed on them.'

<http://www.hse.gov.uk/stress/index.htm>

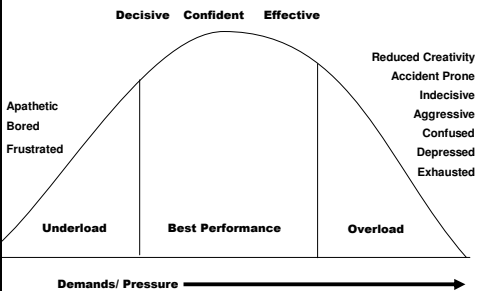


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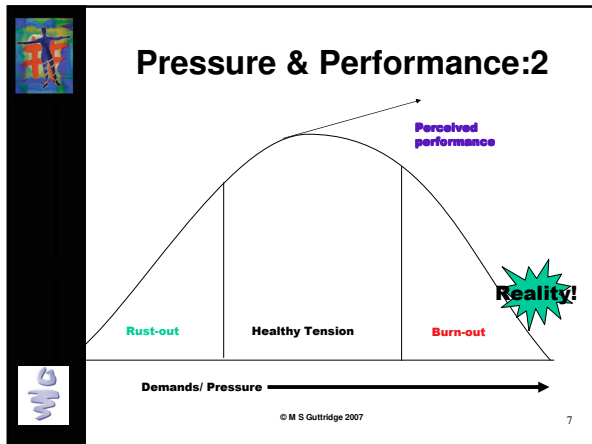


Pressure & Performance



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Stress in the EU

- Stress is second most reported work-related health problem
- More than 1 in 5 European workers (EU27) are affected (4th Euro Working Conditions Survey 2005)
- In 2002 stress accounted for 50-60% of all lost working time (EU15)
- Annual economic cost estimated at €20 Billion

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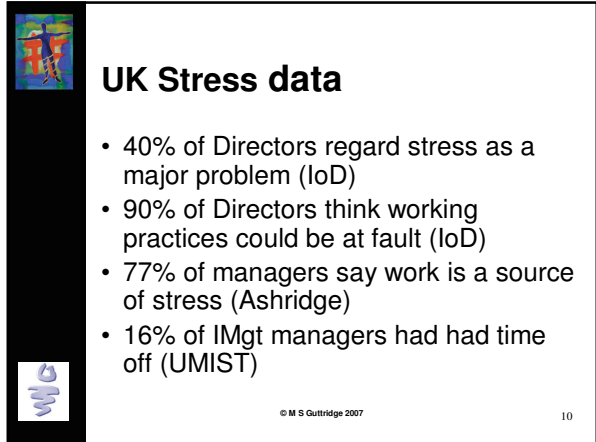
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Back in the UK

- Stress is also second most reported work-related health problem
- About 1 in 5 workers say their work is either very or extremely stressful
- 70% of all visits to GPs are stress-related
- Over 500,000 people reported work-related stress at levels that made them ill
- Stress accounts for 60% of all lost working time (HSE)
- It has increased 500% since the 1950s
- Average stress-related absence = 29 days
- Average cost per employee = £500

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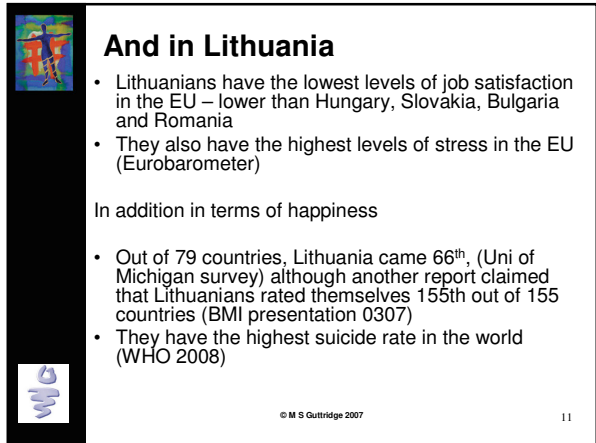
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UK Stress data

- 40% of Directors regard stress as a major problem (IoD)
- 90% of Directors think working practices could be at fault (IoD)
- 77% of managers say work is a source of stress (Ashridge)
- 16% of IMgt managers had had time off (UMIST)

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And in Lithuania

- Lithuanians have the lowest levels of job satisfaction in the EU – lower than Hungary, Slovakia, Bulgaria and Romania
- They also have the highest levels of stress in the EU (Eurobarometer)

In addition in terms of happiness

- Out of 79 countries, Lithuania came 66th, (Uni of Michigan survey) although another report claimed that Lithuanians rated themselves 155th out of 155 countries (BMI presentation 0307)
- They have the highest suicide rate in the world (WHO 2008)

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Most stressed occupations in UK

- Teachers
- Nurses
- Police Officers
- Social workers
- UK armed forces
- Medical practitioners




HSE 0703

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And in Lithuania?

Teachers have just been on strike; are asking for a 50% pay rise, and complaining about having to work 50 hour weeks with too much paperwork and not enough time for teaching!



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And looking ahead in the EU

- The European Risk Observatory (part of EU-OSHA) has identified emerging psycho-social risks ie risks that are both new and increasing (2003 & 2004)

These are:

- Precarious work in unstable labour market
- Increased workers' vulnerability to globalisation
- New forms of employment contracts
- Feelings of job insecurity
- Ageing workforce
- Long working hours
- Work intensification
- Lean production & outsourcing
- High emotional demands at work incl bullying
- Poor work-life balance

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What are the costs to the organisation?

- Loss of productivity
- Increase in labour turnover
- Increase in sickness absence
- Reduction in discretionary effort & levels of performance
- Increase in accidents and errors
- Worsening of industrial relations climate
- Reduction in quality and level of customer service

Plus possible compensation claims

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Compensation claims


Who says middle-aged women can't be sexy?

Fury over £200,000 compensation for officers 'traumatised' by working with sex offenders

JAIL WARDERS


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Occupational Stress-compensation cases

- John Walker 1996 - £175,000
- Beverley Metcalfe 1999 - £67,000
- Cath Noonan 1999 - £84,000
- Post office 2000 - £175,000
- Roderick McLeod 2000 - £200,000
- Janice Howell 2000 - £254,000
- Randy Ingham 2000 - £203,000
- Alan Barber 2001 - £100,000
- Jeffery Long 2001 - £327,000
- Post Office 2002 – substantial 5 figure award



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Compensation for bullying at work (mobbing)

- City broker Steve Horkulak won almost £1M in compensation after a court ruled in his favour in a constructive dismissal case in August 2003
- The judge found a culture of bullying and abuse at Cantor's, the world's largest inter-dealer broker

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Occupational Stress-compensation criteria

- Breach of employer's duty of care ie a safe working environment
- Recognised stress-related injury eg eating disorder, IBS, "nervous breakdown"
- Causation – condition must be linked to the workplace
- Forseeability – was the injury reasonably forseeable?

Re Walker v Northumberland CC (NCC) (1994)



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EU Legislation

Although there is a lack of specific regulations in most countries the EU framework health & safety Directive (89/391/EEC) is often used in reference to employers' obligations and the need to have a coherent overall prevention policy for all aspects of health and safety.



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HSE Approach in UK



- Following several years of commissioning research and consulting employers and Trades Unions HSE produced Management Standards. These are designed to:
- help simplify risk assessment for stress
- encourage employers, employees & representatives to address work-related stress
- provide a yardstick against which organisations can gauge their performance




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Management Standards

- Demands – workload, pattern & environment
- Control – how much say or autonomy
- Support – encouragement, support from management & colleagues
- Relationship – positive culture
- Role – clarity about this and not conflicting
- Change – how organisations manage change




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HSE Pilot questions

- I am able to cope with the demands of the job
- I am able to have a say over the way I do work
- I believe that I receive adequate support and information from my colleagues and superiors
- I am subjected to unacceptable behaviours eg bullying, at work
- I understand my role and responsibilities within the organisation
- The organisation engages staff frequently when undertaking organisational change



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HSE Draft Management Standards for 2004

| | |
|-----------------|-------------------|
| • Demands | • 85% can cope |
| • Control | • 85% have a say |
| • Support | • 85% receive it |
| • Relationships | • 65% not bullied |
| • Roles | • 65% understand |
| • Change | • 65% are engaged |



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Management Standards

HSE requires every employer to conduct risk assessments for health and safety hazards, including work-related stress. HSE recommends a five-step approach to risk assessment.

- Step 1: Identify hazards
- Step 2: Decide who might be harmed and how
- Step 3: Evaluate the risks and take action
- Step 4: Record your findings
- Step 5: Monitor and Review


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Management Standards

- HSE provides indicator tool (survey questionnaire) in English and 16 other languages including Russian
- Two user manuals
- A sample Stress Policy & Action Plan
- A guide to running focus groups
- A spreadsheet to analyse your data and compare it to 2004 national survey norms


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HSE enforcement

- New draft guidelines issued July 2003
- West Dorset Hospitals NHS Trust (a three star Trust) issued with enforcement notice in August 2003
- Required to assess and reduce stress levels amongst staff by December 2003
- If they had failed to do so it would have resulted in court action & unlimited fines under HSWA

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HSE Recommendations


GOOD MANAGEMENT

Ordinary plain, good management and regard for people is an effective way of dealing with stress and reducing its effects.

Together with do-able jobs and consistent management style.




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Management Style

- People can accommodate most styles of management, but cannot easily cope with 'inconsistency, indifference or bullying'.
- Managers should, therefore, be aware of their style and the effects this can have on their workers




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Organisational Interventions Cooper (1995)

| | |
|-----------------|--------------------------------------------------------------|
| TERTIARY LEVEL | Stress Counselling EAPs |
| SECONDARY LEVEL | Training for managers and staff |
| PRIMARY LEVEL | Prevention at the time of change Audits & Risk Assessment |




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Example: NHS organisation

- Carried out stress audits & collected data on absenteeism and lifestyle before and after major organisational changes
- Analysed by occupational groups eg
 - Managers take no time off but drink
 - Nurses worst for absenteeism and smoke the most
- Implemented preventive measures
 - Awareness training for all managers
 - Return to work interviews
 - Air miles for 100% attendees
 - Free physiotherapy for staff
 - Yoga and aromatherapy sessions
 - Staff welfare & counselling scheme
 - Workshops on assertiveness & time management
 - Healthy lifestyles encouraged eg Gym membership & smoke-free areas
- Continued to monitor and report




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Example: Bradford University

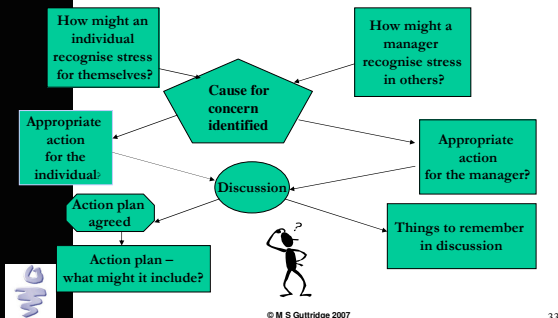
- Help individuals to recognise stress in themselves
- Advise staff on how to take responsibility for own health
- Advise managers on how to recognise stress in others
- Advise managers on appropriate action to take
- Advise managers on how to have the "difficult conversation"
- Advise managers how to draw up an Action Plan with the individual



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Guidance on How to Implement the Policy (Source: University of Bradford)




```
graph TD; A[How might an individual recognise stress for themselves?] --> B{Cause for concern identified}; C[How might a manager recognise stress in others?] --> B; B --> D[Appropriate action for the individual]; B --> E[Appropriate action for the manager?]; B --> F[Discussion]; D --> G[Action plan agreed]; E --> G; F --> G; F --> H[Things to remember in discussion]; G --> I[Action plan - what might it include?];
```

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How might an individual become aware of and recognise stress for themselves?

- Unable to concentrate or remember things
- Losing sleep through worrying
- Feeling anxious, irritable and/or depressed
- Feelings of panic
- More days off sick than usual
- Increase in alcohol consumption
- A colleague, manager, friend letting you know that you appear stressed





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Appropriate action for the individual


- Be aware and take responsibility for own wellbeing
- Seek support from within the company, family and / or family doctor (GP)
- Arrange to meet with manager
- Prepare to be open about the factors creating the stress i.e. workload, role conflict, personal issues

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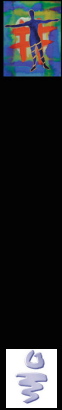


How might a manager recognise stress in others?

- Individual or someone else informs manager directly or expresses concern about an individual
- Change of behaviour, such as moodiness, irritability, fall out with colleagues
- Pattern of frequent absence and / or poor timekeeping
- Individual working excessive hours / overdoing it
- Standard of work falls or deadlines not met
- Lack of motivation, appearance of fatigue




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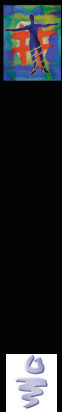


Appropriate action for the manager

- Arrange to meet with the individual
- Read through the occupational stress management policy (assuming you have one) and guidelines in preparation for the meeting
- Prepare thoroughly for the meeting – review the issues of concern and how you will present them
- NOT the Spanish inquisition




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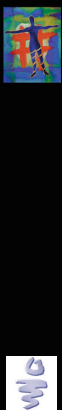


What to remember during the discussion

- The manager is there to listen carefully to the individual and to understand the points being raised
- During the meeting the manager will need to gather information, handle emotions, give and receive feedback, agree action
- More than one meeting may be needed to give time for reflection
- Ultimately, agree an action plan with regular review dates



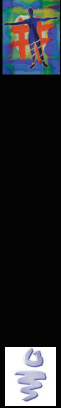
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Action Plan – What might it include?

- Recognition that there is a situation that needs managing
- Commitment of both the individual and manager to
- Agreed specific actions with timescales
- Agreed sources of support for individual
- Agreed level of confidentiality as to who should be informed and by whom
- Agreed timescale for follow up meeting

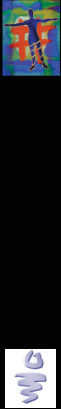
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Questions for Your Organisation



- Do you have a stress policy?
- If so, have you produced operational guidelines for managers?
- Have these documents been distributed to appropriate managers?
- Do you have a designated senior manager with overall responsibility for H&S (and reports to CEO / MD)?
- Have managers been trained to understand their role and responsibility in implementation?
- Have you provided your managers with "skills training" to enable them to carry out interviews / meetings effectively?
- Do you review your policy document every 1 – 3 years

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Summary

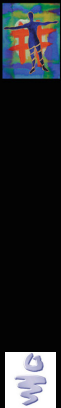
- Main causes of stress are too much work - qualitative or quantitative, and
- Lack of control or autonomy in decision-making



These factors are mediated by the relationship with the manager and co-workers and leadership styles.

How emotionally intelligent are your leaders?

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Attitudes & Awareness

Health and Safety Executive Statement

The problem of stress must be understood and taken seriously. Individuals should not be made to feel guilty about their stress problems and must be encouraged to seek the relief and support they may desperately need.


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The last word...

"Working life in Europe is changing at an ever-increasing speed. Job Security, multiple jobs or high work intensity can all lead to work-related stress and put workers' health in danger. Constant monitoring and improving of psychosocial work environments are necessary to create quality jobs and retain workers in good condition."

Jukka Takala, Director of the European Agency for Safety and Health at Work (EU-OSHA) states

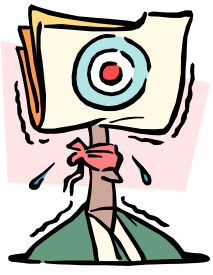


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The Next Step?

- What are **you** going to do next?



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