

Exploring the importance of 'Intelligence' on your performance

Supporting Mental Health in Distributed Teams

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& MANAGEMENT

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Our guest

Ursula Tavender
Founder of Mumbelievable™ and creator
of the Taking Care of Business consultancy



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DIMENSIONS OF LEADERSHIP

The Institute of Leadership & Management is the professional membership body for leaders, managers, coaches and mentors. We understand leadership to have many strands and be multi-dimensional.

These dimensions are also the values of the Institute.



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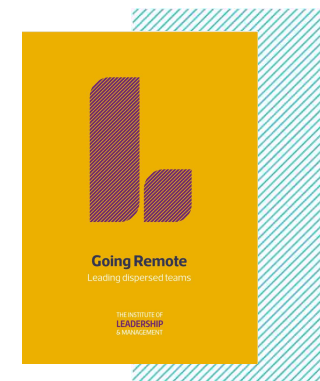
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OUR RESEARCH

The Institute of Leadership & Management commissions and carries out regular research into leadership, management, mentoring and coaching.

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Leadership and stress, burnout, depression

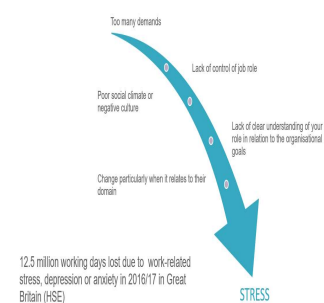
- Recognise employee mental health as a critical component of being a responsible business
- Understand **the real impact of work**, both positive and negative
- Provide tailored support
- Equip line managers to support good mental health



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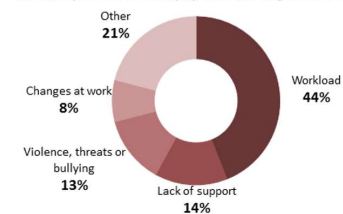
Causes of Work Place Stress



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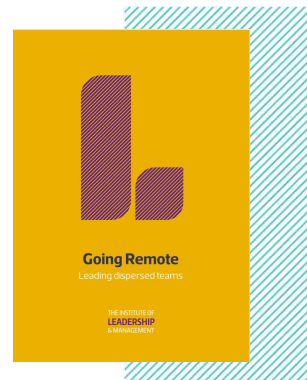
Stress, depression or anxiety by cause, averaged 2009/10-2011/12



Source: Labour Force Survey
<http://www.hse.gov.uk/statistics/lfs/index.htm>

Working remotely

- Nearly all struggle in some way
- Appreciation of autonomy that contributes to WLB
- Consistency of practice a real challenge
- Email overload



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Work Life Balance

'Harmonious interface between
different life domains'

Abendroth and den Dulk, 2011

'Work/life balance is at best
an elusive ideal and at worst
a complete myth'

Harvard Business Review, 2014

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Work Life Balance – some questions to ask yourself

- To what extent can you participate successfully and satisfactorily in various personal domains and be a successful high achiever in your professional life?
- Does balance mean sharing out finite resources ?
- Can balance mean generating more resources ?

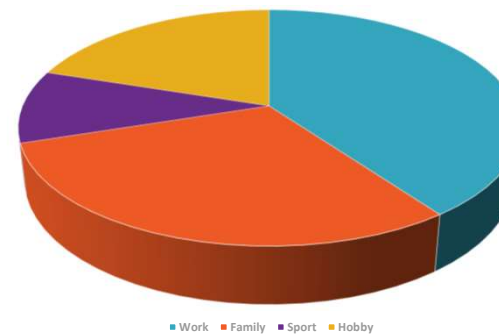


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WLB Resource Allocation



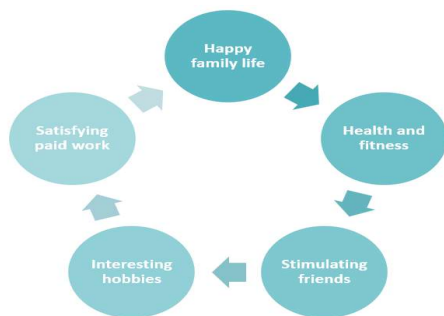
■ Work ■ Family ■ Sport ■ Hobby

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Resource Generation View



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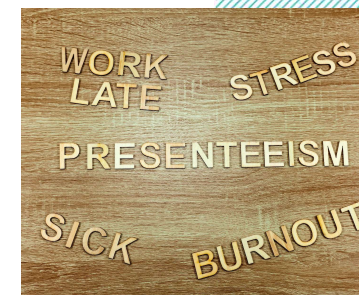
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Presenteeism

Absence at an all time low (5.9 days per employee p.a.)

- 83% reported working when unwell
- 63% work on holidays or when off sick

CIPD (2019)



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Leavism

“is a hidden source of potential abstractions from the workplace, and could impact enormously on organisational effectiveness. The motivation for the practice is unclear, and could be a manifestation of loyalty, enjoyment or duty. It could also be construed as a reaction to fear of job loss, redundancy or downgrade.”

Professor Cary Cooper

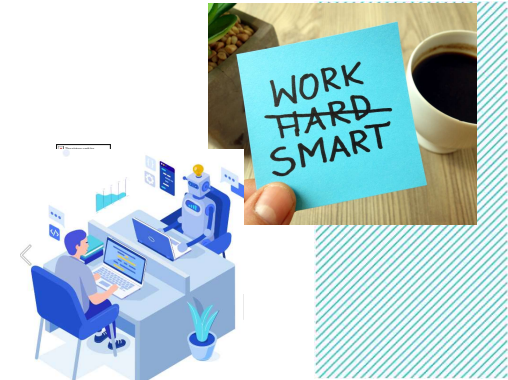


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Leavism – how has this happened?

- work smarter, not harder,
- to do more with less
- use technology to be more efficient



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Tailored support

- 22% workforce affected by mental health issues, 4-6% phone calls to EAP are MH related
- 40% absence due to MH issues, predicted to rise to 70% by 2023

Phillip McCrea, Manchester, 2020



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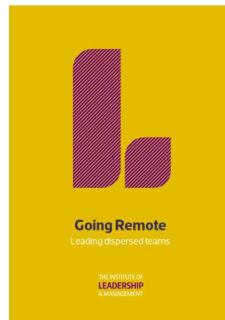
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The impact of remote working

- More difficult to arrive at speedy solution of problems
- Quick chat option not so easily available
- Misunderstandings occur without additional cues
- Unreliability of technology, but not all about technology
- Potential isolation
- Fulfilling social need that face to face work provides



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"You'll be playing voicemail tennis all the time. You were just left to do your own thing"

Associated Director, Financial services

"I feel I often relate more to my customer who I see on a very regular basis than I do to the team or company I work for."

Technical Account Manager

"It's only when you are physically alongside someone that you get to see their expertise and learn from that."

Business Analyst

"In an office environment, you know what people are doing because you can see them. When they are all remote, I have no idea what they are doing. Micro-managing is very detrimental."

Associate Director Financial Services

"You don't get the interaction and the nuances. I don't feel I get a lot out of the meetings. I contribute 75% of what I normally would."

Projects and Performance Officer

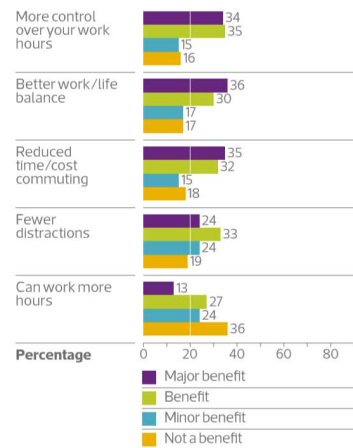
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Why we like remote working

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- 84% More control
- 83% Better WLB
- 82% Reduced commuting
- 81% Fewer distractions
- 74% Work more hours



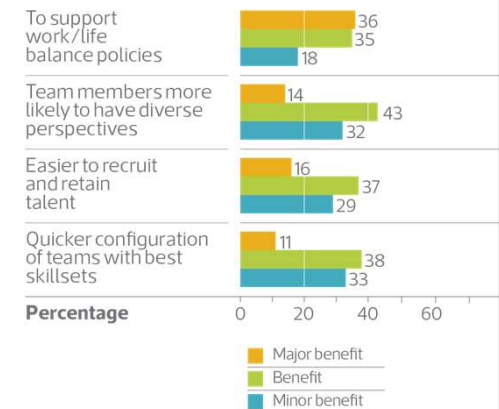
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Why managers like remote working

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- 71% Support WLB policies
- 57% Diverse perspectives
- 53% Talent management
- 49% Quicker team configuration



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Communicate to support good mental health

- Test different communication styles to see what works best with each member of the team
- Hold regular face-to-face meetings
- Limit the number of people on conference calls to three
- Use email as a last resort, use the phone, leave audio or video messages

A dispersed team where you have no communication can be quite stressful. In a team where it is set up properly, it can be very motivational.

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Manage to support good mental health

- A collaborative management style
- Be flexible in arranging meetings and respect home working arrangements
- Ensure staff members receive positive feedback and recognition for work well done
- Trust your team to do a good job
- Carefully monitor work levels to help manage stress in staff working remotely
- Learn what is normal for each team member



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Build teams to support good mental health

- Support team members to travel to meet when possible
- Build in social time even if it is virtual
- Encourage team members to develop personal relationships with each other
- Develop a sense of identity through the use of names, brands, logos etc.

You've got people you can pick up the phone and talk to, you know them and you've worked with them before. It's almost like building a corporate glue.

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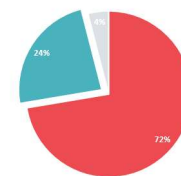
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New Decade New Direction

Research findings

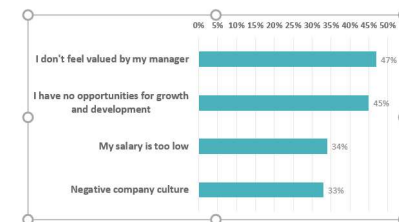
Overall satisfaction levels

24% are not satisfied in their current role



Legend: ■ Overall satisfied ■ Overall dissatisfied ■ Not applicable

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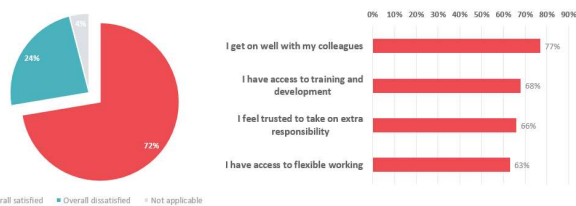
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New Decade New Direction

Research findings

Overall satisfaction levels

Relationships with colleagues was considered one of the most important factors in determining job satisfaction



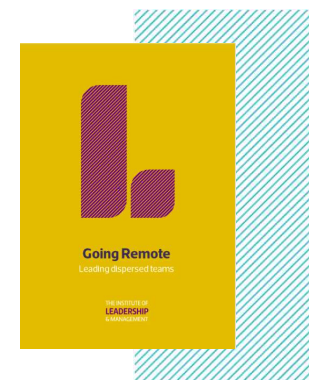
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Lessons for leadership teams

- Recognition that remote working is different, needs a high level of trust
- The technology has to be right and needs training and development
- Remote working needs training and development
- Pay attention to the social aspects of work
- Ensure access to support



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Conclusion

Make work a good place to be

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NEXT STEPS

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