



**make a difference**

workplace culture / mental health / wellbeing

# Psychological Safety in a hybrid world of work: a personalised and preventative approach

Tues, 9<sup>th</sup> Nov 2021 | 10:00 GMT



# Your speakers



## Sari Vanska

Founder, Muutos

Sari helps “people understand people”, enabling clients to build human-centric company cultures, conditions for positive employee experience, and helps them to develop sustainable productivity, retention, mental wellbeing and Diversity, Equality, Equity & Inclusion.



## Jane Austin

HR Director, Wave Utilities

An HR Director with a passion for creating the right environment for employees to thrive.



## Andrew Heath

Co-founder & CEO WeThrive

Our employee experience platform drives change at every level of your organisation. WeThrive tells everyone what to do next, supported with curated learning content and smart goal setting.

## Agenda & setting the scene

- What is psychological safety?
- Meeting our Human Needs
- Treating the causes not the symptoms
- ISO 45003
- Getting to the root of the problem
- **Wave Utilities case study** – psychological safety in practice



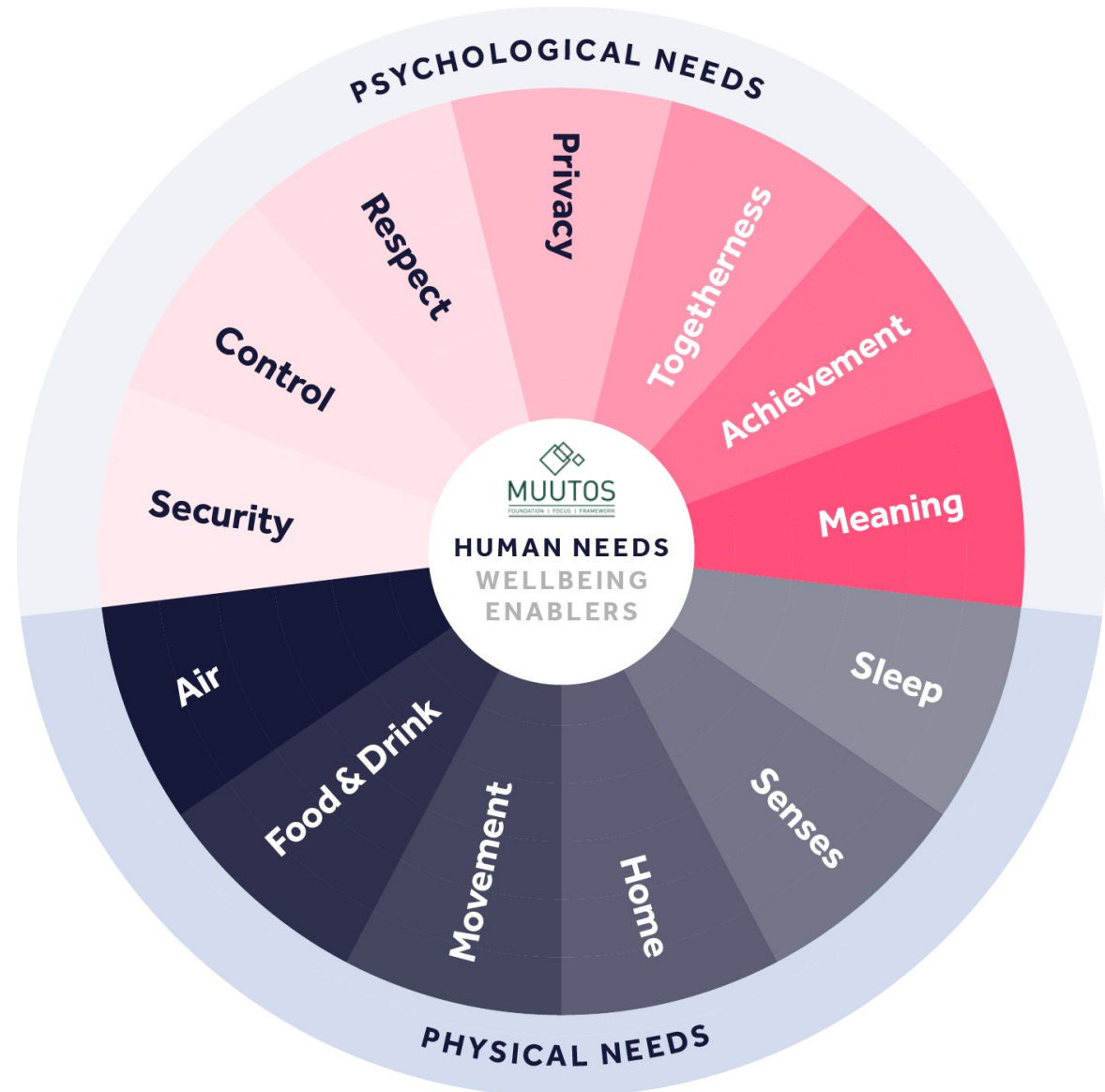
# What is psychological safety?

“We feel psychologically safe when we get all our psychological needs met”



# Human needs

- We are born with physical & psychological needs.
- We have the same needs at home and at work.
- When we get all our human needs met in a healthy, balanced way, it is NOT possible to be emotionally or mentally unwell.



## Sari's story

“I have a powerful personal story about how understanding my Human Needs enabled me to recover from severe depression quickly and has actually helped me to stay mentally well ever since”



**Concept of workplace  
CHANGING**



**Our basic needs  
REMAIN THE SAME**

**Enable individuals  
to get their needs met**



**OFFICE WORKING**

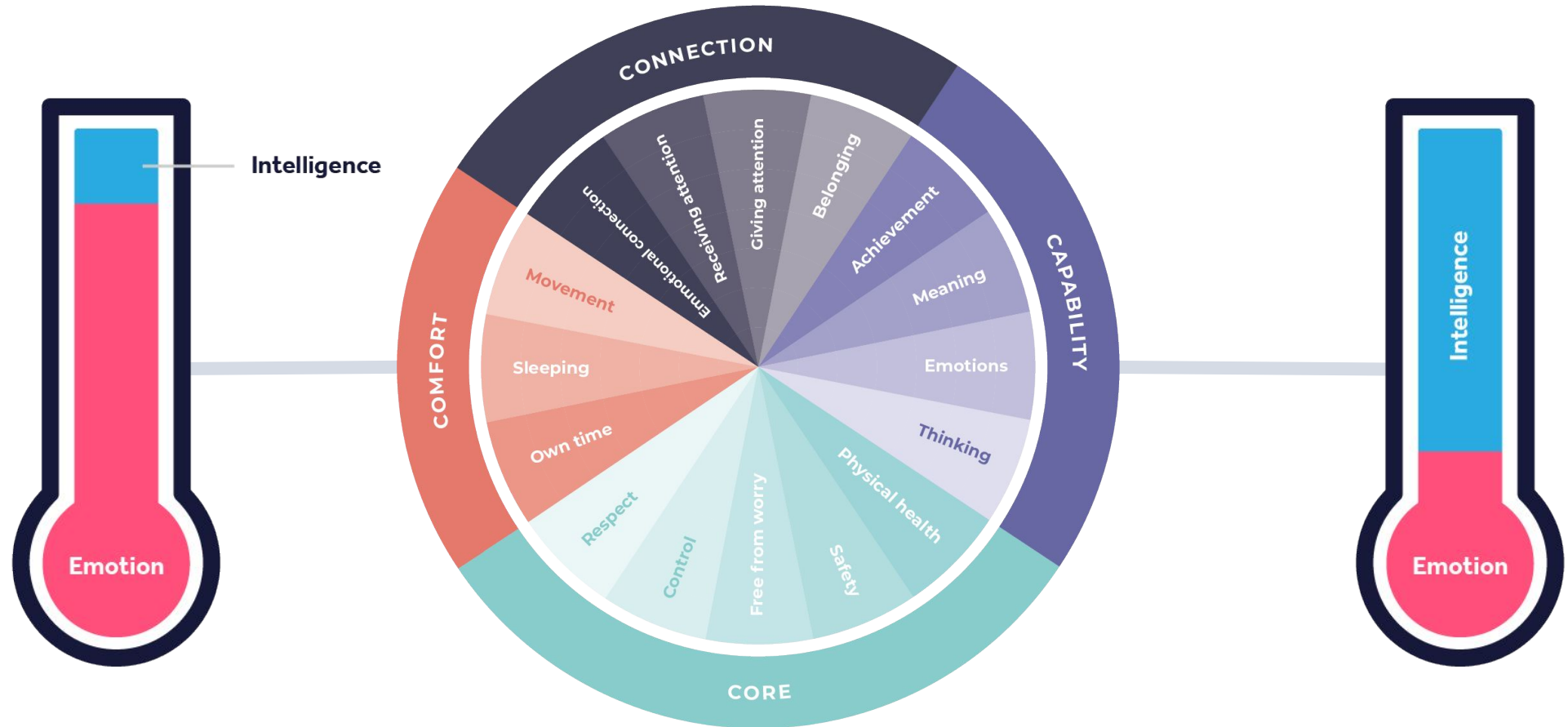


**HYBRID  
WORKING**



**REMOTE WORKING**

# Human needs @ work & our mental health



Needs not met

Needs met



# Human needs @ work & the impact on how we feel and function

Can't think straight  
Can't make decisions

Catastrophising  
Can't see solutions  
Lose perspective

Short fused  
Conflicts with people

Can't remember  
Difficulty learning

Reacting, not responding

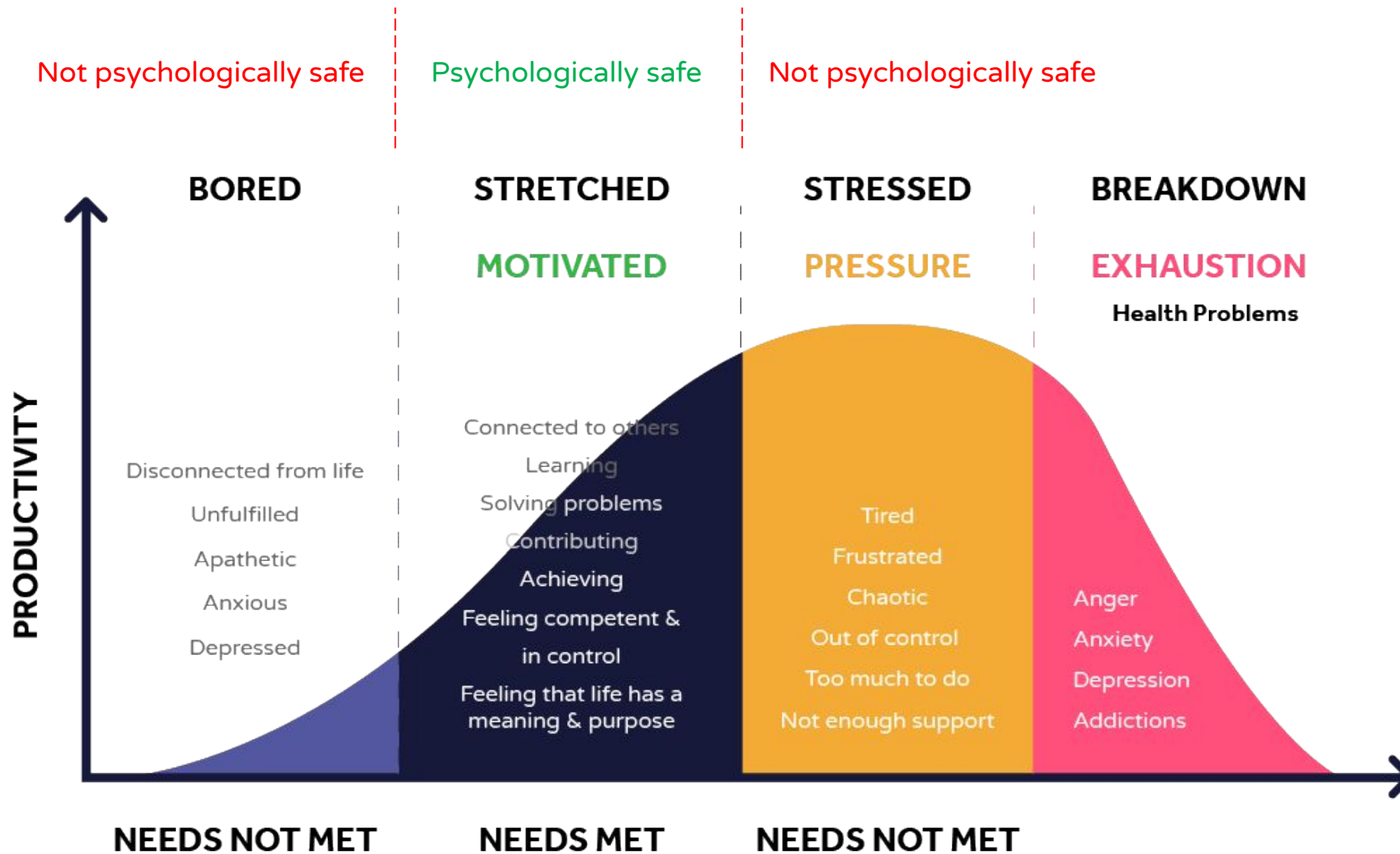
Can't see the big picture  
Blinkered view

Disturbed sleep  
Headaches  
Fatigue  
Muscle aches  
Heart palpitations  
Fast, shallow breathing  
Shaking  
Sweating



Diarrhoea  
Constipation  
Vomiting  
Indigestion  
Heartburn  
Dry mouth

# Human function curve



# A new wellbeing strategy – don't just treat the symptoms

- **Preventative:** let's not make people sick in the first place – try to keep people in the Goldilocks zone
- **Personal:** we all share the same needs but need them met in different ways – one size does not fit all



**72% of the time my team need help thinking more clearly and calmly**

## Capability

Teach your team some new techniques to distract their mind from emotions - counting backwards from 1000 in sevens is effective.

## ISO standard

ISO 45003 highlights that the organization is responsible for the OH&S of workers.

This responsibility includes promoting and protecting their physical and psychological health.



Reference

# Managing psychological health: areas to evaluate

During the planning process, the organization should take into account:

a) the needs and expectations of particular groups of workers (e.g. workers working alone, remote workers, minority groups);

## **Aspects of how work is organized**

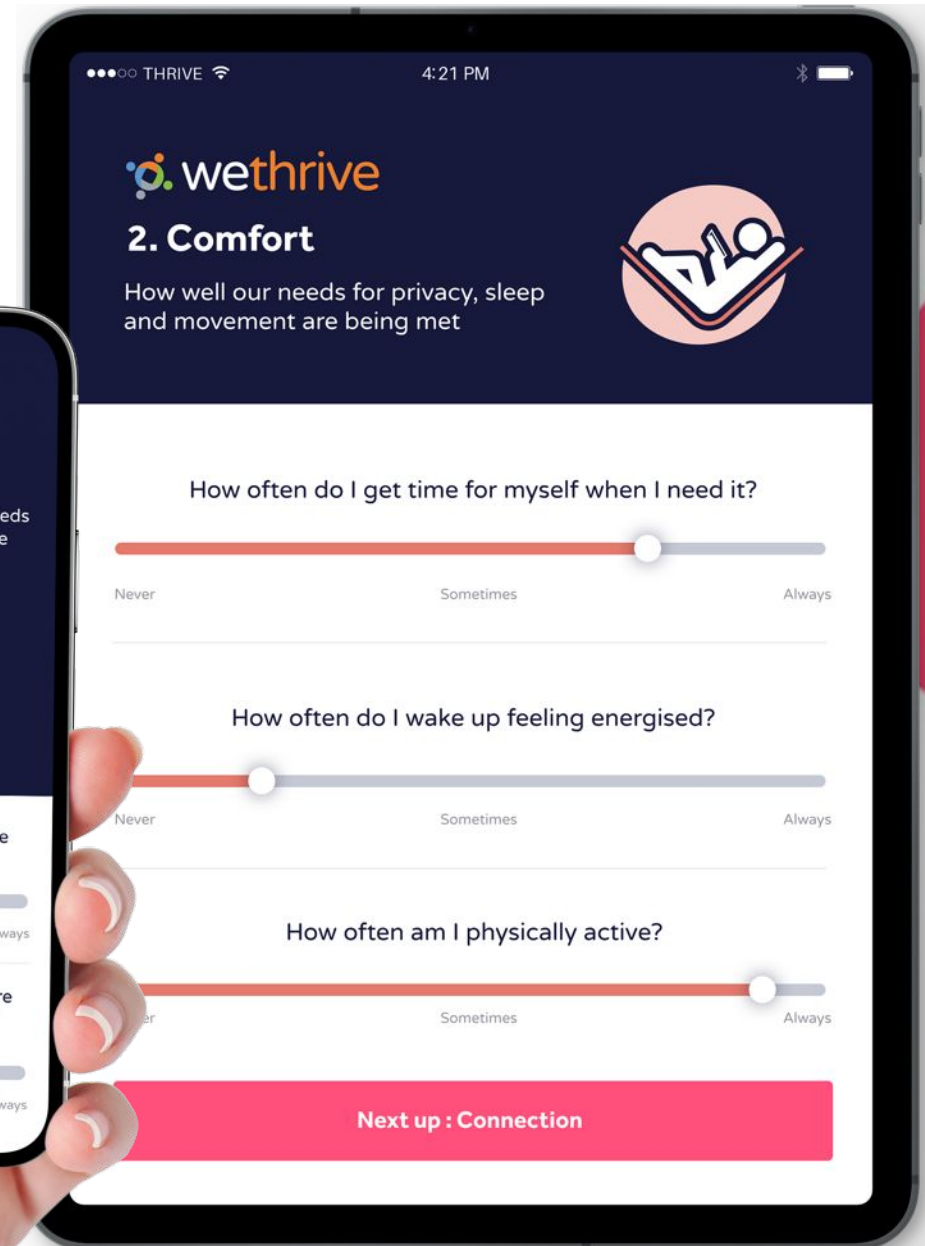
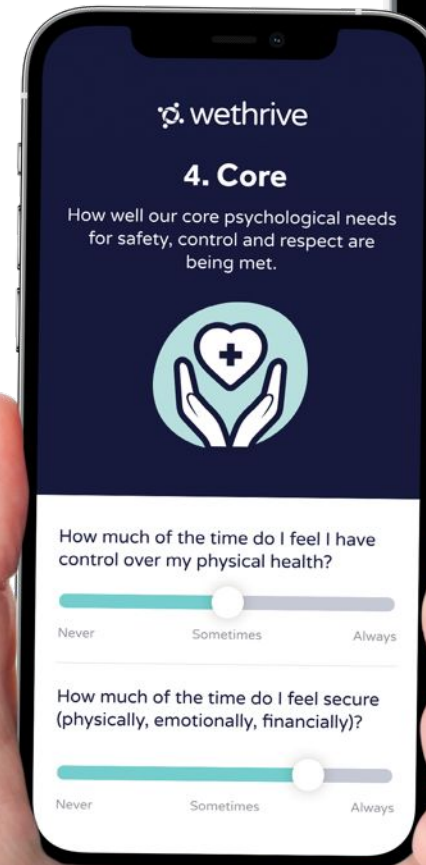
- Roles and expectations
- Job control or autonomy
- Job demands
- Organizational change management
- Remote and isolated work
- Workload and work pace
- Working hours and schedule
- Job security and precarious work

## **Social factors at work**

- Interpersonal relationships
- Leadership
- Organizational/workgroup culture
- Recognition and reward
- Career development
- Support
- Supervision
- Civility and respect
- Work/life balance
- Violence at work
- Harassment
- Bullying and victimization

# Getting to the nub of the problem

- Dynamic survey using psychology / human needs model
- High participation 85-100%
- Segmentation team / location / grade
- Private coaching & wellbeing recommendations for individuals
- Win / win / win – employees / company / compliance



# Use data to build a robust wellbeing strategy

- Spot organisation wide themes for your wellbeing strategy
- Identify groups / teams that need the most help & why
- Maximise impact of your wellbeing budget
- Compare results with previous to assess impact of your wellbeing strategy

		Overall	Sales	Marketing	Customer service	Engine
Core	<b>Overall</b>	77	73	74	<b>76</b>	76
	Physical health	77	73	74	71	76
	Safety	79	58	83	73	81
	Free from worry	59	55	60	60	51
	Control	<b>57</b>	<b>63</b>	<b>56</b>	<b>50</b>	<b>54</b>
	Respect	82	80	84	79	77
Comfort	Own time	88	80	86	90	87
	Sleeping	90	93	94	89	93
		77	65	66	60	60

## Empower individuals

- Instant access to private personal results
- Get targeted recommendations to self-help
- Curated resources to support the recommendations
- Personal goal and action setting to improve mental health and wellbeing



### Your coaching recommendations

Connection - belonging

**75% of the time I want to feel more confident in getting to know new people**

Create goal with the below actions

#### SUGGESTED ACTIONS

Before entering new situations, calm your mind by using any mental relaxation techniques.

Create action

Focus outward, focus on people, forget yourself. Ask people questions, get them talking about themselves.

Create action

In a group setting, be the observer, listen to others and let them talk. People like observers and listeners.

Create action

Core - control





# Wave Utilities



*“The original response to the pandemic was with the care of the staff at the forefront of their mind...”*

*This understanding and supportive environment filtered down from the top and rather than just saying they understood and their actions telling a different story, Wave leadership and wider leadership really care and understand how difficult it has been. I have never worked for a company that cared even half as much about the wellbeing of their staff!”*

*“There are so many things that Jane has put in place at Wave like guest speakers and webinars to talk about mental health. The openness around mental health is so refreshing.”*

*“Wave’s approach to wellbeing and specifically the mental health side comes from the top and filters down. It may be a cliché but at Wave we really are a family and that is because of the values instilled and demonstrated from our leadership team and specifically Jane.”*

# Safeguard the wellbeing of your people in 2022 and beyond

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Contact [sari@muutos.co.uk](mailto:sari@muutos.co.uk) human needs consultancy & training

# Key take-aways & practical tips

- Psychological safety is achieved when we get all our human needs met in a healthy, balanced way
- There is a sweet spot in the middle bored & stressed / exhaustion
- Every individual has the same needs but we need them to be met in different ways
- Creating a culture where people spend most time feeling psychologically safe will reduce sickness / absence and increase productivity
- Regular listening / surveying is the key to identifying people / groups at risk and what you, your managers and they can do to help quickly
- To maximise the impact of your wellbeing strategy use data to identify the key themes that need addressing (one size does not fit all)