"BUILDING EXCELLENCE FROM WITHIN"

Promoting wellbeing among executives of the Public Service of Canada
Part one: A pilot project at the CPSA

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Promoting Executives' Wellbeing

Today's objectives:

- To present a new concept and approach for promoting wellbeing in the workplace - ETE
- To obtain your support for the development of ETE pilot project at CPSA

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ETE guiding principles:

- Trust in people's desire, resourcefulness and capacity for wellbeing

- Optimization and support of existing human and material resources for workplace wellbeing

- Value interconnectedness, mutual aid and support throughout the organization

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APEX studies (2002, 2007) show that federal executives have:

- high incidence of cardiovascular disease – one in five;

- high level of depression - 15.2% suffer from depression compared to an average of 6% for the Canadian population;

- higher incidence for most diseases (e.g. cardiovascular, musculoskeletal, gastrointestinal, respiratory, etc.) for both male and female – compared to their counterparts in the private sector;

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APEX studies (2002, 2007) show that federal executives have:

- high levels of distress of long duration – 31.3% scored above the General Health Questionnaire threshold for distress;

- high turnover intent – over two thirds think about leaving their current job at least once a month because of high level of distress;

- high scores for all dimensions on the burnout scales – 75% are in the high range for fatigue.

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CPSA Workplace Well-Being surveys (2005, 2007) indicate:

- a high percentage of employees lacking confidence in executives' leadership;

- a high degree of dissatisfaction with and ineffectiveness of various management practices (e.g. communication, changing priorities, workload, etc.).

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The vision:

A new organizational culture in the Public Service of Canada where wellbeing and excellence are inseparable.

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The objectives:

- To strengthen executives' learning and integration of personal and management transformation practices that are favorable to their mental health and wellbeing - which will directly impact on the work environment and the overall health of employees.

- To identify and facilitate organizational or environmental transformations that are supportive to the wellbeing of executives and employees.

- To participate in the Public Service Renewal and the emergence of a new management and organizational culture and branding.

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The pilot project participants are executives and future executives (EXM1, EXM2) as well as employees of the Canada Public Service Agency.

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Presenting…

A new concept

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Imagine two executives …

• they share the same desire to do a good job and be appreciated;

• they have comparable personal resources, training and experience;

• they work in the same environment.

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Mr. A is successful in his work, recognized, respected and appreciated by employees.

Mr. B is not.

What differentiates one from the other?

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Mr. A...

is open, confident and optimistic;

shows leadership and vision;

believes in people/employees' resourcefulness, loyalty and commitment;

is accessible and communicates easily;

encourages new ideas and changes;

sees, appreciates and supports employees' success and contributions;

transforms challenges into opportunities.

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Mr. B…

is insecure, self-centered and judgmental;

feels suspicious and distant from others/employees;

demonstrates poor leadership and vision;

tends to be abusive and controlling;

is inattentive to employees and non-appreciative of their work;

lacks respect;

exaggerates situations and problems.

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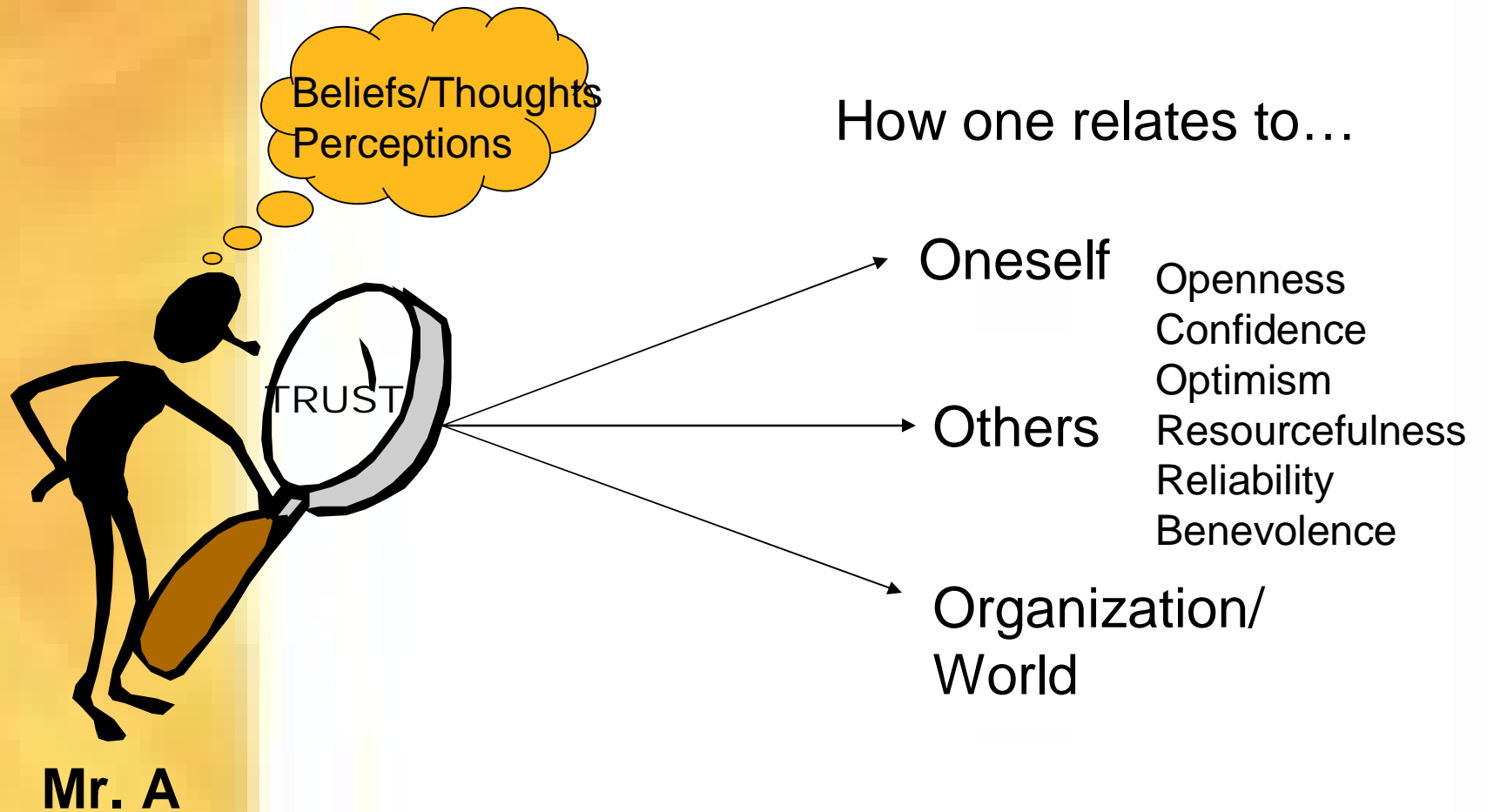Mr. A's perception is based on **trust**.

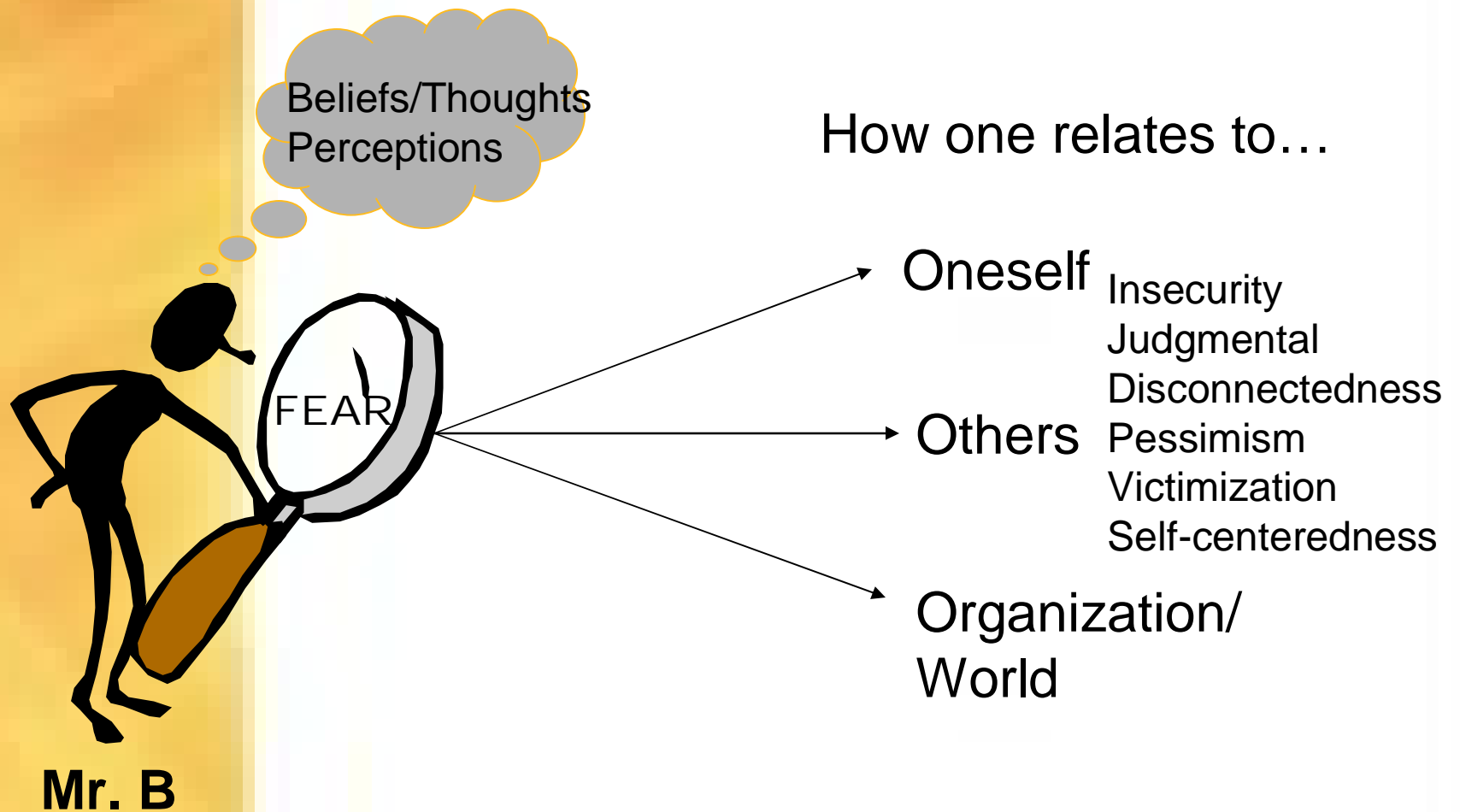Mr. B's perception is based on **fear**.

They differ in the way they perceive and relate to their work, and to others.
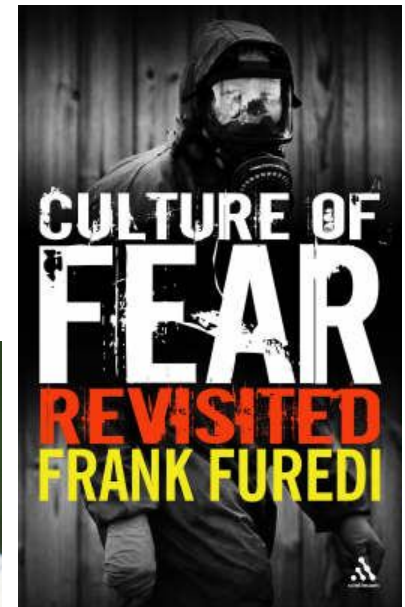
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Beliefs/Thoughts
Perceptions

TRUST

Mr. A

How one relates to…

Oneself

Others

Organization/
World

Openness
Confidence
Optimism
Resourcefulness
Reliability
Benevolence

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Beliefs/Thoughts
Perceptions

FEAR

Mr. B

How one relates to…

Oneself
Insecurity
Judgmental
Disconnectedness
Others
Pessimism
Victimization
Self-centeredness

Organization/
World

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Whatever their origin and nature, personal or socio-cultural, fears can be damaging to ourselves, others and the world.

Invasion!
The Culture of Fear in America

CULTURE OF
FEAR
REVISITED
FRANK FUREDI

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Certain environments and situations produce or bring out fears more than others.

The workplace is one of them.
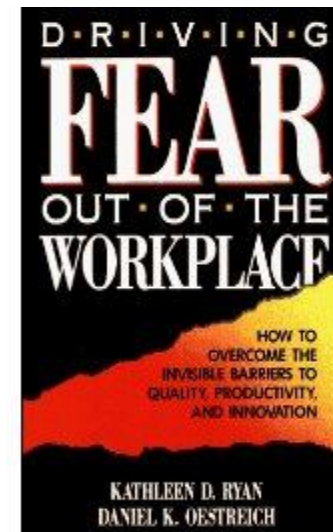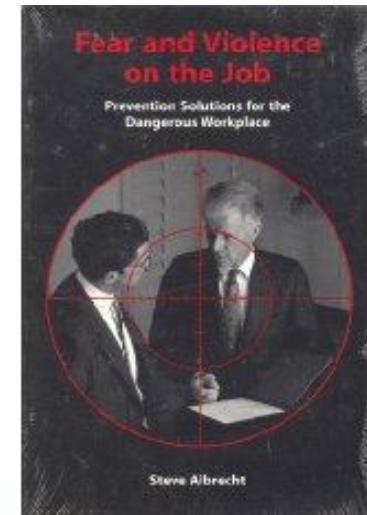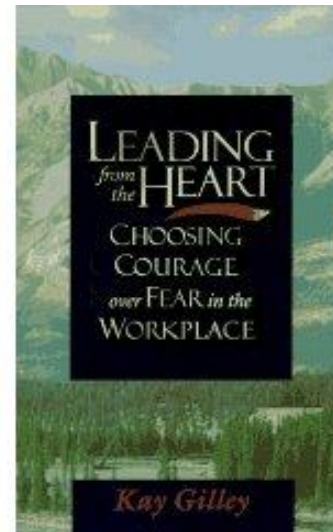
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- **Fear of judgment and exclusion**
- Fear of change or ambiguity
- Fear of consequences from not achieving a task/goal
- Fear of conflict and harassment
- Fear of losing one's job or poor performance appraisal
- Fear of looking foolish or making a mistake
- Fear of an individual such as a boss, manager or even co-workers
- to name a few…

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Fear in the workplace can be debilitating and negatively affect performance of individuals and of the entire organization.

Fear makes everybody miserable!

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The question is…

What can we do to eliminate fears in the workplace, both at the individual and organizational levels?

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First:

We need to be aware or conscious of those fears.

We also have to realize that although we experience fears, it does not define "who we really are".

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We are not our fears.

Fears are not part of our true identity or "who we really are" .

As sticky/oppressive and invasive they may feel, fears are superficial layers that cover "who we really are".
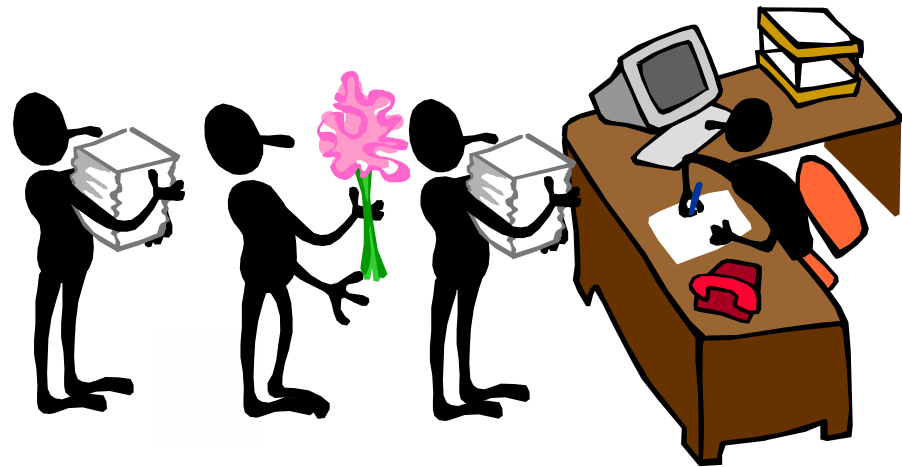
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Second:

We have to recognize "who we really are" beyond fears.

And guess what?

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"Who we really are" beyond fears are people/executives who share the same desire to do a good job and to be appreciated by others.

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Beyond fears, we are also…

joyful, lovable, open, confident, positive, enthusiastic, curious, optimistic, creative, resourceful, insightful, trustworthy, generous, calm, fair, understanding, honest, audacious, inspired, competent, imaginative, ingenious, talented, knowledgeable, organized, focused, courageous, resilient, flexible, dedicated, humble, appreciative, strong, balanced, attentive, respectful, supportive, motivated, determined, patient, responsible, loyal, assertive, reliable, authentic, humorous, accessible, exemplary, innovative, visionary, outgoing, gentle, committed to excellence, etc.
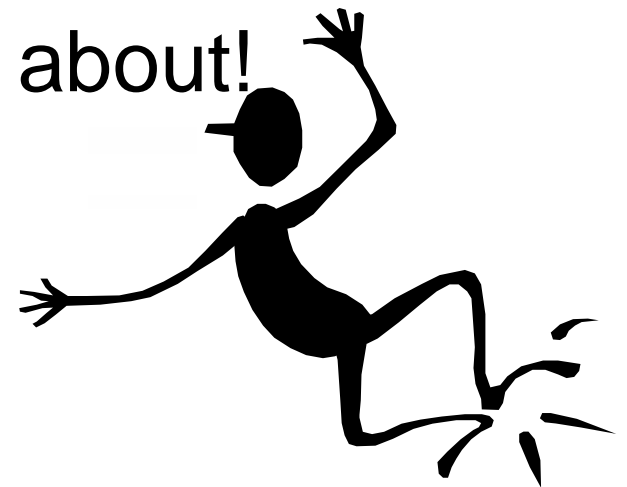
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Therefore, the best way to eliminate fears is by recognizing and being "who we really are" beyond them, not by fighting them.

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In doing so, we operate a *trans*formation - from fear to trust - that impacts directly on how we relate to oneself, others and the organization.

And this is what "BUILDING EXCELLENCE FROM WITHIN" is all about!

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So the real question is…

How do we support executives' recognition of "who they really are" and their desire to do a good job and be appreciated by employees?

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Presenting…

A new approach

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3-step approach

Awareness

Choosing trust beyond fear

Individual level

Experience

Integrating trust into practices

Support

Organizational level

Ensuring continuity of process

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Phase1
New development and learning approach for executives

Awareness
Choosing trust beyond fear

Experience
Integrating trust into practices

Support
Ensuring continuity of process
DM/CPSA, PCO, APEX
& employees

Awareness
Choosing trust beyond fear

Experience
Integrating trust into practices

Support
Ensuring continuity of process
CPSA DM & executives, PCO

Phase 2
Awareness and education campaign for employees

Implementing the 3-step approach in the workplace

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Phase1
New development and learning approach for executives

Awareness
Choosing trust beyond fear

Learning & training module
Professional development program for trainers, advisors and coaches of AEXDP/CPSA, CSPS, APEX/ASE
Training for executives
Pre-test, post-test and evaluations

Experience
Integrating trust into practices

Learning support, self-monitoring & self-assessment tools for executives
Coaching
Individual measures & module evaluations

Support
Ensuring continuity of process

Two-way support strategy - DM assembly, PCO, APEX, senior executives' champions for wellbeing
Employee feedback & appreciation
Dissemination of new management practices & culture

Phase 1 in action

Promoting Executives' Wellbeing

Process & outcomes evaluations

| Learning & training module | Professional development program for trainers & coaches | Training for executives | Learning support, self-monitoring & assessment tools for executives | Two-way support strategy & executives champions for wellbeing | Dissemination of new management practices & culture |
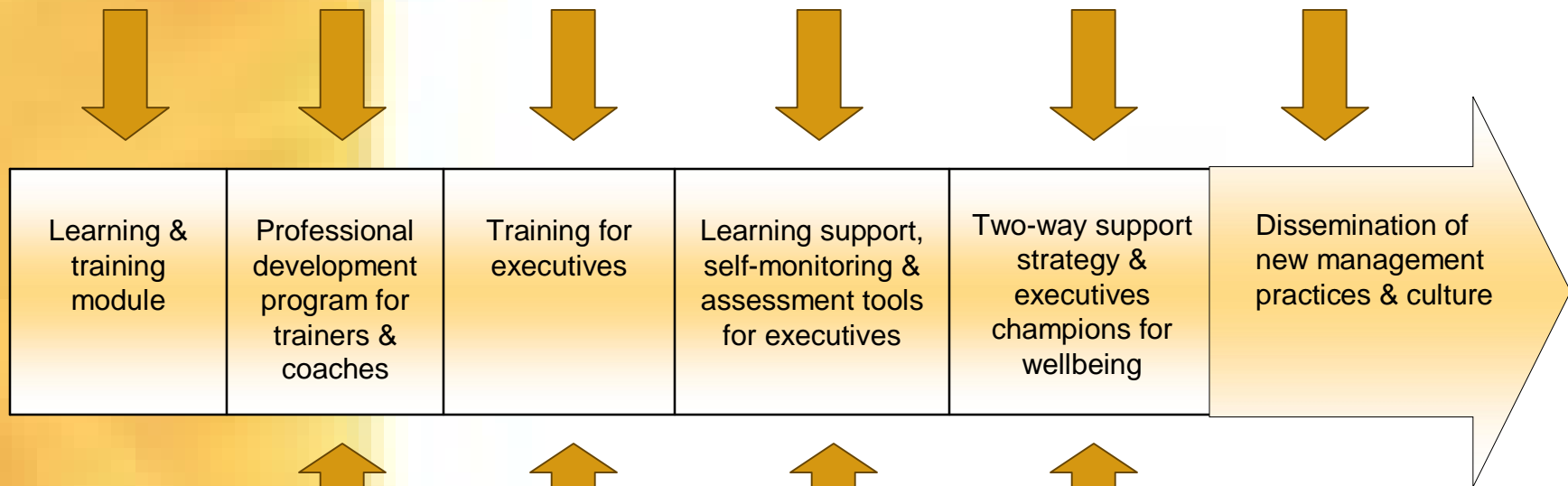
Executives & organizational wellbeing indicators

Phase 1 - Deliverables
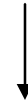
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Awareness campaign &
communication strategy - information
sessions, promotional tools,
e-learning
Training for wellbeing advisors and
HR

Learning support, incentives & self-
assessment tools for employees
Action learning group
Intranet testimonies
Proactive wellbeing advisors

Two-way support strategy -
executives & DM, PCO/
organization
Mutual aid network, FWWN
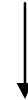Dissemination of new
organizational practices & culture

Awareness
Choosing trust beyond fear

↓

## Experience
Integrating trust into practices

↓

Support
Ensuring continuity of process

Phase 2
Awareness and
education
campaign for
employees

Phase 2 in action

Promoting Executives' Wellbeing

Process & outcomes evaluations

| Awareness campaign & communication strategy | Training for wellbeing advisors & HR | Learning support, & action learning group for employees | Proactive wellbeing advisors | Two-way support strategy | Dissemination of new organizational practices & culture |
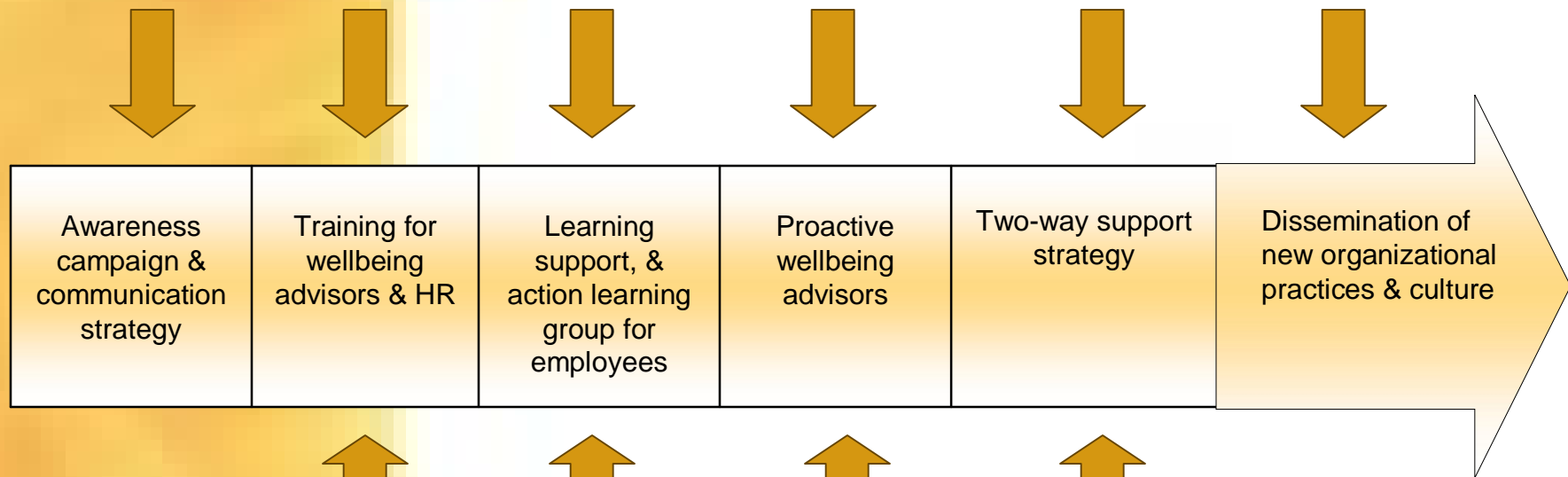
Employees & organizational wellbeing indicators

Phase 2 - Deliverables

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Outcomes…

Executives' mental health, wellbeing and health ↑

Executives' management practices based on trust ↑

Employees' confidence in executives leadership ↑

Employees' mental health, wellbeing and health ↑

Healthy working environment ↑

Organization's quality of services and productivity ↑

Employee/professional recruitment and retention ↑

New management and organizational culture and branding ↑

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Roles and responsibilities

IMHR – CEO & President

- Champion the initiative and facilitate its success and continuity
- Commit to and support the process:
  - Ensure sustainability of the pilot project by its inclusion in IMHR strategic plan 2009-2011
  - Provide necessary human and financial resources for the achievement of the pilot project
- Participate in regular exchanges with working team
- Become a member of the Advisory Committee

CPSA - SMC

- Champion the initiative and facilitate its success and continuity
- Commit to and support the process:
  - Ensure commitment and participation of all executives and future executives at every step of the pilot project
  - Ensure sustainability of the pilot project by its inclusion in CPSA strategic planning 2009-2011
  - Provide necessary human and financial resources for the success of the pilot project
- Participate in regular exchanges with working team
- Become a member of the Advisory Committee

Promoting Executives' Wellbeing

Roles and responsibilities

IMHR/ PMHP & CPSA /PPEO

- Establish vision/values and ensure orientation of all activities related to pilot project
- Coordinate and manage each step of pilot project
- Ensure effective communication and follow-up with CEO/IMHR & SMC/CPSA
- Establish and maintain collaboration with internal and external partners and network
- Communicate and disseminate results

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ETE Partners…

- Canada School of Public Service
- Institute of Population Health (U of O)
- Canadian Institute for Health Information
- Association of Professional Executives of the Public Service of Canada (APEX)
- Public Health Agency of Canada & Health Canada
- Clerk of the Privy Council
- Treasury Board of Canada Secretariat - Assembly of DM
- Federal Workplace Wellbeing Network (FWWN)

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Human and financial resources:

- **Human resources**
  - Working team - project director, assistant project director, trainer/coach/health consultant, communication expert & administrative/research assistant (5)
  - Expertise (e.g. testing & evaluation)
  - Advisory Committee (10)
  - Network
- **Material resources**
  - Office and furniture
  - Services (e.g. teaching and promotional/ communication material, translation, etc.)
  - Web site
  - Traveling

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Next steps:

- IMHR and SMC/CPSA approval of pilot project - December 2008

- Signing of MoU between IMHR & CPSA – January/February 2009

- Develop and validate learning module and training program for CPSA and CSPS trainers/coaches – February 2009

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To conclude…

"The leaders of tomorrow will not only have to worry about the bottom line (…) they will be coaches and lead by example. Most importantly, leaders of the future will, first, have to have the insight in how to deal with fear."

James Mapes
Fearless leadership

Thank you!