

SUSTAINING HEALTHY-HIGH PERFORMANCE - Through a Global Resilience and Energy Portfolio

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Introduction

This paper describes how an occupational health function has developed and implemented health initiatives to positively support business success and culture through focus on the sustainable healthy-high performance of the business, the teams within the business and the individuals within those teams. This required a shift in the traditional occupational health paradigm of all stakeholders. It is proposed that this link of health to business performance should be the new focus for occupational health now and in the future

Description of the Organisation in which this Work was Created

GlaxoSmithKline (GSK) is a global leader in producing prescription medicines, vaccines and consumer healthcare products. Headquartered in the UK, GSK has operations in 116 countries, employs over 100,000 people globally. The company's challenging and inspiring mission is to improve the quality of human life by enabling people to do more, feel better and live longer. This mission statement reflects the emphasis the company places on the impact they have on their employees as well as on the people who use their products and the communities in which they operate. GSK significantly impacts its employees' health and well-being with a portfolio of tools that support energy and resilience. These programmes enhance employees' health, performance as well as work & home engagement.

The Historical Perspective of the Development of Healthy-High Performance in GSK

In the 1990s, with increasing business pressures from mergers, leaning the business, six Sigma, Y2K, the health function of the business focused on stress management and awareness training. These programs were primarily focused on individual skill building to manage life pressures more effectively.

Following the creation of the GSK at merger in January 2001, the reformed health function, now known as Employee Health Management began to focus not only on the individual's ability to manage pressures but on the organisational factors as well. Each legacy company's programmes were reviewed and the best of each retained with the integration of new evidence based interventions. This led to a set of tools that focus on enhancing both team and individual (personal) resilience through the identification and effective management of work and life pressures. This new focus was targeted to help employees adapt to the new culture and manage the significant amount of business process change and structure both now and into the future.

The GSK model of healthy-high performance enhances activities from compliance to supporting business revenue generation and corporate social responsibility. To be able to drive healthy-high performance through a health function focus on resilience and energy there are some organisational prerequisites. These are recognised but not detailed in this article. They include –

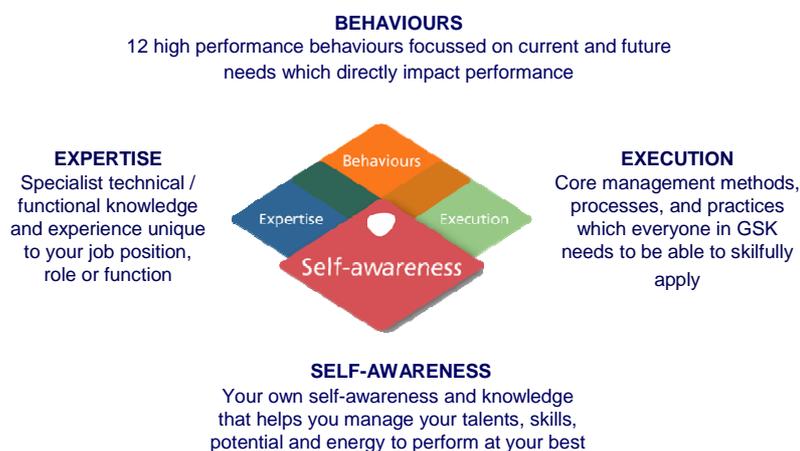
- A corporate culture supportive of employee health
- Global Health Standards including mental well-being
- A proactive and focused Occupational Health team with the appropriate competencies
- An early intervention case management approach to attendance management
- Re-engineering of business and management practices to reduce pressure (similar to ergonomics and repetitive illness paradigm)
- A 24/7 employee support (assistance) programme
- Private medical insurance with mental health cover
- A Health Risk Appraisal to serve as both baselines for the employee and metric for the interventions effect on health outcomes.

To ensure that health becomes embedded in the organisation’s culture it was imperative that leaders understand health from both a personal and leadership perspective. In 2006 Employee Health Management focused on ensuring health became a fundamental component of the new GSK leadership framework and on establishing a programme, known as Energy for Performance, to increase employee engagement and sustainability.

GSK Leadership Model 2007

A new leadership framework was recently introduced throughout GSK. This framework focuses on four key domains of leadership: Expertise, Execution, Leadership Behaviour, and Self. The domain of Self is where much of health focused awareness and behaviours are focused. The resilience programmes and new Energy for Performance (E4P) initiative directly support development in this area. All development in this component is extremely important as growth here fuels and ignites the sustained ability to perform in all the other components of the framework.

The Leadership Framework



The key business drivers leading to the inclusion of self awareness within the leadership framework include an awareness that - Work pressure and work demand are not likely to reduce, and this will be accompanied by physical and psychological reactions to the perceived and real pressures that arise; a recognition that leaders play a significant role in mobilising and channelling energy and resource, they are '**stewards of the organisational potential**'; a recognition that we need leaders who able to lead themselves and not risk burn out, able to lead themselves and so lead others effectively. - Leaders need to be self aware and able to manage the 'shadow' they cast on the organisation with awareness and insight

An analysis of GSK internal data, from 2003-2007, revealed interesting facts regarding health, energy and engagement. GSK global survey data shows that employees perceive work demands as excessive. In addition only 22% of the GSK population was highly engaged reflecting a 78% full engagement gap. 38% of senior leaders are highly engaged but are compromised in terms of resilience and energy. 20% of GSK UK Executives, participating in the Executive medical programme in the UK are sedentary and over 40% are overweight. GSK's Health Risk Appraisal data from GSK in the USA shows 18.5% of participants are "stressed", 23% receive < 7 hrs. sleep, 13% are sedentary, and 30% unhealthy overweight, with 17% being classed as obese.

These data further underscore the need to continue to evolve a new work paradigm supported and underpinned by health based principles. Working in partnership, Employee Health Management and Human Resources have worked with the Human performance Institute, Orlando Florida, to promote a new work paradigm and enhance our Resilience and Energy programme portfolio

New Work Paradigm

This new work paradigm is the basis in GSK's Resilience and Energy management tools. Key features of this new work paradigm include, seeking stress (challenge) rather than avoiding it, the need to oscillate between expensing energy and recovery between full engagement and strategic disengagement. A view that downtime **is** productive time, recognising that employees cannot work at a continuous fast pace without having time for renewal. That for business success it is not effective time management but effective management of the quantity, quality, and focus of one's energy. Finally that healthy behaviour will be sustained through the development of appropriately focused rituals – habitual behaviours aligned to one's deepest values.

In GSK we understand and define a resilient organisation as one which allows individuals and teams to understand and **clarify** roles, goals and expectations, to demonstrate **support**, trust and mutual respect for business and personal priorities, and **experiment** with new ways of working to better meet business goals and personal needs

Resilience at GSK

Resilience *is* “**The ability to be successful, personally and professionally, in a highly- pressured, fast-paced and continuously changing environment.**”

While some people may appear to be innately more resilient than others, being resilient is a set of skills that can be learned and developed at any stage in life.

Resilient people demonstrate confidence, optimism, adaptability and flexibility. They display energy and stamina in meeting challenging goals and are able to draw on areas of life to maintain a healthy and balanced perspective.

Enhancing and building personal resilience through a greater level of self-awareness and reflection enables individuals to identify what is truly important to them in their life, to gain a sense of perspective, focus and direction.

This gives resilient individuals the ability to 'bounce back' in the event of life's many demands.

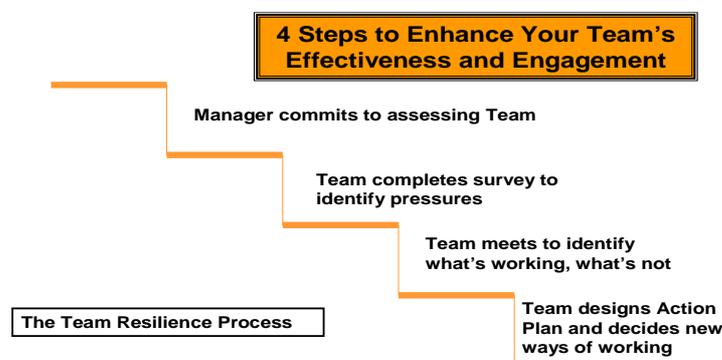
Team Resilience

Resilience in an organisation needs to be built at 3 levels. Senior leaders need to champion, sponsor and lead in resilience, line managers need to engage and lead their teams through the team resilience process and individual employees need the opportunity to build personal resilience

The Team Resilience process assesses team pressures and effectiveness using a validated self-report tool. It focuses on pressures from 6 major work domains known to impact business performance.

This process is used globally, translated into 12 languages and in use in 41 countries. Over 22,000 employees have engaged with the process since 2003.

The team resilience process has four steps involving an individual on line assessment, a team meeting lead by the manager and supported by a trained resilience facilitator, and, crucially, an action plan



The action plan focuses on: daily practices – daily behaviours that will create a more supportive work environment, quick wins – easy fixes that will relieve pressure quickly and challenging issues within the team's control.

The Team Resilience process has enhanced inclusiveness and collaboration. It has helped teams develop increased focus and efficiency. It has facilitated new ways of working for optimum performance and creates an environment and a culture of real conversations, leading to enhanced relationships and understanding within work teams

Personal Resilience

The Personal Resilience (PR) programme is a 3.5 hour workshop open to all employees, incorporating energy management principles. It enables employees to engage their energy and to implement behaviours that create a healthy, positive and resilient person.

Impact of Resilience Programmes

Since the introduction of Team and Personal Resilience, work-related mental ill-health cases have decreased globally by 60% (2003 – 2007) and all mental ill health absence reduced by 20%. Self reported pressure due to work / life conflicts has fallen by 25% and staff satisfaction with the company increased by 21%. There has been a 14% increase in willingness among staff to experiment with new work practices. The Team Resilience process is being used by the International Pharmaceutical business of GSK as a validated sales productivity tool with nearly all teams experiencing increases in engagement, motivation, satisfaction and overall sales after one year follow-up

Energy for Performance – The Next Step Change

In 2008, in order to further facilitate the healthy-high performance Employee Health management has launched a global initiative. This core of this initiative is a 2.5 day experiential programme, *Energy for Performance* that enables employees to take their current energy, performance, and achievement to the next level - personally and professionally. Its purpose is to achieve extraordinary results by teaching the skills and methodology to being fully engaged in anything that really matters. This well researched and validated programme includes a 360° full engagement assessment (with family as well as business colleague feedback); fitness and nutrition awareness, skill building experience and planning; exploring one's values and purpose; and the creation of a personal strategic action plan. To date over 1500 senior leaders and employees have taken part in *Energy for Performance*.

In an outcome study on this programme, conducted within the US sales force 12 month plus sustained energy improvements have been recorded.

<u>Perceived area of Improvement</u>	<u>% Improvement after One Year</u>
Low energy	55%
Negative/pessimistic thinking	52%
Lack of passion	48%
Low stress tolerance	47%
High anxiety	45%
Lack of trust in others	44%
Poor work-life balance	44%
Poor communication skills	43%
Ability to focus	41%
Poor time management	37%

Testimonials from those who have experienced the programme have reflected significant personal impact:

- *“I have never felt so focused in my life”*
- *“I feel empowered to create balance in my life, thus enhancing my engagement at work and at home”*
- *“I have more mental and physical energy for the performance of my job”*
- *“This program has been life-changing for both work and life”*
- *“This is the best program that I have attended”*

Conclusion

Occupational health needs to be fully integrated in business, leadership and people management processes to enable sustainable health-high performing business, work environment and culture. A better understanding how the business impacts health and how health impacts the business allows for greater return on the investment of resources in support of health and well-being. A healthy business requires healthy leaders making healthy decisions supported by an energised, engaged and health employee population working to a shared corporate mission. Occupational Health is in a unique position to propose and implement a strategic approach to health to ensure both individual and business success.