

“To work and be well”

-foundations of a healthy, effective workplace-

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The foundations of a healthy, effective workplace lie in the quality of the relationships that are nurtured and grown there.

Without healthy relationships, all the technical expertise in the world will not create a sustainably effective organization.

And without healthy relationships, health promotion programs and policies will be far less effective, however good they are in themselves

To get at what is most important about relationships at work
let's start at the end, with the result we want to achieve
and ask ourselves:

*How do people look, feel and behave in a healthy, effective
workplace?*

“A”

**How people look, feel
and act in a healthy,
effective workplace**

Energized

Engaged

Enthusiastic

Collected

Creative

Cheerful

Helpful

Caring

“B”

**How people look, feel and
act in an *unhealthy*,
ineffective workplace**

Demoralized

Disengaged

Depressed

Anxious

Resentful

Angry

Unhelpful

Uncaring

Q. How do we get to “A” and avoid “B”?

A. By focusing on healthy, effective *relationships* at work

Q. How do we do that?

A. By focusing on the *essentials* of relationships at work

Q. What *are* the essentials?

A. Let’s look at what we know.....

We have learned from clinical practice, practical experience, science and the law that there are ***3 basic imperatives*** which, if heeded, contribute enormously to the healthiness and effectiveness of relationships at work.....

Three Imperatives of Healthy, Effective Relationships at Work

1. *“awareness”*

be aware of *who* is influenced by your words and actions and *how* they are influenced

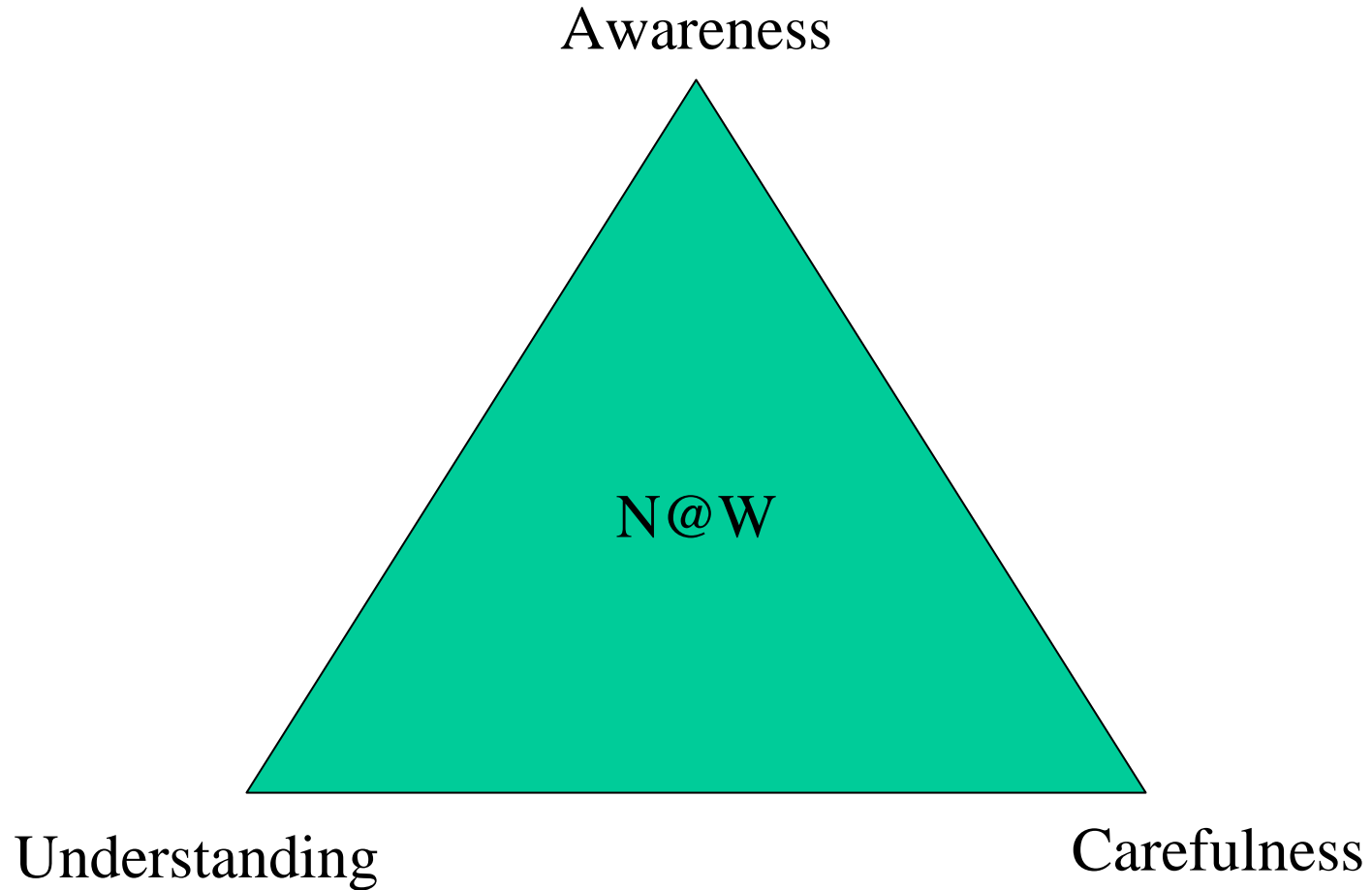
2. *“understanding”*

understand the legitimate needs, interests, motives and points of view of others in your circles of influence

3. *“carefulness”*

act upon your awareness and understanding by being careful of others in your circles of influence and by doing them no reasonably foreseeable harm

Being a Neighbour at Work: Three Imperatives



N@W is an example of a “*Super-identity*”

What happens when we get it wrong?

i.e. when we ignore the 3 imperatives.....?

Science tells us that systemic failure to recognize and accommodate, up to a reasonable standard, the legitimate interests and needs of others at work leads to a *culture of unfairness and injustice* in which people look, feel and act:

Demoralized

Disengaged

Depressed

Anxious

Resentful

Angry

Unhelpful

Uncaring

Relationship problems arising from unfairness account for ***up to one third*** of the damage to mental health and losses to productivity seen in the workplace. ***This loss is largely preventable***

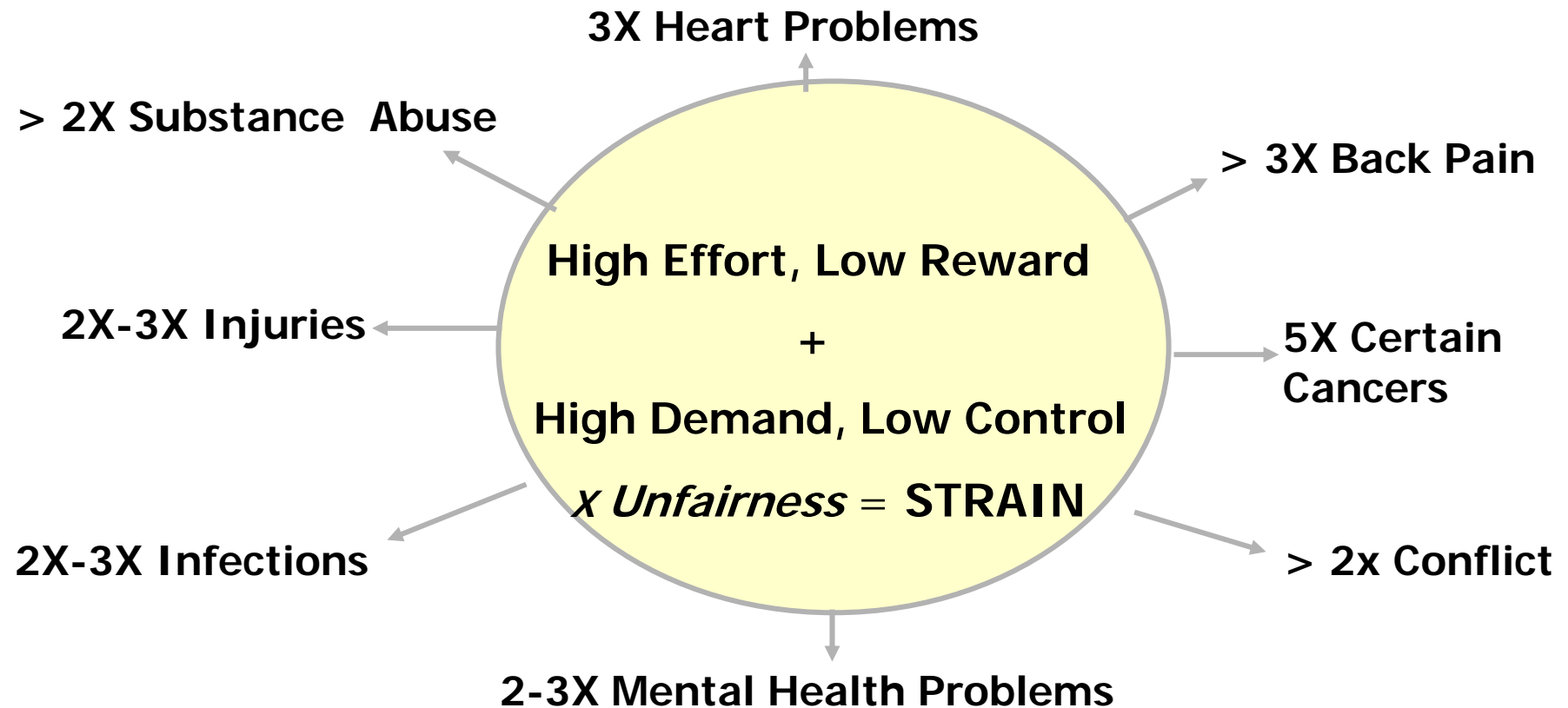
The **law** tells us that systemic failure to recognize and accommodate up to a reasonable standard, the legitimate needs and interests of others at work creates a *“psychologically unsafe workplace”*

The psychologically unsafe workplace is giving rise to a rapidly increasing number of legal actions against employers and their agents

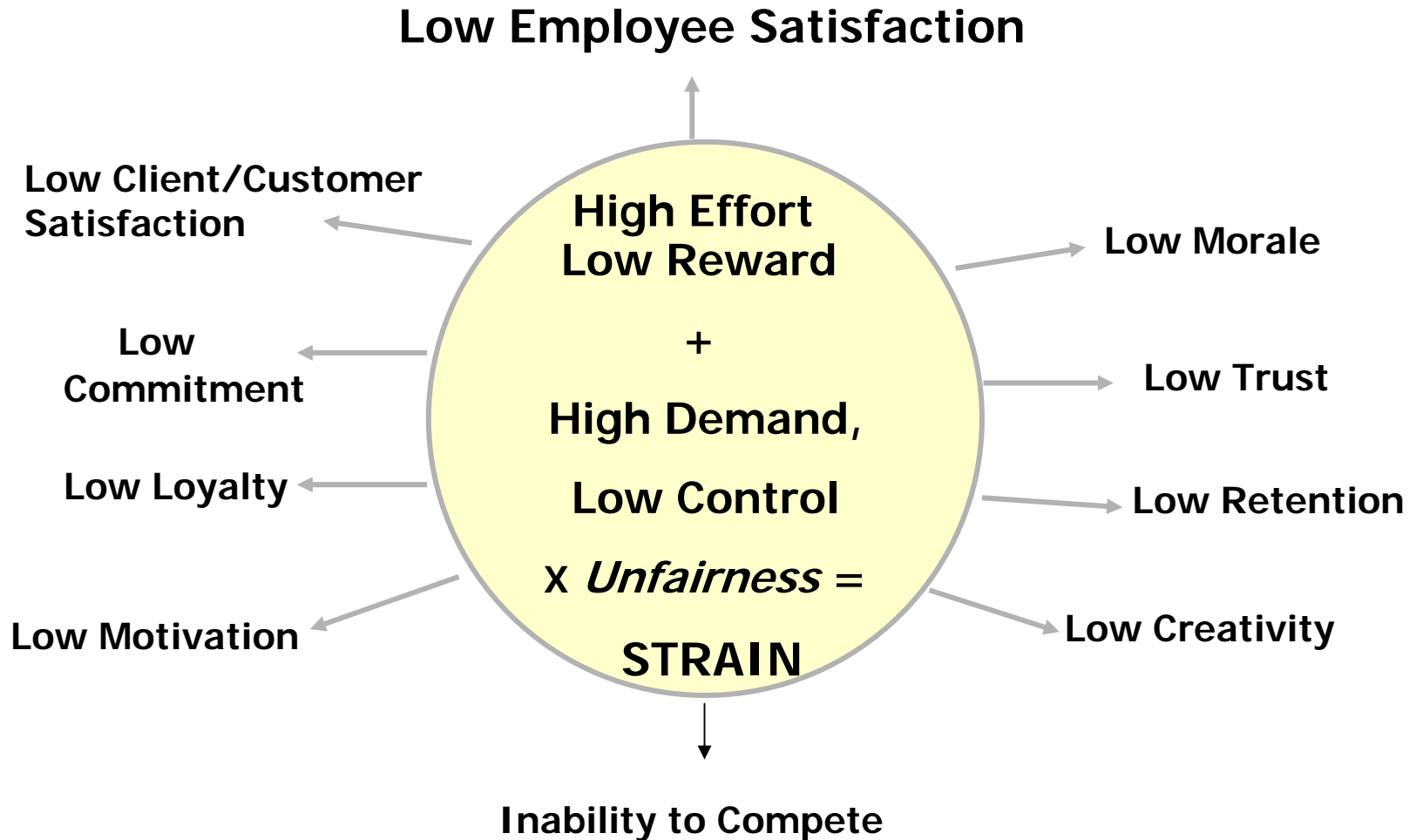
The disruption, human suffering and costs associated with legal actions of this sort are largely preventable

*“A psychologically **safe** workplace is one that does not permit harm to employee mental health in negligent, reckless or intentional ways” Shain 2007*

Psychologically Unsafe Workplace #1 costs to mental and physical health



Psychologically Unsafe Workplace # 2 costs to productivity and re-productivity



- The 3 Imperatives are also essential components of *Emotional Intelligence*
- We need to incorporate the 3 imperatives into *workplace cultures*
- That means they become part of the *shared value and belief system of the workforce*

By “shared” I mean by everyone from the chairman of the board to the CEO to the janitor

Q. How do the 3 Imperatives become part of a workplace culture?

A. By *recruiting, selecting, educating, training, promoting and rewarding* employees for emotional intelligence – i.e. the desire and ability to:

- *be aware* of who is influenced by your words and actions and how they are influenced
- *understand* the legitimate needs, interests, motives and points of view of others in your circles of influence
- act upon your awareness and understanding by being *careful* of others in your circles of influence and by doing them no reasonably foreseeable harm

- The creation and maintenance of a workplace culture based on the 3 imperatives is a key responsibility of Senior Management, including the Board
- The responsibility trickles down to everyone in the workplace from highest to lowest rank
- Increasingly the responsibility is turning into a *duty* at law

Summary

A key prerequisite for a healthy, effective workplace is a civil, respectful, fair and psychologically safe environment.

The foundation of such environments is high quality relationships based on the 3 imperatives of awareness, understanding and carefulness which are the building blocks of emotional intelligence.

The 3 Imperatives need to become part of an organization's culture through the will, direction and facilitation of management.