

The Business Case for Resilience at Work

In 2010, when I started raising awareness about developing resilience at work, my evidence was limited to my personal experience of burnout. Fortunately, there are now widely-accepted research findings, corporate case studies and high-profile personal stories that mean the conversation has shifted from 'why should we take resilience at work seriously' to 'how do we do it'. If you're still making the case for 'why' here are some facts to support you.

Cost of Sickness Absence & Presenteeism

- Mental health issues (stress, depression, anxiety) **cost UK £10.6 billion in sickness absence** in 2017 (Source MHFA)
- Presenteeism refers to people who are unwell but come into work regardless, effects include de-motivation and a decrease in productivity. **The cost of presenteeism is DOUBLE the cost of absenteeism** (Source BUPA, 2017)
- **Financial services** and **professional services** had the highest private sector cost per employee due to mental ill-health of the 7 industries reviewed. (Source Deloitte Mental Health Review)

Figure 4: Private Sector mental ill health costs per employee

Average cost per employee: £1,119 – £1,481



Leading from the front

“ In my experience there is a strong correlation between the authenticity of an organisation’s support and commitment and the willingness of staff to speak up. This is governed by how supported individuals feel and how visible, active and credible their most senior leaders are on this front.”

Jeremy Heywood, Cabinet Secretary

Good People Management Matters

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- **Top 4 cause of excessive pressure is poorly managed change.** Most change initiatives fail to accomplish their intended outcomes and may even limit the potential of an organisation and its people. One of top 4 reasons for employees reporting that they are under excessive pressure every day is poorly managed change programmes (32%) (Source CIPD, 2018)
- **50% of employees who quit cite their manager as the reason** (Source Gallup Poll)

Employers want to do the right thing but line managers lack the training, skills or confidence required to effectively support others at a very basic level.



Only **24%** of managers have received some form of training on mental health at work²⁸.

“ We need to de-medicalize discussion around mental health because the most important factors are the preventative role of line managers and good people management. ”

Rachel Lewis, Affinity Health at Work, Kingston Business School

- Most of the mental health core standards can be implemented at little or no cost, but employers may choose to invest in interventions to build on these mental health core standards. (Stevenson/Farmer)
- Employers can provide support for all employees to thrive, and more targeted and tailored support for those who may need it.

Return on Investment

- Our research (from large-scale and widespread studies) found that the return on investment of workplace mental health interventions is overwhelmingly positive, with an average **ROI of 4:1** (Source Deloitte Mental Health Review)
- FTSE100 companies that addressed mental health and wellbeing in their 2017 reports enjoyed **two times more profit** (Soma Analytics)

Purpose

- The human cost is huge, with poor mental health having an impact on the lives of many individuals and those around them. This manifest itself in a variety of ways both at work and at home and impacts a person’s ability to manage other elements of their personal life. (Source Stevenson/Farmer review 2017)

What now?

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Here are the latest government standards on mental health at work, ask us how we can support you in implementing them directly, or by embedding key messages as 'golden threads' within other learning interventions we deliver.

Mental Health Core Standards

The 2017 Stevenson/Farmer review provided a framework for a set of actions which all organisations in the country are capable of implementing quickly. These mental health core standards are as follows:

- Produce, implement and communicate a mental health at work plan;
- Develop mental health awareness among employees;
- Encourage open conversations about mental health and the support available when employees are struggling;
- Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development;
- Promote effective people management through line managers and supervisors;
- Routinely monitor employee mental health and wellbeing.

Resilience Workshops and TEDx Talk

We offer half day and full day training on resilience practices.

- **Half day** – turning knowing into doing (for when you already know what you 'should' be doing to exercise more, hydrate, rest, sleep well, focus on highest priorities etc... but don't always do it. Find out what gets in the way and why you will take action from today.
- **Full day** – includes spotting the signs when you or colleagues are on the road to burnout, a quick recap of resilience practices you already know and then extend your toolkit of stress-reduction techniques that are free, fast, simple and require no special kit, so they can be done anywhere at any time.

And finally,

Angela delivered this [TEDx talk on "How to solve the stress epidemic"](#) to help others start a conversation and overcome the stigma about discussing mental health at work. Please share and help us to change the workplace one conversation at a time, let's discuss resilience practices, not stress.